

Our place in the world

Sustainability Report 2023

A look back at 2022



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A word from the Chairman

I am a very strong believer that when good fortune does you a favor, you owe it to the world around you to repay that debt. And over the last 60 years of business, I am immensely proud of the wonderful work we have done to support, give back, and contribute prosperity to the communities in which we operate.

This work is the embodiment of a philosophy that has been central to the way we go about our business, and we continued our efforts in this area through 2022, with a heightened sense of urgency, given the pressure the pandemic has placed on charities and healthcare, and the way events in Ukraine developed. War there has beset untold suffering on Ukrainians, but also placed pressure on other societies dependent on both the resources of Ukraine and Russia for life essentials.

Our latest report details where we have sought to give back, and it also highlights more of the excellent work we've undertaken to foster an inclusive, equitable and diverse workplace in every

territory, and our continued focus on providing opportunity and development for our people.

While we're proud of these achievements, we recognize our need to drive far greater impact through our business activities. In recent years, the effects of climate change have become more obvious with every disastrous flood, wildfire, and storm.

That is why sustainability has become a strategic priority for us. We understand that it's imperative that we take fast action to do more and play a bigger role in protecting and preserving the climate and environment, building on the areas of sustainability in which we have always been so strong.

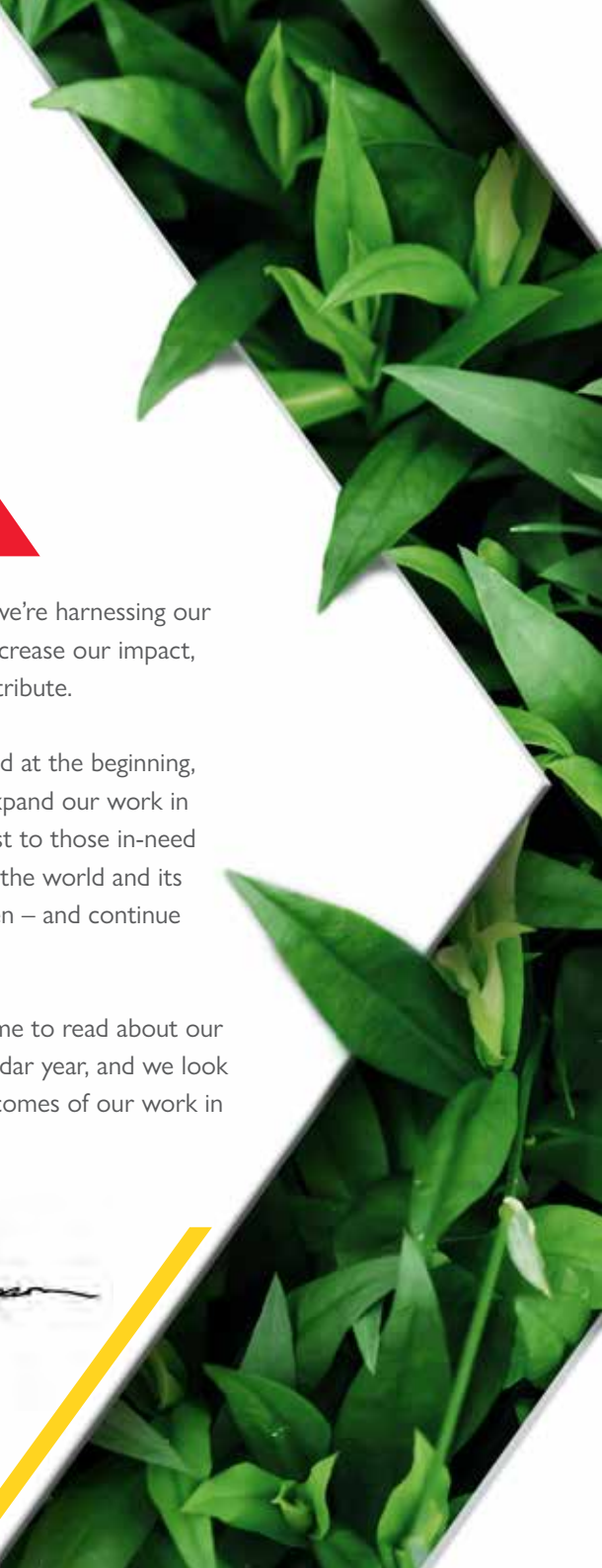
So in addition to sharing our efforts around community engagement, supporting our people and operating ethically, this report explains how we're doing more, building on progress already made; how we've been laying the groundwork to

set a net zero target, how we're harnessing our values and our people to increase our impact, and empower them to contribute.

Circling back to that I shared at the beginning, we are all determined to expand our work in "repaying that debt", not just to those in-need in our communities, but to the world and its ecosystems which have given – and continue to give – us so much.

Thank you for taking the time to read about our progress over the last calendar year, and we look forward to sharing the outcomes of our work in 2023.

Jim Thompson
Chairman & Founder,
Crown Worldwide



About Crown and our report



Crown Worldwide Group is a privately owned, global logistics company founded in 1965 and headquartered in Hong Kong.

We are a purpose driven organization, committed to making it simpler to live, work and do business anywhere in the world, delivered through our broad portfolio of complementary brands.



Crown Workspace creates inspiring, productive working environments, optimizing workspaces of any size or scope. We take care of everything, from interior design and fit out, to relocation and storage, helping organizations to stay ahead, sustainably, of ever-evolving ways of working.



Crown World Mobility provides strategic assignment management, immigration and relocation services for multinationals and international organizations. Available in more than 35 countries, our experts help clients better manage their international talent across the entire assignment lifecycle, enabling and leveraging a globally mobile workforce.



Crown Relocations provides a range of services and expert guidance to people relocating internationally or domestically. We offer an array of services covering everything from door-to-door transportation, secure storage, immigration, to 'settling in' support. This is all co-ordinated by dedicated move managers determined to make every relocation a simple success.



Crown Records Management is a significant force in corporate information management. With impressive facilities worldwide, we manage secure storage and the retrieval of information in both physical and digital format. Helping clients maximize the value of all of their information to streamline their processes for a competitive edge.



Crown Fine Art provides specialist services for the planning, storage, installation and handling of fine art for museums, art galleries, auction houses and private collectors.

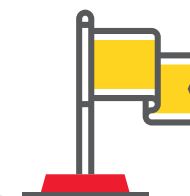
Crown also offers other bespoke logistics services, including: the storage and management of wine collections, project management of oil and gas equipment, hotel refurbishments, warehousing and distribution of luxury goods and valet storage for inner-city areas.



3,000
employees



47
countries



82
nationalities

3.9m sq ft
warehousing



57
languages

250
facilities around
the world



Crown Worldwide Group's approach to sustainability builds on almost six decades of corporate social responsibility (CSR) work, which has seen us stand side-by-side with our people, our clients and the communities in which we operate. Over the last decade, we have sought to contribute to the global effort and, we continue to be guided by the United Nations Sustainable Development Goals, through our membership to the United Nations Global Compact.

At the start of 2022, we set out the priorities. You can see how we have achieved against them by turning to each page, as referenced below:

Learning and development

To develop a learning organization mindset by promoting development opportunities via our online learning portal, through mentoring, feedback, soft skills and leadership training
(pages 28 to 36)

Sustaining a safe and well working environment

To develop leadership competence in creating inclusive, diverse, safe, and healthy workplaces and looking at new ways of creating community
(pages 44 to 50)

Accelerating sustainability

To build sustainability awareness and education, re-energizing people goals and implementing a CSR program of activities
(page 21)

ED&I

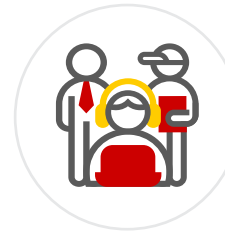
To equip our leaders with the knowledge and skills they need to allow them to build diverse and inclusive teams
(pages 37 to 43)

But in 2022, we went further. We moved to evolve our legacy, seeking to take a simple, progressive approach, focused in particular on how we can reduce environmental impact – while continuing to deliver on the social and governance agenda.

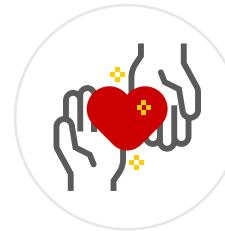
As such, we have reported our 2022 activity under three headings:



Climate & Environment



People & Business



Community

In each section, we have provided an overview of the work undertaken, mapping initiatives against each of these key areas of responsible business.

Value creation at Crown Worldwide Group

Understanding our place in the world means acknowledging that – as an organization – we are reliant on key resources, from people to energy. Through our strategic approach, we create value to sustain and enhance those resources, making the world simpler to navigate.

What our family of businesses are contingent on:



Our purpose

The Group's purpose is to make it simpler to live, work, and do business anywhere in the world, working collaboratively and with clients and partners to deliver simplicity in a world that is changing rapidly.



Our people

We are a diverse, passionate, 3,000 strong team spread across the world.



Our partnerships

We rely on strong relationships with clients and supply chain partners to deliver simple, high-quality services across every region in the world.



Natural resources

We rely on natural resources to power every aspect of our operations and deliver our services.



Data and innovation

Data helps us innovate, simplify services and learn how to work smarter.



Our property and assets

Our assets – our warehouses, our vehicles, and our facilities – provide network strength, resilience and options for clients.



Our legacy

For 58 years, Crown has grown and leveraging its expertise and its network to make moving simpler; moving families and employees, moving artwork, moving and storing information, and moving offices.





The value we create:



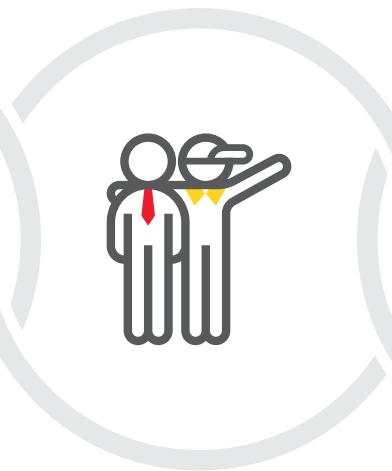
For our people

We empower our people to make a difference, we offer career development, opportunities to learn, and look out for employee health, safety and wellness.



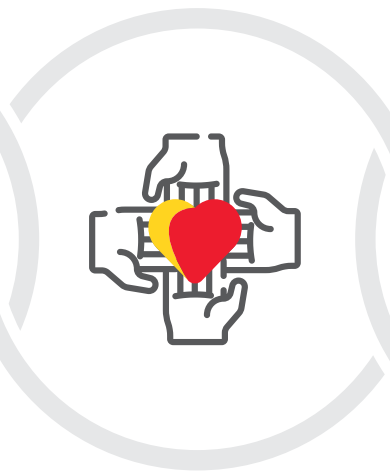
For our clients and customers

From facilitating fresh starts for millions of families, to collaborating with thousands of corporate clients, our family of brands are working across myriad industries and verticals to deliver value and make things simpler.



For our partners

We work with hundreds of suppliers as part of our global alliance to deliver services, expanding our economic impact and creating opportunities for small and medium-sized businesses all over the world.



For community & society

Business leaders in each country that we're present are empowered to support charitable work, and volunteer and give back to the communities in which we operate.



For the planet

We are seeking to decarbonize our operations and have started the process of setting targets to help reduce our environmental impact and sustain the natural resources we use.

