



Our place in the world

Global Sustainability Report 2025

A look back at 2024

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A note from our **Group CEO**



At Crown, sustainability is woven into our values and our history. Since Crown started 60 years ago, our leaders have believed that doing the right thing for people and the planet is the foundation of a resilient business.

This year's Sustainability Report reflects the considerable progress we've made as a global organisation. From our first ever global EcoVadis Medal to our Science Based Targets initiative (SBTi) commitment, policy advancements and community outreach during 60th anniversary celebrations, the report captures an important shift. Sustainability is no longer a standalone effort, it is part of how we plan, measure, and operate every day.

I'm especially proud of how our teams around the world have embraced this transformation with energy and purpose. Our strengthened ESG resources now include dedicated expertise in sustainability project management and data analytics and is guided by a formal governance framework that oversees, supports, and endorses key initiatives. Carbon reduction planning is now embedded into our annual business planning cycle, ensuring these goals are core to how we operate.

We are working together with clients and exploring new sustainable commercial opportunities, proving that purpose and profit can, and must, go hand in hand.

In this report, you'll explore our journey from measurement to meaningful action. Thanks to dedicated teams across 43 countries, we now have a baseline that tells us our carbon impact. The next step is even more critical, setting Science Based Targets (SBTs) to align our emissions reductions with the global goal of limiting temperature rise and preventing further environmental damage.

This isn't just about compliance or client expectations, though both are significant. It's about living our values and taking responsibility for our impact on the world. Together, we plan to do better in a way that's backed by science, driven by purpose, and grounded in action.

We know the journey ahead is complex, yet it's one we take with optimism. This report is both a reflection of our progress and a signal of our unwavering intent, to lead with integrity, to act with accountability, and to continue building a better future for all.

Thank you for being on this journey with us.

Jennifer Harvey

Group CEO, Crown Worldwide Group



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 Information 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 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.

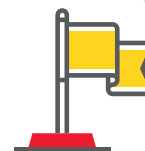
Crown also offers other bespoke logistics services, including: the storage and management of wine collections, hotel refurbishments, warehousing and distribution of luxury goods and valet storage for inner-city areas.



43
countries



3,002
employees



76
nationalities



9.4m
warehousing
space



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**



This year marks a significant milestone, our 20th anniversary as a member of the United Nations Global Compact (UNGC). Back in 2005, long before sustainability became a mainstream business expectation, Crown took a bold step of joining the UNGC not in response to client demand, but because we believed it was simply the right thing to do. That early decision reflected the kind of values-led leadership that continues to guide us today.

As we continue our sustainability journey, we do so with humility and ambition, recognising that meaningful change is both challenging and exciting. Our work is driven by a clear purpose, to make a difference for our people, our communities, and the world around us.

This is my second year leading the publication of Crown's Sustainability Report, and I'm proud to say it reflects real transformation. Over the past year, we've made major strides, earning an EcoVadis Bronze Medal, formalising our commitment to the Science Based Targets initiative

(SBTi), and embedding sustainability into the business through SMART ESG performance goals, integrated carbon reduction planning, and the introduction of key policies, including our Diversity, Equity & Inclusion Policy and Sustainable Procurement Policy.

We also aligned our 60th anniversary celebrations with United Nations Sustainable Development Goals, reinforcing our global values through local impact.

None of this would be possible without the enthusiasm, dedication, and collective effort of the entire Crown family, from local branches to central functions. Together, we've built a stronger ESG foundation, adding dedicated sustainability resources in project management and data analytics to equip us for the next, more impactful phase of our journey.

I look forward to what we will continue to achieve together.

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. Over the past three years, we have aimed to expand our legacy with a focus on reducing environmental impact and fulfilling social and governance objectives.

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 Assessment

In 2023 Crown Worldwide Group started the process of a global materiality assessment. This GRI-driven, Corporate Sustainability Reporting Directive (CSRD) aligned assessment process enables 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 will build a set of ESG strategies and set targets to track the

effectiveness of our management, and our performance against material sustainability issues. We assess our impacts on the economy, the environment and people.

Based on an initial assessment, coupled with materiality assessments coordinated in several of our key local markets and stakeholder engagement workshops with senior leaders, the material topics identified so far are set out here. These topics form the basis of the 2025 Sustainability Report (reporting on FY24).

Material Topics: Shortlist		
Environment	Social	Governance
Crown Buildings Energy Use and Carbon Footprint	Workplace Health and Safety	Ethical Business Standards
Circular Economy and Waste Management	Labour, Human Rights, and Employee Practices	Sustainable Supply Chain
Sustainable Materials (packaging/crates)	Diversity, Equity, and Inclusion	Board Governance and Oversight
Transportation Carbon Emissions and Air Quality	Community Engagement	Cyber Security Practices

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 resources.

Our work in this area through 2024 focused on 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 over 3,000 people in 43 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. 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 delivering against our social responsibilities.

In 2024, 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 2024 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, 2024, to continue our journey.

- We present indices referring to the frameworks of Corporate Sustainability Reporting Directive (CSRD), Ecovadis, United Nation Global Compact (UNGC), the Greenhouse Gas Protocol, and the Global Reporting Initiative (GRI).
- Reporting scope is within the operational boundaries of Crown Worldwide Group, in 43 countries around the world, with 257 facilities including offices and warehouses.
- This report details our performance during FY24 (January 1 2024 through December 31 2024). The carbon footprint data presented covers FY22, 23, and 24. Board, Executive Leadership Team, and Steering Committee members are correct as of June 2025.
- Our previous report (covering FY23) was issued in June 2024.

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 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 framework, we 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 framework with the UNGC community and our stakeholders.



ISO accreditations

ISO 9001

61 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 31 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. 31 Crown locations are ISO27001 certified.

ISO 45001

Crown Worldwide Group is proud to be certified to ISO 45001 across 18 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**

EcoVadis recognition across the group

In 2024, Crown Worldwide Group was proud to receive a Bronze Medal from EcoVadis, a globally respected sustainability ratings platform. This marked a significant step forward in our ESG journey, reflecting an 18 point improvement from our 2023 score. Crown was recognized as advanced or outstanding in 13 out of 24 evaluated categories, placing us within the top 13% of companies globally in our industry sector.

Building on this global recognition, regional operations in New Zealand and the UK & Ireland (UKI) achieved even greater milestones. New Zealand was awarded the prestigious Ecovadis Golde Medal, placing them in the top 5% of companies worldwide. The team achieved a remarkable score of 75 out of 100, with standout improvements across all assessed areas. Key gains included an 11 point increase in Environment, 13 point increase in Labor & Human Rights,

and strong progress in Ethics and Sustainable Procurement. These advancements reflect the team's strategic efforts to embed sustainable practices and strengthen governance throughout operations.

Crown UKI was awarded Silver Medal, placing them in the top 2% of the industry and top 10% of all assessed companies. The team achieved particular strong rankings in key areas, including top 2% for Labour & Human Rights, top 5% for Sustainable Procurement and top 1% of Ethics.

Together, these achievements signal Crown's growing momentum in sustainability, fueled by regional leadership, cross-functional collaboration, and a shared commitment to building a responsible, future-focused business.

Advancing our climate strategy with Science-Based Targets

In 2024, Crown made a significant step forward in its climate journey with the Board's endorsement to set a Science-Based Target (SBTi), the world's most rigorous and globally recognized framework for corporate climate action. This decision firmly positions Crown among the growing group of companies taking credible, science-aligned action to limit global warming and reduce greenhouse gas emissions.

To support this commitment, we leveraged carbon footprint data from FY2022 – 2024 and partnered with the Normative carbon accounting platform to build robust, data-driven insights across our global operations. For the first time at a Group level, these insights were used to inform country level carbon reduction plans as part of the 2025 business planning process, marking a major milestone in the integration of environmental priorities into strategic decision making.

This progress was made possible by strong collaboration across functions, including Finance, IT, HR, Group ESG, and the dedicated efforts of 40 Carbon Champions

across our global offices. These teams ensured full compliance with the Greenhouse Gas Protocol, accurately capturing Scope 1, Scope 2, and all relevant Scope 3 emissions.

To deepen engagement and build internal capability, we also delivered a series of stakeholder education sessions focused on carbon insights, reduction strategies, and target setting. These efforts have strengthened our internal alignment and laid the groundwork for impactful emissions reduction initiatives in the years ahead, reinforcing our long-term environmental commitment.

Advancing sustainable procurement

In 2024, Crown made significant progress in embedding sustainable procurement into our global operations, aligning our purchasing decisions with our broader ESG objectives.

Our sustainable procurement policy ensures that ESG principles are integrated throughout the entire procurement process, from supplier selection to product and service lifecycle management, without compromising the needs of our stakeholders.

This policy goes beyond compliance with basic ethical standards by addressing complex issues such as environmental degradation, human rights risks, and long-term supply chain resilience. It is designed to mitigate risk, reduce Scope 3 emissions, and minimize waste while strengthening Crown's brand reputation and market credibility.

