



Our place in the world

Sustainability Report 2024

A look back at 2023



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A note from the **Group CEO**



In 1965, when Jim Thompson started Crown in Yokohama – initially helping US military personnel relocate from Japan – the world was different. It was on the cusp of turbo-charged globalization, powered by affordable air travel, containerization, the emergence and industrialization of Asian economies and later, the internet.

As that transformation unfolded, our business grew. But while we adapted, to meet the evolving needs of customers, one thing that has remained consistent is our drive to support the communities we operate in. Giving back has been fundamental to the fabric of our organization – and we're incredibly proud of that work.

As the world has changed, so has the climate. The environmental impact of globalization and industrialization - spanning hundreds of years - has had an impact in ways can be seen frequently on our newsfeeds.

When we look forward now, it must be through that lens. We have always innovated in a bid to simplify the complexity that change brings, and sustainability is an area of focus that didn't exist for any business 60 years ago. Today, it is an urgent and complex priority. Our clients, employees and partners want to know what role we're playing.

This year's report, of which I'm incredibly proud, provides that detail across areas of environment, social and governance.

I've been struck by the immense energy, passion, and willingness of our teams to rise to the challenges that delivering on a world-class sustainability agenda creates. We often hear of misalignment in organizations between core functions – but at Crown, finance, IT, HR, marketing, operations and sales are all working as one. Our country leaders are inspiring their teams to go further and faster, using data to inform investment and innovation.

Our diverse team has overcome plenty of big challenges over the last six decades and we have much to celebrate. But as we move forward, we will – in collaboration with our clients, partners and myriad other stakeholders – continue decarbonizing our operations, while ensuring we continue to have the most positive impact on all of society.

Jennifer Harvey

Group CEO, Crown Worldwide Group

About Crown Worldwide Group



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.

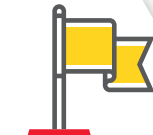
Crown also offers other bespoke logistics services, including: the storage and management of wine collections, project management of oil and gas equipment, hotel refurbishments, warehousing and distribution of luxury goods and valet storage for inner-city areas.



45
countries



3,088
employees



78
nationalities



4.9m sq ft
warehousing



56
languages



257
facilities around
the world



Guided by **our values**

Our values are underpinned across our family of brands. They guide our approach, as we deliver the best service for our clients, while ensuring we leverage our place in the world – protecting the environment and enhancing our communities.



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.



Joy Lam

Group ESG Director,
Crown Worldwide Group

A word from our Group ESG Director



I am very proud to present our 2024 Sustainability Report, which looks back at our 2023 performance.

This was a year of great progress, powered by an incredible energy and willingness throughout the organization to ensure Crown is expanding its role in making the world a better place, by becoming an even more sustainable business.

I joined the company in June 2023, and have been taken aback by the enthusiasm and dedication of almost everyone I've spoken to. Crown is a company with a remarkable and progressive track record of giving back to – and doing the very best by – communities in which it operates.

It is a champion of equity and inclusion, with a diverse, talented and engaged workforce – comprising a plethora of leading experts in its respective industries. In the areas of social and governance, it has done so much good for so long, and continues to do so; work that we document in detail in the social section of this report.

But 2023 was about building on that, to drive even greater impact, particularly for the environment.

Our approach here has been a simple one, with the newly formed Sustainability Steering Committee placing a focus on four key areas: data, empowerment, investment and innovation.

And it is from this that we are building our platform to further enhance our sustainability legacy: We have been developing a **greater understanding** of climate change and sustainability issues among our global team. We have **invested** in a carbon accounting platform to ensure we have the best possible **data** to inform our decarbonization strategy. And while those two key things underpinned much of our global coordination work in 2023, country managers and business heads continued to invest and **innovate** to reduce carbon emissions, empowered by an executive board that has moved in recent years to ensure sustainability is a strategic priority.

As a result, we have been able to transform our approach to reporting. For the first time, this report features an alignment of global reporting frameworks, with reference to GRI, CSRD, Ecovadis and others. Through our materiality process, we are able to provide a higher quality overview of our progress, with greater transparency and coverage of key quantitative metric. These are now embedded in the business globally, and essential across the regions and industries we operate in.

I'm excited to delve into the data that our carbon accounting endeavors will produce, but I am equally pragmatic that while there is a lot of great work happening in the field of decarbonization, we have a long journey still ahead of us.

And not just at Crown, but across our industry. In most reporting classifications, we fall under 'transportation', a sector responsible for 20 per cent of global carbon emissions. Collaboration is going to be critical to our industry successfully curbing its impact.

Thank you for reading this year's report. I'm already excited to share our 2025 report with you!



Our place in the world

Crown Worldwide Group's approach to sustainability defines our place in the world. It 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.

In the last two years, we have taken big steps to broaden 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 agendas.

In line with our purpose of making it simpler to live, work, and do business anywhere in the world, and our values – which consistently guide our approach – these areas influence every aspect of how we manage our business and its brands, and develop and deliver our services.

Materiality



In 2023 Crown Worldwide Group started the process of a global materiality assessment.

This GRI-driven assessment process will enable us to identify, prioritize and validate material topics, recognizing rapid changes in our company, our business units, our clients, and across society.

Based on the results of the materiality assessments, we intend to build a set of ESG strategies and set targets to track the effectiveness of our management, and our performance against material sustainability issues.

In line with the GRI Standards, we assess our impacts on the economy, the environment and people, including human rights.

Based on an initial assessment – coupled with materiality assessments coordinated in several of our key local markets – the material topics shortlisted so far are set out here.

These topics form the basis of the 2024 Sustainability Report (reporting on FY23).

Environment



We know that to operate our brands and to deliver services to our clients and customers, we require the use of natural resources. What resources we use, and how we use them, can impact the environment. It is our place to take careful consideration of the use of those resource.

Our work in this area through 2023 focused around energy use, emissions, playing an active and pioneering role in the circular economy, managing waste, giving due consideration to packaging materials, boxes and crates, while collaborating with clients to develop innovative sustainable services that ensure shared impact.

Social



As an employer of 3,000 people in over 45 different countries, we know that it is our place to champion diversity, protect our people and ensure our communities are all the better for us operating within them. So from ensuring the safety of our people, to strictly adhering to labor and human rights best practice, to bringing prosperity and enhancement to the local communities in which we operate, we are committed to over-delivering against our social responsibilities.

In 2023, we have sought to continue to foster a healthy, engaged workforce, facilitate inclusivity, maintain good labor practices and give back to our communities.

Governance



As a specialist logistics business that has tens of thousands of corporate clients and helped to relocate over three million families, we know that it is our place to uphold the highest standards in business. Whether it's a question of ethics, compliance, driving best practice in the supply chain, or doing everything within our power to protect against cyber threats, we are committed to driving good governance – while ensuring simplicity for our clients and partners.

Our governance work in 2023 was centered around building on our corporate governance, by implementing a clear, accountable structure for the development and execution of sustainability strategy, to manage risk – by protecting against corruption and enhancing cyber security.





Our report

It is through this environment, social and governance framework that we are proud to report on the steps we took between January 1 and December 31 2023 to continue our journey.

- We present indices referring to the frameworks of Corporate Sustainability Reporting Directive (CSRD), Ecovadis, United Nation Global Compact, the Greenhouse Gas Protocol, and the Global Reporting Initiative (GRI).
- Reporting scope is within the operational boundaries of Crown Worldwide Group, in 45 countries around the world, with 251 facilities including offices and warehouses.
- This report details our performance during FY23 (January 1 2023 through December 31 2023). The carbon footprint data presented on p23-24 is for 2022. Board, executive leadership team, and Steering Committee members are correct as of July 2024.
- All reporting is reviewed and approved by the Sustainability Steering Committee, under delegated authority from the Executive Board.
- Our previous report (covering FY22) was issued in June 2023.

Crown has taken all necessary steps to ensure the information, data and materials mentioned in this report are correct at the date of publication.

However, we are not able to guarantee that the information, data and materials remain correct after that date. For this reason, the contents of this report are provided for informational purpose only and may not be relied upon.

Crown disclaims liability for any reliance made on the information, data and materials contained in this report. If you would like more detail on any information contained in this report, please contact communications@crownww.com.



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 9001

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

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


UKI achieved a 52% CO₂e reduction since 2019, and secured **Ecovadis Gold**

 Six-figure investment in renewable energy and efficiency in India


An approach focused around data, empowerment and investment

 An increasing number of offices and warehouses around the world powered by renewable electricity

 Over 50,000 IT and furniture assets diverted from landfill in the UK, 9 tons of furniture diverted into reuse in New Zealand

 Staff completed a combined 1,268 sustainability training courses

Scope One emissions down by 21% in Malaysia

 Global carbon footprint being calculated, to inform future strategy

 Hundreds of solar panels fitted to facilities across our global footprint

 New sustainability services in development, with innovative approaches being taken to crates and packaging



Environment



Social



561.7 volunteering days completed by staff, giving back to community causes

A
99%

increase in staff (1,447) attending wellbeing training sessions



84 mentoring pairs have now completed the six-month program



Number of days absent due to work-related injury down 62%, lost time accidents down 18%



Over 19,700 courses were completed on iLearn, up 51% vs 2022



Over 1,300 nominations to our annual employee awards

Five-driver DEI action plan developed



A record year for DEI events: over 2,400 employees attending global webinars held throughout the year

Crown UKI awarded silver membership in The 5% Club

A DEI Diagnostic Audit carried out, to understand and build on current efforts



Crown team in Hong Kong wins at the Master Insight ESG Achievement Awards



88% of staff recommend Crown as a great place to work

Employee engagement score at 83%, 2% up on 2022



Incentivizing sustainability through performance management and goals



Sustainability now a regular budget item, securing dedicated funding across each region



Sustainability Steering Committee completes first year, driving sustainability priority initiatives



95.7% of staff signed Code of Conduct, sent to all suppliers



90% of staff completed data privacy course

Joy Lam joins as Group ESG Director

Jennifer Harvey appointed Group CEO



Governance

A close-up photograph of several green leaves, likely from a plant, filling the right side and top of the frame. The leaves are vibrant green with visible veins. A white rectangular box is overlaid on the left side of the image, containing text.

Sustainability Report 2024

- A look back at 2023 -

Environment

A thick red diagonal line starts from the bottom left of the word 'Environment' and extends towards the bottom right corner of the white box.

An update on **our journey**

At a Group level, 2023 was all about laying the foundations to drive greater environmental impact, with three central themes:



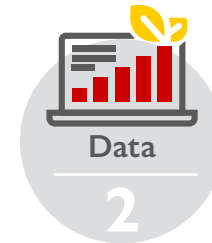
These three areas of focus will ensure we can accelerate our decarbonization journey, which we have already embarked upon with diligence.

They enable our future investment and carbon reduction plans to be informed by accurate data, and to be executed by a diverse, global team that understands both the urgency to act, and how to act without cutting corners or greenwashing.





- Crown Worldwide Group partnered with carbon accounting platform Normative. This significant investment would allow the company to calculate its Scope One, Two and Three emissions in more than 40 countries, before developing a net-zero plan.
- Joy Lam was appointed as the Group's first ESG Director, starting in post in June 2023. With almost two decades of experience in sustainability roles, Joy had previously led on developing Lego's circular economy strategy, and had also been Head of Sustainability at the University of Hong Kong.
- Country managers continued to invest in clean technology. More than 200 solar panels were installed at facilities across the world, while new electric vehicles were introduced into our vehicle fleets. In India, \$750,000 was invested in clean tech solutions, ranging from vehicles to renewable energy sources, to energy efficient building systems. Read more about how we're already working to decarbonize operations in key markets on [page 25](#).



- Developing a dataset that shows the Group's carbon footprint was critical to developing a carbon reduction plan and setting a net zero target. We chose and onboarded Normative in 2023 to provide this much-needed carbon accounting solution.
- Through the second half of 2023, we set about collating carbon emissions data, to upload to Normative's platform. In some cases this meant starting from scratch, in others it has meant migrating carbon emissions data that already exists. Read more about this [here](#).
- This saw substantial collaboration between ESG, finance, human resources and IT functions.