Guided by our values

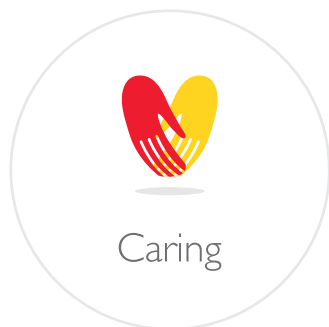
When interacting with any of the company's key stakeholders, from clients to service partners, colleagues to suppliers, our people are expected to live and breathe our values, and be guided by them through the course of their actions and decisions.

Our own values:



Determined

Determined to be the best we can for our customers, our colleagues and ourselves. Our hunger to find ways of improving all that we do, inside and out, is what gives us our edge in our market place.



Caring

We **care** about people. We care about their experience, their feelings, and their environment, whether personal, local or the wider world.



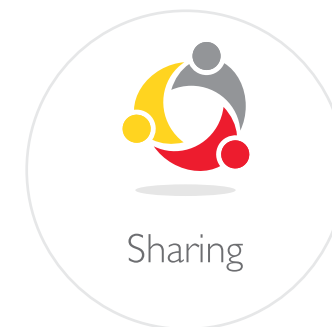
There

We're truly "**there**" for our customers and colleagues when and where they need us. Attentive, with genuine interest and guidance.



Open minded

To lead the way we have to think differently. To overcome challenges we embrace them with **open** and inventive **minds**. Whether it's using innovative techniques or adapting the way we work, we're constantly thinking of new ways to achieve more for all.



Sharing

What is a network without knowledge? Physical infrastructure and technology are mere carriers. The experience and the insight that is shared between people, offices and countries, that is the network.

Sharing knowledge and experience is the platform for wisdom.

Memberships and certifications



**United Nations
Global Compact**

United Nations Global Compact (UNGC)

Crown Worldwide Group is proud to have participated in the Early Adopter Program for the United Nations Global Compact's new reporting framework this past year. This initiative aligns with our long-standing commitment to transparency and accountability. We have been a signatory of the UNGC since 2005 and operate in accordance with its ten principles.

As one of the first companies to use this new framework, we will provide feedback to help shape its future development, in areas of governance, human rights, labor, environment and anti-corruption.

We are committed to this important initiative and look forward to sharing our progress through the new framework with the UNGC community and our stakeholders.



ISO accreditations

ISO 14001

Crown Worldwide Group is proud to be ISO 14001 certified across 33 of our sites, demonstrating commitment to environmental management and sustainability. This certification means our environmental management systems have been independently audited and meet the rigorous requirements of the ISO 14001 standard.

ISO 27001

ISO27001 is the international standard providing direction for an information security management system, enabling organizations to manage their information security processes in line with international best practice. 27 Crown locations are ISO27001 certified.

ISO 45001

Crown Worldwide Group is proud to be certified to ISO 45001 across 21 of its sites worldwide, ensuring that its operations meet the highest standards for occupational health and safety management. This certification underscores the company's commitment to providing a safe working environment for its employees, and its dedication to continuous improvement in this critical area.

Report highlights

Climate & Environment



Carbon accounting partner, Normative, appointed to provide a uniform approach to carbon emissions reporting, and inform reductions



Steering Committee established to drive strategy around reducing carbon emissions



Crown UK&I announces 38% reduction in CO₂e since 2019



Crown Malaysia sets net zero target



Crown's UAE team collected and recycled 7 tons of paper and cardboard



Electric vehicles purchased and integrated into fleets around the world



Crown South Africa switches to solar, saving 18 tons of CO₂e and delivering a 30% reduction in electricity costs

People & Business



86% of staff recommend Crown as a great place to work



81% overall employee engagement score achieved



60 team members taking part in mentoring program



More than 13,000 courses completed on iLearn, our virtual learning platform



1700 nominations to our annual employee awards



Investors in People silver award in UK



HR Asia's Best Company to work for in Asia



Regional initiatives to measure and improve employee wellbeing



95% completion for the Data Privacy course and 91% completion for annual Data Protection courses



Enhanced reporting of incidents via our events register

Community & Partners



We are building on a six-decade long legacy of 'giving back'



347.5 community volunteering days recorded by staff



\$25,000 donated to People In Need, to support their work in Ukraine



Our Workspace businesses donated more than 5,600 furniture items to charities and community groups in the UK and New Zealand



Dennis Muldowney, a Crown fundraising hero raised thousands for Movember by summiting Mt Kilimanjaro



Teams in every territory give back to their communities, typically focussing efforts around:

- Supporting local community causes
- Raising funds and awareness around cancer
- Supporting those in need, particularly the homeless and the food insecure
- Providing help for the next generation
- Fundraising for hospices
- Giving blood

Our climate & environment



Reducing our environmental impact

For almost 60 years, Crown Worldwide Group has sought to protect, enhance and grow the communities in which we operate. “Giving back” has been a central component of our approach to doing business around the world, with our country managers and regional leaders empowered to give back to and play important roles in the communities in which we operate. Protecting and enhancing the environment has been central to that work.

Throughout 2022, we took big strides forward to evolve our approach and build on the legacy we have already created.

As such, we took some significant steps that will enable us to begin further decarbonization of our operations.

Our progress in 2022

The appointment of an ESG Director

To better coordinate the huge amount of work being undertaken across the business, covering the full spectrum of sustainability – as set out by the UN’s Sustainable Development Goals – we have appointed an ESG Director, who will support the sustainability steering committee in coordinating activity.

Sustainability Champions

In 2023 we will be working to appoint environmental ambassadors within each country that we operate.

This voluntary role will bolster support for the ESG Director and sustainability steering committee and be responsible for driving the environmental agenda locally, capturing local performance data, and communicating local achievements.

A strategic priority

The Executive Board included sustainability as one of its key strategic priorities for the year – with a particular emphasis for the first time on how we can go further in reducing our environmental impact.

Assessment and roadmap

In the summer of 2022, we worked to identify the immediate steps that need to be taken for the Group to begin its journey to net-zero. The outputs of this project led to immediate improvements to our sustainability framework and provided direction on a way forward.



Establishment of a Sustainability Steering Committee

In 2022, the executive board worked to set up a diverse steering committee of employees from across the group and its brands, each with expertise in key areas pertaining to sustainability, project management, communications and customer engagement, bringing a depth of experience required to navigate the challenges and opportunities for sustainability in the regions where Crown operates.

This steering committee has executive leadership team sponsorship and reports directly to the board. Through 2023, it will work to a set of key priorities, helping to advance the business across the full spectrum of sustainability, reporting on progress to the board and wider business.



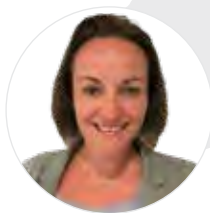
Magali Delafosse
Group Vice President,
Human Resources



Stephen Hardie
Managing Director,
UK & Ireland



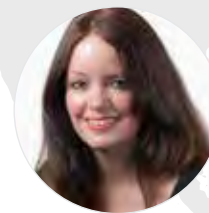
Richard Willeter
Director, Group Strategy



Ann Beavis
Head of Sustainable
Development,
Crown Workspace



Eileen Girling
Regional HR Director,
EMEA



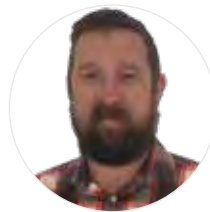
Caitlin Pyett
Consulting Lead & Account
Management Director – Asia,
Crown World Mobility



Matt Abbott
Head of Communications



Dennis Muldowney
Country Manager
– Indonesia



Andrew Fullerton-Smith
General Manager Sales,
Crown / FIL Workspace
New Zealand,
Crown Workspace



Viola Barbisotti
Office Manager – Italy



Shankarnarayanan Iyer
General Manager – Finance,
Procurement & Legal

The first steps to carbon reduction

Work started in 2022 to partner with a carbon accounting company, with the intention of creating more accurate and reliable baseline data, charting carbon emissions across the group.

We are delighted that following a rigorous process, we will be working with [Normative](#), a carbon accounting engine, to measure our carbon emissions and aid decision-making on how to reduce our carbon footprint.

The platform will enable us to collect, analyze, and report data from various sources across our operations, supply chain, and other relevant areas, providing us with a comprehensive view of our emissions footprint. It will enable us to identify emission hotspots, benchmark our performance against industry peers, and make datadriven decisions to drive meaningful emissions reduction initiatives.

Furthermore, it will facilitate our engagement with stakeholders by providing accurate and reliable emissions data for transparent reporting and disclosure.

Normative



How we're already working to reduce environmental impact

As Crown Worldwide Group embarks on a joined-up journey to net-zero, branches across the Crown portfolio are empowered to work on initiatives that enhance, protect and reduce their impact on the environment.

As such, leaders in each region are giving careful consideration to the carbon footprint in their location, looking at the emissions created by our operations and how to reduce them – from integrating hybrid and electric vehicles, to operating out of energy efficient buildings.

33 Crown sites have ISO 14001 certification

We are proud that 33 of our sites across the world are ISO 14001 certified, demonstrating commitment to environmental management and sustainability. This certification means our environmental management systems have been independently audited and meet the rigorous requirements of the ISO 14001 standard.

Here, we spotlight some of the work that took place across Crown Worldwide Group in 2022:

Gold for Crown UK & Ireland

In the UK and Ireland (UK&I), Crown's branches achieved the prestigious gold EcoVadis rating in 2022, with an impressive overall score of 68 per cent, placing them in the top two per cent of companies in the freight transport by road industry.



The UK&I team has committed to ambitious net zero targets for Scope 1 and 2 emissions by 2040, with interim targets of a 45 per cent reduction by 2025 and a 65 per cent reduction by 2030.

Steps towards those targets were taken throughout 2022, with solar panels at four sites and 100 per cent renewable electricity at 12 sites, contributing to a 38 per cent reduction in CO₂e emissions since 2019.

By prioritizing a transition to renewable electricity tariffs at 75 per cent of UK&I sites and implementing electricity consumption reduction measures, Crown UK&I has successfully achieved a significant 52 per cent reduction in Scope 2 emissions since 2019.

At a glance

Targeting Scope 1 and Scope 2 net zero by 2040

Reduced Scope 2 emissions by 52% since 2019

Achieved EcoVadis Gold in 2022, placing the UK&I businesses in the top 2% of its industry

Developing a circular economy philosophy across all business units

Embracing New Zealand's philosophy on sustainability



In New Zealand, Crown engaged consultant Proxima to undertake a materiality assessment and develop a framework as it seeks to reduce its Scope 1, 2 and 3 emissions.

Meanwhile, proactive measures have been put in place to reduce the carbon footprints of operations in the country, which includes the integration of 15 hybrid and electric vehicles, including four electric fork-lifts and three hybrid Pantech trucks into its fleet.

With over 80 per cent of the grid in New Zealand supplied by energy from renewable sources, Crown's operations here are utilizing power that is predominantly sustainable. In 2023, Crown is exploring switching to a 100 per cent renewable energy supplier.

In addition, steps are being taken to introduce sustainable procurement practices, ensuring that suppliers share similar sustainability aspirations.

Through 2023, Crown's operations in New Zealand will be capturing relevant data to enable it to work towards setting a net zero target.



15 hybrid/electric vehicles integrated into fleet

At a glance



More than 80% renewable energy from the grid, powering operations



Work started to introduce a sustainable procurement policy

Net zero steps for Crown Malaysia



Through 2022, the team in Malaysia has taken a proactive approach to monitoring and reducing the carbon footprint of its activity.

