



Corporate Social Responsibility Report

2021

Contents

Our Values	04
Our Brands	05
Our Footprint	06
CEO Statement	07
2021 Highlights	08
2021 Progress	09
2022 Commitments	10
Our Purpose	11
Our Business	17
Our People	22
Our Planet	33
Our Communities	40

The scope of this Corporate Social Responsibility (CSR) Report covers global operations for the Crown Worldwide Group and highlights our progress for the 2021 calendar year. This report also provides supplemental information about our business. Our most recent past report was Crown's 2020 CSR Report, available [here](#).

To find out more about CSR at Crown or to provide feedback on our reporting, please contact us at: CSR@crownww.com.

A modern office interior with large windows and glass partitions. The ceiling has a grid of recessed lights. A large red rectangular overlay is positioned in the center of the image, containing text. A red diagonal line runs from the top right corner of the image towards the center.

Who we are

Our Purpose

“Making it **simpler** to live,
work, and do business
anywhere in the world.”

Our Values

These core values are our common identity across our rich and diverse backgrounds. They are what makes us truly unique.

Unique in the way we work together, unique in the way we serve our clients and customers.

They are the foundation of why we do what we do.



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.

Our Brands



Crown Relocations supports families on the move, whether its across the country or the world we are there to make it simpler. Our network and our heritage in moving, combined with the expertise of our people in delivering relocations and settling in services, give confidence to all.



To the corporate assignment manager, **Crown World Mobility** offers a range of business critical assignment services backed by a unique international network of offices and experienced people.



Through our unique perspective, service range and network facilities, **Crown Records Management** works with organizations to maximize value from their corporate memory. This is achieved through digital and hard copy storage, active management, and smart and timely distribution of information assets across the enterprise.



Crown Workspace is dedicated to supporting clients' workplace needs as they change and grow. Our services and expertise span across office moving and changes, IT services, furnitur reconditioning, interiors and storage.



With priceless artifacts, choosing a reliable partner is critical. Developing the world's first, intergrated international art logistic service, **Crown Fine Art** makes it possible to have the security and reliability of one supplier for fine art movements across the world.



Crown Logistics uses cutting-edge technology to serve major manufacturers in the power, energy, construction, retail and hospitality industries. Crown provides project management, specialized handling, freight forwarding, installation and thirdparty distribution.






Crown Wine Cellars provides for the storage, long-term maturation and enjoyment of wine in the most advanced facility of its kind in Asia.

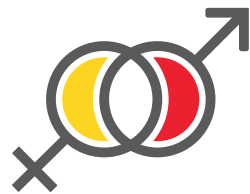
Our Footprint

Privately held company
Established in 1965

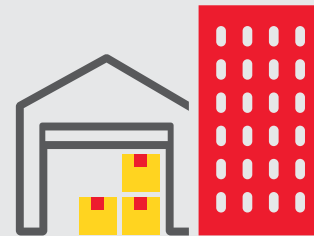
 **57**
Languages

 **45**
Countries

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



43%
Women in
management positions



Facilities
250



Employees
3,200



Value of owned properties
US\$1 billion



Corporate
clients over
28,100



Warehouse
space
**39 million ft²/
3.6 million m²**

* Figures representing full-year 2021

CEO Statement

As I reflect on my 30th anniversary with Crown and the changes I have seen throughout that time, I know that our history, culture, values, and people combine to make Crown what it is today. Strong and determined to stay ahead of the curve despite the challenges of the last two years.

We had a promising start to 2021, with vaccines and new treatments rolling out, but there were challenges.

While employees and clients began navigating new ways of working, we were subject to varying lockdowns, travel, immigration restrictions, rising freight costs and shipment delays. Most countries are learning to live with Covid-19 and reduced restrictions, but with new variants emerging, there was much uncertainty.

I'm proud of how we responded with our hybrid working arrangements, vaccination uptake, testing regime and other safety measures. I'm continually proud of our teams for pulling together and putting customers first. Last year reinforced my belief that people are a business most important asset. It is the voice of our people that drives us forward and helps create the inclusive company that we are.

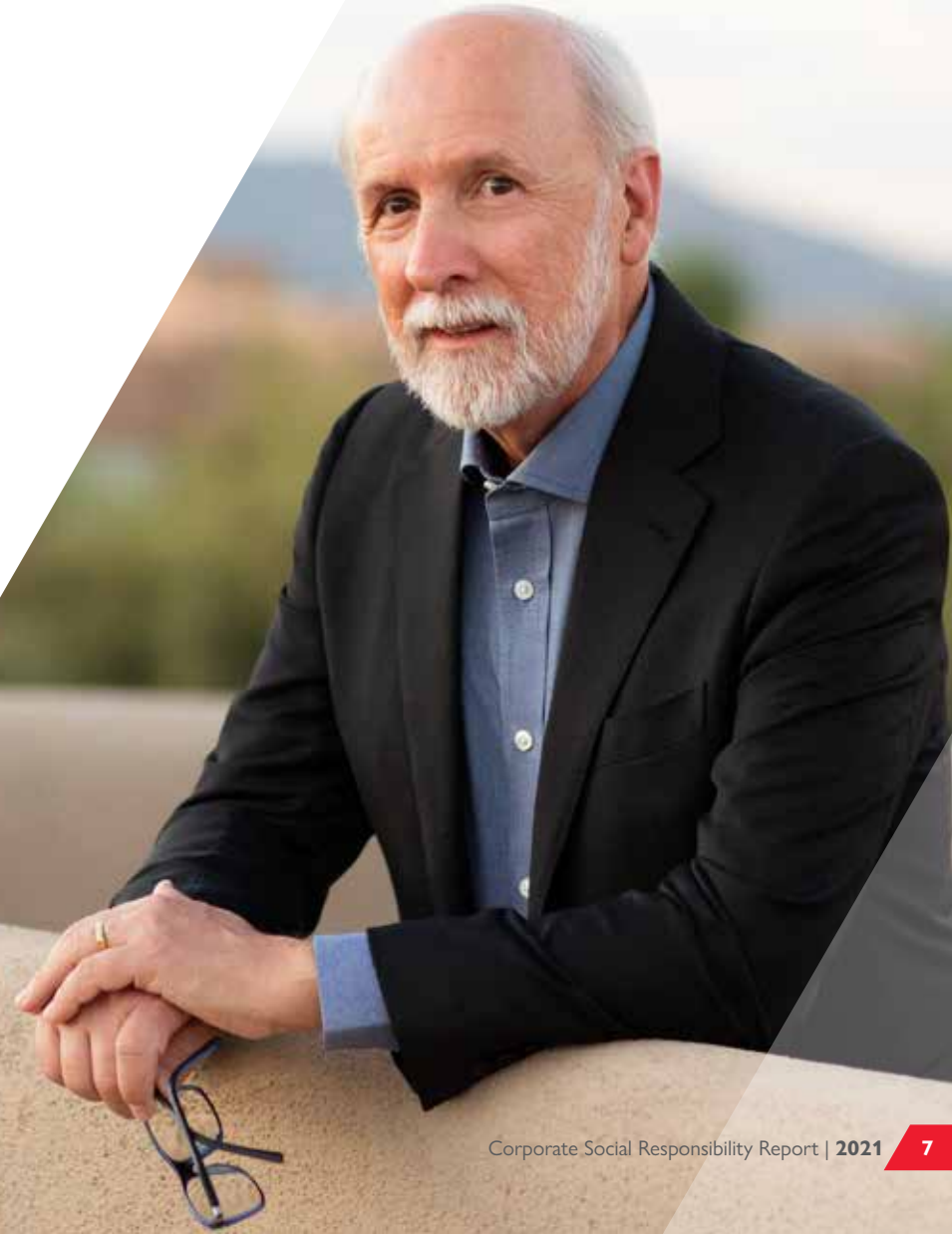
We've also doubled down on our commitments to sustainable development, with renewed investment across our Group in more energy efficient technology and much more, underscoring our commitment to caring for both global and local environments.