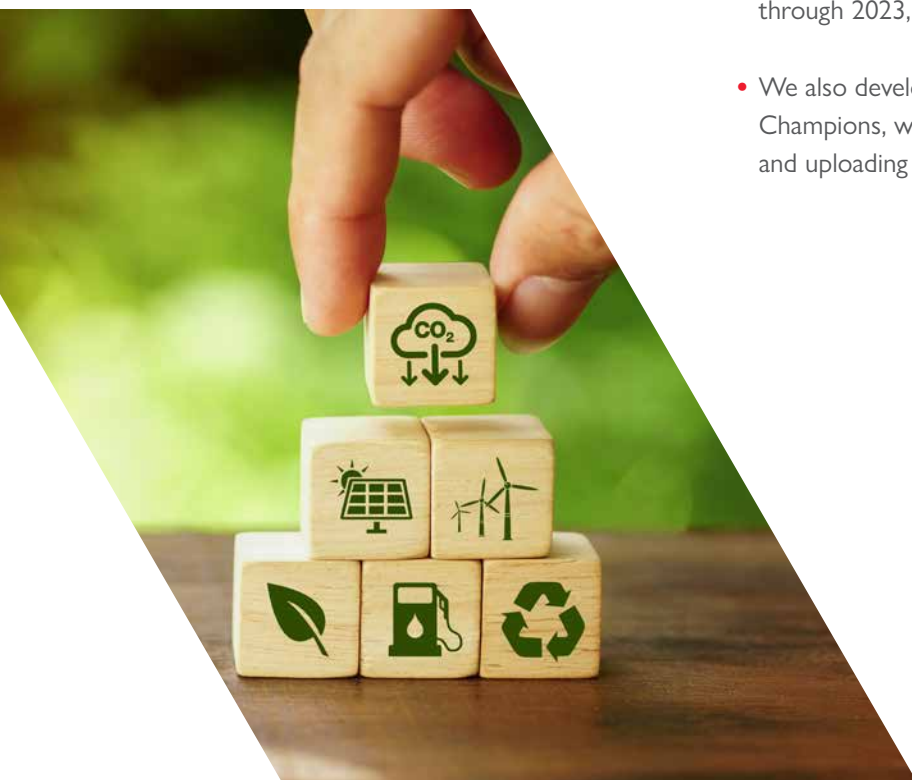


- In 2023, we sought to significantly increase the level of upskilling around sustainability issues, knowing that the success of any sustainability strategy is contingent on the knowledge and passion of our people.
- Staff completed 1,268 sustainability training courses through 2023, with 131 certified carbon literate.
- We also developed and trained a network of Carbon Champions, whose role is to help with the collation and uploading of data to Normative.



While we continued to coordinate progress under these three areas from a Group perspective, at a regional, country and business unit level, Crown Worldwide Group's local managers – particularly in key markets – sought to accelerate decarbonization, with notable progress.

You can read more about this on [page 25](#).





Normative & **our Carbon Champions**

Investing in data collection to understand our global carbon footprint

Collating an accurate view of our global carbon footprint is critical to the development of an effective and high impact carbon reduction strategy, and in turn to setting an ambitious but realistic net zero target.

Across several of our main regions, local leaders have already gathered the necessary data to establish a baseline for carbon emissions, and subsequently worked to develop local decarbonization plans.

But through 2023, we invested to ensure we are able to begin building a global view of our Scope One, Two and Three carbon data – and support all country operations in understanding and reducing their carbon footprint.

To do this, our Sustainability Steering Committee led on a project to procure the services of Normative, a carbon accounting platform.

This 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 data-driven decisions to drive meaningful emissions reduction initiatives.

Critically, it enables us to capture and calculate all relevant Scope Three emissions, which is much more difficult for individual country management teams to achieve.

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

It means that in 2024, we can continue our decarbonization journey, with a data-driven approach to new initiatives and a clear picture of the progress being made.

Our diligent decarbonization journey





The role of **Carbon Champions**

The job of developing a full and accurate view of carbon emissions data across a multinational organization, from scratch, is far from easy.

But to simplify this, we developed a network of 39 Carbon Champions, whose role is to work with stakeholders in over 40 countries to support in the collation of data that can be used to calculate Scope One & Two emissions. This comprises office managers, regional leads, finance personnel, sustainability officers and more.

The key responsibilities of our Carbon Champions:

- Collect, report, and verify carbon data under Scope 1, 2, and 3, including energy use, GHG emissions, waste generation, water use, and other ESG KPIs
- Conduct activities, surveys and report data related to carbon footprinting and other sustainability reporting parameters
- Work with Group ESG Director in implementing the net zero strategy and devising local action plans
- Provide regular updates and feedback to the Normative Implementation Committee and Sustainability Steering Committee on local ESG opportunities, and challenges
- Serve as a local champion to provide guidance on carbon and ESG among local employees, customers, and stakeholders
- Participate in ESG reporting, carbon footprinting and attend net zero training and development programs

Our Carbon Champions



39
carbon
champions



Over
40
countries



**Working across all key
functions, including:**
finance, sustainability,
facilities, administration,
operations.



Responsibilities include:
data collation, reporting, activity
coordination, communication,
local champions





Normative and Carbon Champions: a critical step in our net-zero journey



In 2022, we promoted sustainability to become a key strategic priority for the Group, redefining what it means to us an organization and liberating leaders in all of the countries that we operate to think about how they can do more to reduce environmental impact. This marked a shift beyond traditional CSR activity, which we have always done so well.

But in 2023, we took this further, and through the development and work of our Sustainability Steering Committee and appointment of an ESG Director, we have been able to put in place a carbon accounting tool which we will use to form the launchpad of our carbon reduction efforts in the coming years.

Developing and understanding a global carbon emissions baseline – which we intend to be derived from 2022 data – we will be able to set a net-zero target and work with leaders to accelerate the decarbonization of our operations.

The Executive Board is most grateful to the work of the Normative Implementation Team and our Carbon Champions, whose coordination is proving invaluable as we collate the necessary data to calculate our global carbon footprint.

Barry Koolen

EMEA CEO and
Chief Strategy Officer

Our Carbon Footprint

For the first time, Crown Worldwide Group has captured its collective carbon footprint, as set out below. This is the calculation as of June 2024, and encompasses the Scope One, Two and Three emissions which account for 66 per cent of Crown's global revenue in 2022 ▲.

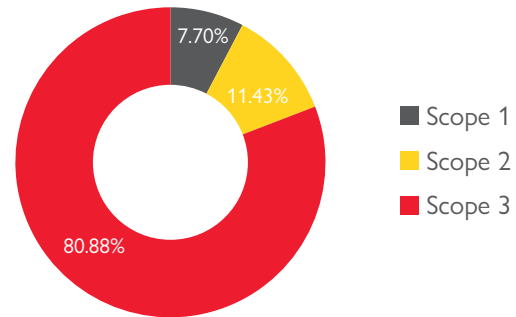
For the first year, Crown Worldwide Group captures the collective carbon footprint, as of June 2024, across our operations globally which is tabulated here.

Total GHG emissions*	48,035	tCO ₂ eq
Total gross Scope 1 GHG emissions*	3,696	tCO ₂ eq
Total gross Scope 2 GHG emissions*	5,489	tCO ₂ eq
Total gross Scope 3 GHG emissions*	38,850	tCO ₂ eq
Total Upstream Scope 3 GHG emissions*	38,850	tCO ₂ eq
Total Downstream Scope 3 GHG emissions*	N/A	
*GHG emissions covers 66% total Crown reporting scope at this edition. Full report to come		

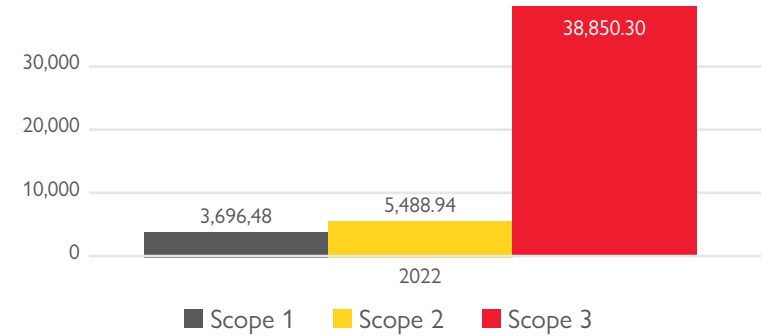


Analytics

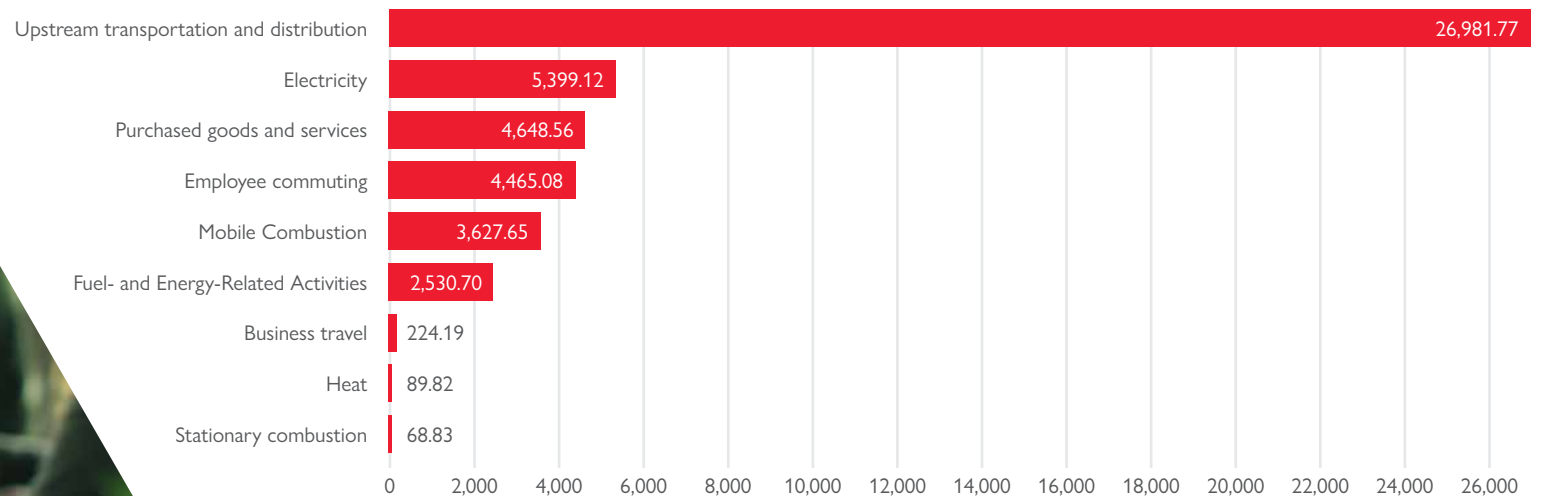
Total emissions % break down per scope (1,2,3)



Total emissions (tCO₂e) breakdown by Year and Scope

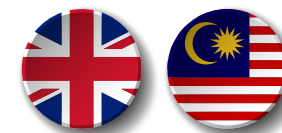


Total emissions (tCO₂e) breakdown by category



▲ We are working with Normative to develop a complete global carbon footprint calculation, and will issue an updated version of this report once that process is complete.

Normative



Our continued efforts to **reduce environmental impact**

As our journey to coordinate a group net-zero target continues, branches across Crown's portfolio are empowered to continue reducing their impact on the environment.

In two of our main regions (UK and Malaysia), we have reduced Scope One carbon emissions by an average of 36.5% in recent years.

Regional leaders are investing in their operations, by introducing renewable energy sources and electric vehicles, while increasing the energy efficiency of facilities and implementing waste initiatives to recycle more.

Last year, hundreds of solar panels were fitted across facilities around the world.

Here, we spotlight some of the key achievements across several regions.



Golden UK & Ireland team see carbon emissions drop significantly



Emissions falling two years ahead of target

In the UK & Ireland, Crown Worldwide Group again achieved the prestigious gold Ecovadis rating in 2023, placing it in the top five per cent of responding companies.

It also retained a position on the Carbon Disclosure Project's (CDP) B-list.

The UK – which makes up just over 20% of Crown Worldwide Group's global revenue – is making great progress towards a 2040 net zero target, developed as part of its responsible business strategy. This incorporates a carbon reduction plan and since setting a

baseline based on the carbon footprint of 2019, the UK team has reduced Scope One and Two emissions by 52 per cent – two years ahead of schedule. In 2024, a target will be set for the reduction of Scope Three emissions.

17 out of the UK's 18 facilities are now powered by 100 per cent renewable electricity. Solar panels have been installed at five sites, and more will follow in 2024. This contributed to a 38 per cent reduction in grid electricity usage.

Seven electric vehicles are now in operation and there are electric charging points at seven sites.

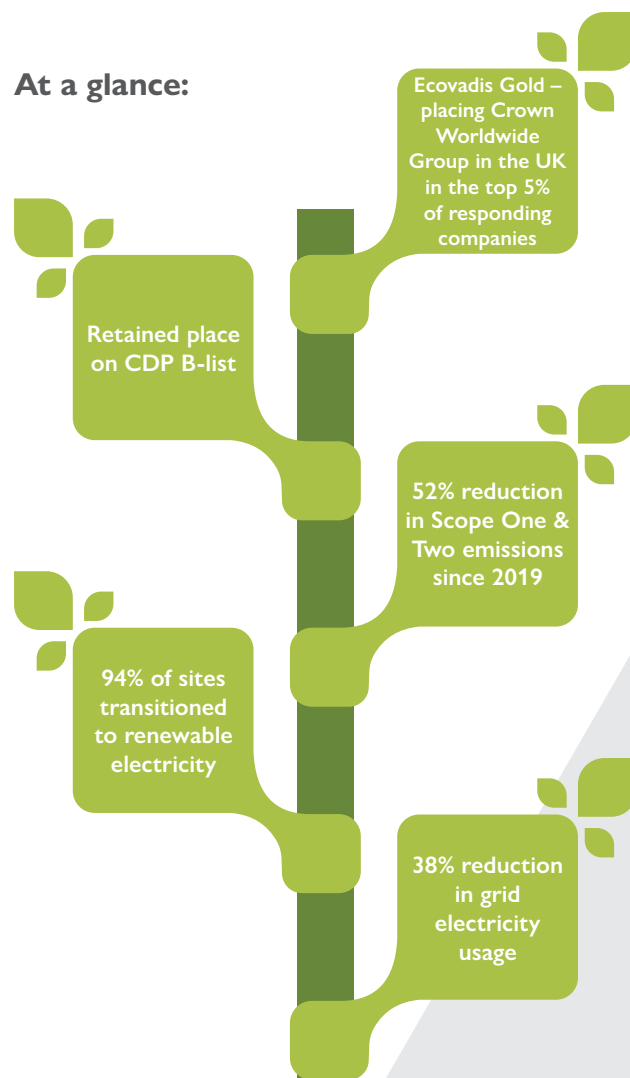


In 2024...