A cloud-based carbon accountancy platform has been deployed to measure and reduce emissions at all sites, which has led to the successful quantification of Scope 1 and Scope 2 emissions, creating a baseline. Scope 3 will be quantified in 2023.

Now our businesses in Malaysia are targeting a 30 per cent reduction on the 2022 Scope 1 and 2 baseline by 2030, and to be net zero by 2050.

As it sets off towards achieving these targets, Crown Malaysia has invested in employee education, with 101 employees attending environmental and sustainability training. All warehouses have been upgraded with LED lighting, which has led to reduced energy consumption and improved working conditions. Electric vehicle charging points have also been installed at two sites, while two electric trucks have also been purchased.

Crown Malaysia's commitment to sustainability extends beyond its own operations, as it works closely with the Malaysian Green Technology Corporation (MGTC) to support Malaysia's climate governance action plans.

There are also ambitious plans for more progress in 2023, with plans to switch to green energy tariffs, install solar panels, and begin using data tracking and reporting to better manage waste.



Crown UAE staff innovating to drive change



In the United Arab Emirates, a sustainability committee has been set up to engage staff from across our operation there. The committee will be tasked through 2023 with challenging day-to-day habits, encouraging everyone to do their bit to reduce environmental impact.

As part of a core objective to improve waste management, the team participated in an Emirates Environmental Group initiative called Recycle, Reforest, Repeat, which seeks to maximize EEG's Paper Collection Campaign during the summer months. For every 1,000kg of waste collected, a sapling of local trees is planted.

The Crown team worked with clients and stakeholders to collect 7,000kg of paper and card waste between June and July, enough to plant seven desert-hardy tree saplings, contributing to reforestation efforts.

Catching some rays to provide reliable energy in South Africa



Our team in South Africa has developed a phased approach to transitioning to solar power, in a bid to reduce carbon emissions and increase reliability.

With challenges for the country's electricity supply, which lead to frequent power cuts and load shedding, the team explored solar energy as a potential fix.

Phase one has seen 90 solar panels installed at our Johannesburg facility, generating up to 55 per cent of daily energy needs on clear days. This has resulted in a 30 per cent reduction in the monthly electricity bill and a significant decrease of 18.68 tons of CO2 emissions since the installation. Through 2023, the team in Africa will move to the next phases of the project, looking at batteries to overcome intermittency and reduce generator fuel costs. Options are being explored to install photovoltaic panels at other facilities.

Water-saving nozzles have also been installed in all branches across the country, reducing water waste by up to 70 per cent and bringing down water costs by 20 per cent.

At a glance

90 solar panels installed in Johannesburg

Reducing CO2 emissions by over 18 tons and delivering a 30% reduction in electricity costs

Special nozzles have reduced water waste by 70%



Paper tape in Mexico



In Mexico, the team has introduced paper tape to seal cartons, in place of plastic tape, reducing single-use plastic for packaging household good.



Sustainable packaging options in Australia



In Australia, the team has switched to a range of more sustainable packaging options, such as recycled cardboard, paper and fully recyclable, compostable shrink wrap. Recycled and recyclable paper is now used for china, ornaments, pots, pans and utensils, along with other, small household goods. Industry standard paper and six-ply blankets, made from recycled paper, are used for large and small appliances, and furniture, rugs, electronics and mirrors are wrapped in six-ply wrapping paper. While lampshades are now wrapped in compostable poly chips.

Reducing our impact through greener buildings

Crown Philippines LEED-ing the way with Gold building



Our shared-service centre in the Philippines operates out of a LEED (Leadership in Energy and Environmental Design) Gold Certified building in Manila.

This state-of-the-art building was completed in 2018.

The LEED certification ensures that the building meets high standards of environmental sustainability and energy efficiency. This means it produces fewer carbon emissions than comparable buildings, better protection for biodiversity and ecosystems and promotes sustainable and regenerative material cycles.

The Czech Republic's first BREEAM Outstanding building is our home in Prague



Our colleagues in Prague work out of one of the city's most environmentally friendly buildings, with plans to enhance the site further.

The facility, based in the Futurama Business Park, is rated 'Outstanding' by BREEAM, one of the world's leading science-based suite of validation and certification systems for sustainable built environment.

The office is fully equipped with LED lighting, uses geothermal wells underneath the building for heating in the winter and cooling in the summer and reduces water waste by 30 per cent via faucet aerators. There are plans to install solar panels on the building in 2023 and composting in the building's communal gardens. A network of beehives also enhance the local ecosystem.

The team actively recycles through clear waste segregation, is incentivised to travel to work via public transport and is prompted to save electricity at key powerpoints.

At a glance

Prague office located in Czech Republic's first ever BREEAM Outstanding building

Geothermal wells, beehives, LED lighting and water controls all contribute to the energy efficiency and eco-credentials of the building

Broadening awareness of our role in enhancing and protecting the planet

Carbon Literacy training

We believe that ensuring everyone who works for us has a detailed understanding of why it is so important that we protect and enhance our environment.

That's why, through 2022, we successfully piloted a Carbon Literacy training program, with over 100 colleagues taking part. Carbon Literacy for Business is a course approved by the Carbon Literacy Project and delivered by external provider Lighthouse Sustainability. It takes attendees through the science of climate change, seeks to dispel myths and misconceptions and encourages participants to consider their own carbon footprints, and develop action plans to reduce them. At the end of the six-hour course, participants are certified as carbon literate.

113 employees took part, and in 2023 this comprehensive, eye-opening training will be rolled out across the Group. This framework includes external certification for senior management and local environmental ambassadors, carbon impact training for influential and client-facing staff, and carbon awareness e-learning for all employees.

In-house sustainability training

1,338 members of staff participated in voluntary sustainability training courses organized by Crown Worldwide Group, with a total of 1,657 training hours completed.

The top three courses completed were Business Sustainability, Sustainability Month (a live webinar),

and What Is Sustainability. More than 115 employees went through external carbon literacy training, and an additional 15 employees completed the in-house lite version of the training. These training courses have been effective in educating our employees on sustainable practices and inspiring them to take action both at work and in their personal lives.



Shifting to services that support our clients in reducing our collective environmental impact

We understand that working to reduce the impact of our operations is only half the battle and that it's essential the entirety of the value chain collaborates for powerful, collective reductions in carbon emissions.

To that end, we are looking at the services we offer to clients to ensure the value we create is better for the environment. Here we detail and update on some of the service innovations we have introduced and highlight how they are driving greater environmental benefit.

In 2023, we will build on our existing work in this area, with significant enhancements to our sustainable services across all business divisions.

Doing 'exXtra' to reduce waste-to-landfill in Hong Kong



exXtra, a service launched by Crown in Hong Kong in 2022, is helping customers store goods that they do not currently have room for in their homes, but that they also do not want to throw away. Customers use an app to request crates from exXtra, which they fill with personal affects and then are then taken away for storage until the customer requests access, and the crate is taken back to their home.

This innovation shows how we are using our assets to add greater value and simplicity for customers, while providing a more energy efficient way for them to store personal items.



Crown Workspace and the circular economy

Embracing the circular economy is going to be critical as we work collectively around the world to be more sustainable. Crown Workspace, our office relocations and fit out division, has been pioneering our work in this area, in the UK and New Zealand.



Principally, the aim is to reduce waste created by workplace refits. Established a decade ago, our Renew Centre, based at Crown Workspace's UK base in Enfield is award-winning, and in 2022, it refurbished 17,593 items, ensuring 395 tons of office furniture was diverted away from landfill, and fully refurbished to re-enter the economy. This work saved 864 tons of CO₂e.

But just as tired office furniture is often laid to waste in favour of new during an office relocation or refit, IT equipment is also often discarded. But in 2022, the Renew IT Centre in Enfield processed 28,387 IT and audio-visual items for reconditioning, to extend lifespan. This diverted 170 tons of weight into reuse and saved 1,612 tons of CO₂e.

Similarly, FIL Furniture, a division of Crown Workspace in New Zealand, is selling upcycled office furniture, refurbishing surplus furniture for reuse.

Through 2023, Crown Worldwide Group is looking at further opportunities to expand this service offering.



17,593
refurbished
furniture items
(In 2022)

864
tons of
CO₂e saved
(In 2022)



170
tons diverted
to reuse

At a glance

Crown Workspace's Renew Centre by numbers:

395
tons diverted
to reuse
(In 2022)



28,387
pieces of
IT equipment
reconditioned



1612
tons of CO₂e
saved

Carbon neutral moves

As part of its carbon reduction strategy, Crown Workspace in the UK&I is now offsetting all carbon emissions from vehicle movements and packaging used during all client moves. This offsetting was introduced after calculating and analyzing our emissions, and understanding where we couldn't currently reduce those emissions further.



Our carbon neutral claims here have been made in line with the principles of internationally recognised specification for the demonstration of carbon neutrality, PAS2060, with emissions offset through Gold Standard to ensure best practice.

As a result, all moves and changes by Crown Workspace in 2022 were carbon neutral as we offset retrospectively after calculating and analysing our emissions. Crown Workspace in the UK&I will continue offering this service through 2023, and the wider Crown Worldwide Group is seeking to understand how other parts of our moving services business might be able to incorporate this concept.

Working with clients to digitalize records can lead to 98% reduction in carbon footprint



Recognising the significant embodied carbon associated with traditional records management, we have been investing heavily in 2022 in digital services, and our solutions have evolved significantly – especially in the UK and India.

Today, we are talking to clients about removing paper at source by introducing new technologies, supported by detailed Business Process Review analysis, and software solutions, to streamline workflows and reduce the carbon impact of how companies manage their information.

We know that digital transformation needs to be at the heart of any low carbon records management strategy, and we are not only enabling this process but also raising awareness of the benefits. During 2022, we analysed the whole lifecycle of records management and estimated that digitising records management from start to finish (and therefore avoiding printing, boxing, and storing, documents in physical form) results in a 98% reduction in carbon footprint compared to traditional storage of paper records.

Reuse and recycling in the USA

Our team in the USA has considered how it can be smarter with the resources it uses, and implemented several initiatives aimed at reducing waste, and plastic in particular.



In 2022, the team at our Keasbey, New Jersey, warehouse switched to biodegradable tissue and bathroom paper, downsized the use of letter paper (snail mail) by making greater use of email, paying invoices online and filing electronically. A campaign around switching lights off was also launched.

To further reduce plastic waste, the team purchased reusable water bottles for every member of the team. Colleagues have also sought to reuse plastic garbage liners, requesting that the facility's janitor empties the bins but reuses the plastic bags, in a bid to reduce the amount of single-use plastic.

The US team plans to build on these initial steps through 2023.



Virtual consultancy, e-Packing and e-Delivery

Technology is vital to reducing environmental impact, and we are pleased to see that our virtual consultation, e-Packing and e-Delivery services are continuing to drive down paper use. Our team in Australia utilize a virtual survey tool called Yembo.



Virtual consultations

We have been offering virtual moving service consultations since 2016. These not only remove travel time and geographic restrictions, but also allow us to reduce our carbon footprint.

Virtual consultations since 2016, by numbers:

44,214 virtual consultations undertaken	884 tons of CO ₂ e saved	Equivalent to 5305 trees
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e-Packing

Our e-Packing app which uses barcodes and photos to capture digital inventories of our customers belongings, meaning less paper is used during the packing process. We estimate that this saves approximately 11 sheets of paper per move.