Through this framework, we are also enhancing collaboration with our suppliers, supporting them in measuring and reducing their carbon emissions, and ensuring alignment with Crown's ESG expectations. This commitment helps future proof our operations and reinforces our role as a responsible, forward thinking industry leader.

Giving Back Together: Global ESG project to celebrate Crown's 60th Anniversary

To mark Crown's 60th Anniversary, everyone within the company was invited to take part in a global ESG initiative titled "Giving Back Together" allowing employees two CSR days to volunteer or fundraise for activities that align to two United Nations Sustainable Development Goals, Quality Education and Climate Change.

To build a momentum of giving back across the business, this initiative was conducted as a global Diamond Relay, with each country allocated a week to share their activities and pass their baton on to the next.

Our people across our locations have participated enthusiastically in this initiative, **raising over \$13,000 and clocking over 2800 hours of volunteering time** to support local communities and charities, so far.



Enhancing **ESG** Performance

We are committed to enhancing our Environmental, Social, and Governance (ESG) performance through a strategic and comprehensive approach. Our materiality assessment has been pivotal in identifying and prioritizing the most significant social and environmental issues for our company, investors, and stakeholders.

Strategic priority and client expectations

Sustainability is a strategic priority for Crown, driven by the increasing expectations of our clients and the need to report on our sustainability efforts. Platforms like EcoVadis require us to demonstrate our sustainability strategy through a materiality assessment, ensuring we focus on the most important impacts for our industries and clients.

Informing long-term strategy

The materiality assessment informs our longer-term sustainability strategy at a global level. It helps us understand the sustainability impacts most relevant to our business, given the markets and regions we operate in and the services we provide. This process also engages our staff, gaining insights into how sustainability is defined by our customers and stakeholders across different regions and brands.

Delivery and stakeholder involvement

Our approach involves the Board, Executive Leadership Team (ELT), Global Steering Committee members, and wider region leads. We consider focus groups, interviews, and surveys of internal and external stakeholders to shape Crown's ESG strategies.

2024 marked a significant turning point for Crown Worldwide Group as we advanced our strategic commitment to ESG performance. A key milestone was our achievement of the EcoVadis Bronze Medal, placing Crown among the top 13% of companies globally within the "Other Transportation Support Activities" industry. This recognition reflects our growing impact and alignment with international sustainability standards.

Strategic focus and cross-functional collaboration

In response to the 2023 EcoVadis assessment, a high-level working team was formed to include Gary Maguire, Chief Risk Officer, Magali Delafosse, Group Vice President, Human Resources, and Joy Lam, Group ESG Director, alongside global functional experts and interns from the Thompson Global Internship Programme (San Jose State University) to strengthen Crown's ESG approach.

This diverse team analyzed past results and developed targeted corrective action plans across four key pillars:

- Environment
- Labour & Human Rights
- Ethics
- Sustainable Procurement

Their collaborative efforts resulted in an impressive 18 point improvement in our overall EcoVadis score, including advanced or outstanding ratings in 13 of 24 evaluated categories.

Leadership and policy development

Under the direction of ESG Director, Joy Lam and the Sustainability Steering Committee, Crown made substantial progress on several fronts:

- Completion of a global carbon footprint mapping project and establishment of a carbon reduction baseline.
- Creation and implementation of a sustainable procurement policy.
- Execution of a materiality assessment to inform long-term ESG priorities.
- Introduction of circular economy solutions for clients globally.

Regional leadership in sustainability

Our regional operations in UK & Ireland and New Zealand set a benchmark for excellence, achieving Ecovadis Gold and Silver ratings respectively a testament to the firmly established commitment to ESG embedded across our global network.

Ongoing commitment

As we look to the future, Crown remains dedicated to:

- Giving back to local communities
- Reducing environmental impact
- Leading the industry in responsible procurement and ethical practices
- Working with our diverse supply chains across global operation on sustainability journey

Through strategic focus, collaboration, and innovation, Crown is steadily enhancing its ESG performance and shaping a more sustainable future.

Collaboration of ESG professionals across the Group

- Other than the commitment at Group level, various local Crown branches have also made investment for dedicated resources to support sustainability works across the world: UKI, NZ, Malaysia.
- Working in sustainability is dynamic, teams come together every month to discuss issues and exchange experiences and knowledge.
- E.g. Strong group EcoVadis results was partially due to lessons learnt from NZ and UKI.
- The group ESG team provide advice, guidance, and analytical support to local endeavours: like consultations of UKI circular economy framework, social impact policy, NZ sustainability framework, local carbon footprint calculations and analysis.



Sustainability Report 2025



Environment

A look back at 2024

Measuring our Carbon Footprint

At Crown, we base our environmental actions and decisions on reliable and robust data. Our approach to decarbonization and reducing our impact, therefore, is a diligent one, beginning with collating an accurate view of our global carbon footprint and environmental impact.

Insights drawn from our cumulative carbon footprint and our impact at the level of each country, branch, and operation help us to identify carbon and environmental performance hotspots and develop impactful carbon reduction and impact management strategies.

Our network of carbon champions, an increased capability for ESG data analytics, and partnership with Normative for carbon accounting have been crucial to enable Crown to collect, analyse, report, and build a comprehensive inventory of greenhouse gases and other environmental impact parameters across our worldwide operations in all relevant categories.

**2022 carbon footprint has been restated to align with the latest operating boundaries and calculations and improvements in data quality and integrity.*

*** Scope 3 downstream emissions have been evaluated but are not included in reporting due to the service-base nature of Crown's operation.*

**** Only 2024 data is available for waste generation in operation.*

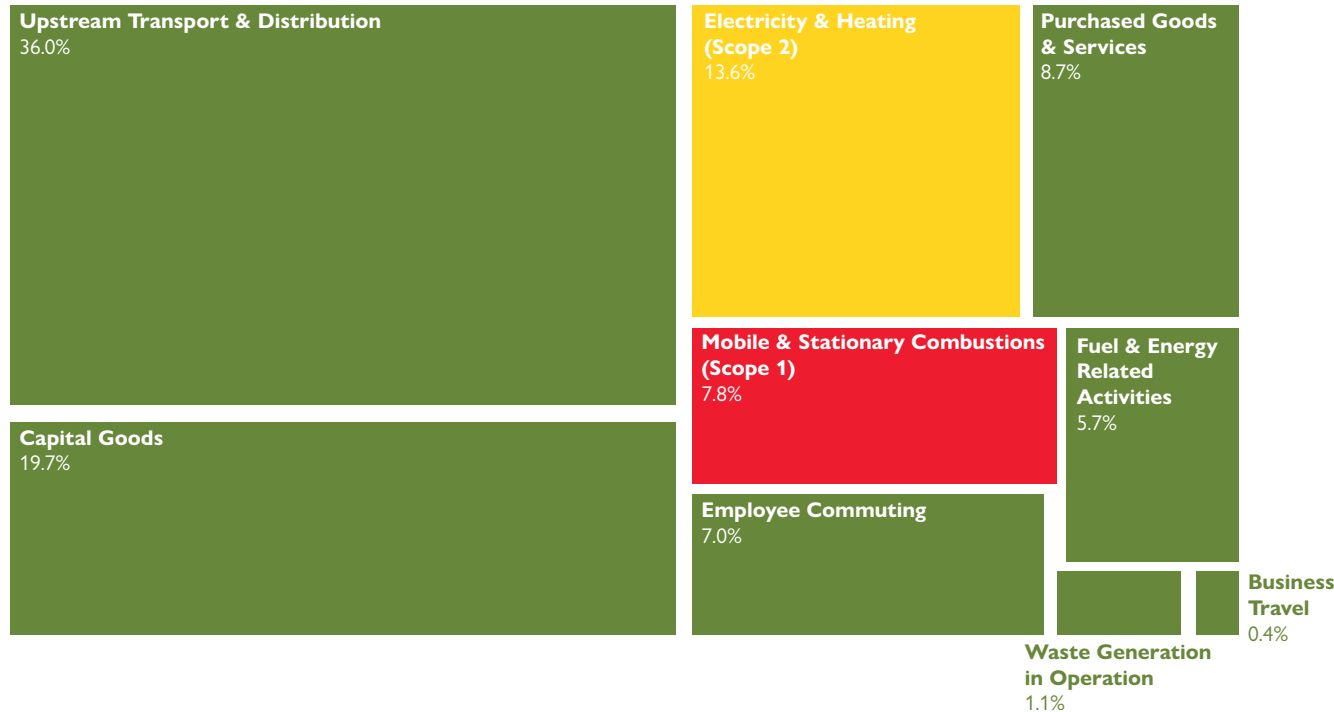
Our carbon footprint

Carbon & Greenhouse Gas Inventory

Crown Worldwide Group GHG Emission

Year		2024 (tCO ₂ e)	2023 (tCO ₂ e)	2022* (tCO ₂ e)
Scope 1	Mobile Combustion	4,525	4,047	4,097
	Stationary Combustion	218	187	170
Scope 2	Electricity (Location based)	9,033	9,476	8,975
	Electricity (Market based)	8,326	8,675	8,443
	Heating	89	9	58
Scope 3**	Purchased good & services	5,373	4,976	5,702
	Capital good	12,095	7,573	9,816
	Fuel & energy related activities	3,520	3,687	3,446
	Upstream transport and distribution	22,204	21,976	37,420
	Waste generation in operation***	688	N/A	N/A
	Business travel	231	263	225
	Employee commuting	4,281	4,313	4,104
Total Carbon Emission (Location based)		62,262	56,507	74,013
Total Carbon Emission (Market based)		61,554	55,706	73,481
Total Headcount		3,002	3,088	3,185
Carbon Intensity (Headcount)		20.50	18.04	23.07