Through 2024, investment into LEDs and solar panels will continue, a new telematics system will be introduced to monitor and enhance fuel consumption and vehicle usage, and the UK team aims to report Scope Three carbon footprint data and set a Scope Three reduction target.



At a glance:



Read more about the UK's progress in its annual sustainability report [here](#).



Sustainability remains a top business priority for Crown in the UK & Ireland and globally. Despite wider business challenges we strongly believe that investing in this area yields a positive impact. Not only does this focus help us meet our client and staff expectations, but it is building our resilience as a business, and helps us go beyond delivering great products and services to continuing our reputation as a responsible business. We have maintained this approach in 2023 despite difficult market conditions, including significant levels of cost inflation.



Steve Hardie

Managing Director,
UK & Ireland



Malaysia off the mark in race towards net zero

Scope One emissions decreasing

In 2023, the Crown Worldwide Group team in Malaysia launched its Race Towards Net Zero plan, which sees it targeting to achieve net-zero emissions by 2050.

With 2022 set as the baseline year, 2023 saw a 20.7 per cent reduction in Scope One carbon emissions in the region.

This was achieved through the incorporation of new electric vehicles, achieving 85,000 clean kilometers of last-mile delivery.



However total Greenhouse Gas emissions increased compared with 2022. This is mainly because the baseline figure did not include Scope Three emissions included in the 2023 reporting period.

Scope Two emissions also increased, by three per cent, but work continues to substitute all conventional lighting with energy-saving LEDs and by increasing the ambient temperature in offices by up to two degrees Celsius to conserve energy.

Crown's branches in Malaysia are aiming to decrease Scope One and Two carbon emissions by 30 per cent compared with the 2022 baseline, by 2030.

Water and waste

The team will also use 2023 as a baseline year for water - across the five facilities where water usage is in full control – and for waste. In 2023, 7.8m cubic meters of water was used across the five main Malaysian facilities, and 344.25 metric tons of waste was recycled, while 117.98 metric tons was sent to landfill. Destruction of client records, a core service for our Records Management business in South East Asia, was undertaken by recycling – contributing to a 6.2 tCO₂e saving.



In 2024...

Through 2024, an electric forklift will be incorporated into the operation, solar panels will be installed at the region's Shah Alam office in Kuala Lumpur, and a water harvesting system is being installed at the Enstek facility in Negeri Semblian. An energy audit will also establish the region's current energy consumption baseline and identify potential energy savings.



At a glance:

85,000km
of last-mile
delivery using
EVs

Achieved
a 20.7%
reduction in
Scope One
emissions

Supporting
Climate
Governance
Malaysia's action
plans on climate
change - working
closely with
Malaysian Green
Technology
and Climate
Change (MGTC)
in tackling
sustainability
challenges.

344.25 MT of
waste recycled,
avoiding
6.2 tCOe

Solar panels
and water
harvesting
systems being
installed in
2024

Read more about Malaysia's
progress in its annual
sustainability report [here](#).



Our roadmap places our climate action into the context of the organization, understanding the needs and expectation from various stakeholders and most importantly, our people.

The specific objectives we have set and the actions we take will achieve our net-zero emission targets by no later than 2050 in line with Malaysia's international commitments. It's a very long journey, but this is our decisive step.



Martin Cole

Managing Director – Malaysia
& Senior Director of Records
Management (Asia)



New Zealand embeds framework and sets targets to reduce environmental impact



Net zero and reducing emissions

In New Zealand, the team finalized its Sustainability Framework, which will see it achieve net zero emission by 2040, under its Climate & Environment pillar.

The first steps to achieving this came in 2023, when it set a carbon footprint baseline from 2022 data.

This established that Crown New Zealand's total Scope One and Two emissions is 1242.92 tCO₂e, in accordance with the Greenhouse Gas Protocol and calculated by third party sustainability consultants, Proxima. Diesel from Crown-owned fleet vehicles and forklifts accounts for 81 per cent of these emissions, petrol from fleet vehicles accounts for three per cent, LPG from forklifts accounts for 5 per cent. Purchased electricity, accounting for 11 per cent of the region's overall carbon emissions comprises Scope Two.

This baseline data will be compared with 2023 data to inform a carbon reduction plan.

Crown's operations in New Zealand were awarded Ecovadis silver, scoring 70/100 on environmental issues – which shows the country's work in this area to be advanced.

The investment in electric fleet vehicles has continued, with two new EVs being incorporated into the Crown Workspace fleet, bringing the total to 17 hybrid/electric vehicles operating here.

A report by the Ministry of Business, Innovation and Employment showed that 87 per cent of electricity in New Zealand in 2022 was generated by renewable energy, which is a significant contributor to lower Scope Two emissions.

Sustainable procurement and new sustainability officer

In August, the team in New Zealand released its Sustainable Procurement Policy. Under the Partners and Community pillar, this emphasizes the importance of collaboration with suppliers to mitigate sustainability risks and identify opportunities. This approach has already been used for the procurement of waste management services.

Giovanna Jessen was also appointed to the new role of Sustainability Officer, which will help to accelerate and bring more focus to the country's sustainability initiatives. This includes the circular economy. You can read more about that on [page 39](#).

In 2024...

The team is seeking to implement contracts with two waste providers that will cover all of New Zealand's operations. This will provide access to industry leading data collection and reporting tools that align with the region's sustainability strategy on waste, while providing all branches with access to different waste streams, diverting from landfill.

The team is also working closely with packaging suppliers to find better solutions. Alternatives to Prowrap, which is extremely difficult to recycle, are being trialed with the expectation of finding a solution by the end of 2024. Local suppliers have been identified that are able to recycle textiles into reusable packaging. This is also being explored to create alternatives for polystyrene corners and iBubble.

More KPIs are being set in 2024 around procurement, waste and emissions. Customer initiatives are also being developed, including investigating the option of a GHG carbon count when providing a price, to ensure there is a choice between different transport modes.

At a glance:



Our focus on sustainability isn't a new thing, nor are we acting alone in New Zealand; there is a culture of sustainability that runs right through the heart of the land here. I am proud of the genuine progress we're making – and it was great for Ecovadis to recognize that by awarding us a silver rating. We are eager to do more, and I want that silver award to turn gold as confirmation of the real difference we are making! With a baseline now set and a 2040 net zero target established, 2024 will be the year that we begin pedaling harder with an aim in sight, and a strategy to fuel us forward.



Leon Hulme

Managing Director, New Zealand

Investment and carbon reduction in **India**



Through 2023, the Crown Worldwide Group team in India invested over \$750,000 across a range of initiatives which reduced carbon emissions by more than 684 CO₂e tons across the year. This included:

- Diesel vehicles, owned by the company, being replaced by electric and compressed natural gas vehicles at Mumbai, Chennai, Delhi and Bangalore, achieving a carbon reduction of 33.5 CO₂e tons.
- Facilities in Chennai and Ahmedabad deploying energy saving initiatives such as new sky-light roof panels, installing LED lamps, and installing a variable refrigerant flow (VRF) cooling system, for reduced electricity consumption, all contributing led to an annual reduction of almost 17 CO₂e tons.
- New rooftop solar panels at the Chennai facility also contributed to a saving of 122.4 CO₂e.

At the Mumbai branch, more than \$600,000 was invested, saving over 511 CO₂e tons. This investment included:

- The installation of refurbished warehouse racking, instead of new.
- The introduction of a radiant cooling system in our storage vault, leading to faster cooling and longer retention of temperature.
- The use of a more environmentally friendly IG541 gas suppression system in the storage vault.

In 2024...

The team in India is seeking to reduce its carbon emissions by a further 1,767 CO₂e tons in 2024, with plans to invest a further \$500,000. It is aiming to do this through:

- Continuing to phase out diesel trucks, this year at Kolkatta and Mumbai.
- Install a new array of rooftop solar panels in Kolkatta, reducing CO₂e by 63.75 tons.
- Expand the solar array on the rooftop of its Mumbai facility, leveraging a Power Purchase Agreement Model to reduce carbon emissions by 102 CO₂e tons.
- Use refurbished racks in Chennai and Bangalore warehouse branches, saving 1368 CO₂e tons compared with purchasing new.
- Invest \$282,000 in environmentally friendly initiatives at its new Bangalore facility. This includes the installation of rooftop solar panels, new radiant cooling systems, a new gas suppression system and a VRF system. This is expected to save 209 CO₂e tons.



In India, Crown is growing rapidly. And as we grow, we are assessing every opportunity to ensure our facilities are as efficient and environmentally friendly as possible. In 2023, we grasped the opportunity to install solar panels on our new building in Chennai, and in 2024 we will do the same in Bangalore. I am pleased to see the team innovating, too, to ensure that energy intensive applications – like cooling systems – make use of the latest technology, and that when we are installing new racking in our warehouses that we are embracing the circular economy, to reuse materials rather than purchase new. We know that these initiatives can make a big difference, evidenced by the amount CO₂e that we have saved through 2023.

Working with colleagues in the Steering Committee and the Executive Board, I am excited to continue working to reduce the carbon impact of our operations here – investing and innovating, with decisions backed by data.



Srinivas Krishnan

Managing Director, South Asia



South Africa moves to next phase in solar project

In South Africa, the team completed phase one of a project which is seeking to ensure more and more of the energy its operations use is derived from solar power.

In 2023, ninety solar panels were installed on the region's largest facility in Johannesburg, covering over 40KW/H of energy provision. It means that more than 50 per cent of the electricity generated in Johannesburg now comes from solar energy.

This has reduced carbon emissions by over 18 tons and, electricity costs by more than 50%.



In 2024...

To better harness the solar energy being produced by the rooftop photovoltaic panels, the team in South Africa is looking at battery solutions to store electricity that can be deployed when needed, overcoming intermittency issues. This forms phase two of the project, which could see the Johannesburg facility end its dependency on the grid in South Africa.

In addition, a water harvesting system will be installed in 2024. This will collect up to 10,000 liters of rainwater, which is then fed back into the building's water system for use in operations.

Solar to support with powering energy intensive data centers in **Hong Kong**

In Hong Kong, the team now utilizes eight electric vehicles across its fleet, with eight electric charging points installed across facilities in the region.

The team has also made a significant investment in solar panels to support with powering operations at data centers. Work to install a photovoltaic system on the roof of Data Center 1 was commissioned in 2023, and is due for completion in June 2024. It is set to reduce Crown's emissions in Hong Kong by approximately 100 CO₂e tons.

Crown Facilities Management Ltd in Hong Kong fulfilled the requirements for obtaining the Wastewise Certificate, by identifying waste disposal by type and recycling, in accordance with policy, guidelines and action plans that include waste management targets. Other initiatives have seen requests go out to suppliers to minimize the amount of packaging they use.

In 2024...

In addition to the solar PV system going live on Data Center 1, Data Center 2 will see the installation of a 467kw system, reducing CO₂e by 250 tons per annum, followed by a second 423kw system, which will reduce CO₂e by approximately 226 tons per annum.



Singapore



In Singapore, the team undertook several initiatives aimed at reducing the carbon footprint of operations, centered around investment and education.

Four electric vehicles were procured and incorporated into the fleet of vehicles. Meanwhile 10,283 kilograms of waste wood was sent to the Gardens by The Bay. This national garden and horticultural attraction for local and international visitors uses a Combined Heat Power steam turbine – a co-generation plant – fueled by wood and horticultural waste sourced from across Singapore.

Sensor activated lighting was also installed, ensuring lights in facilities are only on when required.

Efforts also revolved around behavior change, with the introduction of a daily “Earth Hour” where lights are switched off for an hour at lunchtime. Staff in Singapore were also encouraged to use the stairs, rather than the lift, to use new recycling bins and single-use plates and cups were scrapped from the office.

In 2024...

More investment is planned in decarbonization and increased energy efficiency in Singapore. It is hoped more electric vehicles can be incorporated into vehicle fleets, while a phased switchover to LED lighting will continue.

The team is also exploring programs aimed at offsetting the carbon used in moves. We plan to continue to transition a few other vehicles to EV.

Japan, Korea & Thailand

turning to more environmentally friendly solutions



In Korea, the team purchased and integrated a one-ton electric truck into the fleet, while in Japan a new two-ton truck was procured offering greater fuel efficiency and additional safety features.

A new work-from-home scheme was also introduced aimed at reducing the CO₂e generated by staff commuting into the office.

In 2024, the Japan operation is switching to a renewable energy tariff for electricity provided by Japan Energy.

In Thailand, not only is the team's new office in Bangkok paperless, but it is located next door to a BTS Skytrain station, supporting a more environmentally-friendly commute to work.



Australia



Crown Australia undertook a comprehensive Greenhouse Gas Audit as part of a wider audit by sister company GCW Group. The final report was handed to the business in December, and is being analyzed and assessed for stakeholder reporting and reduction targets in 2024.

The total full scope emissions for Crown Australia amounted to 2,888 tons of CO₂e which represents only 5.1 per cent of the total GCW Group of businesses, which includes Grace.

Scope One and Two emissions contributed to 11.68 per cent of the full scope of GHG emissions for Crown Australia.