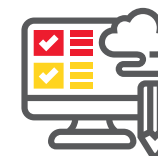
Our e-Packing service in 2022 by numbers:

76,483 sheets of paper saved	Equal to approximately 7.5 trees saved
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Our e-Packing service since 2018:

39,551 e-Packed moves	435,061 sheets of paper saved
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Equal to approximately **50** trees saved, or a woodland about the size of 16 tennis courts (4,200 sq meters [approx]).



e-Delivery

Our e-Delivery technology seeks to make it simpler to manage goods in transit by digitalizing the steps involved. As with e-Packing, this has delivered a sizeable reduction in the amount of paper used and we estimate that this technology has also reduced 11 sheets of paper per move.

Our e-Delivery service in 2022 by numbers:

15,994 sheets of paper saved	Equal to approximately 1.5 trees saved
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Collaborating with our partners

Crown Worldwide Group works with hundreds of service partners to help make it simpler to live, work, and do business anywhere in the world.

Collaboration and engagement are crucial in working with our upstream suppliers and downstream service partners to find sustainable solutions.

In the near future, we will be working with our partners to understand our Scope Three emissions and how we can collectively work to reduce the impact we have.

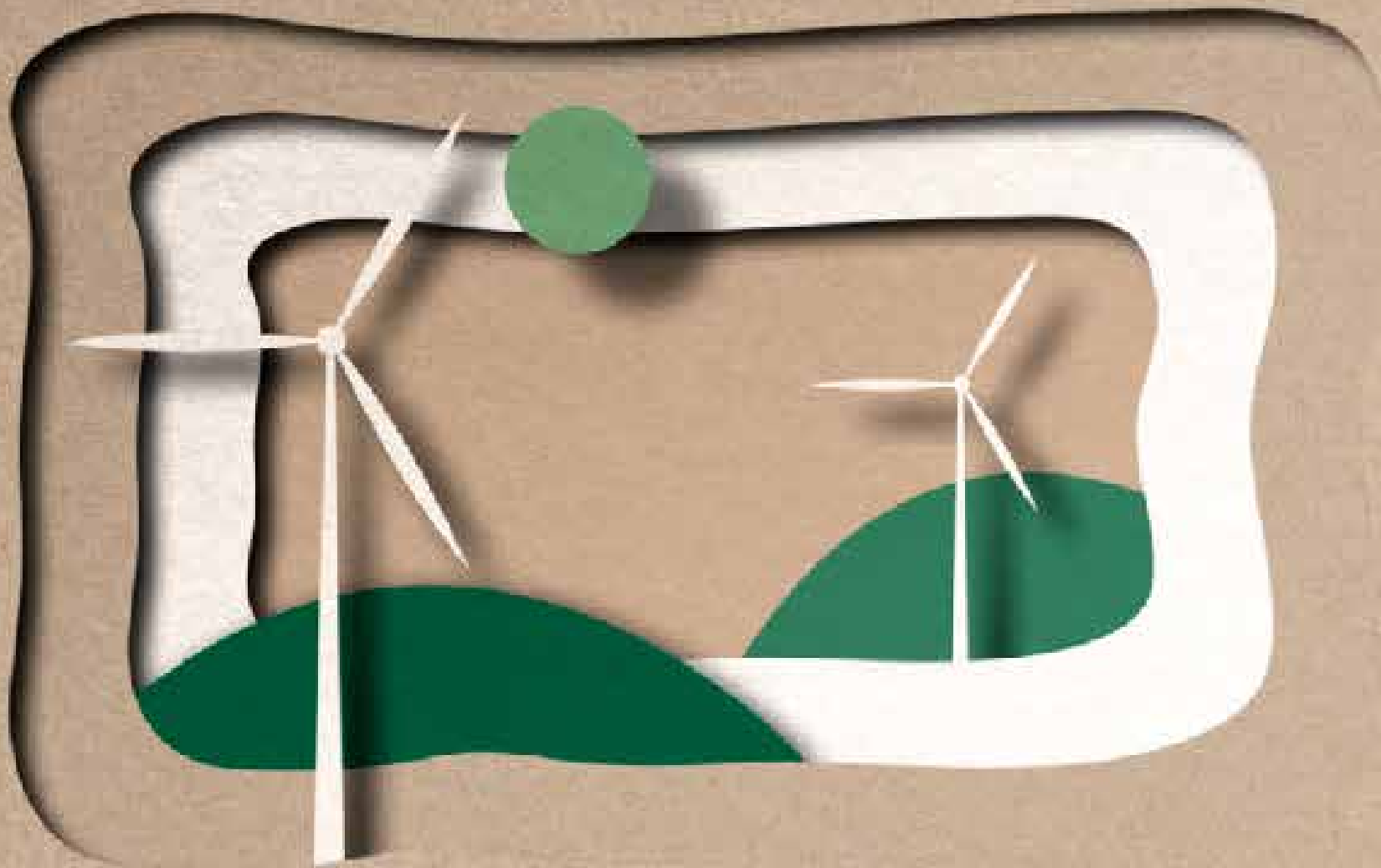
In the UK, work has started to understand where partners and suppliers are on their sustainability journey.



- The team here has led on surveying a sample of 126 service partners – 38 of which support Crown World Mobility and Crown Relocations globally – asking them how their own sustainability strategies are evolving, from measuring emissions and setting robust reduction targets, to wider sustainability initiatives.
- The responses were collated and companies that responded were put into three categories based on their progression and understanding of the sustainability agenda.
- Through 2023, training materials will be shared and a workshop hosted with those who are at the early stages of their journey.

We are focussed and committed on bringing our partners along with us, using our own, ever-growing experience to guide them as they start out on this journey.

Our people & business





An overview

Our passionate people are the lifeblood of our organization. A 3,000 strong, diverse team that are working with thousands of clients, making it simpler to live, work, and do business anywhere in the world.

And as our most important resource, it is a top priority to ensure our team is engaged, safe and healthy.

Equally, it is imperative that we run our business ethically and in line with best practice.

Subsequently, we have a huge range of initiatives that address the needs of our people across each of the regions in which we operate, along with policies and structures that enable strong governance.

Addressing those changing needs of our people is a dynamic process, and we strive to tweak provisions to suit those changes.

But we are pleased that in our 2022 engagement survey, 86 per cent of colleagues said they would recommend Crown as a great place to work.

Here, we outline the work we're doing to build on the high levels of engagement of our people, promote diversity, equity and inclusion and the results of that work.

We will also explain the processes we have in place to aid decision-making, reporting, and the logistics of running the business, as well as the policies we have in place related to ethics.

Our people: a diverse and engaged team

A word from Magali Delafosse, our Group Vice President for Human Resources

It is not lost on us as a business that across the world, 2022 was a challenging year for people and families. The pandemic brought about fundamental changes to our way of life, and while restrictions were lifted entirely as the year went on, people were still adjusting. The cost of living soared – with energy and goods increasing in price. We know that this impacted so many of our people.

But I am proud that as a business we were able to stand by those who commit so much of their time to helping us deliver value for our customers. Across the world, the hard-working members of my team ensured the provisions and resources were in place to support our people. I'm pleased to spotlight some of those initiatives here, from mental health apps to employee assistance programs.

We continued to support the development of our people, too – with the continued growth of our iLearn platform and the successful launch of a global mentoring program.

Finally, the work we have been doing to celebrate and promote diversity, equity and inclusion is a particular source of pride to me. We are a broad church, encompassing people with a huge range of faiths, heralding from 82 different nations and myriad cultures. We speak 57 different languages and wear our diversity and difference as a badge of honor.

The results of our annual employee engagement survey in 2022 show that in each of the areas I've touched on, we are on an upward trajectory. But by its very nature, Crown is a business that doesn't stand still. When a score is in the high 80 per cent, there is room for 20 per cent improvement.

As such we are constantly looking at ways to drive up our scores, by introducing new concepts and initiatives that increase opportunity, equity, happiness and health at work. I look forward to 2023 being a year in which we do more of the same.

Magali Delafosse

Group Vice President, Human Resources



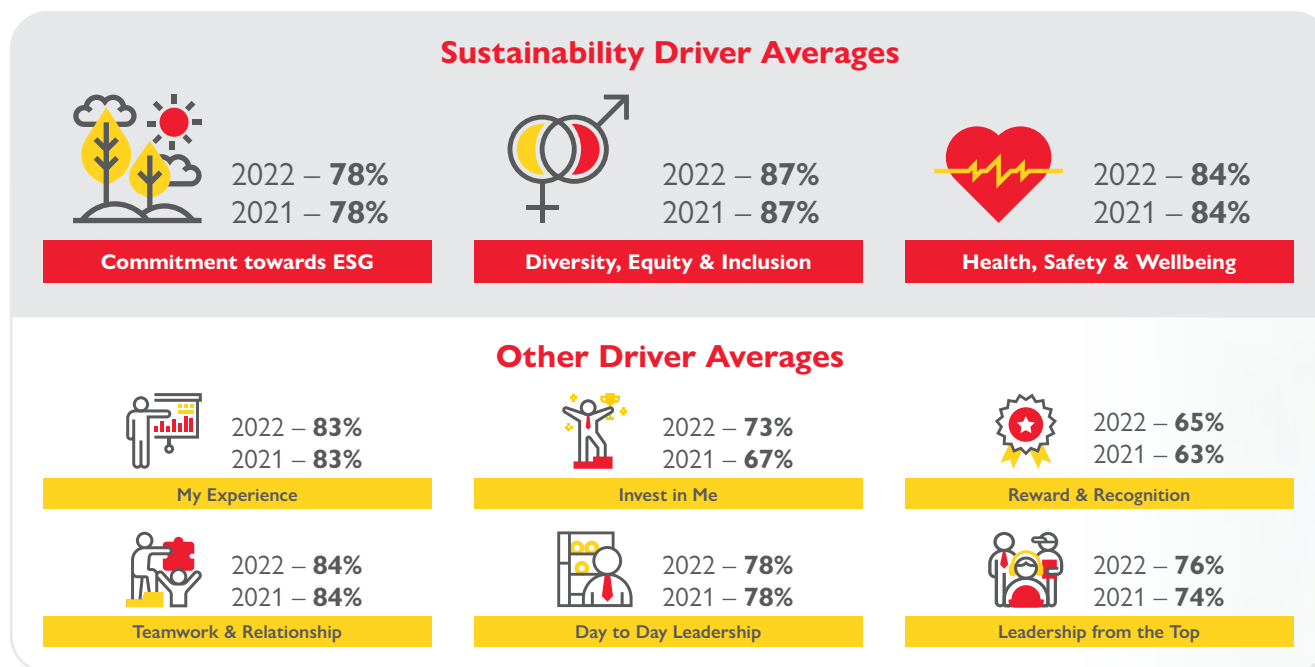
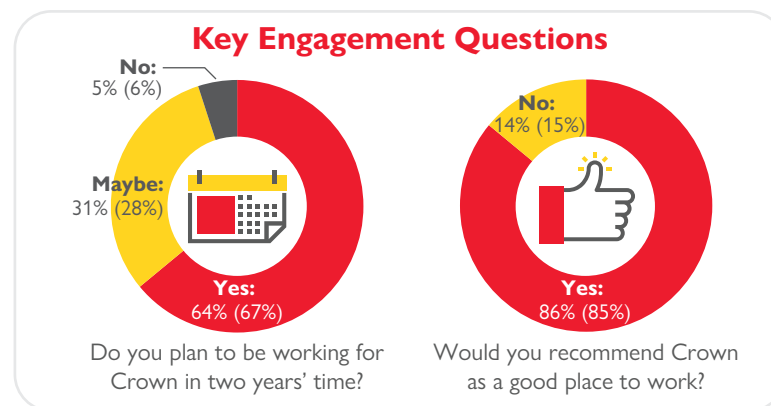
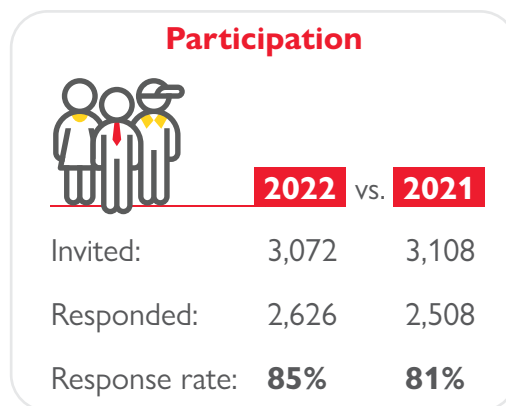
Our annual Employee Engagement Survey

As part of our commitment to enriching employee experience at Crown, each year we deliver a survey to the entirety of our workforce.