Crown Worldwide Group Emissions 2024



In line with our strategy, we actively monitor and manage our carbon emissions in alignment with internationally recognized frameworks. The latest carbon footprint, shown in the table (on [page 16](#)), includes all relevant Scope 1, 2, and 3 categories at Crown's global operating locations. The exercise to calculate our carbon footprint follows the rigorous GHG Protocol (GHG Protocol Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), using Normative's accounting platform

which has database of over 300,000 emission factors globally and 26,000 taxonomy categories. The huge data collection and processing project can only be completed with the dedication of our 40 carbon champions and the Normative implementation team, which comprises key members from group ESG, finance, HR, and IT departments.

Our GHG inventory, which includes Scope 1, Scope 2, and relevant Scope 3 emissions, serves as the foundation for tracking progress and identifying opportunities for

improvement. Through continuous monitoring and reporting, we aim to enhance accountability, recognize our impact and endeavor to reduce our carbon footprint globally. For the first time, we have data spanning more than two years for further analysis and identifying carbon hotspots for reduction strategies.

In 2024, 99% of the Scope 1 & Scope 2 data came from activity-based data, a huge increase from 68% in 2022, of which 33% comes from activity-based data across all sources. This comparison gives us a better indication of our areas of focus and adds to the quality and integrity of the total carbon emission calculations.

In 2024, Crown's global emissions can be attributed to:

- Scope 1: mobile and stationary combustion (7.8%)
- Scope 2: electricity & heating (13.6%)
- Scope 3: (78.6%), of which upstream transportation & distribution is the biggest contributor to the Group's total emissions (36.6%)

Compared to the baseline of 2022, total GHG emissions have reduced by 16% in 2024. The most notable reduction came from upstream transport and distribution (-41%), due to changes in Crown's business mix.

Across Crown's global operations, the countries with the highest emissions are Hong Kong, India, New Zealand, the United Kingdom & Republic of Ireland, Singapore, China, Malaysia and the United Arab Emirates. These 8 nations contribute to 75% of the Group's total carbon emissions.

Energy Consumption and Conservation

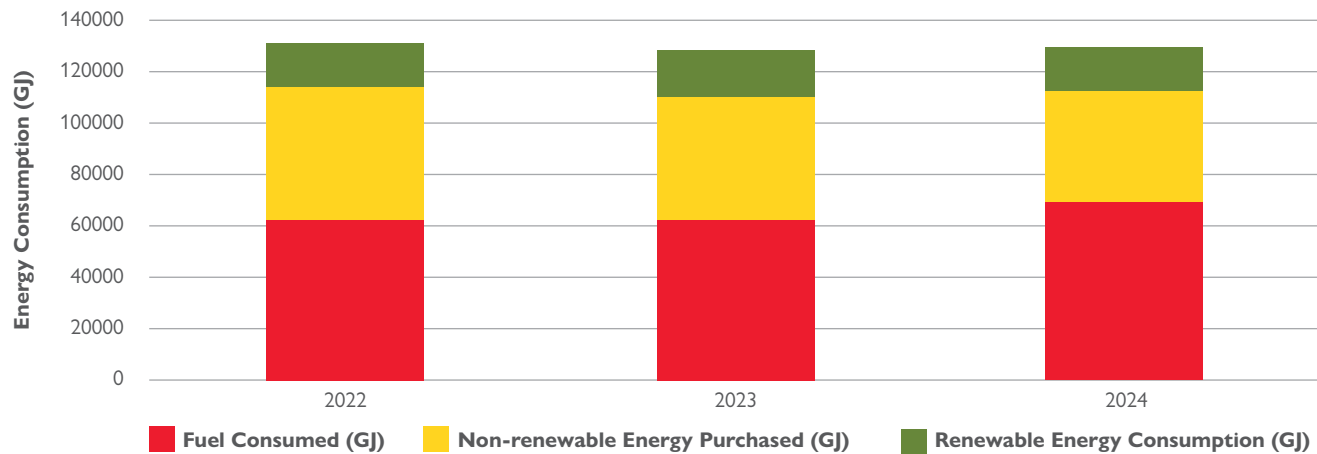
Crown Worldwide Group Total Energy Consumption

Year	Total Energy Consumption (GJ)	Fuel consumed (GJ)	Purchased electricity, heating, cooling (GJ)	% Renewable Energy	% Activity Base Data	Energy Intensity (GJ/Headcount)
2022	131,807.96	62,077.17	69,730.79	12.90%	67.68%	41.49
2023	128,499.25	62,417.84	66,081.41	13.88%	89.18%	41.61
2024	129,392.13	69,534.53	59,857.60	13.12%	99.03%	43.10

Crown Worldwide Group Purchased Electricity and Heating

Year	Total Purchased Electricity & Heating (MWh)	Reduction of total purchased energy (YoY)	Renewable Energy Purchased (MWh)	Percentage of Purchased Energy from renewable sources
2022	19,369.66	-	4723.66	24.78%
2023	18,355.95	5%	4953.65	27.06%
2024	16,627.11	9%	4715.34	28.97%

Total Energy Consumption



Energy consumption data was collected using both activity-based and spend-based methodologies through carbon champions appointed. As part of our data quality enhancement initiative, we significantly increased the proportion of activity-based data from 68% in 2022 to 99% in 2024. The boundaries for energy consumption data collection are defined based on operational control, encompassing all active sites within the company.

In alignment with the GHG Protocol standards, we have implemented a standardized, activity-based data collection methodology that ensures consistent and

accurate reporting across all locations. This approach enables us to capture and quantify fuel consumption, purchased electricity, and heating energy usage, providing comprehensive coverage of our operational energy footprint. This improvement underscores our dedication to more accurate and reliable environmental reporting.

In 2024, our total energy usage decreased by 2,416 GJ, representing a 2% reduction compared to 2022, our baseline year. Overall consumption of purchased electricity and heating has experienced a more significant decrease of 14%, with a steady year-on-year reduction.

About half of Crown's total energy use comes from fuels powering our fleet of utility vehicles, including vans, trucks, forklifts, and cars, which serve various operational functions at our warehouses and for our clients. Many branches have adopted electric or hybrid vehicles. Crown Fine Art in London has introduced climate-controlled electric vehicles, the first of their kind in the art handling industry. Crown Wine Cellar's fleet of delivery vehicles is fully electric. In Hong Kong, we are testing electric trucks as part of a pilot scheme with the government to evaluate the range and infrastructure support for fully electric Heavy Goods Vehicles (HGVs). These accomplishments are a result of implementing various energy efficiency programs throughout the organization.

With over 250 facilities and 9.4 million square feet of warehousing space worldwide, how we power our properties is crucial to reducing energy consumption. Where possible, Crown branches have switched to renewable energy sources (e.g., Italy, UKI), or installed solar panels at our facilities (e.g., Hong Kong). These initiatives set an example for others to follow, helping us lower our energy use and meet our broader carbon goals.



Hong Kong

Crown Hong Kong has successfully reduced its electricity consumption by 964.74 MWh from 2023 to 2024 through targeted sustainability initiatives. Key measures they have undertaken to achieve this include the replacement of older air-conditioning units with energy-efficient models and the installation of solar panels to harness renewable energy. These efforts reflect Hong Kong's commitment to environmental responsibility and operational efficiency.



Malaysia

Malaysia has set a commendable example by establishing local net-zero targets. To achieve these goals, the branch has undertaken several energy reduction initiatives. One notable effort is the completion of an energy optimization enhancement at MYENS (Enstek), a high-rise warehouse primarily used by Crown's Information Management business. This initiative led to a notable decrease in its share of total emissions, from 59.8% in 2023 to 53.4% in 2024.

Additionally, Malaysia has transitioned from traditional lighting to energy-efficient LED systems across its facilities to meet its energy-saving objectives. As a result of these combined efforts, the Malaysia branch successfully reduced its electricity consumption by 138.44 MWh from 2023 to 2024.

As part of ongoing sustainability efforts, all Malaysian locations implement a "1-Hour Power Down" initiative during lunch hours. This not only saves electricity but also serves as a daily reminder to employees and visitors of Crown Malaysia's commitment to sustainability.