As we look to a new year, we have set some priorities to ensure that we continue to put customers at the heart of what we do and make it simpler for them to operate.

I'm very confident in our ability to meet those priorities. We achieved some amazing things in 2021, and I'm looking forward to more successes in 2022.

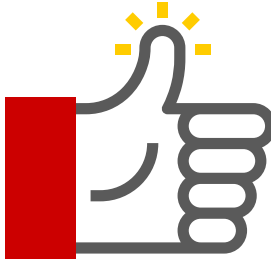


Ken Madrid
Chief Executive Officer



2021 Highlights

85% would recommend Crown as a **great place to work**



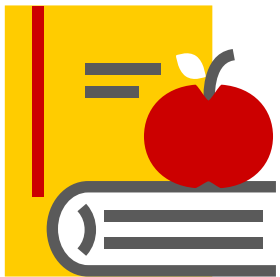
Winners of the
**“Leading with Purpose
for Business Culture”**
award at the
Business Culture Awards

Workspace U.K.
donated over
4,000 items
to 42 organizations
in need



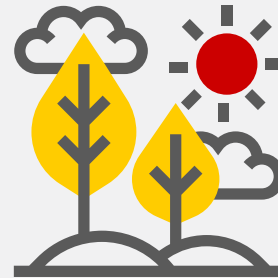
1,350
nominations
for our 2021
employee
awards

88%
say **“I can
be myself
at work”**



9,903
**training
courses**
completed

4,184
trees saved
since 2016 with
our virtual surveys and
ePacking technologies



UKI brands
committed to
**NET
ZERO
2040**

2021 Progress



Commitment:
Equality, Diversity and Inclusion

To make ED&I at Crown more visible, to raise awareness and to focus on inclusion.

Result:

- ED&I embedded in group strategy.
- 5 live ED&I sessions held.
- 3% increase in employees taking voluntary ED&I courses.
- ED&I Alliance Network created.
- ED&I goal made mandatory for all employees.



Commitment:
Wellbeing

To focus on making our offices safe to come back to as we continue to put employee health, safety, and wellness at the center of what we do.

Result:

- Introduced thermal imaging cameras and in-house testing.
- Adapted working practices, including flexible working.
- Tracking vaccination status to guide our practices and policies.
- Focused our people initiatives on health and wellbeing by running global and local sessions.



Commitment:
Environmental Sustainability

To take stock, see where we are and what more we can achieve to make Crown a more environmentally sustainable organization.

Result:

UKI brands launched sustainability strategy and commitment to net zero which will form a blueprint for all other Crown locations and brands.



Commitment:
Learning and Development

To create a culture of learning so that our employees are inspired to take our non-mandatory training courses.

Result:

9,903 training courses taken.

2022 Commitments



Learning and development

To develop a learning organization mindset by promoting development opportunities via our online learning portal, through mentoring, feedback, soft skills and leadership training.



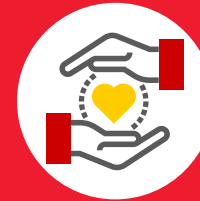
Accelerating sustainability

To build sustainability awareness and education, re-energizing people goals and implementing a CSR program of activities.



ED&I

To equip our leaders with the knowledge and skills they need to allow them to build diverse and inclusive teams.



Sustaining a safe and well working environment

To develop leadership competence in creating inclusive, diverse, safe, and healthy workplaces and looking at new ways of creating community.

Our Purpose

Our people continue to bring Purpose to life every day, and as we know from research, a more Purposeful company is a more caring company.

We were immensely proud of winning several awards in 2021, including gold awards for the **'Best Use of Data'** and **'Best Evaluation Process'** and highly commended in the **'Innovation'** category at the **Internal Communications and Engagement Awards (ICE)** organized by Communicate Magazine. Crown also won ICE's top accolade, **'The Grand Prix Award'**.

ICE called out this achievement:

“ This result is not only a success for Crown Worldwide but internal communications all over the world. ”

We also received the **'Leading with Purpose for Business Culture'** award at the **Business Culture Awards**. This was recognition of the role our purpose has in helping create an exceptional business culture at Crown, putting customers and clients, and our people, at the heart of our business.

These wins highlight the role our Purpose has in helping create an exceptional business culture at Crown, putting customers and clients, and our people, at the heart of everything we do.



Our New Normal

Our world of work continues to change at varying paces across the globe with the re-opening of workplaces, introduction of vaccination programs, and continued social distancing and protective measures. Crown's overriding priority is always the wellbeing of our employees and customers.



“It's important all Crown employees get vaccinated. Only by increasing the vaccination rate will Covid-19 ever be brought under control.”

Jim Thompson,
Crown Group
Chairman



Vaccinations

We encouraged all our employees to take up vaccinations, providing them with a day's additional leave. We ran webinars with medical professionals and asked our people to share their stories.



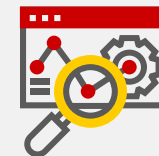
Flexible working

Feedback from one of our quarterly Pulse surveys suggested our employees wanted to have some flexibility around their place of work, spending time both in the office and working at home, where it was suitable and possible.



Tracking

To help the business have a better view of the vaccination status of our people, we updated our HR system to allow employees to complete their vaccination status confidentially. This drives informed decisions on whether we need to continue with social distancing and other preventative measures.



Work processes

From introducing thermal imaging cameras to in-house testing, we continued to adapt our working practices to ensure the safety of our people, our clients, and our customers, and the continuity of our operations.

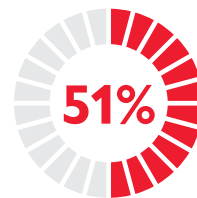
Covid-19 Employee Pulse Check Survey

In 2021, we launched our Return to Work and Vaccination Pulse Survey to better understand any concerns or fears our people might have.

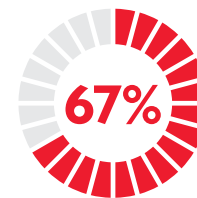
Only with our employee's open and honest feedback are we able to create the right policies, procedures, and interventions to address these concerns effectively.



Overall
Response rate



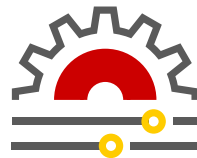
Returning to the office
Nervous about returning to the office while Covid threat remains.



Ideal working arrangements
Wanted to work from home for part of the week.



Looking forward to returning to work
Were happy or mainly happy about returning to their place of work.



Measures and adjustments
Our people told us overwhelmingly that they had been made aware of the measures Crown had taken to make our places of work safe through social distancing measures, cleaning regimes and testing.



Vaccination
Our people told us that they wanted us to run sessions on Covid-19 and vaccinations, that they wanted to hear from colleagues about their experience and that they wanted time off to receive their vaccinations.



We listened
We listened to our people and implemented a hybrid work policy, ran sessions with medical professionals, shared employee stories on our internal social media platform and provided our people with time off to have their vaccinations.