The results are critical in guiding our efforts to support our people and identify areas or opportunities to make work better. We carefully analyze this feedback, and use it to guide our approach, make changes and inform the decisions we make about our people policies and provisions.

Our 2022 Employee Engagement results – the key numbers:

*2021 scores in brackets



Engagement Score Comparison

2022 Group Engagement Score – **81%**
 2021 Group Engagement Score – **81%**

APAC	EMEA	AMER
2022 – 83%	2022 – 76%	2022 – 83%
2021 – 84%	2021 – 74%	2021 – 80%



Engagement Score



79% (78%)

Crown gives me the opportunity to make a difference – in my team and in the world around me



88% (89%)

My work directly contributes to Crown's success



75% (74%)

My opinions seem to count



88% (88%)

I can be myself at work



87% (78%)

I am aware of Crown's values and try to build them into everything I do



64% (67%)

Do you plan to be working for Crown in two years' time?



86% (85%)

Would you recommend Crown as a great place to work?

As the infographic shows, our 2022 survey received an 85 per cent response rate, with more 2,600 employees completing the survey.

We achieved an overall engagement score of 81 per cent, the same as in 2021 – and across most areas in which we canvas staff, we are tracking along the same lines as the previous year.

There was a six per cent increase in scores around how Crown invests in its people and two per cent increases in scores around 'leadership from the top' and 'rewards and recognition'.

The most significant fall in score was in response to the question: 'Do you plan to be working for Crown in two years' time?', where there was four per cent decrease. This is clearly an area for improvement, and we hope that the launch of our Career Paths project in 2023 will contribute to employees feeling more positive about their prospects within the organization.

However, 86 per cent stated that they would recommend Crown as a great place to work, which is pleasing – and increasing – proportion of the overall workforce.

Reward & Recognition



Every year the business holds its annual employee awards: the Crown Worldwide Awards.

The awards are linked to the company's values of being there, being determined, being open-minded, sharing, and caring. Each winner gets a reward of their choosing, equivalent to \$1500 USD.

In 2022, the seventh edition of the awards program received more than 1,700 nominations globally – including over 1500 nominations for individual contributors. There were 85 regional winners, and the executive board – as it is each year – was tasked with whittling that down to pick five global winners.

The winners were announced by the board in December through a series of videos.

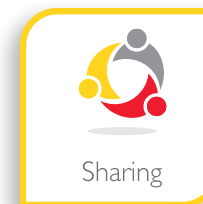
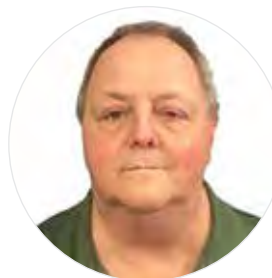


The “**Strive to Succeed**” Award

Dave MacNeil

Residential Sales Consultant for New Zealand

Dave has demonstrated remarkable fortitude in the face of serious illness, continuing to engage with clients and deliver great service. He has been described as a genuine inspiration by his teammates.



The “**Great Communicator**” Award

Pravin Unde

Operations Manager for Crown Records Management in India

Pravin is passionate about mentoring his team and finding ways to expand learning opportunities, often imparting his own extensive knowledge and ideas to help increase productivity. His team refer to him as the “Wall of Taloja”, in reference to the location of one of our facilities in India.





The **"I'll Be There"** Award

Aina Roslan

Immigration Consultant for Crown World Mobility in Malaysia

Aina is always there to help her team, going the extra mile to give advice and support to colleagues on complicated issues. She has a wonderful rapport with her clients and has been appreciated for her responsiveness, patience and tenacity to tackle any challenges that arise.

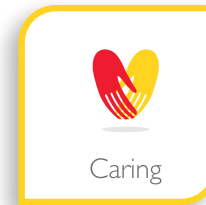
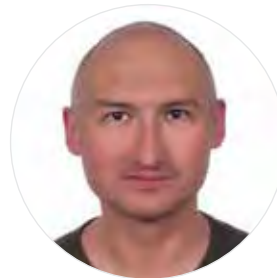


The **"Outside the Box"** Award

Slawomir Pawlikiewicz

Sales Analyst for Crown Workspace in the UK

Slav has been instrumental in collating vast amounts of data relating to Crown UK&I's carbon emissions, dating back to 2019. He designed, from scratch, our Carbon Factor Database (CFD) which has allowed the UK team to analyze Scope One and Two emissions helping to reduce carbon emissions by nearly 30 per cent.



The **"Giving Back"** Award

Cleila Nascimento

Senior Financial Analyst in Brazil

Cleila has been described as 'the synonym for care'. She constantly looks out for her team, ensuring each member enjoys the workplace and showing concern for their well-being. She organized the Breast Cancer Awareness Month at Crown Brazil in October, helping to create awareness by hosting information sessions and organizing donations.



Developing our people

Our mentoring program

Crown's Group Mentoring Program is a cross functional/brand mentoring scheme for all employees across all of Crown's regions and support functions. The program aims to help staff enhance their skills, maximize their potential, expand their networks and consider career paths by working with other employees from across the Crown Group.

So far, 30 mentee/mentor pairs have completed the program, with another 60 in progress at the end of 2022. 76 people from across Crown Worldwide Group have signed up to be mentors. The program has proved to be hugely successful, with mentees and mentors remarking on what participation in the program has done for them.

“My mentor helped guide me through processes as I stepped into my manager role. It was a holistic experience, which showed there is always so much more to learn. It was a very helpful and great experience, especially for people looking to grow within the organization. And it doesn't all finish at the end of the program; I have been introduced to a mentor who I feel I can turn to for advice at any time – which is truly invaluable to my own development.

~ Pritha Mukherjee, Manager, Fine Art, India

“I've mentored several Crown colleagues in recent years, and I believe in the program strongly. By sharing my knowledge and experience, I've been able to help the mentee do a better job, but it's also been rewarding for me to give something back.

~ Giovanni de Carlo, Business Development, CWM, Switzerland

Apprenticeships – Crown UK&I

Our apprenticeship programs create a positive impact on individuals, our business and the local community, providing work and training offering to the next generation.

We run two types of apprenticeship programs in the UK. Our entry level apprenticeship, the Aspire Apprenticeship Program is an opportunity to nurture talent to meet the needs of our businesses. We also offer an apprenticeship program for existing staff, the Aspire Academy, helping existing staff to gain new skills, feel valued and grow in their roles.

Currently, we have 15 apprentices studying and working towards varying stages of qualifications in business administration, marketing, IT, HR and supply chain. Thirteen of these are 13 entry level apprentices and two are internal staff.



“I am lucky to have a welcoming and friendly team that supports me to develop my skills and pushes me to be the very best version of myself. Who you work with makes all the difference, and from my first day, I knew I was joining a welcoming and friendly environment and have made friends with the other apprentices.

“As for anyone starting a new chapter in life, it's overwhelming and very exciting! Learning and working at the same time can sound like a challenge, yet it enables you to work on essential transferable skills. My journey has only just started, and I look forward to seeing what the future brings for me, professionally at Crown.

~ Sofia Rogoff, an entry level Marketing Assistant Apprentice, who joined Crown in September 2022

Learning and development

Our iLearn portal, which the team can access via our intranet, provides access to hundreds of courses, enabling employees to train and improve their skills, on demand and on a flexible basis, in line with development plans agreed with their line managers.

In addition, we offer a wide variety of face-to-face and externally-led training courses which help to ensure customers remain at the heart of what we do.

In 2022, more **13,629 courses** were completed on iLearn, an increase of 38 per cent on 2021.

Across all types of training, employees undertook **19,376 hours** of training – including e-learning, face-to-face courses, webinars and external training provision. More than 79 per cent of the employee population completed at least one training course, with an average of six courses completed per employee.



Our awards and accolades

HR Asia's Best Company to Work for in Asia



Crown Worldwide Group Hong Kong won the HR Asia Best Companies to Work for in Asia 2022.

The awards program, now in its eighth year, recognizes organizations that have been identified by their employees as great places to work. Our employees in Hong Kong particularly value the open communication and cooperation across different teams and that the culture in the workplace is very inclusive.



Investors in People



Crown Worldwide Group in the UK and Ireland was awarded the Investors in People's We invest in people, silver accreditation in 2022.

The award demonstrates that Crown Worldwide Group has the right principles in place to support those who work for the company, have adhered to our values, purpose and ethos despite a number of challenges since last being assessed three years ago. The report also highlighted investment in our people, through learning, support, apprentices and internal promotions and the fact that we recognize the need to continue to reinforce those positive principles.

Just 15 per cent of the organizations Investors in People has assessed achieve the silver accreditation.