In 2024, Crown Australia will publish a formal sustainability report which includes GHG and waste reduction targets and benchmarking.

Read more about GCW Group's progress in its annual sustainability report [here](#).

European offices and operations working to reduce environmental impact

While comparatively small, Crown's teams in locations across Europe are taking steps where possible to reduce carbon impact.

In Italy, 75 per cent of the energy used in the office and warehouses is from clean energy sources. Plans are afoot in 2024 to install solar panels onto the roof of one of the warehouses, while more efficient lighting is being installed across the facilities in the country.

In Turkey, the team has expanded energy efficiency measures, with a focus on consuming less electricity in the office. This includes light and appliance-use efficiency. Staff in Turkey are also striving to reduce waste, through recycling of paper, waste sorting and the installation of a new water purification system to reduce reliance on plastic bottled water.

We run an entirely zero-emissions fleet of vehicles in Spain, while in France, no paper has been purchased since 2021.

UAE collects 23 tons of paper and wins prestigious Emirati environmental award

The Crown Relocations team in the United Arab Emirates collected 23 tons of paper from clients, customers, staff and their families.

It received the second runner up award from the Environmental Group in the 2023 Paper Collection Campaign at the 27th Emirates Recycling Awards.

The award was presented by His Excellency Engineer Sheikh Salem Bin Sultan Bin Saqr Al-Qasimi.

Crown Relocations is a proud supporter of the UAE's Zero Waste to Landfill initiative and is actively contributing to a more circular economy.

2nd Runner Up





Embracing **circular economy models**

The numbers at a glance:

For the last 13 years, we have been adopting circular economy principles – particularly within our Crown Workspace business.

This business unit works to refurbish and recreate workspaces, which often creates a substantial amount of waste.

As such, our Workspace teams, particularly in the UK and New Zealand – but increasingly across other parts of this brand's expanding global footprint, have been pioneering circular economy approaches.

This enables both the business and its clients, to significantly reduce waste-to-landfill by renewing, reusing, recycling and redistributing office assets – such as furniture and IT equipment – that might otherwise be taken to landfill.

In the UK, The Renew Centre comprises two parts: the remanufacturing, refurbishment and repair of furniture, and Renew IT, which reconditions IT equipment.

Since 2015, The Renew Centre has remanufactured or refurbished 116,604 items of furniture and reconditioned 133,058 IT assets. This has saved 16,523 CO₂e tons, and diverted 3,581 tons into reuse, and away from landfill.

Similarly, our team in New Zealand are upcycling specialists, taking office furniture that is considered past its usefulness or surplus to requirements and turn it into something that is inexpensive, reusable, fit for purpose and great to look at.

Here, we detail our latest progress in this area.



In the UK:

- **19,724 furniture items remanufactured or refurbished in 2023**
 - Saving a total of 873 CO₂e
 - Diverting 353 tons into reuse

- **33,946 IT items were reconditioned**
 - Saving a total of 2,913 CO₂e
 - Diverting 295 tons from waste

This was a record year!

- **5,772 items donated in 2023**
 - Saving a total of 223 CO₂e
 - Diverting 119 tons from waste



In New Zealand:

- 80 organizations received a share of 270m³ worth of furniture donations – enough to fill a twenty-foot equivalent container
- This diverted 9 tons of furniture items into reuse
- Among the top five items were chairs, whiteboards, cabinets, and stationery
- 109 tons of steel, aluminum and brass, mainly from IT assets, was salvaged for scrap
- Collaborations with Trash Palace and IT for Charity facilitated other recycling
- 10 tons of cardboard and paper were recycled

Circulate in the UK



In 2023, the UK team developed Crown Circulate, a roadmap for putting the circular economy at the heart of the workplace.

Circulate brings together the UK's extensive experience, market leading capabilities, and innovative services with changes to our processes, investment in new software, and upskilling of our team enabling us to embed circularity into business as usual.

Circulate services are designed to create maximum value that is clearly evidenced, not only for our clients but for their communities, the environment and targets in these areas. These include:

- Reevaluate
- Renew
- Resell & rebuy
- Redistribute
- Recycle
- Report

Read more about Circulate, the Renew Centre and our Giving Back project – as well as a closed loop wood recycling project – in the latest UKI sustainability report [here](#).

Expanding our circular economy approach

This approach to the circular economy is being adapted in other countries around the world, as the Workspace and Record Management brands continue to grow.

In 2023, a Renew Centre was developed in Singapore, selling refurbished furniture through a new Office Resale website.

In Indonesia, we have partnered with an organization for furniture and IT buy back and resell, and this is a model replicated in countries such as the Philippines and India.

We will report on the progress of these ventures in next year's report.

You can read more about the circular economy initiatives we're developing for our other brands on [page 43](#) and [page 45](#).



Sustainability services

Working with our clients to embed circular economy approaches is just one way that we're seeking to ensure that collaboration delivers a broader positive impact. But as we explore and expand the roll out of services that help all to reduce their environmental impact, we are focused on ensuring those services can create genuine impact. This means taking a diligent approach.

Crown World Mobility: Data, education, service innovation

Through 2023, our Crown World Mobility (CWM) business has developed a comprehensive, analytical, and data-driven approach to sustainability, embarking on a journey of innovation and transformation, taking our clients with us.

The intention of this work has been to identify areas in employee mobility where initiatives can have a high impact on pressing sustainability challenges. It then seeks to empower mobility teams by providing them with the tools they need to make better decisions, and in turn, enabling those functions to tangibly contribute to their own corporate decarbonization efforts.

This comprehensive approach – which was shortlisted for a Forum of Expatriate Management Award in 2023 – has led to the development of three key sustainability innovations:

- A “Carbon Calculator” – to reduce CO₂e: a tool to prepare and report estimated carbon footprint of a move
- Assignee furniture reuse - to reduce waste, contribute to the circular economy, deliver community value: advice and information enabling sustainable clearance where items (such as furniture, electrical appliances, food and cleaning products) are cleared.
- Low carbon home-search options - to reduce CO₂e: offer low carbon transportation options for home searches and other accompanied experiences.



Tackling the challenge: how our Sustainability Service Innovation Team worked



Our carbon calculator

As assignees/employees become more in tune with their own carbon footprint and impact on the world, presenting them and their employer with data and options during the relocation process, ensures everyone can be informed about the best route to take for a more sustainable relocation. It also helps organizations convey to staff that they are taking sustainability seriously in all facets of their business.

The development of our “Carbon Calculator” is central to this; sharing data and options that empower better decision making.

The calculator can:

- present data around a relocation and compare different options
- show shipping options around sea freight vs. air freight for transporting household items.
- report the embodied carbon in household goods to ensure decisions made around shipping, storing and discarding those goods are data-based.

The calculator is being built through 2024, having been piloted with two major organizations in the UK, and is currently being fine-tuned ahead of roll-out.

Furniture reuse and recycling

Learning from the circular economy expertise of sister-brand Crown Workspace (as detailed on [page 40](#)), CWM is now in the process of rolling out similar initiatives in each region it operates, providing guidance for assignees to donate furniture – that would otherwise become waste following a relocation project – for reuse by future assignees. We hope to begin offering this service in 2024.



Low carbon transportation options

CWM is seeking to offer low carbon transport options for relocating employees visiting destinations for home search. This will include transport options such as bike, public transport, or electric cars. While only a small, simple step, it reinforces to employees that its employer is taking sustainability seriously and that a destination is well set to accommodate reduced carbon consumption living.

Crown Records Management: digitization's decarbonization opportunity

Recognizing the significant embodied carbon associated with traditional records management, we have continued investing heavily in digital services through 2023, and our solutions are evolving significantly.

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. We are continuing to build-on and leverage 2022 analysis which showed 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.



ZERO
EMISSIONS
VEHICLE

Packaging and crates

For decades, cardboard has been the mainstay of removals, relocation and records management packing. But these packaging solutions have traditionally required the use of plastic tape and bubble wrap to secure and protect boxed contents.

We are now in the process of turning to more sustainable methods, with more and more of our operations switching plastic tape for paper tape – such as in Mexico – and using more recycled cardboard, while switching bubble wrap for paper wrapping. We are also encouraging service partners to switch to these more sustainable packaging options.

Fine Art crates

At Crown Fine Art (CFA), we recognize that due to the value of the assets we handle and the bespoke nature of crates within the fine art industry, these are typically a single-use packaging product.

Having researched the marketplace and thought about this challenge differently, we have been developing

SmART Sustain in the UK, a service which aims to create a secondary market for these items through resale and donation. In 2023, we introduced this internally and developed a website through which we will be able to offer these solutions externally from 2024. We hope that this will provide reuse opportunities for artwork packaging that would otherwise go for recycling whilst enabling smaller galleries and art colleges to access quality packaging materials at lower cost.

In addition to this, CFA's SmART Pack & Ship provides agile, personalized solutions to ship low value artworks quickly and safely. As part of this innovation, we have looked to reduce the environmental impact of packaging these items and partnered with client Christie's to explore, test and trial different packaging materials. As a result, we were able to increase the recyclability of our packaging from 40% to 99%. We are now looking at how we can further reduce the environmental footprint of packing and shipping artwork through SmART Pack & Ship.





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:

47,979

virtual consultations
undertaken

960

tons of
CO₂e saved



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 2023 by numbers:

62,612

sheets of paper saved

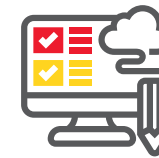
Our e-Packing service since 2020:

23,163

e-Packed moves

254,793

sheets of paper saved



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 2023 by numbers:

8,910

sheets of paper saved

Upskilling and enhancing the **carbon literacy** of our global teams

A core area of our approach to sustainability in 2023 was to continue building on the upskilling and education of our teams on climate change, and why the need for urgent action is imperative.

We see this engagement and understanding as critical to mobilizing our global teams, and ensuring their focus is heightened and best-placed to deliver impact, both for Crown, its clients, its communities, but also for staff themselves.



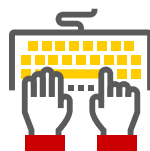
In 2023...



Staff completed

2,723

courses



amounting to

2,504

hours of
sustainability training



In addition,

131

staff were
certified carbon literate



Sustainability Report 2024

- A look back at 2023 -

Social



An **overview**

At the very heart of our family of businesses, is a 3,000 strong, diverse and passionate team that is working with thousands of clients across the world, making it simpler to live, work, and do business anywhere in the world.

As our most important resource, it is a top priority to ensure our team is engaged, safe and healthy, while constantly learning, ready to take on tomorrow's challenges.

To enable this, across all the regions in which we operate, we have a huge range of initiatives – carefully designed to meet the needs of our people across each of the regions in which we operate.

Addressing those changing needs is a dynamic process – especially in a world constantly responding to volatility, and we strive to tweak provisions as those changes emerge.

Here, we outline the work we're doing to build on the high levels of engagement of our people, promote diversity, equity and inclusion, give back to and partner with the communities in which we operate.





Magali Delafosse

Group Vice President
for Human Resources

A word from our **Group Vice President for Human Resources**



How will 2023 be remembered?" is the question I posed as I set about writing this note. The emergence of AI? High inflation and the cost-of-living crisis? Escalating conflict and more geopolitical tension?

Perhaps it's all of the above. But in reality, how 2023 is remembered is subjective; it will be different depending on who you are, where you are, the experiences you had, and therefore the impact that events of the year had on you.

And with that thought, we land at the centre of what governs our approach to the social aspects of sustainability at Crown Worldwide Group. What we see and experience is individual, so how we act, think and learn is also unique. Everyone is different, and therefore everyone has different needs – whether it's members of our team going through life-changing personal events, or a nearby community blighted by a natural disaster. The support we provide as an organization needs to be considered and tailored.

I'm very proud that across our business we celebrate and recognize that difference, and that this guides the initiatives we have in place for our people to learn and grow, feel rewarded and recognized, and to seek help if they need it. I'm proud, too, that our teams are empowered to give back; to volunteer, to mobilize for charity.

And that is what this section of our report is all about. It encapsulates where we are making progress with our social

agenda, and where there is work still to do. Among the key metrics we look at are our employee engagement scores. Overall in 2023, we scored 83 per cent across seven key criteria, a two per cent increase on 2022. This is positive progress, and shows there is a strong affinity with the journey we're on.

Importantly, all the work we undertake under 'social' builds on a formidable legacy, which is a great source of pride across our global business. Through the framework of our values and the philosophy of Jim Thompson, the founder and Chairman of Crown, giving back and caring for both our people and our communities is fundamental. Indeed, it is a founding principle.

I will end with something he said during an interview in 2023: "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 instill that in the people of Crown, and make it part of our company beliefs has been one of the joys of my entire life."

We're striving to ensure we have an ever-increasing impact on our people and our communities, and I am excited for this work to continue.

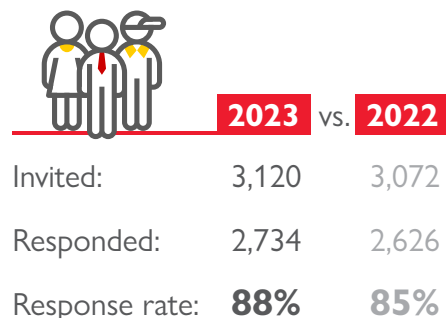
Our annual Employee Engagement Survey

We are committed to continually enhancing the experience of our employees. Every year, we conduct an employee experience survey, sent to all of our people, to gather their perceptions and feedback on the workplace experience at Crown.