Let's talk Covid-19



Our people told us they wanted to get some independent expert advice on Covid-19 and vaccinations, they wanted to hear from their colleagues and they wanted to have more resources available.

“

To me, getting vaccinated was a no-brainer. It's good for me, good for Crown, good for Hong Kong and good for the world. I wholeheartedly encourage anyone who can get jabbed, to get jabbed!

”

Chris Davis-Pipe, Group VP IT



Philippines

Round table vaccine discussions

We hosted two round tables; the first “Sharing Vaccination Experiences” saw Crown employees share their personal experiences about Covid-19 and the vaccination. Dr Jeremiah Trinidad III, M.D. FPOS ran the second session which looked at vaccination fundamentals.



India

Covid Care Committee

Crown India created an internal Covid-Care Committee comprised of branch managers, administrators, and operations managers, whose aim is to support employees with resources, information and targeted help where needed.



Global Covid-19 and vaccinations session with Dr. Tommy Rampling

We hosted a global event to supplement the many local sessions held. Dr Tommy Rampling, a consultant in infection at University College London Hospital and Public Health England shared his expertise on Covid-19 and vaccine efficacy.

“I’m vaccinated”

Employee stories from Hong Kong



Hayes Au

General Manager, Facilities Management

“I finally had my Covid 19 vaccine!” said Hayes Au who leads our facilities management in Hong Kong. Hayes continued, “It’s important that I set a good example to my team and encourage them to book their vaccination. We work on the frontline and need to ensure we protect ourselves and others, especially when our people are at work.”



Eldy Cheng

Immigration Coordinator, World Mobility

As part of Eldy’s role, she visits the Immigration Department to process visa applications and is in direct contact with our clients. When being asked about safety concerns, Eldy replied, “I have never had any doubts about the vaccine’s safety. Soon after my first dose, my team signed up to receive theirs, and they are now fully vaccinated! I’ve set a good example to show people that there is nothing to fear - the whole process is easy, painless and efficient.”



Wong Wai Hing

Office Catering Assistant

Hing lives with her husband, daughter, son, daughter-in-law, and two grandsons. Hing told us, “I need to take care of my two grandsons when I’m home after work every day, so having the vaccine to protect myself and my grandchildren from Covid-19 seemed to be the right thing for me to do.”

60% of our people are fully vaccinated

United Nations Global Compact

As a signatory to the United Nations Global Compact (UNGC), we conduct all our business in accordance with its ten principles. This report constitutes the UNGC's annual Communication on Progress (COP).

Within it we describe how we integrate its principles into our business strategy, culture and daily operations. We also commit to sharing this information with stakeholders.



Crown has been a signatory of the United Nations Global Compact since 2005

Human Rights

We are committed to supporting the human rights of the people that work for and with us, of those communities we live and work in and of society in general. To ensure this commitment is met, we have a robust set of policies and processes which are continually reviewed to ensure human rights abuses do not occur.

Labor

It is our policy and duty to comply with all applicable labor laws and ensure we operate fairly in the following areas: Equal opportunities, working conditions, hours and wages, child and forced labor, harassment and bullying, diversity and inclusion, health and safety and freedom of association.

Environment

We are committed to looking at our operations and finding ways to lessen our negative impact on the environment. Our Environmental Manual and Policy formalizes our commitment.

Anti-corruption

Operating as a responsible business means strict rules around ethics and compliance. Our Anti-Bribery & Corruption and Conflict of Interest Policies are two of the many policies we have in place which help guide our global operations.



Our Business

The Crown Worldwide Group brands all share a common quality – the experience and insight to accomplish anything, from the complex to the routine. Collectively, we face international challenges daily and need to be prepared. We are governed by our Code of Conduct and Binding Corporate Rules and the need to ensure we abide by sovereign laws and operate ethically in each of the locations where we do business.

Governance, compliance, and ethics

Crown is committed to upholding the highest ethical standards in all our corporate activities and we take a zero-tolerance approach to bribery and corruption in all countries where we operate. All Crown employees are expected to maintain these standards and through consistent and mandatory training are provided with the tools enabling them to do so.

95%

of our employees commit to Crown's Code of Conduct and are trained on our anti-bribery and corruption policy

Code of Conduct

Our Code of Conduct provides a set of guidelines for our employees to ensure they always operate according to our values and abide by the highest levels of conduct. All employees are trained on the Code and are asked to read and acknowledge this annually.

Anti-Bribery and Corruption

All new hires receive training on our Anti-Bribery and Corruption Policy during their induction and all other employees receive regular, relevant training on how to implement and adhere to this policy.

Ethics Training

It is mandatory for all employees to complete our four-compliance e-learning courses which cover bribery, data privacy, data protection and information security to ensure they remain up to date with all aspects of our ethics and compliance policies.

Reporting Incidents

Our independently hosted ethics and compliance hot line has been in operation since 2017. All employees are encouraged to anonymously report any suspicious or improper activities. The number of reported incidents indicates how effective our processes are and provides our employees and clients with the confidence that our ethics will not be compromised.

Misconduct Reports

2018	2019	2020	2021
20	31	11	23

Conflicts of interest

2018	2019	2020	2021
1	2	3	3

Dismissals related to misconduct

2018	2019	2020	2021
13	3	0	10

Fraud

2018	2019	2020	2021
0	0	0	0

Information Security

Maintaining updated IT policies, processes and systems ensures we are compliant with all statutory and regulatory requirements wherever we operate in the world.

Our IT team are constantly working to implement more defenses that will provide additional protection and security.



Cyber security

Having the right people receive and access information is crucial and our email encryption, Azure Information Protection and GDPR compliance ensures this. Demonstrating our commitment to cyber security, Crown U.K. and Ireland are Cyber Essentials Plus certified.



ISO27001 Certification

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, including our offices in Mumbai, Chennai and Bangalore. In 2021, Crown South-Asia went a step further and organised online CQI (Chartered Quality Institute) and IRCA (International Register for Certified Auditors) Certified ISO/IEC 27001:2013 Lead Auditor's training. We are proud that all participants successfully acquired their respective Certificates as ISO 27001:2013 – Lead Auditor.

Security Risks

As we have moved through the pandemic, hybrid working brought new security risks, including a dramatic increase in spam and malicious emails. To keep our networks secure, we added Multi Factor Authentication (MFA) to improve Crown VPN security.

GDPR

EU General Data Protection Regulations (GDPR) have been in place since 2018 for companies that operate in EU territories. As part of Crown's on-going compliance requirements, the process to redact PII information undergoes on-going evaluation. In 2021, we began the process of clearing files from 2009.

Data Privacy and Protection

Protecting our employees and clients' rights to privacy is fundamental to how we do business, and our Binding Corporate Rules, practices and other policies safeguard personal information and guide our employees.

80%

employees complete our information security awareness e-Learning course

Work Environment

In 2021, we continued to adjust and adapt our work practices and policies to meet the ever-changing needs of the pandemic and our people. As a global organization we are committed to promoting workplace safety & employee wellbeing in line with local rules and requirements.

Employee Surveys

In our 2021 Covid Pulse Survey, over **80%** of our people told us they had been made aware of social distancing rules, deep cleaning regimes and the provision of hand sanitizer and face masks.

And in our annual Employee Engagement Survey, **88%** of our employees told us that they enjoy a good and safe working environment. **83%** said that they have the correct tools or materials to do their job well and **82%** that their manager cares about their wellbeing and encourages them to have a good work/life balance.