Diversity, equity and inclusion

2022 DEI Fast Facts

3185



Employees globally across all brands as of 31 Dec 2022

Employees by brand

Crown Relocations	Crown World Mobility	Crown Records Management	Crown Workspace	Crown Fine Art
656	369	1103	276	68

Leadership Level

Board



Executive Leadership Team



M4+ (Senior Management)



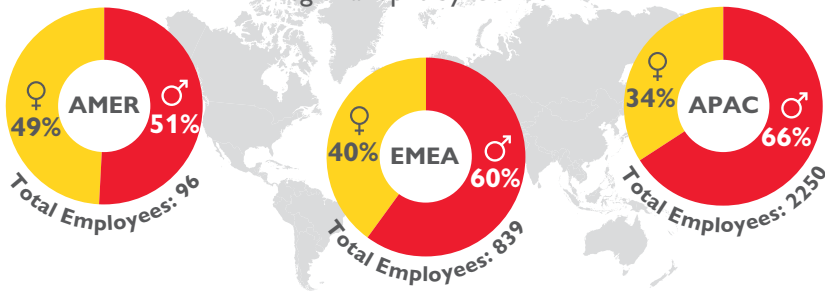
M1-3 (Management)



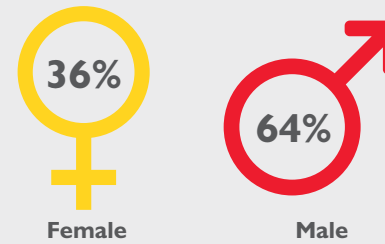
IC (Non-Management)



Regional Split by Gender



Gender



Top 10 Nationalities



57

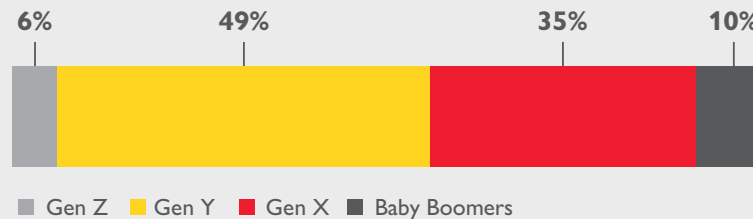
Language Capability



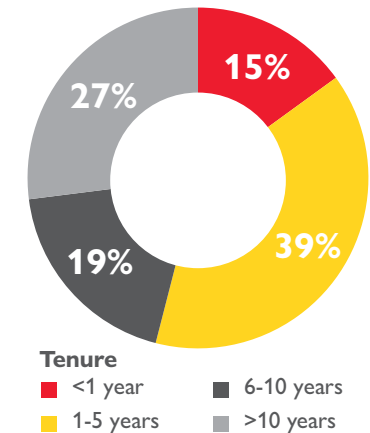
82

Nationalities Employed

Split by Generation



Tenure



Our policy and approach to DEI

As an organization, we value the variety of different views, outlooks, and approaches that a diverse workforce brings. We understand that this diversity assists in providing improved services and increasing our understanding of our clients. As such, over the past six years, Crown has made significant strides in enhancing diversity, equity and inclusion (DEI) across every part of the company – to leverage the strength that diversity and difference brings.

We launched our first policy in 2016, held focus groups with senior leaders in 2020, and shifted our focus to DEI in 2021, highlighting the importance of equity in maintaining a fair and ethical workplace.

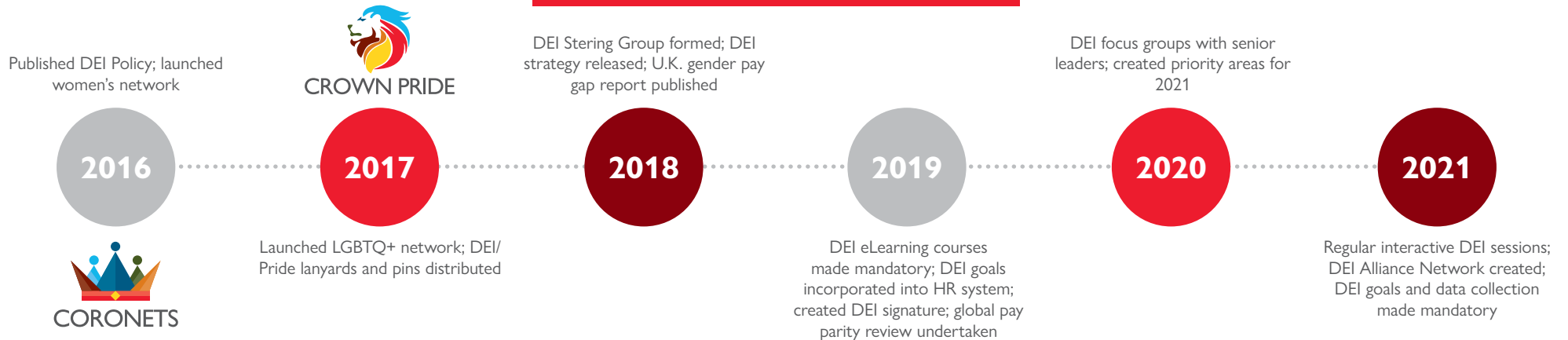
We are committed to doing all we can to ensure we recruit, train and promote people based on qualifications, experience and abilities for all roles within the organization and our DEI policy is designed to ensure we comply with its obligations under equality legislation and demonstrate commitment to treating people equally and fairly.

Crown Worldwide Group is unreservedly opposed to any form of discrimination on the grounds of culture, education, gender, ethnicity, sexual orientation, nationality, disability, religious background, age, experiences, and ways of looking at things.

Our policy applies to all stages of employment including recruitment and selection, promotion and training. It ensures that we do all we can to ensure no one receives less favorable treatment or is disadvantaged by requirements or conditions, which cannot be shown to be justifiable.

Along with the initiatives set out here, the policy ensures we embrace and celebrate diversity, and foster an equitable and inclusive workplace.

DEI | Our story so far...



*Passionate about people,
your experience matters*



I support DEI at Crown

Our commitment to DEI



DEI Steering Group

Our DEI Steering Group (DEISG) is a group of senior managers responsible for guiding and promoting the company's DEI policy and strategy. It works to ensure that DEI is incorporated into all aspects of the organization, including policies, practices, and decision-making processes. It also aims to provide guidance and support to employees at every level, encouraging everyone to be advocates for DEI and to actively participate in initiatives that promote equity and inclusion.

The steering group comprises:



Dennis Muldowney
Country Manager, Indonesia



Ian Pettey
Senior Cluster Manager Africa



Joyce Weekes
Group IT Operations Director



Magali Delafosse
Group Vice President,
Human Resources



Barry Koolen
CEO EMEA – Executive Sponsor



Mona Lai
Group Head of Business
Development, CRM



Jennifer Harvey
CEO Americas – Executive Sponsor

DEI Alliance Network

The DEI Alliance is a grassroots team of Crown employees from across the organization who have a passion for DEI and want to help steer and promote Crown's DEI policy and strategy, raise awareness of DEI issues and organize DEI activities throughout the year.

The Alliance Network comprises:



Abigail Ventura
Business Development
Manager – CWM, Philippines



Elaine Kemp
Health & Safety Manager,
UK



Funi Mulhovedzi
Junior Move Manager,
South Africa



Haroldo Modesto
Country Manager, Brazil



Jamie Miles
Client Services Manager,
UK



Matthew Beldam
Infrastructure & Sustainability
Project Manager, UK



Roberta Carnaccini
Global Operations Director
(Immigration) – CWM, Italy



Sabine Rost
Destination Services – Partner
Relationship Manager, Germany



Vandan Aiyer
Regional Account Manager
– CWM, Philippines

DEI Week

Each year we bring focus to DEI through our Diversity, Equity, and Inclusion Week. This is an opportunity for employees at all levels to engage in activities and conversations focused on promoting and fostering a diverse, inclusive, and equitable workplace.

These activities include live sessions and workshops, opportunities to read and discuss the company's DEI policy, take courses, and participate in discussions about DEI-related topics.

DEI Week 2022 – the focus points:

In 2022, one session focused on disability, where guest speakers emphasized that disabilities can be physical or mental, permanent or temporary, and are not always visible. They discussed the different types of disabilities, such as developmental disabilities, physical disabilities, and chronic illnesses, and how they can affect individuals in several ways. The speakers emphasized the importance of being aware of the challenges faced by people with disabilities and being mindful of their needs.

Joyce Weeks, Group IT Operations Director and DEI SteerCo member, conducted a virtual session discussing conscious and unconscious biases in the workplace. She explained that while conscious bias is deliberate discrimination, unconscious bias is automatic and based on our background experiences and cultural context. To address these biases, Crown has made its unconscious bias iLearn course mandatory, and we encourage all employees to take it or refresh their knowledge on the topic.

DEI training in numbers

1070

voluntary courses
completed

728

hours of training
undertaken

Top three courses:

- LGBTQ+ Inclusion in the Workplace
- Diversity, Equity & Inclusion
- International Women's Day



CROWN PRIDE

Crown Pride

Crown Pride is a network of employees established with the aim of fostering an inclusive and supportive environment for all LGBTQ+ employees across our locations. It provides a platform for sharing and discussing relevant issues, support and networking opportunities, and raising awareness of sexual orientation equality in the workplace. The network is open to all employees, with the goal of leveraging the diverse talents of LGBTQ+ employees to help achieve the company's goals.

We used International Pride Day to shed light on the common struggles faced by members of the LGBTQ+ community. Our EMEA CEO, Barry Koolen, sat down with Ian Pettey, the Country Manager for South Africa, to discuss his firsthand experience of growing up in South Africa and the challenges that LGBTQ+ individuals



CORONETS

Crown Coronets

Crown Coronets is a voluntary employee-driven network established in 2016 to support and inspire the growth of women working for Crown Worldwide Group. The network's goal is to provide a platform for the exchange of ideas, experiences, and best practices, as well as the development of leadership skills. Through peer support, role modeling, and a mentoring environment, Crown women can develop the confidence to drive their personal career development and contribute to the success of the company.

face in that region. This conversation sought to raise awareness of the issues facing the community and demonstrate support for our LGBTQ+ colleagues and customers who continue to face adversity in different settings around the world.

Our Crown Philippines branches participated in a SOGIE Talk for PRIDE Month where Aisia Castelo from not-for-profit organization Love Yourself, discussed Sexual Orientation Gender Identity and Expression (SOGIE) history, concepts, sensitivity, awareness, and responsiveness. The event raised awareness and promoted respect and allyship for the LGBTQ+ community making it a meaningful and informative session for everyone involved.



B-BBEE in South Africa

Our Crown South Africa branch was proudly awarded level 2 status for the Broad Based Black Economic Empowerment Initiative (B-BBEE), which aims to empower disadvantaged groups in South Africa. Crown South Africa extended the program to an individual with a disability in the local community, who is participating in a one-year learnership and working as a data capturer in the Records Management team. The program is accredited and will provide them with a national certificate upon completion.



Employee wellbeing

Employee wellbeing has shot up the agenda for companies around the world, particularly since the pandemic. Across the Group, we managers are empowered to proactively lookout for the wellbeing of staff through regular, candid conversations.

Through partnerships and technology, we are seeking to raise awareness of and measure wellbeing.

In some regions, we have been introducing and trialling new tools to help capture and better understand what is driving wellbeing, and when intervention might be required.



Mental Wellbeing Year in Crown South Asia



The Crown South-Asia team implemented a Mental Wellbeing Year initiative, focusing on addressing the lingering health and mental wellbeing challenges resulting from the pandemic. The team partnered with Tru-Worth Wellness to offer online and telephone consultancy services to employees and their families across India. In addition, the team expanded Tru-Worth's services to include in-person Mental Wellbeing Town Halls, conducted in local languages, specifically targeting crew members. Crown South-Asia plans to continue these town halls quarterly in 2023, touching on a range of wellbeing topics.



Wellness sessions in the Philippines



Our Philippines team initiated a series of wellness sessions covering topics such as healthy lifestyle, mental health, and occupational safety and health. These sessions increase health awareness and provide important reminders to employees.



FormScore checks in the UK and Czech Republic



In the UK and the Czech Republic, the human resources team launched the FormScore app in 2022. This simple yet innovative app prompts our people every day to register a score of 1-10, depending on how they're feeling. This enables us to understand what is driving dips in wellbeing, encourage check-ins or for support to be sought, and generally ensure proactive management of mental health.

Terap.io



In the Czech Republic, the team has introduced Terap.io, a digital platform enabling staff to book virtual, accessible therapy sessions with an array of professional therapists – providing them with someone to talk to in case things are feeling too much, at work or at home.

Mental Health First Aiders in the UK and New Zealand



In 2022, Crown New Zealand provided Mental Health First Aid certification to 14% of our employees. We offer an Employee Assistance Programme (EAP) for work and personal wellbeing support. Additionally, we partnered with Habit Health to provide wellbeing and mental health rehabilitation support to staff, to aid in return to work successfully after injury and stay in work programmes.