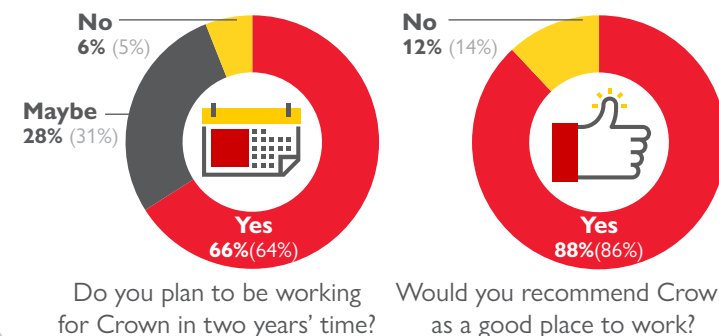
The results provide valuable insights, which we use to shape our priorities, policies and strategies in a bid to foster a more positive, productive and engaging workplace.

2023 Employee Experience Survey Results:

Participation



Key Engagement Questions



*2022 scores in brackets



2023: **82%**
2022: **78%**

**Environmental,
Social & Governance**



2023: **88%**
2022: **87%**

**Diversity,
Equity & Inclusion**



2023: **85%**
2022: **84%**

**Health,
Safety & Wellbeing**



2023: **85%**
2022: **83%**

My Experience



2023: **74%**
2022: **73%**

Invest in Me



2023: **68%**
2022: **65%**

Reward & Recognition



2023: **86%**
2022: **84%**

Teamwork & Relationships



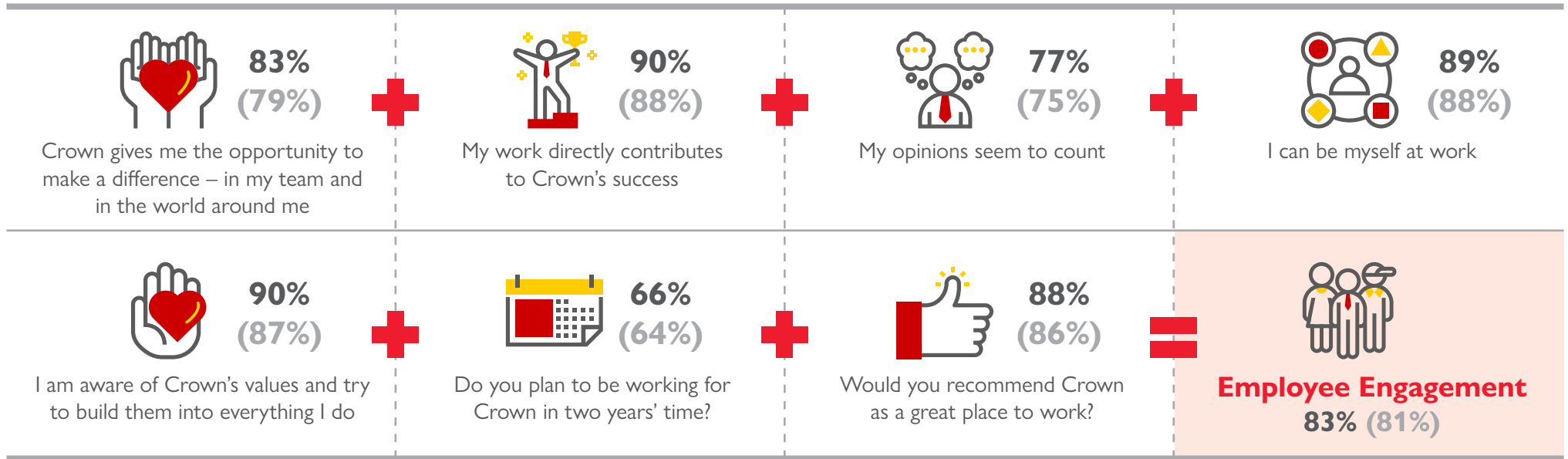
2023: **80%**
2022: **78%**

Day to Day Leadership



2023: **78%**
2022: **76%**

Leadership from the Top



*2022 scores in brackets

Engagement Score Comparison

2023 Group Engagement Score: **83%**

2022 Group Engagement Score: **81%**

APAC

2023: **85%**

2022: **83%**

EMEA

2023: **79%**

2022: **76%**

AMER

2023: **88%**

2022: **83%**

As the figures show, 88 per cent of our employee population responded to the Employee Experience survey in 2023, with over 2,700 people completing it, a 3 per cent increase in participation from last year (85 per cent).

Across the Group, we achieved an engagement score of 83 per cent, covering seven key criteria, all showing an increase in the previous year. Our overall score increased by two per cent compared with 2022.

On average, we saw a two per cent rise in most parameters including in response to the question: "Do you plan to be working with Crown in two years' time?" and "Would you recommend Crown as a great place to work?"

The biggest increase was in the score for the parameter related to having an opportunity to make a difference, which jumped by four per cent.

Learning and development at Crown

Our mentoring program

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

So far, 84 mentor-mentee pairs have completed the six-month program, with 31 more pairs waiting to start. Across the company, 82 people have signed up to be mentors. The program has proved to be a valuable and effective development opportunity for employees, and participants tend to highly recommend it.

84

mentoring partners
have completed the
six-month program



Participating as a mentor was an enriching experience for me. Effective communication and mutual listening were key to our success. I would highly recommend this program to everyone! It really allows you to see Crown life from a different perspective! Thank you to my wonderful mentee and wish you and your team all the success in Mongolia. Hope one day we can meet in person!



Shaila Gidwani

Intercultural Services Manager,
Crown World Mobility - APAC



I have benefitted greatly from the extensive experience of my mentor. Her guidance has provided me with a deeper understanding of different cultures, significantly enhancing my ability to work with clients from diverse backgrounds and countries. I have also discovered the power of networking with my colleagues at Crown, and frequently seek their input to overcome challenges. This mentorship program has boosted my confidence, and I am grateful to the Crown leadership team and my mentor for this opportunity to learn and grow. Thank you.



Whinney Mwerami

Customer Service Executive,
Kenya



Apprenticeships - UKI

Our apprenticeship program provides an integrated career development opportunity to nurture talent that will meet the needs of our businesses, while also having a positive impact on local communities.

We offer two types of apprenticeship programs in the UK. Our entry-level apprenticeship, the **Aspire Apprenticeship Program** offers a pathway for young people to make a smooth transition from education to the world of work, enabling them to gain valuable real-life experience and 'earn while they learn'. We also offer an apprenticeship program for existing staff, the **Aspire Academy**, helping our people to gain new skills, feel valued and grow in their roles.

In 2023, we had 16 apprentices studying and working towards varying stages of qualifications in business administration, marketing, IT, HR and supply chain. Ten of these are entry-level apprentices and six are internal staff. 90% of the entry-level cohort of apprentices completed the course and five of them were offered roles within the company. Apprentices receive all the benefits of full-time employees including access to our global mentoring program.



My experience with the Crown apprentice program has been very fulfilling. I have learned so much not only about my line of work but also soft skills. It has taught me how to deal with stressful situations and learn to be more professional and productive. My team has been very supportive, I never feel silly asking questions. They are always there when I need a bit of help.



Tabitha McGrath

IT Information Communications
(Aspire Apprenticeship Program)



My overall apprenticeship experience was positive. I have gained valuable knowledge on the relocation industry enabling me to gain exposure to many different departments and tasks. The Aspire Apprenticeship program at Crown is well-structured and organized. My supportive colleagues and managers have enabled me to work to the best of my ability.



Jessica Tiernan

Business Administration
(Aspire Apprenticeship Program)

16 | apprentices
working within our
UK-based businesses

Thompson Global Internship Program (TGIP)

Every summer, we welcome select three to six graduates from San Jose University, the alma mater of our Founder and Chairman, Jim Thompson, to participate in our annual internship program. The selected interns play a pivotal role in helping us tackle and resolve crucial business challenges.

During the summer of 2023, a team of interns was based in Hong Kong, where they were tasked with implementing Normative, a new carbon accounting platform acquired by Crown. Additionally, the scope of their project extended to understanding the range of sustainability-related inquiries posed by our clients. Their primary task was to make recommendations for the storage and accessibility of this vital information to internal stakeholders, ensuring that the necessary sustainability data was readily available to our team.

Another team of interns worked on a project to streamline information access for our Moving Services business. The scope of the project included revamping resources to make it easier for employees to find updated information. They also recommended changes to one of our customer newsletters to make it more relevant for customers.

Learning and development

We are committed to providing our people with the opportunities to advance their careers. We have a comprehensive learning and development program that supports continuous growth, aligned with development goals agreed with line managers.

One such learning tool is our online learning portal, iLearn, which is accessible via the company intranet, offering a library of hundreds of courses on various topics. This makes it easy for employees to acquire new skills, learn at their own pace at a time and place convenient to them.

As we seek to embed a learning mindset across the organization, we're very pleased to report that there was a significant increase in the amount of learning, training and development that people across Crown undertook compared with 2022. This is true both in terms of time spent on courses and the number of courses taken.

Staff training in numbers

19,757	22,847
total collective completions	total training hours
(13,069 in 2022, i.e. 51% increase)	(17,120 in 2022, i.e. 33% increase)

70% of employees took at least one course (65% in 2022)

- Average six courses per employee (four in 2022)
- Average seven hours of training per employee (five hours in 2022)



Diversity, Equity and Inclusion

2023 DEI Fast Facts

3099

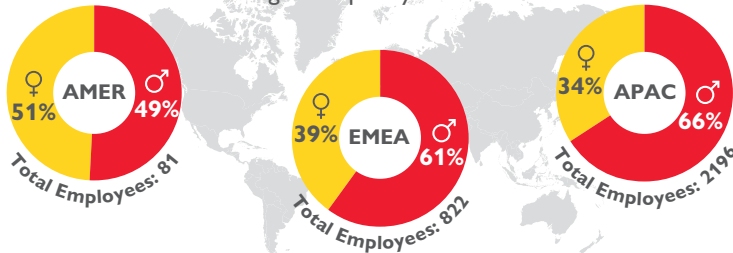


Employees globally across
all brands as of 31 Dec 2023

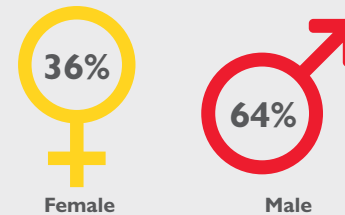
Employees by brand

Crown Relocations	Crown World Mobility	Crown Records Management	Crown Workspace	Crown Fine Art
538	334	1143	300	78

Regional Split by Gender



Gender



Leadership Level

Board



Executive Leadership Team



M4+ (Senior Management)



M1-3 (Management)



IC (Individual Contributor)



Top 10 Nationalities



57

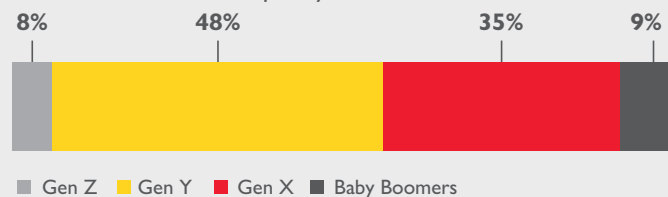
Language
Capability



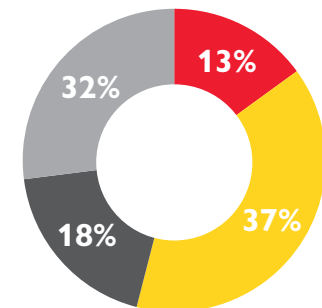
81

Nationalities
Employed

Split by Generation



Tenure



Tenure



Our policy and approach to DEI

We are a globally diverse company committed to fostering an equitable and inclusive environment where every employee is valued and respected. We recognize that diversity of thought, background, and experience is a core strength that drives innovation and creative solutions, enhancing our ability to serve our clients and communities. This is all while making Crown a great place to work.

Enhancing diversity, equity, and inclusion (DEI) is critical to our vision, values, and strategy. Since the launch of our first DEI policy in 2016, we have come a long way and every year, we see its visibility in the company only increase. Our global workforce, from senior management to our frontline staff, is highly engaged with DEI training, events, and conversations.