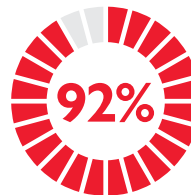
**ISO45001 compliant
across 33 sites**

Events Register

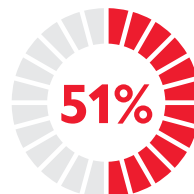
Our dedicated Events Register enables our locations to record any workplace incidents, allowing us to monitor the number and extent of these incidents, assess workplace risks and develop appropriate solutions.

The gender split, area and source of injuries remains consistent with previous years. We continue to adjust health and safety processes and to train our employees so they are able to safeguard themselves at work.

43
incidents



92%
events
involved males



51%
happened in
warehouse/yard



21%
due to
manual handling

Health and Safety in action



UK

In 2021 Crown U.K. became members of the British Safety Council



Malaysia

A safety committee was established responsible for fire safety



Hong Kong

Physiotherapist one to one posture assessments provided to all employees

Service Partners

With ongoing service disruptions brought about by the Covid-19 pandemic, 2021 has been a year where our supply chain team has worked with our service partners to ensure rapidly changing service environments are managed effectively.

Safety measures that were instigated in 2020 have been regularly reviewed with partners to ensure continuity of service. Where services either could not be performed or required additional precautionary measures, constant communication with our partner network enabled us to ensure clients and customers were kept fully informed.

In 2021, we continued our journey of enhancing the functionality of our service partner database to enable us to reflect continually changing market conditions and regulations.



Quality, Price, Risk Ratings for Service Partners

Strict operating rules and expected standards of performance govern our service partners. Our supply chain management team continually monitor service and support our partners to ensure compliance. In 2021, a mechanism to provide an overall rating of our moving services partners based upon quality of provision, pricing and risk was developed. Not visible to service partners, the ratings provide guidance for our teams on who to use, and highlights where service partner improvements are needed. Our intention is to adopt this system across our other service types.



Sustainability

In 2021, our UKI brands began their net zero journey assessing Scope 1 and 2 emissions (those associated with fuel used by our vehicle fleet and energy used in our buildings) and implementing reduction strategies. In 2022, we will look at Scope 3 emissions (indirect emissions through our supply chain) and will be working with our service partners in the UK asking them to support us achieve our net zero goal by 2040.



Equality, Diversity and Inclusion

While the geography of our supply chain is diverse, we recognise that there is still some work to do in this area. Developing our service partner database further in 2022 will enable us to gather more detailed diversity data. This will help guide us in making decisions on who to work with, allow us to see how we might be able to support our service partners and will enable us to meet our own objectives in these areas as well as supporting our clients to achieve the targets they have set themselves within their own supply chains.



Our People

The challenges of 2020 and the continued uncertainty of 2021 reinforced Crown's belief that people are a business' most important asset. In 2021, our focus was on continuing to ensure a safe, healthy, and inclusive workplace, where our people can fulfil their potential, continuing to adapt to agile ways of working and to enhance the employee experience.

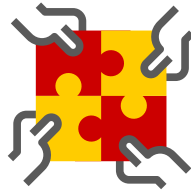
People Priorities

Our key people priorities in 2021 were focused on:



Developing a learning organization mindset

Creating a culture of efficient, engaged learning and providing skill development and career opportunities



Adapting ways of working

Defining Crown's future model of work



Living CSR and ED&I

Making CSR and ED&I integral to Crown's guiding strategy and ensuring internal processes are efficient and accountable



Sustaining a safe and wellbeing environment

Creating a healthy and safe workplace and improving overall wellbeing



Rewarding and recognizing

Celebrating desired behaviors, skills, and accomplishments





Developing a learning organization mindset

Crown recognizes employees as the heart of our organization and is committed to their learning, development, and career enhancement. The goal of the Learning & Development (L&D) team is to ensure all our people are well skilled. In 2021, the team enhanced and grew our L&D offerings, which saw our people complete almost 10,000 courses.

A 20-week English language course is available to employees in the U.K. who want to improve their communication skills within the workplace and wider community.



Training programs

In 2021, we updated our L&D SharePoint site enabling our people to keep updated on featured webinar sessions covering various topics from systems, soft skills, and personal development. We also launched our "course of the month" initiative, promoting various courses to encourage more of our people to enrol.

iLearn – online learning center

In 2021, we refreshed our online learning tool to make it simpler and more engaging for our users. Our managers can use the 'My Team' function to enroll their team members to courses and learning plans, with the ability to track their progress. We also made our courses available in 7 languages making them more accessible to people whose first language is not English.

360° feedback program

Our 360° Feedback Program helps hone our people's professional skills. The tool aids in understanding how people we work closely with perceive us and the impact we have on them. It gives an insight into our strengths and the potential areas to develop.

Mentoring program

Relaunched in 2021, our mentoring program is a companywide initiative that provides our people with opportunities to nurture leadership skills, learn more about our culture and to network with peers and leaders, enabling them to enhance their skills and develop their career.

Crown Touch

In 2022, we will be relaunching our Crown Touch initiative. A five-week training program especially designed for our operational staff, it provides in depth learnings on all aspects of their roles including data privacy, learning about our customers, and spotting opportunities.

Adapting ways of working

The Covid-19 pandemic caused a major shift in working practices, particularly at the height of the crisis, with government advice around the world being to work from home wherever possible. Things remained very fluid in 2021 as lockdowns and government advice changed depending on where you were in the world and what the infection rates were. Our number one priority was to ensure that our workplaces were Covid secure and our employees safe when performing their duties.

Also important was understanding how our people felt about returning to the workplace. To help us determine what our return-to-work policy should be, we launched a Pulse Survey where we asked our people to tell us what they needed.

Over half of our employees completed the survey. Their responses highlighted that the majority wanted some form of hybrid working, where that was possible. **54%** told us they were working from home either part time or full time during 2021 and **67%** said that they wanted to work from home at least part of the week in the future. Half of all respondents said that there were looking forward

to returning to the office. When asked why, the majority told us it was to collaborate with colleagues, that they wanted social interactions with their colleagues, they wanted a better work-life balance and because they wanted access to proper office equipment.

We know that our policies need to remain flexible and easily adaptable because of the changing nature of Covid-19, that every country has different needs, and these needs can change over time. But now we have heard from our people, we also know that whilst some people want to return to the workplace 5 days a week, others do not want to return at all; whilst some people feel they are equally or more productive at home, others feel they are less. This emphasizes the need for us to remain flexible and open to change, that we need to implement return to work and remote working policies and that we need to look at the potential for virtual assignment policies. And once the pandemic is over, we need to review and revise our policies, offering flexibility more broadly and as standard where possible.

67% want to work from home at least part of the week

Living CSR and ED&I

For the last five years we've been on a journey of discovery growing diversity and inclusion at Crown. From launching our policy in 2016, to holding focus groups with our senior leaders in 2020. In 2021, we changed from D&I to ED&I as we felt equality was also essential if we were to sustain a fair and ethical workplace. We set ourselves three key areas to focus on as we continued our ED&I journey.

Visibility

We wanted to increase visibility of ED&I ensuring that it was part of everything we do and that all our people were aware of what resources we have and what we do.

Raise awareness

Going hand in hand with making ED&I more visible, we wanted to promote our ED&I resources and activities to ensure our employees and clients are aware of how central ED&I is to Crown.

Focus on inclusion

We wanted to ensure all employees, regardless of their diverse backgrounds and needs, feel included, supported, and heard.