Singapore

Crown Singapore successfully converted all of its traditional lighting systems to energy-efficient solutions across its facilities. These upgrades have not only provided better lighting for the employees and visitors, but also reduced electricity consumption, with a total savings of 642.24 MWh from 2023 to 2024.



The United Kingdom and the Republic of Ireland

The UKI branch has replaced nearly all energy contracts with 100% renewable sources. In parallel, they are undertaking significant energy efficiency upgrades, such as the replacement of lighting units with LED fixtures, the installation of rooftop solar panels, and a new energy-efficient air conditioning system. These initiatives are expected to substantially reduce their overall energy consumption. In 2024, energy usage declined by 472.72 MWh from 2023.

Water Consumption and Conservation

Water Consumption and Conservation

Year	Total Water Consumption*	Unit
2024	55,729	m3

*Covering 60% of Crown's global sites

In FY 2024, our total recorded water consumption across global operations amounted to 55,626 m³. While Crown is not a water intensive operation, we recognize the importance of water to the wellbeing of our people, community, and the planet. 2024 marks our first year of disclosing and reporting water usage as part of our broader environmental sustainability efforts.

Data was collected from 60% of our global branches. As this is our first year of reporting, we encountered

challenges in obtaining complete data coverage. We recognize these challenges and are actively working to enhance our data collection processes to ensure more comprehensive and accurate reporting in future cycles.

In locations where water scarcity is of high concern, like our operations in Africa, local efforts, such as water harvesting, are in place to ensure a constant water supply to our facilities and limit water supply stress on the local provider.



Waste Management

Waste management is a vital component of sustainable operations, especially considering Crown's unique role in the logistics chain. Waste is inevitably generated as part of our activities, in addition to the waste we handle on behalf of our clients. Therefore, effective waste management is essential to operating sustainably.

As part of this effort, we are in the process of developing standardized operating procedures (SOPs) to ensure consistency, compliance, and efficiency in how waste is managed across all branches.



Total Waste Generated (FY 2023 - 2024)

	2024* (tons)	2023* (tons)
Total Waste Generated	10,777.33	12,862.42
Total Hazardous Waste Generated	33.90	23.10
• Hazardous Waste Diverted from Landfill	33.12	22.90
• Hazardous Waste Disposed to Landfill	0.78	0.20
Total Non-hazardous Waste Generated	10,743.43	12,839.32
• Non-hazardous Waste Diverted from Landfill	10,191.75	10,759.50
• Non-hazardous Waste Disposed to Landfill	551.68	2,079.82

*The 2024 data cover 90% of Crown's global sites, whilst 2023 data cover 93%.

In 2024, our global operations generated a total of 10,777.33 tons of waste, marking our first year of formally disclosing and reporting waste generation as part of our sustainability strategic priorities. We successfully gathered data from 90% of our global branches. As this is our first year of reporting, we faced difficulties achieving full data coverage. The remaining 10% could not be collected due to constraints in local reporting systems and limited data availability in local branches. Through the efforts of our Carbon Champions, waste data for 2023 was also collected, enabling year-on-year comparison and performance tracking.

There is a 16% reduction (normalized 13%) in total waste generated across Crown's global operations. A significant portion of our waste—approximately 8,500 tons—was lignin-based, including paper, cardboard, and packaging materials. After data normalization, this category saw an 8% reduction compared to 2023, which was approximately 9,300 tons, reflecting our continued commitment to operational efficiency and responsible use of resources.

In 2024, 95% of all Crown's waste generated was diverted from landfill, compared to 79% in 2023. This was achieved by better and more comprehensive waste management across global branches through recycling, incineration, refuse-derived fuel, and composting.

Hazardous waste generation saw a slight increase in 2024, primarily due to higher lubricant oil waste and e-waste generated. Despite the rise, we were able to divert 97.7% of hazardous waste from landfill by responsible handling of waste using circular economy principles.

Detailed breakdown of waste data

	2024* (tons)	2023* (tons)
Total waste generated	10,777.33	12,862.42
Total hazardous waste	33.90	23.10
• Hazardous Waste Diverted from Landfill	33.12	22.90
• Hazardous Waste Disposed to Landfill	0.78	0.20
Total Non-hazardous Waste Generated	10,743.43	12,839.32
• Total Non-hazardous Waste Diverted from Landfill	10,191.75	10,759.50
• Recycling	10,074.95	10,609.50
• Incineration	70.33	149.33
• Refuse- derived fuel (RDF)	46.26	0.00
• Composting	0.20	0.33
• Reused	0.00	0.34
• Total Non-hazardous Waste Disposed to Landfill	551.68	2,079.82
• Landfill with gas recovery	185.76	0.00
• Landfill	365.92	2,079.82

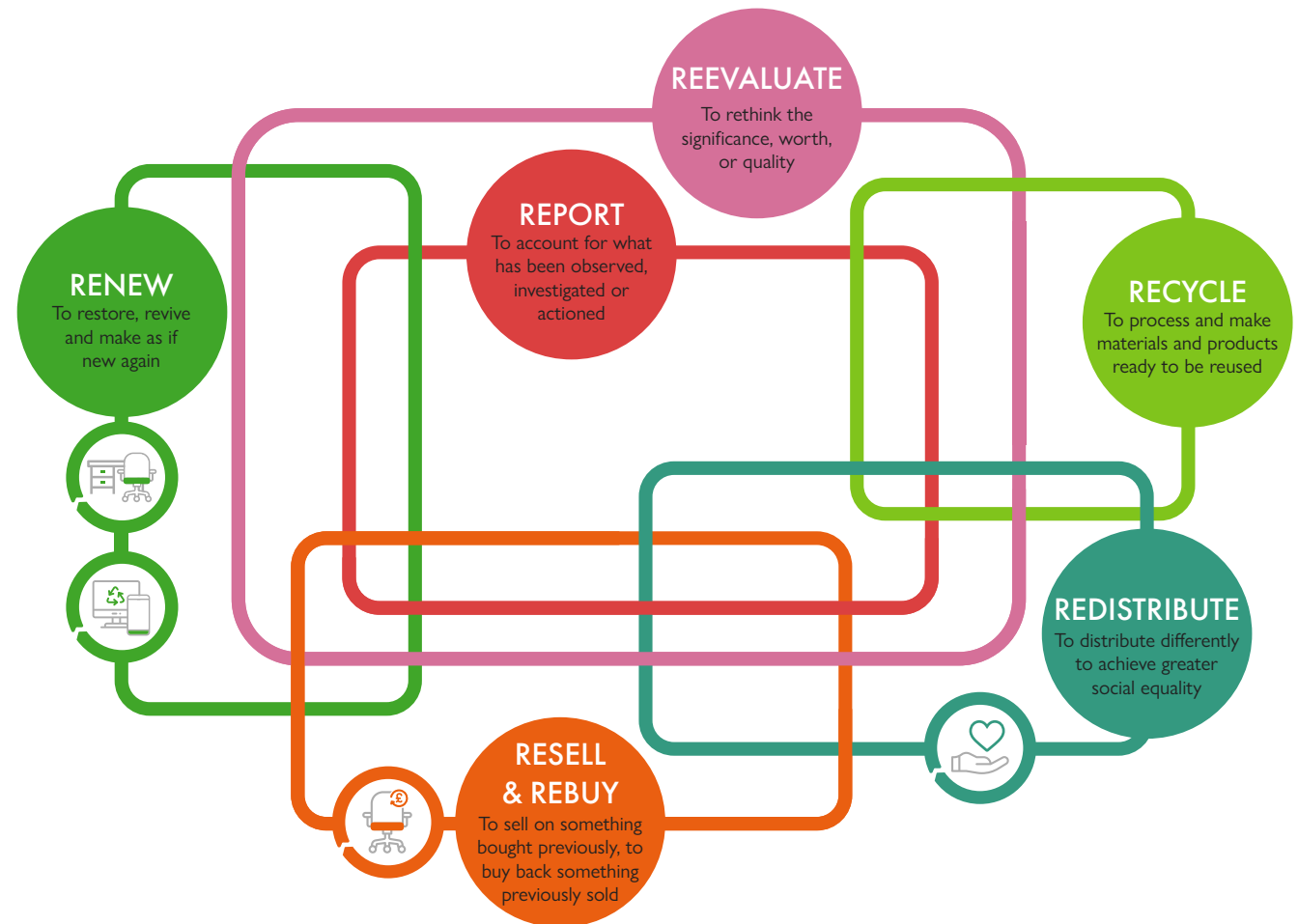
*The 2024 data cover 90% of Crown's global sites, whilst 2023 data cover 93%.

Circular Economy

Circulate, Crown Workspace UKI

The Circulate Programme places an emphasis on extending the lifecycle of assets through a circular economy model. Our LENS product, which audits and QR-tags furniture assets, aids customers in decision-making around reuse, refurbishment, or recycling. In 2024 alone, over 20,000 items of furniture and IT equipment were fully refurbished at our Renew Centers, with secure data eradication for IT assets.