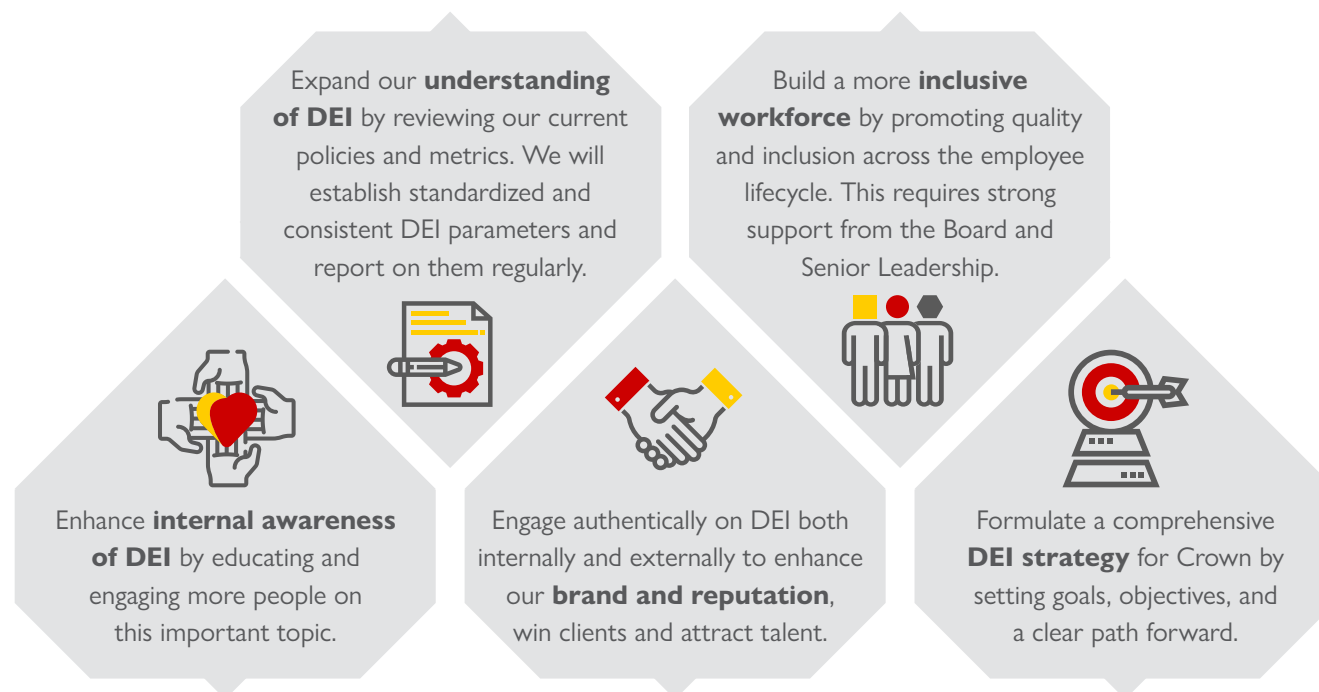
We launched our first policy in 2016, held focus groups with senior leaders in 2020, and shifted our focus to DEI in 2021, highlighting the importance of equity in maintaining a fair and ethical workplace. In the two years that followed, we have worked on creating awareness and educating our people on significant DEI topics through events and training sessions. 2023 saw a record number of attendance for DEI events with over 2,400 employees attending our global webinars held throughout the year.

DEI Diagnostic Audit

In 2023, our newly appointed Group ESG Director, Joy Lam, led a strategic review of our DEI policy and approach. The company undertook a diagnostic audit to understand and build on what we do well with respect to DEI and identify potential gaps. The survey collected both qualitative and quantitative feedback from a sample of global employees across seven pillars: measurement, leadership, policies and practices, talent solutions, communication, strategy and action planning, and culture and employee engagement.

The results showed a clear commitment to DEI and the next steps are to further integrate DEI into strategic decision-making and company culture. The report made recommendations across all seven pillars to establish a roadmap for greater inclusion.

Based on the findings and industry best practices, the DEI Steering Group developed five drivers of action as part of the proposed 2024 DEI plan.



DEI | Our story so far...



*Passionate about people,
your experience matters*



Our commitment to DEI

Learn

Read our policy, look at our DEI Sharepoint site, take the DEI iLearn courses.

Support

Get involved initiatives, join calls, organize events, sign up for Viva Engage groups/alerts, create/join a network, become an ally.

Commit

Be committed, advocate for change, raise awareness, change behaviors – especially if you hire/promote staff, nurture the diverse talent in your teams.

Promote

Talk about DEI in your teams, with your colleagues and clients – make DEI part of your everyday conversations.



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:



Barry Koolen
CEO EMEA –
Executive Sponsor



Dennis Muldowney
Managing Director,
Hong Kong



Ian Pettey
Senior Cluster Manager,
Africa



Jennifer Harvey
Group CEO –
Executive Sponsor



Joy Lam
Group ESG Director



Joyce Weekes
Group IT Operations Director



Magali Delafosse
Group Vice President, Human Resources

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:



Elaine Kemp
Health & Safety Manager,
UK



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



Sneha Omkar Devaskar
Senior Business Analyst,
Sales



Vandana Aiyer
Regional Account Manager
– CWM, Philippines

DEI Week

Each year, we come together to celebrate DEI Week, which is dedicated to learning and engaging around the topics that matter to our people. In 2023, we organized three global webinars focused on three key themes.

These included:

- Women in leadership, featuring our Group CEO
- A panel discussion on generational differences in the workplace, featuring panelists from four generations of Crown employees
- And a cultural insights session led by our colleagues in India.

These events were well attended, with over 1,600 participants from all regions and levels of our organization.

Through the year, 1,075 employees completed DEI training, marking a 48 per cent increase compared with 2022. This amounted to 279 hours spent on learning, 68 per cent higher than the previous year.

The top DEI courses completed were:

- Culturally Intelligent Workplace
- Inclusive Leadership
- Building Your Cultural Foundation



1,075 team members completed DEI training, 48% more than in 2022

Reward & recognition

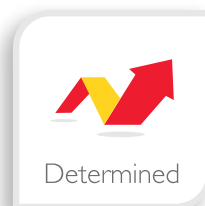


Crown Worldwide Awards: our annual global employee awards Program

Crown Worldwide Awards celebrate individuals who have lived Crown's values in extraordinary ways and achieved exceptional outcomes.

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

In the eighth edition of the awards, received more than 1,300 nominations were made globally – including over 1,200 nominations for individual contributors and 184 team nominations. There were 79 regional winners, and the executive board had the challenging task of choosing five global winners.

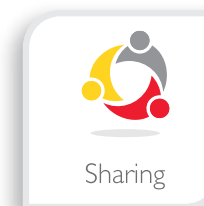


The “Strive to Succeed” Award | Value: Determined

Nainar Pandaram

*Digital Services Manager,
Crown Records Management
in India*

Nainar has delivered significant digital projects for the Records Management team in India. He has led the development of our unique DART system, a Business Process Management service offering for clients in the Banking & Financial sector.



The “Great Communicator” Award | Value: Share

Jimena Vazquez

*Team Lead, Shared Services
Centre in Mexico*

Jimena genuinely cares for her team. She patiently coaches and motivates them to achieve their goals and is committed to their well-being. She is there for them both professionally and personally, even during times of illness. She goes above and beyond to make their lives simpler.





The “I’ll Be There” Award | Value: Share

Ryan Heslop

Junior Finance Business Partner, UKI.

Ryan took on an enhanced role in 2023 and has worked tirelessly to support two brands - Fine Art and Workspace in the UK and Ireland. He has effectively managed demanding stakeholders and significantly streamlined the month-end closing process, relieving the stress previously experienced by all teams involved. Ryan has consistently gone above and beyond, often working late into the evenings to ensure all his stakeholders have the necessary data and information.

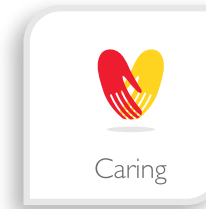


The “Outside the Box” Award | Value: Open-minded

Michael Ryburn

Project Supervisor, Crown Workspace in New Zealand

Michael has been leading the on-ground operations for a prestigious long-term project. This project involved the challenging task of moving priceless artifacts into storage, many of which have been incredibly difficult to move. Nevertheless, he has impressed everyone, including his teammates and the client, with his open-minded attitude and expertise in operations. His innovative solutions in the face of insurmountable obstacles have resulted in a hugely successful and profitable project and a very satisfied customer.



The “Giving Back” Award | Value: Care

Kiran Kuruvilla

Operations Manager in Dubai

Kiran is a member of the Dubai Sustainability Team and is dedicated to driving local initiatives. He is always willing to help and jumps in to get the job done. He holds “Fix it” meetings for his team to discuss and resolve operational issues. Recently, he played a crucial role in overcoming a logistical challenge on short notice for a CSR event with the Emirates Environmental Group called “Ton a Tree,” ensuring that the Crown team delivered a large amount of paper and cardboard to the organizers.



Awards and accolades



Crown UKI awarded silver accredited membership from The 5% Club

In 2023 Crown in UK and Ireland was awarded the Silver accredited membership from the 5% Club, in recognition of its commitment to the professional development of people through “earn and learn” schemes – such as apprenticeships.



The 5% club comprises over 900 companies and 1.6 million employees championing workplace training inclusivity.

In the audit, Crown scored well above the median for inclusivity and social mobility factors with 54 per cent black, Asian, and minority ethnic (BAME) workforce, compared to the average score of 12.5 per cent, and 67 per cent of people aged between 19 and 24, compared to the average score of 51 per cent.



HR Malaysia won the MY AMCHAM CARES 2023 Recognition Award

In 2023, Crown Malaysia won the MY AMCHAM CARES 2023 Recognition Award for Excellence in Corporate Citizenship from the American Malaysian Chamber of Commerce (MY AMCHAM) for its corporate social responsibility efforts in Malaysia.



The award celebrates best practices in corporate citizenship and corporate social responsibility programs among its members. Crown Malaysia won the award for its CSR initiatives throughout the year, including its work with the indigenous Orang

Asli communities in Kampung Orang Asli Tekir through collaboration with JAKOA and government agencies. Other causes the Malaysia team got behind were support for refugees, community engagement, youth development and championing women's health.



Crown in Hong Kong wins at the Master Insight ESG Achievement Awards

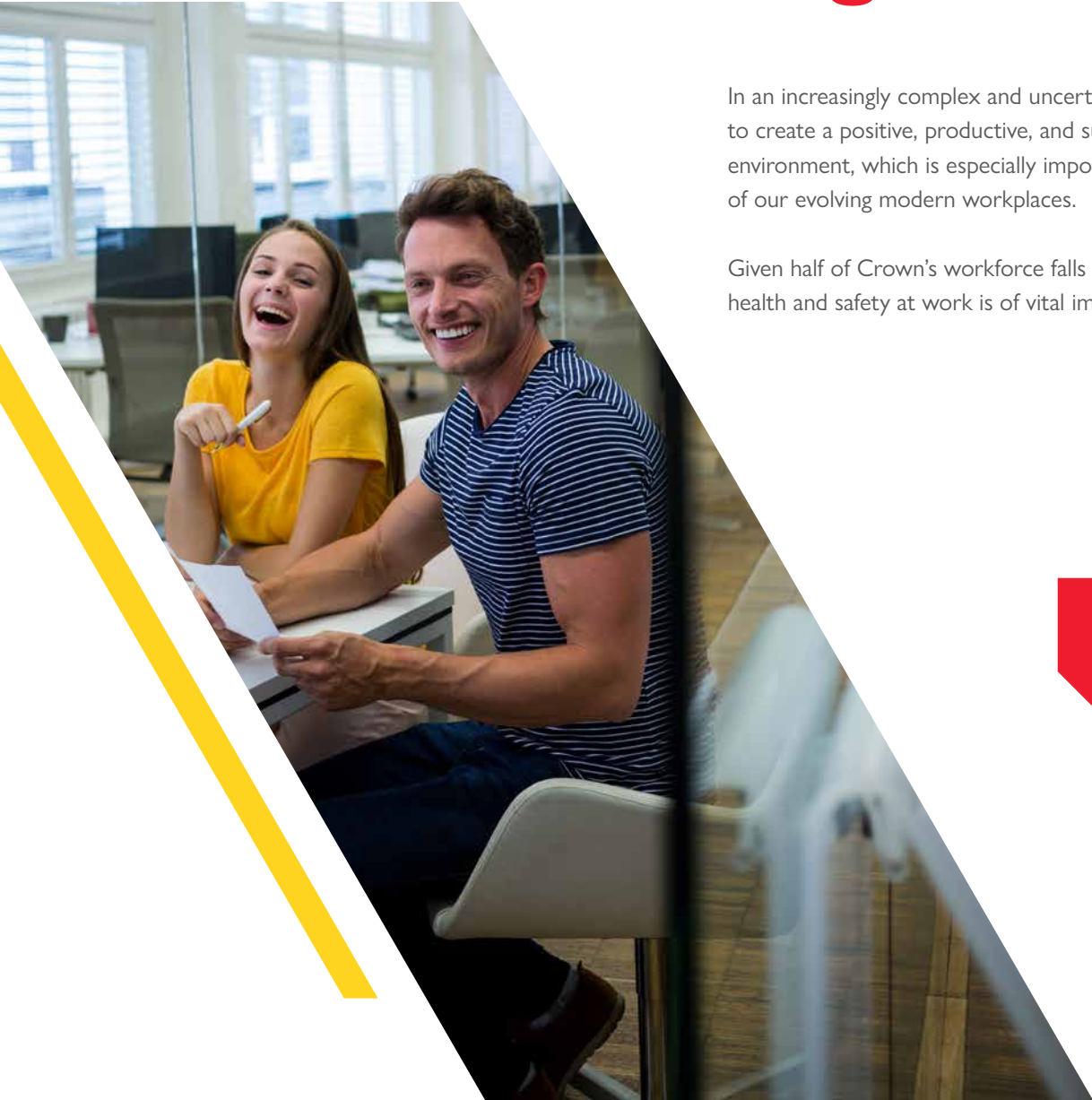
The Crown Worldwide Group team in Hong Kong won the Extraordinary Award in the Private Sector Organization category at the Master Insight ESG Achievement Awards, as part of the fifth Master Insight Finance Summit.

The ESG Achievement Awards promote sustainability among various industries by recognizing individuals and organizations that have made extraordinary contributions to ESG in Hong Kong.