We worked hard in all three areas:

- **Strategy** – embedded ED&I into our group strategy.
- **Live Sessions** – held 5 live ED&I sessions, covering topics such as culture, multigenerational workforces, and LGBTQ+ experiences. Our people, including our board, acted as panel members and moderators.
- **ED&I Steering Group** – we added two new leaders to our ED&I Steering Group to help steer and promote Crown's ED&I policy and strategy.
- **ED&I Alliance Network** – we created an alliance of passionate employees from across the organization who help raise awareness of ED&I issues and organize ED&I activities throughout the year.
- **Goals** – in 2021, we made it mandatory for all employees to have a CSR and ED&I goal set.
- **Training courses** – 3% increase in employees taking voluntary ED&I training courses.
- **Employee engagement survey** – included a new question in our 2021 annual Employee Engagement Survey – “I can be myself at work”.

In our Employee Engagement Survey, our people overwhelmingly told us that we were doing the right thing:

85% Crown employs people from diverse backgrounds, giving equal opportunities to all

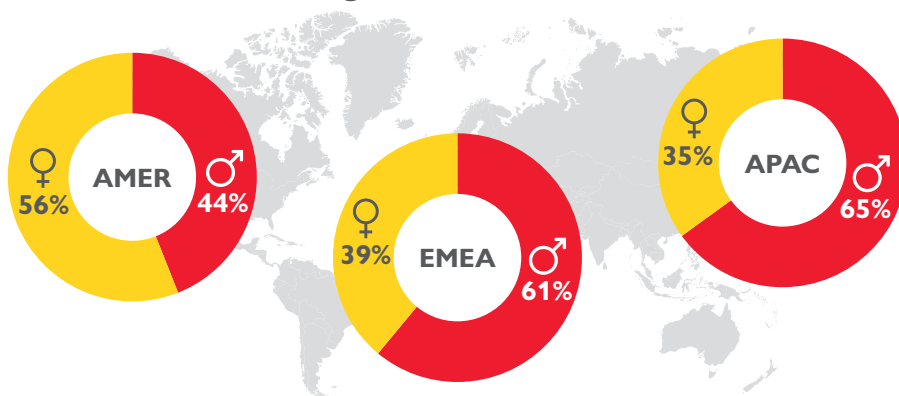
87% Prejudice, harassment, and bullying are not tolerated at Crown

88% I can be myself at work

In 2022, we will continue offering live sessions, making them more interactive; we will provide more targeted ED&I training; we will ask our people what they want to see us do and we will continue to focus on embedding ED&I into everything we do.

DE & I Fast Facts

Regional Gender



Type

Women in management positions

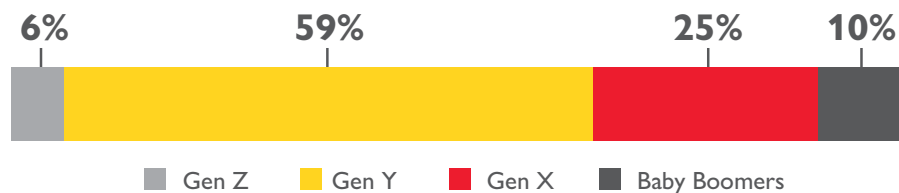


Women in senior leadership positions



*Senior Management is defined as Director and above

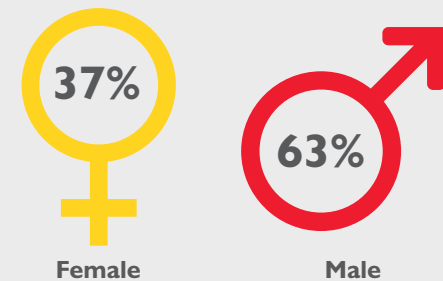
Generation



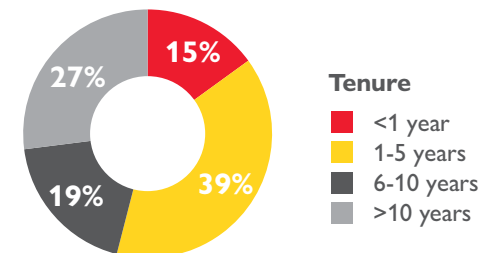
Top 10 Nationalities

- Indian
- British
- Chinese
- Hong Kong Chinese
- Malaysian
- Phillipine
- Singapore
- Vietnamese
- American
- Indonesian

Gender



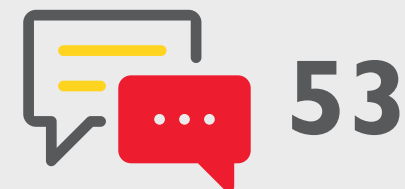
Tenure



Nationalities



Language



A year of celebrating diversity

“

Two very different experiences for Christian Esberto and Victoria Wickenden (our LGBTQ+ colleagues). Thank you both for sharing the insight to your lives. Victoria Wickenden I loved your "normal people" comment, so often (and innocently) we forget. Christian Esberto – what an inspirational and moving experience, thank you for sharing Christian” Kudos to you both & to Crown D&I.

Jan Gregory,
Compliance Consultant

”



February: International Women's Day

Crown celebrates International Women's Day annually. The theme for 2021 was "ChooseToChallenge". We were excited to host two panel discussions with eight amazing women from around the Crown world who shared their personal experiences of achievements, challenges and successes in their career paths and life choices.

"I will advocate
for safe,
supportive
environments
for LGBTQ."

proudally



June: Pride

In 2021, we held two global panel discussions exploring current day issues affecting the LGBTQ+ community. Our ED&I Executive Sponsors hosted the "in conversations with" sessions and we heard from two of our LGBTQ+ colleagues, who shared their experiences with us. Other countries organized their own sessions.



May: UN World Day for Cultural Diversity

Crown is a global organization made up of people from many different cultures and nationalities. To celebrate this diversity, our Global Skills team held two sessions where they explored cultural diversity being the key to organizational success. Employees from Canada, Germany, Italy, Brazil, Ghana, and India shared stories on their triumphs and challenges as they live outside of their country of origin.



September: ED&I Week

We held two sessions during ED&I week. One looked at the challenges of a multigenerational workforce and several employees from across the Crown world and spanning multiple generations, shared their experiences of generational stereotypes and expectations with us. The other, an interactive session hosted by our Global Skills team and two expert panelists, explored the importance of cultural diversity and inclusion.

Rewarding and recognizing

Our 2021 Engagement Survey showed positive increases for all questions around reward and recognition, increasing from 55% to 63%, but it also highlighted where we could improve.

To really focus on the areas that concerned our people, we ran two pulse surveys – one on development and career conversations and the other on inspirational leadership and communication. Our people told us that they want their extra efforts recognized and rewarded, that they want to receive praise for their work, particularly from their managers and that they want conversations about their career progression. Being able to collect continuous feedback helps shape global and local policy and directives.

Career development and growth

We heard our people's feedback on career development and growth and made some changes to our performance management system. These enhancements will ensure everyone has the chance to have a development conversation and agree to at least one goal to support that.

Goals

In 2021, we updated our strategic goal library so that they more accurately align to our four strategic drivers, one of which is passionate people. Each goal plan should contain at least one mandatory goal for each of the three new categories – CSR, ED&I and Personal Development - stressing the importance of living our values. We also simplified the rating scale with a star rating approach.