While in the UK certified MHFAs, including Elaine Kemp, Adam Douglas, Matt Beldam, Carl Robson, Jamie Miles, Steve Lai, and Eileen Girling, continued to provide essential support and resources. Accredited by Mental Health England, these MHFAs create a caring environment and promote employee well-being.

Raising mental health awareness in Malaysia



Through a yearly calendar of initiatives, the team in Crown Malaysia provides opportunities for employees to participate in programs such as Full Medical Health Check-ups and Ergonomic Risk Assessments. They also prioritize mental health and financial wellbeing through scheduled talks.

Hybrid and flexible working policy

The benefits of hybrid and flexible working became apparent during the pandemic – but it isn't always practical depending on role, location and personality.

We have empowered country leaders to determine whether or not a hybrid and/or flexible working policy works within their region, and to define the scope of that policy: who it covers, how it works and to what extent manager discretion applies.

Governance

Our approach to governance underpins our commitment to driving and continually developing our high standards towards sustainability.

This starts at the very top of the company with Crown Worldwide Group's Executive Board and filters down through our Executive Leadership Team, our country managers, business unit leaders and the SteerCos that work across the world to support in the execution of strategy.

This is set out below.

Executive Board



Jim Thompson
Chairman & Founder



Ken Madrid
Group CEO



Jennifer Harvey
AMER CEO



Barry Koolen
EMEA CEO



Shen Kong
Asia CEO

Executive Leadership Team (ELT)



Jurgen Zyderveld
VP ERM



Sherry Liu
Group VP CR



Norah Franchetti
Group VP Marketing



Gary Maguire
Chief Risk Officer



Rob Foote
Regional CFO



Srinivas Krishnan
India MD



Leon Hulme
NZ MD



Steve Hardie
UKI MD



Chris Davis Pipe
Group VP IT



Magali Delafosse
Group VP HR

ESG Director

Country management

Sustainability SteerCo

DEI SteerCo

Compliance and ethics

At Crown, we place a strong emphasis on corporate governance, ethics, and compliance which is reflected in our zero-tolerance approach towards bribery and corruption in all countries where we operate.

As a responsible corporate citizen, we believe in conducting our business with integrity and transparency and expect all our employees to maintain these standards. To achieve this goal, we provide consistent and mandatory training to equip our employees with the necessary tools and knowledge to uphold ethical standards.

In 2022, 90 per cent of our employees committed to upholding Crown's Code of Conduct, and are trained on our Anti-Bribery and Corruption policy to ensure our people have the knowledge and tools to uphold our zero-tolerance approach.

Our Code of Conduct

We understand that collectively we face international challenges daily and need to be prepared. But we know we cannot overcome these hurdles without the willing commitment of all our employees to respect the sovereign laws of each nation in which we conduct business.

We are aware that the business, cultural and legal requirements in each country can be similar or very different. Our Code of Conduct ensures that employees understand and operate according to our values.

While some countries have more stringent laws than others, Crown employees must always abide by the highest levels of conduct. All employees undergo training and must read and acknowledge the Code of Conduct annually. This reinforces our commitment to ethical behaviour and serves as a reminder that upholding our values is integral to our success as a responsible global organization.



Management certifications

ISO9001

66 Crown Worldwide Group sites around the world are ISO9001 certified, meaning those sites have been assessed to meet the international standards of quality management.

ISO14001

33 Crown Worldwide Group sites, including in the UAE, UK, Japan, China, Ireland, Vietnam, Turkey, USA, Italy, Norway, Malaysia, Sweden and Indonesia, are ISO14001 certified. ISO14001 sets out criteria for an environmental management system.

ISO27001

27 Crown Worldwide Group locations, including in the UK, Vietnam, Japan, Ireland, Singapore, India, Hong Kong and China are ISO 27001 certified, an international standard providing direction for an information security management system, enabling organizations to manage their information security.



ISO45001

19 Crown Worldwide Group sites across the UK, Ireland, China, Hong Kong and Indonesia are ISO45001 certified, meaning those sites meet the international standard for health and safety at work, developed by national and international standards committees independent of government.

Anti-Bribery and corruption

To ensure compliance with our zero-tolerance approach towards bribery and corruption, we provide all new hires with training on our Anti-Bribery and Corruption Policy during their induction period.

Additionally, all employees receive regular and relevant training on how to implement and adhere to this policy. Last year, 90 per cent of staff completed our mandatory, yearly anti-bribery iLearn course, aimed at equipping staff with knowledge on the signs to spot when it comes to bribery.

Reporting ethical and compliance incidents

Crown Worldwide Group provides an anonymous reporting mechanism to facilitate easy and accessible reporting of possible illegal, unethical or improper conduct when the normal channels of communication have proven ineffective or are impractical under the circumstances. Our Ethics and Compliance Hotline is available 24 hours a day, seven days a week, to all Crown employees, clients, Service Partners and others in a business relationship with Crown. All submissions result in an alert to Crown's Chief Risk Officer only and the Hotline is designed to protect confidentiality and anonymity, if requested.

The number of reported incidents is used to measure the effectiveness of our processes and instills confidence in our employees and clients that our ethics will not be compromised.

In 2022, there were no incidents of corruption reported.



Data Security, Protection and Privacy

Crown Worldwide Group prioritizes the protection of personally identifiable information (PII) for employees and customers, adhering to global data protection laws. This is underpinned by 27 sites having ISO27001 certification, but in addition to this our comprehensive Data Protection Policy ensures secure data management, document disposal, and record retention.

The policy aligns with existing IT policies, demonstrating our unwavering commitment to data security and stakeholder trust.

We also work with downstream suppliers, holding them to the same standard. There is now a contractual obligation in place for suppliers and service partners to ensure data is managed appropriately and compliantly.

Data protection and privacy

Every year, staff are required to take mandatory virtual training on data security and privacy. In 2022, we achieved a 95% completion for the Data Privacy course and 91% completion for the Data Protection course .

We have a comprehensive set of policies, practices, and binding corporate rules to safeguard personal information and uphold privacy standards for both employees and clients. We are committed to maintaining the highest level of data privacy and protection throughout our organization via continuous education, awareness and investment in technology.

95% completion for the **Data Privacy** course

91% completion for the **Data Protection** course



Cyber Essentials Plus

In the UK, Crown Worldwide Group has obtained the Cyber Essentials Plus certification, underlining its commitment to maintaining strong cybersecurity practices. This certification verifies our implementation of rigorous security measures and safeguards against prevalent cyber threats. By attaining this certification, we provide our clients and stakeholders with the assurance that their data and sensitive information are protected with the utmost care and diligence.



GDPR

In accordance with the EU General Data Protection Regulations (GDPR) implemented in 2018, Crown has continued to prioritize compliance efforts for operating within EU territories. As part of our ongoing commitment to compliance, we continuously evaluate the process of redacting personally identifiable information (PII). In 2021, we initiated the clearance of files dating back to 2009, ensuring the responsible handling and protection of sensitive data.



In 2022, there were no data breach incidents which resulted in Crown Worldwide Group incurring any losses or regulatory fines. We are continually working to ensure the right protections and process are in place to mitigate against consequences in the event of a data breach.

Health & safety

We are committed to developing and embedding a safety culture throughout the organization that recognizes the importance and value of effective safety management. Through training and as prescribed in our Health and Safety Management Safety Manual, we continually work to improve the prevention of ill health and injury in all areas of the company's business.

We do this by:

- Providing a clear definition of responsibilities and duty allocation within the Safety Management System, to all Crown Group staff.
- Effectively managing all significant risks to health and safety, reducing them to a realistically low level.
- Consulting with staff at all levels on health and safety issues, and encouraging active participation.
- Ensuring all staff are provided with adequate and appropriate health and safety information and training, with tasks allocated according to skill level.
- Complying with legislative health and safety requirements, and industry best practice.
- Providing a systematic approach to health and safety management that meets the requirements of the ISO 45001 standard.
- Continually auditing, reviewing and setting objectives to improve the company's safety performance.
- Ensuring full cooperation with all stakeholders whenever we share responsibilities, premises or activities.
- Making full manuals and procedures available to appropriate interested parties.
- Producing accurate and transparent key performance indicators and make these available to all.

Data around accidents, incidents and near misses is captured in our Events Register. All branches globally record incidents through this register. Below is a summary of the 2022 numbers, covering January 1 to December 31 (as reported by branches):



**Our
community**



“

When you give, you get a certain joy or pleasure – a feeling that you’ve contributed something. I’ve tried to have other people relate to this. Receiving a gift at Christmas is nice, but watching other people receive your gift is even nicer.

And being able to instil that in the people of Crown, and make it part of our company beliefs, has been one of the joys of my entire life.

Giving, charity and being a part of the community go right back to the beginning of the company. Over the years we have been able to support many projects around the world, and that has been a really rewarding thing for me and everyone who has taken part.

Part of the whole philosophy of Crown is to give back. We want to be a company with a heart, and not just one that makes money. It’s been very rewarding to see just how successful we’ve been in doing that.

Jim Thompson, Chairman & Founder,
Crown Worldwide Group

Speaking in an interview in January 2023

”

A legacy of giving back

While Crown’s purpose is to make it simpler, to live, work, and do business anywhere in the world, a central philosophy which has governed our approach to business over the last 60 years is “caring” (a core value) and “giving back”. This means supporting those in need in the communities in which we operate, or leveraging the passion of our people, who are empowered to champion and support the causes close to their hearts.

Whether building schools in Cambodia, sponsoring staff to row across the Atlantic Ocean, rallying around to provide aid when countries are struck by conflict or natural disaster, or simply mucking in to clean up key, cherished community locations, giving back has run parallel with the growth of the business.

Our approach to giving back to communities

We empower regional leaders to work with and facilitate their own in-country teams to give back around local causes or initiatives. This enables our people to have a positive impact on the causes that are close to their hearts, and for our businesses to have a positive impact on their local communities.



Recorded volunteer days taken by staff in 2022: 347.5

** Likely underreported in 2022 due to implementation of internal reporting process.*

Volunteering

To further enable our people to support causes of their choosing, we have operated a volunteering policy since 2014, entitling every member of the team to two paid volunteering days. In 2023, we have moved to change this so that employees can volunteer on a more flexible hourly basis, entitling them to 16 hours of paid volunteer time.

This enables:

- volunteers to give back to the communities in ways that are personally and locally meaningful
- it builds teamwork, strengthening relationships between Crown colleagues
- it develops self-confidence gained from meeting new challenges outside of the workplace
- and it helps develop management and other skills, useful professionally and personally.

Giving back around the world

In this section of our report, we shine a light on just some of the activity our teams have undertaken, across the globe, to support their communities.

Support for Ukraine

We all watched on in shock and sadness as events unfolded in Ukraine throughout 2022. We were proud to work with our Crown World Mobility clients to help evacuate their employees from the country as the invasion began, arranging for people to get across the border into European safe havens, before later working with our service partners to rescue possessions, as and when it was safe to do so.

We were also delighted to be able to donate \$25,000 to People in Need, one of the biggest humanitarian aid organizations in the Czech Republic, working to support the people of Ukraine affected by the ongoing war.

The funds will aid ongoing projects undertaken by People in Need to provide humanitarian, financial and psychological assistance to those impacted by war in the country. This includes supplies of hygiene kits, drinking water and materials to rebuild and repair houses destroyed, with the aim of rehabilitating residents in freed towns and cities.