These awards aim to recognize excellence in ESG initiatives and are judged by a panel of experts from renowned local institutions including the Hang Seng University of Hong Kong Research Centre for ESG.



Wellbeing, health & safety



In an increasingly complex and uncertain world, we aim to create a positive, productive, and supportive work environment, which is especially important in the context of our evolving modern workplaces.

Given half of Crown's workforce falls under operations, health and safety at work is of vital importance.

Wellbeing around the world

Our wellbeing agenda is focused on improving the overall quality of life for our employees and are designed to ensure that staff feel valued, motivated, and capable of performing at their best.

In 2023, our wellbeing training programs, whether in person or online, were very popular among staff, with 1,451 people attending wellbeing training sessions and spent a total of 447 hours on learning. Some of the most popular courses included "Your Wellbeing at Work," "Imposter Syndrome," and "Mental Health at Work".

1,451 people attended wellbeing training sessions, 99% increase vs 2022

447 hours on wellbeing learning, 42% increase vs 2022

Here we spotlight just a handful of the initiatives delivered throughout 2023:



South Asia

Crown South-Asia consistently supports employee well-being by providing annual health check-ups, medical insurance including hospitalization coverage, personal accident insurance, and life insurance. They have also partnered with Tru-Worth Wellness to offer online well-being consultancy services to employees and their families across India, covering both physical and mental health conditions, which has been very well-received.

In 2023, they conducted quarterly face-to-face wellbeing town halls in local languages for warehouse staff on topics like mental wellbeing, mindfulness, finding your purpose (IKIGAI), and maintaining work-life balance.



New Zealand

Crown New Zealand launched a new wellbeing app in partnership with Habit Health. This app allows all employees to track their exercise, sleep and movement, providing helpful tips and check-ins for their overall wellness. Employees can access the confidential Employee Assistance Program and conveniently book appointments online through the app.

The team also organized Financial Wellbeing sessions covering topics such as managing mortgages and retirement planning. They also increased the number of certified Mental Health First Aiders to over 10 per cent of employees. Free Flu Vaccinations are now available for all employees through a partnership with Chemist Warehouse. Monthly health and safety topics have included resilience and welfare, mental health awareness, and protecting our health.



Hong Kong

Crown Hong Kong organized Financial Wellbeing sessions in partnership with HSBC Bank, covering retirement savings, investment strategies, healthcare planning, and social security benefits. The team also hosted fun ice cream and massage days with a local NGO, providing 15-minute massages and promoting safe practices for desk-based and on-ground staff. An informative session with Traditional Chinese Medicine (TCM) doctors was also held, offering free workplace massages and pulse diagnosis services to promote healthier living.



Philippines

Crown Philippines organized initiatives like annual physical exams and sporting activities to encourage physical fitness and promote a healthy lifestyle among employees.

They also arranged for expert-led mental health seminars to offer practical strategies to support the mental health of staff both in their personal and professional lives.

In addition, they hosted financial literacy programs to empower employees to provide essential information to support them to make informed decisions and achieve their financial goals.



Health & safety

With approximately half of our global workforce working in operational roles, 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.

Health & safety training in numbers:

1,163 | completions of
Health & Safety training
(up 40% vs 2022)

1,618 | total Health & Safety
training hours
(up 9% vs 2022)

Data around accidents, incidents and near misses is captured in our Events Register. All branches globally record incidents through this register, and have been doing so with more consistency and regularity following a drive to ensure all incidents are correctly reported. This accounts for the sharp rise in the number of work-related accidents.

Given the extra rigor around reporting, we are seeing a significant reduction in the number of lost time accidents, relative to the number of accidents being reported.

Below is a summary of the 2023 numbers, covering January 1 to December 31 (as reported by branches):

125.5
number of days
absent due to
work related
injuries
(335 in 2022)

13
lost time
accidents
(16 in 2022)

58
recorded injuries
(43 in 2022)

11
severe injuries
due to work
related activity
(10 in 2022)

193
number of
work-related
accidents
(71 in 2022,
47 in 2021)





Labor & human rights

Commitment to employment laws

As a signatory to the UN Global Compact, Crown is committed to fostering working environments that treat everyone with fairness, dignity, and respect. We are committed to respecting worker's rights and to acting and making decisions in accordance with all applicable national employment laws. We believe that it is morally right to treat our employees fairly and to respect all the laws that apply to our employment relationship with each employee.

Our Code of Conduct stipulates that everyone should be permitted to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Crown expects that all relationships among persons in the workplace will be business-like and free of unlawful bias, prejudice, and harassment.

Child labor

Child labor is a violation of fundamental human rights and has been shown to hinder children's development, potentially leading to lifelong physical or psychological damage.

Crown shall not hire, employ, or permit any child under the age of 16 to perform any gainful employment for Crown.

2023 metrics related to labor and human rights:





Giving back around the world: **fundraising and volunteering**

Giving back is a founding principle of Crown Worldwide Group.

Throughout his life, Founder and Chairman, Jim Thompson, has given back – ensuring that those less fortunate benefit from Crown's success.

It's a philosophy that endures the test of time with Crown teams all over the world. Crown provides all staff with the opportunity to volunteer for 16 hours, on company time.

In 2023, the team contributed 561.7 days of volunteer work, seeking to make a difference for causes close to their hearts.

In this section of our report, we showcase the wide range of fundraising and volunteering activities that our passionate and caring people have organized in their localities.

Crown Indonesia marks 50th Anniversary with tree planting and donation for Tunda Island community

As part of its 50th Anniversary celebration, the Crown Indonesia team organized a volunteering day to support the local community on Tunda Island, Banten, located just off the northwest coast of Indonesia.

The team spent the day with 100 families who live on the island, who face numerous daily challenges, such as access to electricity and clean water, and a lack of proper schools for children.

The team donated essential provisions to the community which includes families, children, elderly, and orphans. They also planted 100 mangrove trees which act as a natural shield against erosion and offer flood protection, safeguarding homes on the island. Mangroves foster a thriving marine ecosystem, ensuring sustenance for the island's fishing communities and mitigating climate change.

The team was delighted to have made a meaningful impact and brought joy to the families of Tunda Island.



Crown Australia's ongoing partnership with HeartKids

Crown Australia continued its support for HeartKids which is an organisation dedicated to making a significant impact within the Congenital Heart Disease (CHD) community. Crown's annual financial donation assists in the provision of crucial services, including financial aid, counselling, peer support, and accommodation for heart kids and their families.

Throughout the year, our teams actively participated in various HeartKids activities, showcasing their commitment to this cause and the mission to enhance the lives of those affected by CHD.



Making a meaningful impact in New Zealand

In the last few years, Crown New Zealand has cultivated a meaningful relationship with the Ronald McDonald Houses of Charity® New Zealand (RMHC NZ), an organization that provides support to families with children requiring hospital care.

In 2023, Crown NZ sponsored rooms at the charity allowing parents to stay with their sick children.

These rooms serve as calm and comfortable sanctuaries where families can relax after spending long days in the hospital ward.

According to RMHC NZ's Annual Impact Report, Crown New Zealand's contribution significantly benefited families with sick children who needed hospital treatments in Auckland. We hosted 63 families across New Zealand, providing a total of 193 nights of rest for these families. The longest stay in our sponsored rooms for a family was 18 consecutive nights.

Our dedicated team also actively participated in fundraising and volunteering efforts, which included providing meals for families facing a challenging time.

As part of the House-to-House Challenge, our New Zealand team raised an impressive \$3,287.

This challenge involved walking, running, biking, hiking, kayaking, or swimming, and collectively they covered a remarkable distance of 4,060 kilometers, ranking among the top four fundraising teams in the country.

Additionally, the New Zealand team organized a nationwide lunch event to raise funds for the charity. The team, including office and operational staff, contributed from every branch office, preparing a variety of delicious meals, including home-cooked dishes and desserts.

Later in the year, three teams from Auckland, Wellington, and Christchurch volunteered for Cook's Night at the Ronald McDonald Houses. Together, they prepared and served comforting hot meals to young patients and their loving families.



Food and aid for those in need

Germany

Colleagues at Crown Germany volunteered at Wiesbaden's Food Bank for three days, sorting, stacking, checking and repacking deliveries and helping with distribution. During the Christmas season, the food bank - which has over 3,000 regular customers, about 50 per cent of whom are children - gets busier with an increased demand for distribution of food.



Switzerland

A team from our Lausanne office organized a food collection drive for Caritas Vaud, an aid organization that was distributing 1,500 baskets a week to people in need in the local area.



France

Colleagues from the Paris office participated in a food collection drive for Banques Alimentaires, helping with collection, sorting and distribution of food items to people in need in the local area.



Vietnam

A team from Crown Vietnam visited Lam Quang Pagoda, a refuge run by a Buddhist temple to care for elderly people in need, bringing them donations of food and essential supplies. They spent time interacting with the elderly residents and spread some cheer and warmth in a cold winter in Saigon.



Singapore

As part of a volunteer day organized by Crown Singapore, 13 people embarked on a 3-hour road trip to bring food and medical supplies to an Indonesian orphanage housed in a traditional attap palm house that cares for 48 children and some of their carers.



Italy

Some of our colleagues in Milan volunteered at a soup kitchen run by Fratelli di San Francesco.



UK

Debbie Matthews has been a passionate supporter of Hands On Hand Out homeless charity. She is an inspiration to her colleagues in the UK, particularly in the London office, who often join her to fundraise for the charity at local events. In 2023, she continued her regular volunteering efforts, providing haircuts, and beard trims and giving out hot food, drink and essentials at various events held by the charity.



Looking after our local environment

Czech Republic

Members of our Crown Prague team volunteered to undertake a litter collection and cleanup initiative at Viktov Park. This local park, situated in the heart of the city, is popular with local families. It was a day well spent outdoors and the team felt pleased to have contributed positively to the local community.



Hong Kong

A team of over 50 staff and their families in Hong Kong joined a day of hiking and tree planting organized by the local Agriculture, Fisheries and Conservation Department (AFCD).



Japan

On a trip to Miyako island (Miyakojima), our team from Crown Japan undertook a beach cleaning drive and spent a few hours litter picking especially plastic waste to prevent polluting the pristine beautiful waters of these beautiful beaches.



Mexico

Our Mexico team spent the day at Lago de Guadalupe to help clean up the area around the lake. While collecting litter, the team was shocked to see the amount of plastic accumulated along the shores of the lake and reflected on the urgent need to reduce the use of plastic and find more sustainable alternatives in their daily lives.



Philippines

- Our small team in Cebu, Philippines participated in a tree planting drive in San Roque Liloan. They planted 20 trees and had the chance to reflect on the larger impact of deforestation. The team was able to see how even small efforts like planting trees contribute significantly to reducing air pollution and supporting the local ecology and bird population.

- Our team in Manila spent time volunteering at a cleanliness initiative at Manila Bay.



Singapore

Team members from Crown Singapore participated in a cleanup at Changi Beach and collected 225kg of waste.



South Africa

Our colleagues from Crown Durban organized a litter picking drive near a local beach.



Thailand

Two of our team members engaged in fun and rewarding beach clean up activities on a volunteer day out in Koh-Lipe with Trash Hero, a non-profit organization whose mission is to bring communities together to pick up litter and recycle waste.



Turkey

Our Crown Relocations team donated 30 trees to support reforestation efforts in Canakkedale, Turkey.



UAE

Our UAE team spent a day engaging in a clean up the desert drive.



UK

Forty Hall Estate, a popular community-run garden close to Crown's Enfield office, is always looking for volunteers to help keep its beautiful walled garden well-tended. In 2023, various teams helped with weeding, planting, cleaning, tidying, and raking leaves in all kinds of temperamental British weather.



Raising funds and awareness to fight cancer

Johannesburg

The team in Johannesburg supported CHOC (Childhood Cancer Foundation South Africa) several times throughout 2023, participating in Flip Flop Day and welcoming CHOC employees into the office to raise awareness.



Sweden

Our team in Sweden involved their children, as they created beaded bracelets in aid of Ung (Young) Cancer, a non-profit organization for young adults who have been affected by cancer themselves or live close to someone who has been affected by cancer.



UK

Our Crown Workspace team in London hosted a charity bake sale in aid of MacMillan Cancer Support, raising nearly £700 (\$892).



Breast Cancer Awareness Month

Crown employees globally created a sea of pink, as regions and offices came together – as they do every year – to share support for Breast Cancer Awareness. In Indonesia, the team hosted a talk with an employee and his wife, a breast cancer survivor. Crown Johannesburg welcomed a guest speaker to talk about their experience. In the UK, the team in Enfield raised £1,434 (\$1750) for charity Breast Cancer Now, and Crown Hong Kong donated over HK\$13K (\$1600) to the Hong Kong Breast Cancer Foundation. The Japan and New Zealand teams got physical and participated in local walking and running events, while Crown Malaysia held a bra collection drive to donate to underprivileged women.



Indonesia



New Zealand



Japan



Malaysia



Hong Kong



UK

November

Korea

The team in Seoul donned fake mustaches to demonstrate their support for the cause.



Philippines

With a very early 4 am start, 29 members of the Crown Philippines team hiked Mt. Batulao to raise awareness and support for men's health. Facing muddy, narrow paths, 90-degree ascents, and some harsh winds, the team successfully worked together to reach the summit.



UK

We hosted a global Movember virtual pub quiz, attended by over 135 people.