Appreciating our colleagues

There are many ways to provide praise and show appreciation to our people. One of these is through our "badging" initiative, which enables all employees to "badge" a colleague for a job well done or to say thank you. 2021 saw a rise of 38% in the number of badges given.

2022 and beyond

It is vital that our people know they are valued, and their achievements are recognized. In 2022, as well as launching an updated HR portal to make things simpler for our employees, we are also reviewing our employee recognition scheme, as well as introducing an online learning award scheme.



Crown U.K. are Investors in People accredited demonstrating our continued commitment to make work better for all our employees.

Crown Worldwide Awards

These awards are open to all our people and fueled by internal nominations. We have regional winners across five categories aligning to our values, as well as one overall winner. Award winners receive a significant investment in their personal growth and development.

The Board also select up to three teams who have demonstrated the “All together Better” mindset in their work. Winning teams receive a monetary budget to celebrate their achievement.



Celebrating our people



Happy retirement **Subramaniam**

Subramaniam Krishnan worked with Crown Malaysia for 27 years. He began his career in our Relocations brand, before moving to Records Management. His energy, enthusiasm, and his unfailing dedication to support his teams with his signature smile means he will be sorely missed.



Happy anniversary **Ngho Chan**

Ngho Chan celebrates 25 Years of working with Crown Malaysia. She joined us in 1996 and has been a valuable and loyal employee throughout.

Our Records Management team in Taiwan won the HR Asia Best Companies to Work for in Asia Awards 2021!

The HR Asia Best Companies to Work for in Asia Awards is an awards recognition program for organizations that have been identified by their employees as one of Asia's best companies to work for.

Sammy Fong, Regional General Manager, Crown Records Management, Greater China commented on the awards, saying, “We are delighted to have won the HR Asia Best Companies to Work for in Asia Awards 2021 for the first time and I am very proud of our team in Taiwan. The award is a testament to our people who constantly perform to the best of their abilities and produce high-quality work.”

“We will continue to put the customer at the heart of everything we do, focus on the wellbeing of our employees and remain committed to building a diverse and inclusive organization, ensuring that we will be contributing to our society” Sammy added.





NEXT LEVEL program

Recently six of our most talented operations staff from around New Zealand joined the **'NEXT LEVEL'** development program. Including workshops, projects and secondments, the program aims to develop employees looking to develop in leadership.

“What a truly amazing group of people – we are so fortunate at Crown to have such skilled and experienced staff who want to advance into leadership roles within the Company and it's an absolute pleasure to help facilitate a program that will take them to their NEXT career LEVEL.”

Lesley Beacham, Senior HR Manager

New Zealand recognizes its remarkable people

Crown Remarkables

Our 'Crown Remarkables' video series showcases employees from our Crown New Zealand whanau. The videos were shared globally so all our people could learn more about some of their amazing colleagues. Leon Hulme, Managing Director of our New Zealand operation tells us why these Crown employees are remarkable:



Andrew Tolua
Branch Manager, Workspace

Andrew is the ultimate Crown person - passionate about working for the company and he is exceptionally proud of his work mates, and his family. It's really important for me that everyone within Crown New Zealand, and for those just joining us, know that our people have the opportunity to grow and develop a career within the organization. Andrew has had an amazing career pathway to his current role and I am sure he hasn't hit the peak of his career with Crown just yet!



Kerry James
Mobility Services Manager, World Mobility

Kerry is a key member of our globally recognized World Mobility Team. Her story is truly remarkable starting in our Hamilton Branch back in 2003. At Crown, we talk about 'Ahead of the Curve' and 'Intelligently Ambitious' as two of our core competencies, no-one demonstrates more of these behaviors than Kerry.



Ashley Wairepo
Packer, Crown Relocations

Ashley started her career with Crown in 2012 as an Assistant Packer and is now a Pro-Packer. It's extremely important to recognize our Stars. Ashley is the only woman in our Tauranga team. We also need to highlight how our diversity makes us stronger and share our peoples' amazing stories, and that there is a pathway at Crown.

Sustaining a safe and healthy environment



U.K.

Crown U.K. launched Thrive – a new well-being program, which focuses on all areas of wellbeing – financial, physical and mental as well as other topics. As part of this initiative, we trained some of our people to be **Mental Health First Aiders (MHFA)**. Fully Accredited by Mental Health England, this is an amazing achievement by those who put themselves forward to take up this mantle and help support their colleagues.



India

Since 2020, Crown India has partnered with TruWorth Wellness, which provides access to doctors and consultations enabling our people and their family members to access support for emotional, psychological, and mental health issues. In 2021, Crown India included other services including cardiac, gynecology and pediatrics. Over 50% of our people have used these services and attended wellness webinars run by TruWorth.



Czech Republic

In 2021, our Shared Service Centre in Prague, in partnership with Terap, launched an initiative giving all employees access to free online therapies to support them during the pandemic with a focus on mental health. They also extended the country's gym membership and held wellness webinars.



The Philippines

Our offices in the Philippines organized a calendar of wellness events throughout the year. Ensuring the diverse needs of our people were met, they organized zumba dance classes, provided annual physical health checks; ran webinars on mental wellbeing and arranged CPR training amongst other things.



Brazil

Crown Brazil started a partnership with Gypass to give all employees access to nutrition tips and online classes including yoga, meditation, dance and bodybuilding. In addition, health insurance was extended to cover online medical consultations and therapy.



Hong Kong

Onsite workplace massages with 4 therapists were provided to our people in our Shatin office. Focusing on upper back, neck & arms, the aim of the sessions was to relieve any symptoms from prolonged periods of sitting at a desk.

A key people priority in 2021 was to create a healthy and safe workplace and improve overall wellbeing. Our HR teams across the Crown world excelled in creating, launching, and organizing various initiatives and activities, all highlighting Crown's commitment to supporting the wellness of our employees wherever they are in the world.

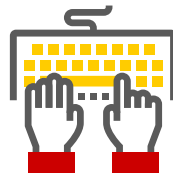
Employee Engagement

2021 was a year of change in our work and personal lives as the Covid-19 pandemic continued.

As well as our regular pulse surveys, we also received feedback through our annual employee engagement survey. We were delighted with the results, exceeding the previous year's scores in many areas.

We remain open to making changes that will enhance the employee experience and will listen to the comments that our people highlighted in the survey, in areas such as reward and recognition, career progression and making a difference.

Our response rate saw a **2%** increase and our engagement score a **3%** increase. In response to our two key engagement questions, when asked whether they plan to be at Crown in two years' time, **67%** of employees said yes, up **4%**, and **85%** said they would recommend Crown as a great place to work.



81%

Response rate



85%

Recommend Crown as a great place to work



74%

Feel their opinions seem to count



85%

Feel that Crown's flexible working arrangements appropriate to their role



88%

Feel they can be themselves at work



78%

Feel Crown gives them the opportunity to make a difference



88%

Are aware of Crown's values and build them into everything they do



87%

Feel prejudice, harassment and bullying are not tolerated

A close-up photograph of a person's hand cupping a small mound of dark brown soil. A young tree with a thick, grey trunk and a dense, rounded canopy of bright green leaves is growing out of the soil. The background is a soft, out-of-focus green and white.

Our Planet

Our brands are varied and have differing impacts on our planet. From using recycled packaging to recycling furniture, investing in LED lighting to installing solar panels, they are using innovative ways of lessening our overall impact on the planet. 2021 saw some big changes, especially across our brands in the UK and Ireland as they took the lead in our journey to net zero and around the Crown world, our locations are involved in local initiatives and our people are making their own contributions to help protect our planet.