Crown Circulate provides a roadmap for embedding circularity into the workplace, enabling assets to circulate throughout and beyond the office, benefiting organizations, society, and the planet. Since launching our sustainability journey in 2008, we have continually evolved our services, investing in new software, upskilling our team, and embedding circularity into business as usual.



Reevaluate

Our LENS tool enables clients to adopt a maximum lifecycle approach to workplace assets. It supports auditing, evaluation, and mapping of assets, providing data on location, condition, refurbishment history, and embodied carbon.

Renew

Our Renew Centre is the UK's leading facility for remanufacturing and refurbishing desks, chairs, and other office furniture. It runs on renewable energy and has processed over 276,000 items since 2015, saving 6,600+ tons of CO₂e. In 2024 alone, 27,140 items were refurbished, saving 2,000 tons CO₂e and diverting 334 tons into reuse.

Resell & Rebuy

Through our Office Resale and IT Resale platforms, clients can purchase high-quality used furniture and IT equipment or receive rebates for redundant assets. These channels support low-carbon procurement and extend the life of valuable resources.

Redistribute

We redistributed over 11,000 items internally for clients in 2024, saving 605 tons CO₂e. Our Giving Back Project donated 6,160 items to over 800 UK charities, saving 216 tons CO₂e and diverting 131 tons into reuse. The project supports vulnerable communities and provides professional-grade furniture to charities at no cost.

Recycle

Where reuse is not possible, we ensure responsible disposal through licensed recycling partners. We consistently achieve over 90% recycling rates on client projects, with non-recyclable waste diverted to energy-from-waste facilities.

Report

Clients receive comprehensive project savings reports detailing reuse, resale, rebates, donations, carbon savings, and supported charities.

Renew Centers around the world

Crown Workspace expanded its sustainability initiatives by opening the first Renew Centre in Asia. The facility is based in Singapore, marking it as Crown's third global facility after the UK and New Zealand. At this centre, circular economy practices are championed by providing expert repair, refurbishment, and sustainable disposal services for office furniture. This helps businesses reduce waste, cut costs, and align with Singapore's Green Plan 2030. This milestone reflects our commitment to environmental stewardship and empowering our clients to achieve their ESG goals while minimizing the environmental footprint of workplace assets.



Sustainable **Services**

Crown World Mobility, Carbon Calculator & Discard/Donate

These initiatives are designed to help clients understand and reduce their carbon footprint and address the issue of sustainable disposal of assignees' unwanted goods.

A key feature is the Carbon Calculator, which calculates emissions based on freight tonnage and transport mode. The calculator has been developed through an innovative process that includes competitor analysis, client feedback, and ESG impact mapping, identifying carbon and waste as critical impact areas. Given the significant carbon impact of shipment of household goods, Crown World Mobility decided to concentrate their efforts on providing their clients with transparent carbon data, empowering them to make informed decisions about their moves, aligning with broader sustainability goals.

Our teams simply enter the shipment details (weight, destination and departure locations, and method of transport) and the calculator provides an accurate estimate of the carbon emissions associated with the move. This information is then entered into our databases to enable easy reporting.

The calculation element is only the first part of this journey – we are hoping to be able to provide further data around the carbon impact of other mobility services over the coming years – for example, destination services, administrative services such as immigration, and supplementary data to enable sustainability led decision making (e.g. the impact of purchasing furniture in the new location vs shipping existing furniture, etc).

Our second key initiative currently being rolled out is our Discard & Donate service. Crown has partnered with Home Sweet Home in the UK, a company specialising in the sustainable disposal or donation of unwanted goods. A common problem we encounter when working with our customers is that of household items – furniture, clothing, items stored in garages and outhouses – which the customer does not wish to ship to the new location. This is particularly frequent when customers are repatriating back to their home location after some time overseas. Our partnership with Home Sweet Home allows customers to assess the items they do not wish to ship, and to have those items either donated to charitable organisation or sustainably disposed of. In this way, shipment sizes are reduced, and only essential items travel with the customer.

Smart Sustain, Crown Fine Art UKI

Crown Fine Art has introduced an initiative aimed at the reuse of bespoke fine art crates, addressing the environmental impact of waste from over 1,000 crates scrapped annually. An online shop, launched via Shopify, facilitates the resale and rental of these crates, with internal reuse proving particularly successful. Additionally, the project uses the Gallery Climate Coalition's CO₂ calculator to enable detailed, project-specific environmental reporting for clients, further supporting sustainability goals.



Sustainability Training

Building knowledge and empowering action through Sustainability Training

2024 marked the launch of Crown Worldwide Group's first comprehensive sustainability training framework, a significant step forward in embedding sustainability into our global culture. Designed to reach all knowledge levels and job functions, the framework ensures that employees across the business are equipped with the tools, knowledge, and confidence to contribute to our sustainability goals.

A series of coordinated training programmes were rolled out during the year, including external Carbon Literacy training delivered by Lighthouse, and internal courses such as Carbon Impact and Carbon Awareness, the latter targeted at all staff. These initiatives are structured to build foundational knowledge while also encouraging practical action.



Our in-house e-learning course, Carbon Action, launched its second module in 2024 with a focus on empowering colleagues to take initiative and engage with carbon-reduction efforts. To date, 76% of all computer users have completed this course. To further embed the learning, a supporting Carbon Action Inspire Hour slide deck was developed and shared with country HR teams in Q4 via Viva Engage. All materials were also uploaded to the Sustainability Training SharePoint site, alongside facilitation guidance to support team-led learning sessions.

Starting end of Q4, we rolled out Train the Trainer to local trainers to equip them with the knowledge and skills on how to deliver the program to the operations team. This training has been critical in extending sustainability knowledge to frontline colleagues and non-desk-based roles.

Our beginner-level Carbon Awareness e-learning also became a mandatory part of new hire onboarding and has already been completed by 84% of Crown computer users.

In addition to climate-focused learning, we began exploring social sustainability training opportunities through our iLearn platform. This includes content on equity, diversity, and inclusion, and community engagement. We also expanded our internal network of sustainability trainers, now with three active trainers across the APAC and EMEA regions, helping to localise and scale our training efforts.

Looking ahead, we will continue to strengthen our learning offer with:

- Further training for carbon champions
- Targeted stakeholder sessions to deepen engagement
- Conversion of carbon training for suppliers via our Service Partner Portal, ensuring alignment with our sustainability ambitions across the value chain

This training framework is not only building knowledge but also empowering action, ensuring that sustainability becomes a shared responsibility embedded in every role, every region, and every decision.

Local commitments



UKI: Net Zero Scope 1 & 2 by 2040

Our UKI business has committed to achieving Scope 1 and 2 Net Zero emissions by 2040 at the latest with a 2019 baseline, demonstrating Crown Worldwide Group's dedication to climate action within our direct operations. This, first-in-the-company ambitious target underscores our regional leadership in reducing emissions from owned facilities and vehicles, sets a great example to other leaders at Crown and reflects our broader commitment to supporting a low-carbon future.

Commitment to achieving Net Zero

Crown Worldwide UK&I is committed to achieving Net Zero Scope 1 and 2 emissions by 2040 at the latest.

We have continued to make significant progress in reducing our Scope 1 & 2 emissions since our target was set. We have reduced these emissions by 52% so far against a 2019 baseline. In particular, through a combination of energy efficiency measures our total grid electricity consumption has been reduced by 38% and all but one site is now on a renewable tariff.

Over the last two years, we have focused on mapping our Scope 3 emissions, and are now provisionally reporting on four categories. In late 2022, Crown Worldwide Group partnered with carbon accounting company, Normative, to help globally collect, analyse and report carbon. As a result, we will be reviewing Crown UK&I's existing data against the Normative

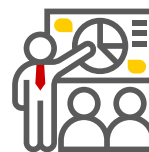
generated data, to report more fully against relevant and material Scope 3 categories by next year. As a result, the figures in this document may change.

We do not yet have a robust reduction target in place for Scope 3, but as a minimum, we commit to reach net zero for our entire Scope 3 footprint by 2050 and will seek to bring this date forwards.

This Carbon Reduction Plan applies to all Crown Worldwide Group brands in the UK&I region, including Crown World Mobility, Crown Relocations, Crown Information Management, Crown Fine Art and Crown Workspace.



GOVERNANCE



STRATEGY



TRANSPARENCY



COMMUNICATION



Malaysia committed to reaching Net Zero emissions by 2050

Our Malaysia business is committed to reaching Net Zero emissions by 2050, with a targeted 30% reduction in Scope 1 and 2 emissions by 2030, using

2022 as the baseline year. These targets reflect our focus in advancing sustainable operations in the APAC region.

Our climate and environment

Our Commitment

We will significantly reduce the impact of our operations and services and play our part in tackling climate change, in-line with our net zero by 2050 Target.