Barry Koolen, Crown Worldwide Group CEO for the EMEA region, met with the representatives of People in Need in Prague to present the funds.

Through the past year Crown staff from across our 45 locations and eight brands, but particularly those located in Poland, Prague, and the UK, have been actively involved in providing support to victims of the war by raising money, volunteering, and donating in kind. Our team in Taiwan also made a donation to the cause.



A Crown fundraising hero

Dennis Muldowney, General Manager, Indonesia – a Movember fundraising machine

Dennis is one of the most passionate and committed supporters of Movember – the leading men’s health charity addressing mental health and suicide prevention, prostate cancer and testicular cancer – that you are likely to find.

He has been fundraising for the foundation for 13 years and has raised \$65,103 since 2009. Every November, Dennis rallies support across Crown and has colleagues join him in growing moustaches to raise awareness and funds for the charity.

His journey with Movember started in 2009, after his brother Sean Muldowney was unfortunately diagnosed with cancer. Dennis said: “Sean was only 45-years-old at the time and it was a big shock to the family. I wanted to do my part, to support my brother who fought the battle against cancer for five years. Sean was a doctor, he loved the mountains and loved to ski and when he sadly passed away aged 51, he left behind a wife and three amazing kids. When we lost him, Movember became even more meaningful for me because it was a way to honor my brother’s memory and raise awareness about men’s health.”

In March 2022, Dennis along with 10 Movember community members undertook a grueling eight-day trek to summit Mount Kilimanjaro in Tanzania, Africa’s tallest peak – turning 51 on the day he reached the top, the same age as his late brother when he died. Supported by Crown and colleagues, he raised over USD \$27,000.



A Crown volunteer hero

Debbie Matthews, Apprenticeships & Senior HR Advisor, UK&I – giving up her time to help London’s homeless

Come wind, rain or shine, former hairdresser Debbie dedicates hours of her own time to help the homeless in and around King’s Cross station in London, working with the team at Hands On, Hand Out, a charity that works to help those who are homeless in London.

She gives up weekends to cut hair, serve hot food and drinks, hand out clothing and toiletries, and represent the charity at events to raise funds and awareness.

Through 2022, she contributed to raising thousands of pounds for the charity, in addition to providing haircuts to dozens of London’s homeless.

She encourages and offers avenues for colleagues at Crown to donate and contribute, which many have been willing to do given the business has a large presence in London.



Mucking in in the community

Philippines: As part of a longer commitment to partner with the local schools in the community, one of our teams in Crown Philippines donated electric fans and rubber paints to Mamplasan Nat'l High School. The children, returning to school full time following the pandemic, welcomed the respite the fans brought. The team also helped paint the hallways to bring a dash of color and freshness to the school environment.



UK: Our marketers in the UK swapped social media for secateurs as they helped tend to a busy, much-loved community garden, helping a team of volunteers there to do some planting, weeding and sweeping.



Malaysia: Eight sacks of garbage were cleared from Pantai Remis, one of the eco-tourism beaches in Selangor, by a team from our operation in Malaysia.



Hong Kong: A small team from our Wong Chuk office spent a day at Sai Kung Stray Friends dog shelter, scrubbing dog bowls, folding their blankets, scooping poop - and going on plenty of dog walks.



UK: A team from our Ruislip office in west London volunteered at The Horse Trust, spending the day gardening, and clearing in and around some of the paddock areas.



India: Colleagues from our Crown Records Management operation in Mumbai worked with Waatavaran, an organization that serves tribal communities who have lived in the forests for generations, but do not have the rights to their land. The team helped to sow fruit seeds and saplings in a forest close to the city that is inhabited by a vulnerable, tribal community.



Donating furniture to good causes

How we're breathing a fresh lease of life into used furniture, and donating it to good causes in the UK and New Zealand

UK: Our hugely successful donation initiative, the Giving Back Project, works to donate redundant furniture from clearance projects that would otherwise go to waste, and support charities and other not-for-profit organisations, allowing them to focus resources on frontline services. It ensures that items that still have social value remain in use for as long as possible, helping those in need whilst avoiding creating additional administration for clients that want to see their redundant assets remain in use.

The Giving Back project by numbers:

Total items donated in 2022	Total CO ₂ e saved in 2022	Total weight diverted into reuse (tons) in 2022
5,631	226	90

Number of benefitting organizations: 330 charities, including YMCA, Scouts, The Brain Tumour Charity, Haven House Children's Hospice, St Mungo's and Midlands Air Ambulance Charity.

Since 2015 Crown Workspace in the UK has donated 33,295 items of furniture diverting 443 tons away from landfill into reuse.

New Zealand: FIL Furniture, a division of Crown FIL Workspace New Zealand, which specialises in the sale and hiring of quality, affordable and environmentally ethical office furniture – has repurposed old furniture, before donating it to schools, community clubs, and many other charitable organisations in Wellington.

Donations include:

- Tables and chairs to the Te Kakano o te Aroha church in Wellington
- Whiteboards and chairs to the Pukerua Bay School
- Furniture items to the Kapiti Squash Club and Dyer St School
- Chairs and fridges to the Netball Kapiti and Paraparaumu Beach Tennis

These donations, while helping community groups with furniture that might otherwise have come at substantial cost, also help towards FIL Furniture's aim of zero per cent of building clearance items going to landfill.



Singapore: In Singapore, the team collected new, used and recycled shoes for an organization called Soles4Souls. These shoes will be donated to those less fortunate and homeless people around the world.



Food and aid for those in need

Hong Kong: A 22-strong team in Hong Kong prepared 2,000 meal boxes from surplus food, sourced from across the city's food industry by organization Food Angel, which were distributed to communities in need.



Mexico: Our team in Mexico supported the Food For Everyone association, delivering and serving food to migrants, who arrive in the country desperately searching for food and shelter.



New Zealand: Staff from Crown's Auckland office volunteered for 'Cook Night' at the Ronald McDonald House in Auckland. The charity, which the New Zealand team works with closely, not only provides free lodging for families with sick children, but also attends to their basic needs, whether that's the provision of travel, toiletries, educational programmes, or a hot meal.

The team cooked nine different dishes, feeding 100 young patients and their families on the night, packing spare portions up to be sent to other families who couldn't make it, before cleaning the kitchen.



Korea: Crown volunteers in Seoul helped to prepare 350 lunch boxes as part of a homeless assistance program.



Germany: Wiesbaden's Food Bank, which has 3,000 regular users – 50 per cent of which are children and an additional 2,500 refugees, welcomed five volunteers from the Crown Germany team across three days in 2022. The team undertook deliveries, stacked boxes and sorted donations.



UK: Members of our team in the UK took part in LandAid's 'Sleep Out', an annual event that seeks to raise awareness around and raise funds for young people who do not have a safe and secure place to call home. Colleagues slept outside for one night, raising more than \$3,000 for the charity and donating 1600 boxes for the event.



Raising funds and awareness to fight cancer

Japan: A team from our Tokyo operation joined the Tokyo Run for the Cure/ Walk for Life, an annual charity event for breast cancer, returning in hybrid format in 2022. The participants were able to choose whether to take part online or offline, with some of the team taking part virtually, and others participated in a 3km walk in Toyosu around Tokyo Bay.



Malaysia: Jan Gregory raised more than \$1,000 by walking 100km for Breast Cancer Now



South Africa: Our team in Johannesburg took part in CANSA Shavathon, a popular event that seeks to show solidarity with cancer sufferers where participants shave or spray their hair, and or donate to charity.





Breast Cancer Awareness Month: Every year, Crown staff across the world rally to share support for Breast Cancer Awareness, with talks, awareness raising and... lots of pink clothing! In the UK, a cake sale raised more than \$800 for charity CoppaFeel, UK, while the Hong Kong team raised \$2,500 via it's Pink Happy Friday Party. In Dubai, the team joined up with Friends of Cancer, donating money and raising awareness:



Indonesia



Hong Kong



Australia



Dubai



Philippines



Singapore



USA



Czech Republic



UK



South Africa



Malaysia

Support for hospices

Hong Kong: Thirty colleagues from Hong Kong took part in the 2022 Hike For Hospice, an event closely connected to Crown's chairman and founder Jim Thompson and his wife Sally, who play a big role in organizing the event. The 8km trek is in aid of The Society of Hospice Care (SPHC) is a non-profit charitable organization with the mission to advocate for the development of palliative care as well as provide bereavement services, professional training and public education on life and death.



Germany: Our team in Germany donated toys, books, clothing and hair accessories for a Christmas charity supporting children in long-term care facility Zwerg Nase Haus.

Giving blood

Kenya: The team donated 46 pints of blood at Aga Khan Hospital, along with auditors RMS.



Mexico: Our team coordinated to donate to the National Health Institute.



India: 53 members of our team in Taloja took part in HDFC Banks nationwide Blood Donation Drive.



A helping hand for the next generation

Indonesia: The Crown team Jakarta supported Rumah Cerebral Palsy (House of Cerebral Palsy) as it celebrated International Disability Day at Museum Satria Mandala Jakarta. International Day of Persons with Disabilities falls on December 3 each year, with the aim of promoting empowerment, and helping to create real opportunities for people with disabilities. The Crown Records Management team in Indonesia sponsored the event, providing a cash donation and giving goodies. There were as well as educational activities from expert sources, various games for children with cerebral palsy and their families.



Prague: Our team in Czech Republic organized a Charity Kids Market. The event supported two local charities Fandi mámám - which supports single mothers and their children – and R Mosty – an organization that provides support for children and young adults at risk of social exclusion. There were homemade cakes and dishes, a tombola, live music and lots of prizes.



South Africa: Patronella Sangweni, a member of the Crown Records Management team in Johannesburg, spent several days at Rhema Children's Village, a not-for-profit organization that supports children in need. She coordinated a donation at Christmas and volunteered at the centre, receiving a letter of appreciation from the service foundation's manager.



Turkey: Colleagues in Turkey coordinated a book collection for a school in need of support in Istanbul. The event coincided with Teachers Day.



Vietnam: The team in Vietnam donated cash and goods to the Hong Quang Pagoda, supporting children in the community.



Dubai: The Crown Records Management team in Dubai lent support to Simply Gymnastics, a children's gymnasium by donating second hand cartons, assisting with packing and short-term storage. The gymnasium was collecting goods to donate to various charities in Moldova.



Australia: Crown Australia partnered with HeartKids to create a lasting impact for the Congenital Heart Disease (CHD) community. We help HeartKids to achieve more – by donating time, skills or other resources.

In September, the Melbourne team volunteered for HeartKids care bag packing day, packing care bags and Father's Day bags for families who find themselves unprepared for a long hospital stay when their child is diagnosed with Congenital Heart Disease (CHD).

In October, the Brisbane team participated in the 'Two Feet and a Heartbeat' charity walk to show support for all kids that suffer from congenital heart disease. Two Feet & A Heartbeat walk is a special time to honor the Heart Angels who have left us too soon.



Crown Worldwide Group is a privately owned logistics company founded in 1965 and headquartered in Hong Kong. Committed to making it simpler to live, work and do business anywhere in the world. The Group manages a broad portfolio of complementary brands, including; Crown Workspace, Crown World Mobility, Crown Relocations, Crown Records Management, Crown Fine Art, Crown Logistics and Crown Wine Cellars.

Connect with us or email us at CSR@crownww.com



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