Our people making a difference

Switzerland

Giovanni di Carlo used one of his volunteering days to help clear up carelessly discarded rubbish in one of his favorite ski resorts, Laax, so that the meadows can thrive for nature and for people.



Hong Kong

Janie Ho volunteered for Greeners Action Flag Day, raising donations for the charity to support their program on waste and pollution reduction and environmental education. Our team in Shatin also committed to using less single-use plastic products. They raised awareness by putting posters up and encouraged everyone to explore and use alternatives.



Brazil

Rui Ferreira used one of his volunteering days to collect litter around his neighborhood, trying to make a difference within the community where he and his friends and family live.



Malaysia

Our team in Malaysia wanted to highlight the very real threat of plastic bag pollution. Covid restrictions meant they could not get together in the office so they came up with an innovative idea for a virtual crafting session making reusable tote bags from old t-shirts.



U.K.

The London global marketing team took the opportunity to support the ongoing efforts of the "Friends of Broomfield Park" to clean up their boating lake. It was a great opportunity to get most of the team together for a volunteering day whilst helping restore Broomfield Park in London.



Our countries making a difference

Crown India celebrated its 25th anniversary in July 2021. Celebrations were held across all our India locations and globally as people shared their experiences with the India operations.

Part of that growth saw our latest warehouse facility, located in the National Capital Region, open in 2021. A built-to-suit facility covering over 7000 square meters, it serves our records management, relocations, and fine art businesses. As well as being proud of the scale of the operation, we are even prouder of all the environmental elements that form part of this:

- **Rainwater harvesting** – replenish groundwater and arrest the problem of excessive groundwater extraction.
- **LED lighting both internally and externally** – longer lifespan, less energy waste and non-toxic.
- **Sewage Treatment Plant** – treated water is used for horticulture and for flushing toilets.
- **Polycarbonate skylight panels** – provide light and thermal insulation, reducing energy consumption.
- **Ground water recharge pit** – allows rainwater to replenish groundwater aquifers.
- **Environmentally friendly brick block** – made of fly ash used for construction.
- **Landscaping** – over nine acres of greenbelt land – helps in controlling air and dust pollution.
- **Paver blocks** – used in the parking area ensures water percolates into the ground during the monsoon.

The hope is to install solar panels in the not-too-distant future to further improve the environmental credentials of the facility.



U.K. and Ireland on the road to net zero

Many Crown clients have set ambitious net zero targets, which results in putting pressure on their own supply chains (of which Crown is part) to address their carbon footprint.

Crown UKI developed a Responsible Business Plan at the start of 2021 in anticipation of this being a major priority for key clients.

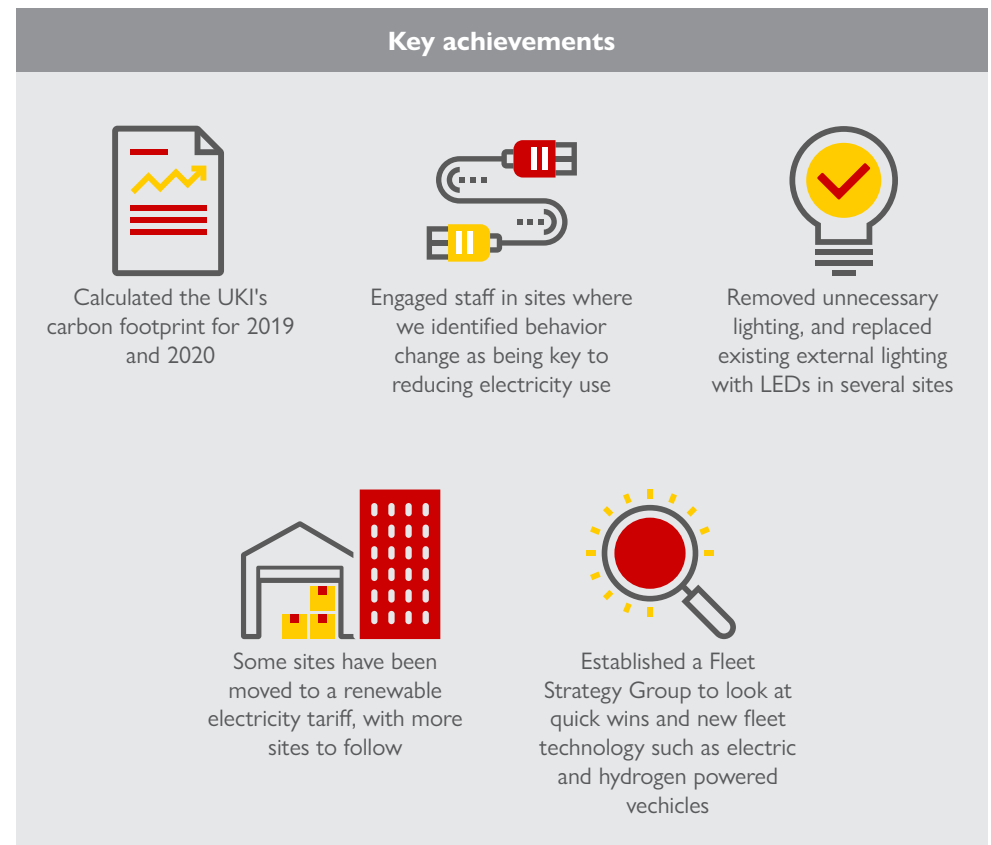
There were two key elements to the Responsible Business Plan:

- (a) The mapping of Crown's responsible and sustainable business activities against the UN Sustainable Development Goals, with the view to better understanding our areas of impact and influence; and
- (b) The collation of data on the company's carbon footprint to enable an ambitious target for reduction to be set by the end of the year.

A Carbon Working Group was set up to drive forward measures to reduce Crown UKI's carbon footprint. The group focused on quantifying our 'Scope 1 and 2' carbon footprint – that is, the carbon footprint associated with the fuel used by our vehicle fleet and energy use associated with heating, lighting, and powering our buildings.

In 2022, our attention will turn to 'Scope 3 emissions' ('indirect emissions', which includes our supply chain).

Crown UKI set a target to reach net zero for our Scope 1 and 2 emissions (relative to a 2019 baseline) by 2040, with a 45% reduction by 2025, and 65% reduction by 2030. To achieve this, Crown will focus initially on our buildings, with changes to the fleet expected to take longer. This is a great milestone to have reached, but our work is only just beginning.



Our brands making a difference



Workspace New Zealand – sustainably moving heritage

In 2021, our Workspace branch in Wellington worked on a project with Wellington Central Library. The library's collection of over 500,000 books was relocated to three pop-up libraries, and the main collection went into storage while earthquake strengthening works were completed. The Council wanted to achieve a 5-star sustainability rating for the move and asked our team to help them achieve this. We donated over 100 items of furniture to schools and the Salvation Army. We also repurposed, recycled, reused, and donated other items, which meant less than 10% of the total volume of material removed from the library needed to go to landfill.

- **80m³** office furniture repurposed for community center projects
- **8m³** stationery donated to local childcare centers
- **5m³** white goods and kitchenware donated to local charity shop
- **44t** metals delivered to scrap metal merchants
- **9t** paper/cardboard recycled



Workspace UKI – giving new life to old furniture

Our Office Resale arm offers an affordable way to purchase high quality, used office furniture. Buying used furniture reduces waste and helps to minimize the environmental impact of production. Items are sourced from established brands to ensure quality and are comprehensively checked and tested for full functionality, before being cleaned and repaired. Items that do not meet our standards are remanufactured and re-upholstered and returned to 'as good as new' condition in our award-winning remanufacturing facility, the Renew Center.