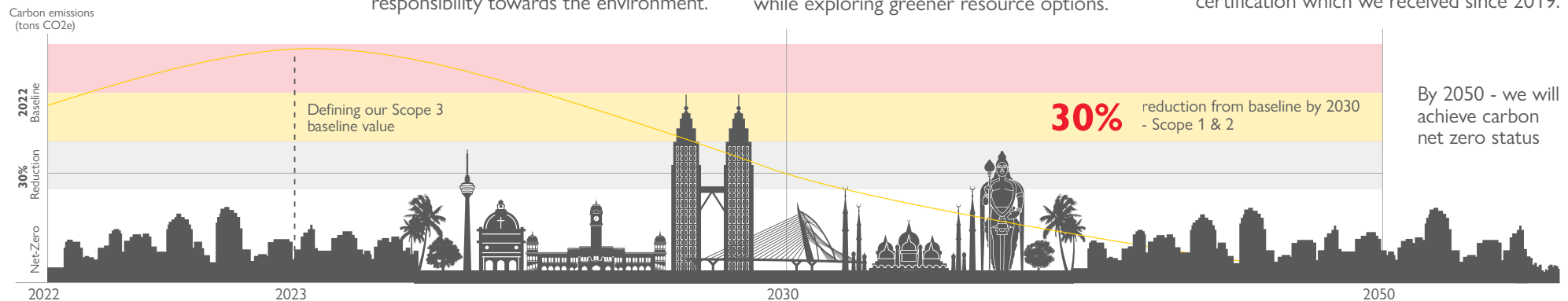
Our Objectives

1. Accelerate decarbonisation of our warehouse & operation.
2. Reduce Carbon Emission (Scope 3) from our indirect sources.
3. Empower our people - Support positive climate change & instill a sense of responsibility towards the environment.

Race Towards Net Zero

At Crown, we aim to do business in a way that positively impacts the communities in which we live and work. Although our business nature (warehouse, relocation and records management) poses relatively low environmental threats, we remain mindful of our carbon footprint and aim to reduce our GHG emissions while exploring greener resource options.

In the development, monitoring and reporting of our net-zero journey, we align ourselves with and are guided by global standards, frameworks (GHG Standards). Our environmental impact mitigation efforts are reflected in our ISO 14001 Environment Management Systems certification which we received since 2019.



With our approach and 2022 baseline established, we are set to establish and accelerate our actions towards meeting our net zero ambition (Road Map 2022-2050)



New Zealand: Net Zero by 2040

Our New Zealand business is committed to reaching Net Zero emissions by 2040 using 2022 as the baseline year. The team has worked with an external consultancy to evaluate the position and decided to set an ambitious target demonstrating leadership in the industry.

Our Sustainability Framework

Crown NZ has established sustainability priorities centered around three core pillars, shaping our business practices and guiding the evolution and implementation of our services.

We are working to embed these pillars into the heart of our decision making, ensuring that sustainability becomes an integral part of our core operations.



Country sustainability achievements



Cambodia assisting with E-Waste Management

In a move towards sustainable practices, Crown Cambodia has assisted in a client's ambitious E-Waste Project, responsibly managing and recycling 4,500 kilograms of electronic waste over the course of a year. The project was designed to address the disposal of promotional items such as kitchenware, flashlights, fans, headsets, and speakers.

By segregating, collecting, and processing these materials in certified recycling facilities, it ensures the recovery of valuable resources while minimizing environmental impact. Furthermore, the initiative actively promotes awareness among its employees regarding the importance of e-waste management.

Key objectives of the project included mitigating carbon emissions and protecting valuable resources. Monthly collection schedules were established to streamline operations with regular monitoring and reporting highlighting the project's progress and impact.

Crown Cambodia partnered with another client to offer a comprehensive e-waste solution. This initiative focused on the secure disposal of electronic waste, particularly hard drives and IT Asset Disposition (ITAD) equipment.

The project was structured as a one-year contract with monthly collections, ensuring the secure handling, recycling, and disposal of e-waste in compliance with industry standards and environmental regulations.

The primary goals were to protect sensitive data, minimize environmental impact, and adhere to both local and international e-waste management regulations. The implementation plan included establishing a schedule for monthly collections, collaborating with certified recycling facilities, and monitoring progress through regular reporting.

By assisting with the proper disposal and recycling of electronic waste, Crown Cambodia helps companies to reaffirm their commitment to a greener, more sustainable future.





Crown Wine Cellars Limited

Sustainability and Efficiency Achievements

Crown Wine Cellars (CWC) has made significant strides in sustainability and efficiency achieving the prestigious 2025 HKQAA Fine Wine Certification for all its facilities and logistics operations.

CWC's delivery fleets were all converted to full electric vehicles (EVs) in 2024. A rooftop solar panel field comprised of over 400 panels was also constructed in 2024 to power the fleet and warehouses. At the same time, CWC endeavors to reduce total electricity usage while increasing wine storage capacity and volume.

Collaborating with the Hong Kong government's Environmental Protection Department, CWC adopted the latest technology of high insulation with the eVito electric van, as well as computerized route allocations and planning with GPS tracking. The insights and lessons from this project will then be shared with the industry and government to assist cold-chain industry transition.

In addition, CWC is championing numerous initiatives to lower its negative environmental impacts, including the introduction of recycled "gypsum" insulation and fire-retardant bricks to all new storage chamber constructions, the use of recycled materials for insulation and packaging, phasing out plastic shrink-wrap, upgrading IT systems to reduce energy consumption, and serving only organic, eco-friendly and as far as possible local food ingredients at the wine cellar restaurant.

All these efforts received significant recognition at the Drinks Business Asia Green Awards 2025, winning the "Renewable Energy Implementation Award" and "Green Personality of the Year" award. CWC was also recognized as the most sustainable SME in Hong Kong in 2023.

These accomplishments highlight CWC's dedication to sustainability and innovation in an energy-intensive field.





Malaysia

Crown Malaysia made significant strides in sustainability, achieving a remarkable 4.5% reduction in total carbon emissions despite an increase in operational activities. The country also achieved a 76.8% reduction in total waste sent to landfill, demonstrating a strong commitment to waste management and recycling.

Efforts to reduce energy consumption resulted in a 12.5% reduction in Scope 2 carbon emissions and water conservation initiatives, such as harvesting at MYENS, conserving 5,200 litres of water. Malaysia also used 281,560 Crown boxes this year, made from 100% recycled paper, saving an estimated 13,761 trees. Additionally, the switch from diesel to electric forklifts saved approximately 9 tons of CO₂ emissions, further contributing to the country's sustainability goals.

Crown Malaysia was also honored to be awarded with a Certificate of Appreciation for ESG commitment at the SIRIM Industry Event in 2024, recognising ongoing efforts to embed ESG values into every aspect of the business.



Philippines

Reducing Plastic Waste in Office Relocations

In July 2024, Crown Workspace Philippines introduced a simple yet impactful initiative to reduce single-use plastic during office relocations. By replacing traditional cling wrap with durable, reusable cloth pads, the team has significantly reduced plastic waste while maintaining high standards of asset protection.

For every 30 office chairs relocated, this initiative eliminates the need for one full roll of single-use plastic stretch film. This shift not only supports our broader carbon reduction goals but also aligns with our commitment to sustainable operations. The initiative has been well received by local clients, many of whom are now considering including the carbon savings from their relocation projects in their own sustainability reporting.

This practical innovation demonstrates how operational changes, no matter how small, can contribute meaningfully to environmental impact reduction and client engagement.



New Zealand

On the way to meet net-zero targets

Crown New Zealand has established 2040 net-zero target with a baseline year of 2022. Since establishing the targets, the team has built a robust foundation for long-term emissions reduction. The 4-part strategy comprised of understanding the emissions, reducing operational footprint, empowering low-emissions behaviour and finally, transparency and accountability.

Since 2022, the team developed a comprehensive emissions profile to guide targeted action to enhance the accuracy and completeness of the emissions data, particularly Scope 3 and collaborate with suppliers to better understand and influence emissions across the

value chain. Through improved waste management practices, fuel efficiency monitoring and fleet transitioning where possible, and low-emissions domestic transport options prioritization, such as rail over road where feasible, the team actively reduces emissions from operation. Crown New Zealand also fosters a culture of climate responsibility by raising awareness across their teams and encouraging everyday low-emissions behaviours and decision-making. These efforts are part of the long-term climate strategy with a strong commitment to responsible, transparent reporting and continuous improvement and measurable progress toward their 2040 target.

Leading the Way in Waste Reduction

Crown New Zealand has reduced landfill waste by over 100 tons compared to the previous year. This success was driven by changes in waste providers, the introduction of new waste streams, and the expansion of Sustainability Stations in Auckland and Christchurch, in addition to Wellington. These stations have become operational cornerstones, collecting, sorting, and redistributing furniture and equipment from refurbishment and relocation projects.

The results speak volumes: recycling for the Workspace brand increased more than sevenfold, and over 1,200 cubic metres of furniture was donated to more than 100 schools and community groups. By extending the life of materials, it not only prevents waste but creates measurable social and environmental value.