Lending a hand in the community

Germany

Crown Germany hosted a Summer Party at Facettenwerk, a service provider for companies and organizations that employ people with disabilities. They organized fun games like Pool Noodle hockey, kettcar parcours, table football and bean bag throwing. Everyone had a wonderful time with medals, and prizes to be won!



India

Colleagues from Crown's Mumbai office donated clothes to SEAL Ashram, a homeless shelter that supports people living on Mumbai's streets and railway platforms. They also donated saplings to be planted at the shelter to bring cheer to the residents.



Indonesia

Crown Jakarta organized a charity event to mark both National Children's Day and Indonesia's Independence Day on Sunday, August 13. It was a fun celebration for the children and parents of the Rumah Cerebral Palsy Foundation, a support network for parents of children with cerebral palsy. The event saw children enjoying activities like a bouncy castle and Leon - the lion, one of Crown's mascots, appeared to entertain the children.



Malaysia

Crown Worldwide Group Malaysia came together to participate in a Corporate Social Responsibility (CSR) program at Zoo Negara. They spent the day assisting zookeepers to provide daily care for the wildlife including husbandry, exhibit cleaning, food preparation and animal behavioral enrichment activities. They also raised RM2,042 (\$434) to fund equipment including wheelbarrows, wheelchairs, tree trimmers, and padlocks for the zoo.



Hong Kong

Janie Ho, the Senior Marketing Executive for North Asia Region participated as a flag-seller on Flag Day 2023, organized by the Hong Kong Red Cross (HKRC), to raise funds to support HKRC's humanitarian services.



Switzerland

Giovanni de Carlo, the Business Development Director for Crown World Mobility volunteers with the Züriwerk Foundation, a local community organization that supports people with cognitive impairments in the canton of Zurich. As they cannot drive, the organization needs help from volunteers to drive them to various places, including longer transfers for outings and holidays from the center to different locations.



UK

- Members of staff from our Ruislip office volunteered at The Horse Trust, a charity providing retirement and respite for working horses and ponies. They spent the day weeding, cleaning and jet-washing sections of the public viewing areas. It was hard but rewarding work.
- Our UK apprentices spent a day volunteering for the Hertfordshire Animal Welfare Trust helping with gardening and maintenance tasks like painting, weeding flower beds and even pulling down an old aviary!
- A team from our Enfield office attended the Young Barnet Foundation's Christmas Gift Campaign to help wrap up various gifts and create Christmas cards that will be distributed to children and young people across Barnet via charities and local organizations. Some of them also hit the streets to raise awareness and ask if surrounding businesses would pledge donations.



The background of the slide features a close-up of green leaves on the left side. A thick red diagonal line starts from the bottom left and extends towards the center. The text is centered on a white rectangular background.

Sustainability Report 2024

- A look back at 2023 -

Governance

Our **governance model**

Our approach to governance underpins our commitment to driving and continually developing our high standards towards sustainability, and the way we do business around the world.

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 Steering Committees, that work across the world to support in the execution of strategy.

Crown's Sustainability Steering Committee comprises a diverse selection of employees from across the group and its brands, each with expertise in key areas pertaining to sustainability, project management, human resources, communications and customer engagement. Facilitated by the Group Strategy Program Director, each member brings 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. It is made up of 12 knowledgeable and passionate business stakeholders who bring their expertise to help drive our agenda forward.



The **Executive Board** & the **Executive Leadership Team**

The Executive Board



Jim Thompson
Chairman & Founder



Jennifer Harvey
Group CEO



Barry Koolen
EMEA CEO



Shen Kong
Asia CEO

The Executive Leadership Team (ELT)



Jurgen Zyderveld
Group VP CWM



Sherry Liu
Group VP CR



Norah Franchetti
Group VP Marketing



Gary Maguire
Chief Risk Officer



Warren Elsworth
Group 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

The Sustainability Steering Committee

We also have a DEI Steering Committee, set up to promote and steer the company's DEI policy and strategy. You can read more about this on [page 59](#).



Magali Delafosse
Group Vice President,
Human Resources



Stephen Hardie
Managing Director,
UK & Ireland



Richard Willeter
Director, Group Strategy



Joy Lam
Group ESG Director



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
Managing Director,
Hong Kong



Gary Maguire
Chief Risk Officer



Viola Barbisotti
Office Manager – Italy



Shankarnarayanan Iyer
General Manager – Finance,
Procurement & Legal



Incentivizing sustainability

In 2023, we moved to create a library of performance goals, aimed at incentivizing sustainability through our Shared Success Incentivization Program.

This saw sustainability-related goals drafted for staff covering almost every job role and function.

Linking staff pay to sustainability performance is crucial for several reasons. Firstly, it holds employees accountable and incentivizes them to contribute to Crown's strategic endeavours. By tying compensation to sustainability outcomes, Crown encourages responsible behavior and aligns individual efforts with the company's long-term viability. Secondly, it sends a powerful message to employees and customers that the organization takes sustainability seriously. When staff members see their pay linked to ESG performance, they recognize the company's commitment to creating value while minimizing negative impacts. Overall, integrating

sustainability metrics into compensation programs benefits both the organization and its workforce.

As of March 2024, more than 250 people in the organization have dedicated sustainability goals for this year, encompassing all levels of roles across regions.

Developing sustainability budgets

For the first time in 2023, budget holders have been asked to allocate provision for future spend as part of a regular budget line.

By allocating funds specifically for sustainable initiatives, Crown can strategically invest in sustainability-led products and services, mitigate climate change and other environmental impacts, while also improving its ESG performance. This strategic allocation not only benefits the planet but also enhances Crown's reputation and long-term success.

Bolstering governance to drive greater action and impact



We understand that how successful we are in moving our sustainability agenda forward is intrinsically linked to the governance we have in place. In 2023, we made great progress in this area.

It was very pleasing to see the Sustainability Steering Committee working under the mandate of the board to set key priorities, work towards them, and report on their success – so much of which is showcased in this report. Appointing a Group ESG Director was another key milestone in this work, adding expertise, greater coordination and rigor to the evolution of our strategy.

But equally, we need to ensure that the Steering Committee's priorities are supported by the wider

business. To that end, we are very optimistic that by incentivizing our busy team members to deliver on our sustainability initiatives at a local level, and to have that managed through the SSIP scheme, will drive greater action across our family of brands.

It puts the mantra that “what gets measured, gets done” into practice – and I'm looking forward to seeing the results of this when we come to undertake 2024 performance reviews.

In addition, we hope that by providing our country operations with the framework and ability to budget for initiatives tied to our sustainability agenda will guarantee even more action and investment in this space.



Tze Shen Kong

Asia CEO



Compliance and ethics

At Crown, we place a strong emphasis on corporate governance, ethics, and compliance which is reflected in the annual review and update of Crown's Code of Conduct and the awareness training sessions all staff are asked to attend each year.

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.

At the latest Ecovadis assessment, we received a positive evaluation on ethics. In particular, we demonstrated our commitment through the development and implementation of comprehensive policies on ethical issues, including policies on corruption, fraud, information security, and conflict of interest, along with a disciplinary mechanism to deal with policy violations.

In 2023, 95.7% per cent of our employees committed to upholding Crown's Code of Conduct. The entire workforce is also 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.

We have two Code of Conduct documents, one for employees which ensures that our people understand and operate according to our values, and another for service partners.

While some countries have more stringent laws than others, Crown's employees and its suppliers 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 behavior and serves as a reminder that upholding our values is integral to our success as a responsible global organization.





Anti-bribery and corruption

To ensure compliance with our zero-tolerance approach towards bribery and corruption and aligned with the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act and the UK Bribery Act 2010, 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, 85 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 and corruption.

Reporting ethical and compliance incidents

Crown Worldwide Group provides an anonymous, if preferred, reporting mechanism to facilitate easy and accessible reporting of possible illegal, unethical or improper conduct when other 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. When submissions are received Crown initiates its Investigations Policy to determine if the reported issue is substantiated, and if so, disciplinary action and/or remedial training are potential actions taken.

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

In 2023, there were two incidents of corruption reported via this hotline.

Data security, protection and privacy

Crown Worldwide Group prioritizes the protection of personally identifiable information (PII) for employees and customers, adhering to any pertinent global protection laws including the EU GDPR which remains the standard we are in compliance with globally. This is underpinned by 27 sites having ISO27001 certification.

Our Data Protection Policy ensures secure data management, retention and deletion, while supporting the data controller's rights to:

1. be informed
2. have access to their data
3. rectify their data
4. delete their data (or to be forgotten)
5. restrict processing
6. object to processing

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, while utilizing the EU GDPR Standard Contractual Clauses in countries outside the EEA.

Data protection and privacy

Every year, staff are required to take mandatory virtual training on data security and privacy. In 2023, we achieved a 90% completion for the Data Privacy course and 86% completion for the Data Protection course.

We have a comprehensive set of policies, practices, and Crown Group EU GDPR Standard Contractual Conditions 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.

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

Crown continues to see the EU General Data Protection Regulation (GDPR) as the gold standard of global data protection regulations and maintains compliance with this law on a global basis to ensure we operate at the highest standard. As part of our ongoing commitment to compliance, we continuously evaluate our procedures to manage, protect and delete personally identifiable information (PII).

In 2023, there were 23 substantiated data breach incidents. All 23 were minor breaches involving the disclosure of one party's personal information to another incorrect party. In all cases, the incorrect recipient confirmed the deletion of the data and Crown informed the party whose data was erroneously exposed a result, staff received additional training to prevent reoccurrence and Crown is additionally taking action to move away from sending attachments with PII via email and instead using Microsoft OneDrive to provide a link to the recipient to access information which further reduces the likelihood of additional breaches. We are continually working to ensure the right protections and processes are in place to mitigate consequences in the event of a data breach.

Crown 2024 GRI Index

As required by the GRI Standards, we provide an index that specifies each of the GRI Standards and disclosures included in the report. As part of Crown's efforts to advance sustainability reporting, we support the activities of GRI.

Statement of use:

Crown Worldwide Group has reported the information cited in this GRI content index for the period 2023-01-01 to 2023-12-31 with reference to the GRI Standards.

GRI used:

GRI 1: Foundation 2021

Applicable GRI Standard(s): No sector guidelines apply.

General Disclosures

GRI Standard	Disclosure		Location	
GRI 2: General Disclosures 2021	2-1	Organizational details	p. 4	About Crown Worldwide Group
	2-2	Entities included in the organization's sustainability reporting	p. 4	About Crown Worldwide Group
	2-3	Reporting period, frequency and contact point	p. 10	Our Report
	2-6	Activities, value chain and other business relationships	p. 4	About Crown Worldwide Group
	2-7	Employees	p. 4 p.36	About Crown Worldwide Group; 2023 DEI Fast Fact
	2-9	Governance structure and composition	p. 83-86	Our Governance Model
	2-10	Nomination and selection of the highest governance body	p. 83-86	Our Governance Model
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management of impacts	p. 83-86	Our Governance Model

GRI Standard	Disclosure	Location
	2-13 Delegation of responsibility for managing impacts	p. 83-86 Our Governance Model
	2-14 Role of the highest governance body in sustainability reporting	p. 83-86 Our Governance Model
	2-15 Conflicts of interest	p. 88 Compliance and ethics
	2-16 Communication of critical concerns	p. 88 Compliance and ethics; p. 90 Anti-bribery and corruption
	2-17 Collective knowledge of the highest governance body	p. 83-86 Our Governance Model
	2-18 Evaluation of the performance of the highest governance body	p. 83-86 Our Governance Model
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 8-9 Our Place in the World
	3-2 List of material topics	p. 8-9 Our Place in the World
	3-3 Management of material topics	p. 8-9 Our Place in the World
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 90 Anti-bribery and corruption
	205-2 Communication and training about anti-corruption policies and procedures	p. 90 Anti-bribery and corruption
	205-3 Confirmed incidents of corruption and actions taken	p. 90 Anti-bribery and corruption
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 23 Carbon Footprint
	305-2 Energy indirect (Scope 2) GHG emissions	p. 23 Carbon Footprint
	305-3 Other indirect (Scope 3) GHG emissions	p. 23 Carbon Footprint

GRI Standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 64-67 Wellbeing, Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	p. 64-67 Wellbeing, Health and Safety
	403-3 Occupational health services	p. 64-67 Wellbeing, Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 64-67 Wellbeing, Health and Safety
	403-5 Worker training on occupational health and safety	p. 64-67 Wellbeing, Health and Safety
	403-6 Promotion of worker health	p. 64-67 Wellbeing, Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 64-67 Wellbeing, Health and Safety
	403-8 Workers covered by an occupational health and safety management system	p. 64-67 Wellbeing, Health and Safety
	403-9 Work-related injuries	p. 64-67 Wellbeing, Health and Safety
	403-10 Work-related ill health	p. 64-67 Wellbeing, Health and Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 52-55 Learning and Development at Crown
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 52-55 Learning and Development at Crown
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 52-55 Learning and Development at Crown

GRI Standard	Disclosure	Location
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 56-60 Diversity, Equity and Inclusion
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 68 Labour and Human Rights
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 68 Labour and Human Rights
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 68 Labour and Human Rights
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p. 69-81 Giving Back around the World
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 91 Data Security, Protection and Privacy



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 communications@crownww.com



Discover Crown

*A complete range of services
to help you and your business*

crownworldwide.com

- **World Mobility**
- **Relocations**
- **Records Management**

- **Fine Art**
- **Logistics**
- **Workspace**