In 2021, we were excited when Derby Museum, an independent charitable trust, approached us. They were looking for a company that could supply used furniture of a high standard and that sat well with their ethics for their Museum of Making initiative.

A spokesperson for the Museum said "When looking to furnish spaces in the Museum of Making we wanted something that was affordable, stylish and different from what we had seen in other offices and galleries. After months of searching, we came across Crown Workspace and were delighted to see that they also sold reconditioned pieces. As a museum of making, this sat well within our ethos and seemed the right thing to do both financially and environmentally."

Our technology making a difference

Using technology in our Relobility business has made a real difference in how we are able to serve our clients and customers. Year on year, we can see the progress we are making in reducing our paper usage and emissions, all helping us lessen our negative impact on the environment.



**ISO14001 compliant
across 33 sites**

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.

Since 2016



34,873
virtual consultations



697t
of CO₂ saved



4,184
trees saved

Notes*: carbon emission savings calculation is based on 100 virtual consultations saving 2t of CO₂, equating to 12 trees.

e-Packing

Our ePacking app uses barcodes and photos to capture digital inventories of our customers belongings. One of the key benefits of this technology is a reduction in paper use. From 15 sheets per move with printed inventories to just 4, saving 11 sheets per move.

Since 2018



32,598
ePacked moves



358,578
sheets of paper saved



43
trees saved

Recognizing our achievements



AMCHAM – Excellence in Corporate Social Responsibility

Our Crown Malaysia office were extremely honored to receive an award from AMCHAM (American Malaysian Chamber of Commerce) in recognition for Excellence in Corporate Social Responsibility (CSR). This award is not just the sole effort of one person. It recognizes the hard work and commitment of the entire Crown Malaysia team.



Global Good Awards – Circular Economy

Crown Workspace U.K. were shortlisted in the category of Circular Economy at the Global Good Awards. These awards are focused on contributing to a better world for people, the planet, and the global economy. Their Circular Economy award looks closely at waste reduction technologies, process innovation, repurposing and material reductions.



National Recycling Awards – Renew IT Team

The National Recycling Awards recognizes leaders within the waste and recycling industry – and in the wider economy. Crown Workspace UKI were proud to be finalists in the Circular Economy Initiative – WEEE/hazardous waste category for our Renew IT initiative, which extends the lifecycle of IT equipment.



Our Communities

Coming out of a very challenging year and entering another, our employees remained committed to giving back to their communities. From donating to foodbanks and the homeless, to raising money for flood victims, from baking cakes and holding quizzes to raising money for charity, from clearing vegetation to cleaning stables, our people demonstrated that nothing could hold them back.

Making a difference



Malaysia helps as 'once in 100 years' flood hits

With downpours lasting over 24 hours, the western state of Selangor (where Crown Malaysia's office is located) was hard hit by flooding. Tens of thousands of people were evacuated. One of our employees, Lip Wei Chong took some time off to help. She raised money and volunteered at a flood relief collection center, helping to receive, sort, pack and deliver all donated items.



Germany volunteers at local food bank

Some members of our Frankfurt office volunteered at a local food bank, while others donated food and household products. Crown's volunteers helped carrying deliveries, stacking boxes, and sorting donations. Sabine Rost who organized the day said, "It makes you reflect on how blessed we are for having enough food on the table and clothes to keep us warm."



Mexico donates blood and helps the homeless

Our Mexico team donated blood and provided breakfast and lunches to the underprivileged in Mexico City. They heard about the desperate situations that some people are experiencing after being affected by Covid. Brenda Maya said, "As a team it made us realize how fragile we are but also how blessed we have been through this very hard time."



Vietnam deliver wheelchairs

With lockdowns in Ho Chi Minh City, the Vietnam Rotary Club of Saigon needed urgent help with the unloading and temporary storage of 67cbm of brand-new wheelchairs. These were to remain in storage until they could be safely transported to their beneficiaries. Crown Vietnam are proud that they delivered wheelchairs to 384 newly mobile beneficiaries who can enjoy some newfound freedom.



Crown's musical hero

Victoria Wickenden, Crown's Operations Manager at one of our London offices, spends some of her free time mentoring a women's group and she used her annual volunteer days helping to create a musical podcast, which won two awards at the 2021 British Podcast Awards. She shares her story with us.

"Back in October 2019, I took two volunteer days alongside some annual leave to work on an Arts Council project. I worked on a Drum'n Bass musical/play – Cassie and Corey - which was created to be shown in schools, to highlight issues with eating disorders in children and young adults, from obesity to anorexia and bulimia.

I mentor a group of women called "GTA – Girls Take Action" which was originally formed to highlight underrepresented women in the music industry and together we created the music.

Fast forward to 2021 and the British Podcast Awards, where Cassie and Corey won a silver award for fiction and a bronze award for wellbeing.

I feel extremely proud of this achievement after dedicating most of my musical career to helping other women in the industry. The GTA ladies and I have been working on more new music and recently released a track for the charity, MIND, where all proceeds will be donated directly to the charity."



Cassie and Corey won a silver for fiction and a bronze for Wellbeing in the 2021 Podcast awards

Workspace U.K. giving back



One move, three charities

As part of a sustainable clearance project for Amwins Global Risk, Crown Workspace U.K. were able to assist eleven schools and charities across London with over 300 items of furniture, electricals, and equipment.

Among the charities was **Friends for the Elderly** – specializing in professional care for older people – who received half of these items including chairs, storage units, tables, and fridges. Furniture and 40 liters of hand sanitizer were also donated. Steve Allen, Chief Executive of the charity said “These items will be shared among our care homes and will be gratefully received by our staff and residents, who will benefit from their use for many years to come. Your support for the charity during these challenging times is very much appreciated.”

Waverley School, who also benefitted from this project, commented “We are always amazed at the quality of the items that Workspace donate to us. Please pass our thanks on to the delivery drivers and staff who all make this possible”



Charity partnerships

Workspace U.K. are committed to building long standing relationships with charities. For over five years, east London hospice, **Haven House**, has been a valued partner in our Giving Back initiative. The hospice cares for children and young people with life-limiting and life-threatening conditions. Workspace helped refurbish a property available to families to stay while their loved ones are being cared for, with an estimated saving to the hospice of around £5,000. A spokesperson for the Hospice said, “Your team have made a real difference to the comfort of visiting families and having lovely new furniture makes them feel so supported and cared for.”

A multi-purpose community organization **The Selby Trust** consists of 30 organizations that provide a variety of help within the community including education, training, fitness facilities, a food bank, and gardens. In 2021, Workspace U.K. donated furniture to them. Additionally, Workspace UK’s Sustainability Coordinator, Eleanor Holmes, used her two annual volunteer days to help the Trust kickstart an internal recycling project

Workspace U.K. donated over **4,000 items to 42 organizations** in need, representing a saving of more than **170 tons of carbon (CO2e)**. This is roughly enough to power 20 homes for an entire year.

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.

Email us at CSR@crownww.com
Connect with us



© 2022 Crown Worldwide Group. All rights reserved.
GMO/APRIL-2022/EN/V1.0

Discover Crown

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

- World Mobility
- Relocations
- Records Management
- Fine Art
- Logistics
- Workspace