Celebrating Engagement Through Recycling Week

Recycling Week was a standout moment in Crown New Zealand's sustainability calendar and was celebrated across all branches with enthusiasm and creativity. The week was filled with engaging, low-cost initiatives that encouraged circular thinking and waste reduction at a local level. Pop-up shops, hard-to-recycle material stations, and themed challenges empowered employees to rethink their relationship with waste and take action in fun, practical ways.

These initiatives not only boosted awareness but also sparked conversations and behaviour change across teams. The strong participation demonstrated that when sustainability is made tangible and accessible, small actions can collectively drive meaningful impact.

Diversifying – Launch of FF&E Services

Services were diversified through the launch of an FF&E (Furniture, Fixtures & Equipment) service. Targeting the hotel and hospitality sector, this new business delivered strong revenue and turned a profit in its first year, a remarkable achievement.

A standout project in Tekapo saw a team of eight manage the end-to-end delivery of over 1,000m³ of new furniture, while removing 800m³ of old items to be processed through Crown's Sustainability Station.

Reducing Emissions Through Smarter Transport

Crown New Zealand continues to improve transport efficiency with a focus on lowering emissions. By prioritising rail over road and consolidating freight wherever possible, environmental impact has been reduced while delivering cost savings to clients.

Prioritising rail over road has avoided more than 716 tons of CO₂e emissions and saved over 500,000 litres of diesel over the last three years. This proactive strategy supports both climate goals and clients' sustainability objectives.

Recognised for ESG Excellence – EcoVadis Gold

In a major validation of sustainability progress, Crown New Zealand was awarded a Gold rating by EcoVadis in 2024, scoring 75/100 and placing them in the top 5% of companies globally. This is a marked improvement from their previous score (64/100) and reflects targeted efforts across all key ESG areas.

Crown New Zealand saw significant score increases in:

- **Environment (+11)**
Thanks to improved emissions tracking and waste reduction
- **Labour & Human Rights (+13)**
Through strengthened policies and practices
- **Ethics (+9)**
Demonstrating greater governance and transparency
- **Sustainable Procurement (+9)**
Reflecting commitment to more responsible sourcing and better supplier insights

This achievement was the result of focused actions across teams and functions across Crown New Zealand.



Singapore

LED Lighting Upgrade in Singapore

In 2024, Crown Singapore took a proactive step toward reducing energy consumption and lowering its environmental impact by converting all outdoor lighting to energy-efficient LED systems. This transition not only enhances operational efficiency and safety but also contributes to long-term carbon reduction goals by significantly decreasing electricity usage associated with exterior lighting.



South Africa

Investing in Sustainable Infrastructure

Solar Energy: Past Successes

The successful implementation of our Phase 1 Solar Project has demonstrated clear environmental and financial benefits, delivering a return on investment of 32% while directly supporting our decarbonization efforts. Currently 34% of the facility's energy needs are met through solar power.

Solar Energy: Future Plans

Building on this success, we are actively reviewing plans for Phase 2, which will include the installation of a low-maintenance, stackable lithium battery back-up system. This next phase aims to cover 80% to 100% of daily electricity demand, reducing dependency on diesel generators during load shedding and significantly cutting greenhouse gas emissions.



Water Harvesting: Achievements to Date

To support local water resilience and reduce pressure on municipal supplies, a 10,000-litre "JoJo" water tank has been installed as part of a rainwater harvesting solution. This system is directly integrated with an on-site water infrastructure, providing safe, drinkable water and helping mitigate the impacts of water scarcity.

Water Harvesting: Future Developments

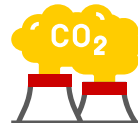
Looking ahead, we plan to install two more water tanks, further increasing our rainwater storage capacity and enhancing our ability to sustainably manage and utilize natural resources.





Our Climate & Environment

NET Zero
by 2040 target



54.5%
Reduction in CO_{2e}
emissions since 2019*



Solar panels
in 5 sites with
another in planning



276,000
items of furniture
refurbished since 2015

2 million kWh
saved since 2019 through
reduction measures



100%
renewable electricity
at 17 out of 18 sites



**10 electric
vehicles**
with another on order



**EV charging
points**
at 8 sites



Now reporting all relevant
Scope 3
categories

Maintained
**CDP's
B-List**



Since 2021, sustainability has become a collective effort at Crown UK & Ireland. We have made a strong commitment to integrating sustainable practices into every aspect of the business.

A significant highlight has been the implementation of an enhanced EV strategy with the addition of more electric vehicles, increasing the number to ten in their fleet. In addition, the full implementation of telematics with a fleet management platform is now providing invaluable insights into driver behaviour, leading to better fuel economy and reduced engine idling time, leading to reduced fuel consumption.

Crown's Head Office in Enfield, London is to see significant landlord investment in improving the sustainable infrastructure, which will assist in further reducing Crown's electricity consumption. Through the implementation of energy efficiency measures across all sites, there has been a reduction in grid electricity consumption by 48% since 2019.

* We have reduced our Scope 1 & 2 emissions by 52% compared with our 2019 baseline as of January 2025 in-line with our strategy for net zero by 2040

The background of the slide features a light teal color with soft, out-of-focus shadows of palm fronds. Sharp, dark green palm fronds are visible in the corners and along the left edge, creating a layered, tropical aesthetic.

Sustainability Report 2025

Social

A look back at 2024

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



When I reflect on 2024, one word comes to mind: momentum. This year, we've seen our people lean into learning, embrace inclusion, and show up for one another in ways that truly reflect the spirit of Crown.

What makes me most proud isn't just the numbers—though they are impressive. It's the stories behind them. It's the apprentice who found their footing, the team member who felt seen during DEI Week, the colleague who shared a bold idea on Innovation Friday and saw it take flight. These moments remind me why we do what we do.

We've continued to invest in our people's growth, not just through training hours or new platforms, but by creating space for curiosity, ambition, and connection. Programs like RISE and Growing with Crown are helping employees shape their paths, and our mentoring and feedback tools are giving them the confidence to take the next step in progressing their careers.

Our updated DEI policy isn't just a document—it is a recommitment. A recommitment to fairness, listening, and making sure every voice at Crown feels heard and valued. The revival of the Crown Pride community and the energetic participation in our quarterly DEI themes shows us just how powerful a community can be when it's nurtured with care.

And when it comes to wellbeing and safety, we've taken meaningful steps to support our people—whether through mental health sessions, financial wellness workshops, or simply making it easier to report and respond to risks. These aren't just initiatives; they demonstrate that we care deeply about the overall wellbeing of our people, not just who they are at work.

As we look ahead, I'm excited. Not because we've arrived, but because we're gaining momentum—with purpose, with heart, and with each other.

Thank you to every Crown colleague who made 2024 what it was. Let's continue to build something we're all proud to be a part of!

Magali Delafosse

Group Vice President
for Human Resources,
Crown Worldwide Group



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 our people, to gather their perceptions and feedback on the workplace experience at Crown.

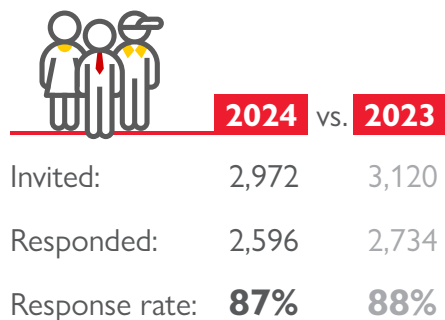
The results provide valuable insights, which we use to shape our priorities, policies, and strategies in a bid to foster a more positive, productive, and engaging workplace.

Besides the EES, employees have different channels such as pulse surveys, town halls, and an ethics and compliance hotline to share their experiences and raise their concerns about working conditions and other matters.

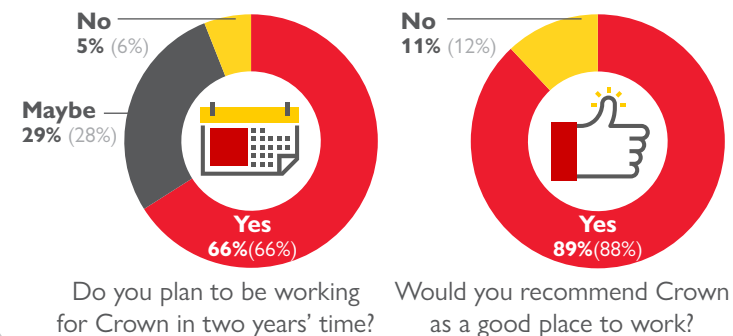
2024 Employee Experience Survey Results:

*2023 scores in brackets

Participation



Key Engagement Questions



Driver Averages



As the figures indicate, 87% of our employee population responded to the Employee Experience survey in 2024, with over 2,500 people completing it, with a less than one % decrease in participation from last year (88%).

Across the Group, we achieved an engagement score of 84%, covering nine key criteria, an increase of one % over the previous year. Our overall score increased by three % compared with 2022. We met the target we set for our overall score for EES 2024.

Most parameters have increased by at least one percent. We saw a two % rise in responses to the questions related to leadership support and learning and development (Invest in Me). In 2024, this high participation, rising engagement, and targeted improvements in leadership and development suggest that employees feel increasingly supported and valued. These trends are encouraging and provide a strong foundation for future initiatives.

Capturing the Employee Voice

Area / Statement	Group EES 2023 Score	2024 Target (+5% from 2023)	Gallup 25th Percentile	Group EES 2024 Score
Environment Crown makes a positive impact on people and the planet	22%	27%	33%	27%
Diversity, Equity & Inclusion I am treated with respect at work	31%	36%	43%	33%
Employee Development There is someone at work who encourages my development	22%	27%	33%	26%
Wellbeing at Work and in Life Crown cares about my overall wellbeing	25%	30%	29%	30%
Ethics & Compliance I am confident Crown will do the right thing if I raise a question about ethics and integrity	28%	33%	36%	31%
Survey Participation	88%			87%
Great place to work	88%			89%

* Figures in green indicate 2024 target achieve, figures in red indicate 2024 target not achieved.

* Gallup database only records a score of 5 (strongly agree) as a positive response

* Gallup 25th centile means 75 per cent companies in the database score higher than this

Additionally, this year, we conducted a pulse survey using five survey questions developed by Gallup, called 'The People and Planet 5 Survey', to gauge employee feedback about our efforts in the Environment, Social, and Governance areas. Globally, we were aiming for the 25th percentile in our first year and achieved our 2024 target in two out of five areas, namely Environment and Wellbeing at Work and in Life.

This gives us an insight into how we are doing compared to other organizations. By using Gallup's methodology, we now have a credible external benchmark to compare ourselves against other organizations globally. Achieving targets in two out of five areas gives us a clear direction on where we are making an impact and where further focus is needed. These insights provide a solid foundation for refining our ESG strategy and setting more ambitious goals for the coming years.

Engagement Score Comparison

2024 Group Engagement Score: **84%**
2023 Group Engagement Score: **83%**

APAC

2024: **85%**
2023: **85%**

EMEA

2024: **80%**
2023: **79%**

AMER

2024: **89%**
2023: **88%**



Learning and development at Crown

We are committed to providing our people with 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.

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 2024 in terms of time spent on courses and the number of employees participating in training.

We offer a wide variety of online, in-person and externally led training courses to ensure our people have opportunities to gain knowledge and skills to be future-ready, such as:

1. Growing with Crown – is a comprehensive career development program designed to help our people explore the various possibilities for advancing their careers within the company. We offer two types of programs – one available for all employees and another for managers. In 2024, 409 employees participated in Growing with Crown.

2. iLearn – is our online learning portal, which is accessible via the company intranet, offering a library of hundreds of courses on various topics, making it simpler for employees to acquire new skills and learn at their own pace, at a convenient time and place.

3. Crown Touch – is a mandatory training program aimed at operations employees to help them develop and enhance their soft skills at every stage of the operations process, from preparation to post-operations. It is offered to new joiners and as an annual refresher course for existing eligible employees.

4. Train the Trainer Masterclass – is a course designed to equip individuals with the skills and knowledge needed to effectively train others. At the end of the program, participants have to apply the skills learnt via a demonstration, before being accredited as a trainer.

5. Hiring for Success – is a training course that guides you through the hiring process for a job role, conducting structured interview sessions, and applying questioning techniques.

Staff training in numbers:

19,370
total collective
completions
(19,805 in 2023,
decrease of 2.2%)

6 courses
average
completion
per employee
(6 courses in 2023)

82% of employees took
at least one course
(69% in 2023)

31,795
total collective
training hours
(24,264 in 2023,
increase of 31%)

10.4 hours
average training
hours per
employee
(7.7 hours in 2023)

There is a dip of 2.2% in overall completions compared to 2023; however, there is a 13% rise in the number of employees taking courses. Our total training hours are up by 31%, with employees training on average for over 10 hours, an increase of 35% over last year.

Apprenticeships – UKI

Our apprenticeship program provides an integrated career development opportunity to nurture talent that will meet the needs of our businesses, while positively impacting local communities.

We offer two types of apprenticeship programs in the UK. Our entry-level apprenticeship, the Aspire Early Years Careers Program, provides 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 through the Aspire Academy, helping our people to gain new skills, feel valued, and grow in their roles.

In September 2024, we proudly welcomed **ten Aspire Early Years Careers Apprentices** into the business. These apprentices are currently gaining hands-on experience and formal training in the following areas:

- Business Administration
- Human Resources (HR)
- Removals

This cohort represents our commitment to nurturing early career talent and building a strong foundation for future leaders.

Current Aspire Academy Apprentices

In addition to the new recruits, we have five existing employees actively engaged in apprenticeship programs through the Aspire Academy. These individuals are enrolled in courses on the following subjects:

- Business Administration
- Lean Technician
- Customer Services
- Operations Manager

Their participation reflects our dedication to continuous professional development and internal career progression.



When I joined the Customer Success team, I was offered a chance to opt for an apprenticeship. It helped me gain a wider understanding of customer service, how to speak to customers, and stay calm under stress, while also helping me improve my speaking and writing skills.

~ **Lijana Popoviene, Customer Service Administrator, Aspire Academy Apprentice, Crown Information Management**



Being a Business Administrator Apprentice at Crown has allowed me to study while gaining valuable work experience which has so far been very positive. I have a supportive team who are happy to answer any questions, explain processes, and help me expand my skillset. Through this apprenticeship, I have improved many of my skills, including customer service, while also having access to other learning opportunities, such as improving my Excel skills and learning about sustainability.

~ **Mahnoor Mazhar, Business Administrator, Aspire Early Year Careers Apprentice, Crown Fine Art**



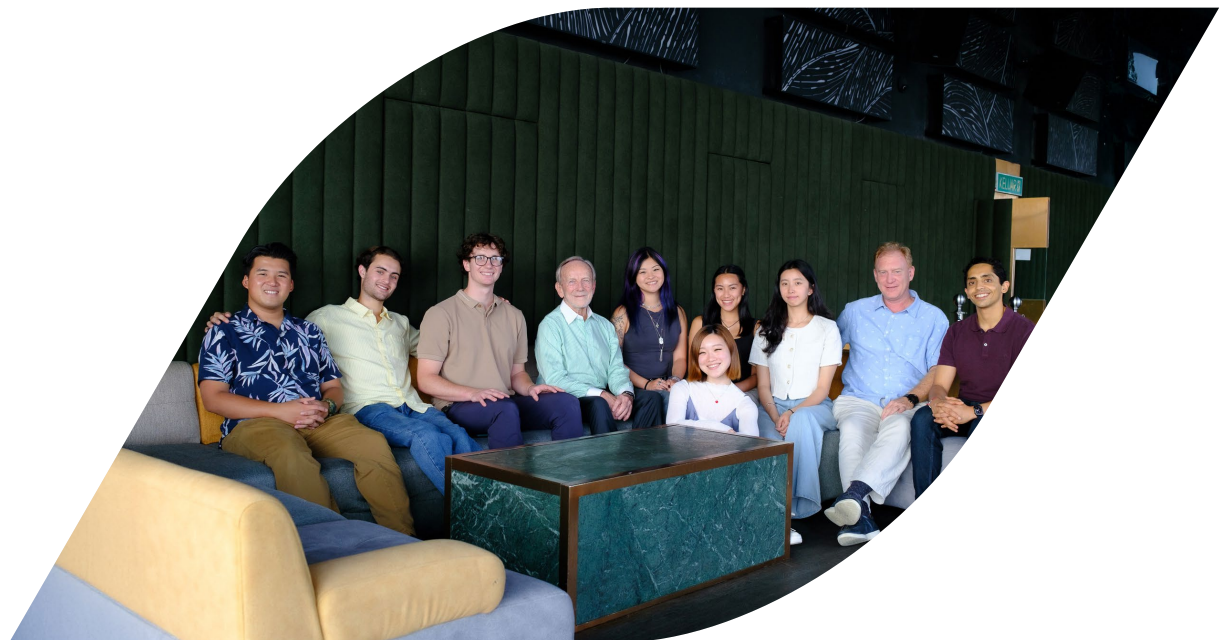
Thompson Global Internship Program

Eight students from San Jose State University completed the Thompson Global Internship Program (TGIP) at Crown Worldwide Group. The TGIP is an eight-week internship for top-performing business undergraduates, offering hands-on experience and mentorship from senior business leaders.

The TGIP is not only a wonderful opportunity for students to gain work experience in an international location but also beneficial for the company. Interns bring a fresh pair of eyes and unbiased creative thinking, helping us to address critical business challenges. In the past, interns' recommendations have been implemented within the company with some being offered a chance to continue to work with us and bring their ideas to fruition.

This year, interns joined staff at our Kuala Lumpur office to work on three key projects. They focused on leveraging customer information to drive growth, using AI to synthesize customer feedback, as well as working on enhancing the usage of Crown's CRM. Another team undertook a project to explore new opportunities for our Information Management business, with a focus on digital services and potential prospects. The third project related to carbon accounting and updating ESG policies.

The program helps students apply academic knowledge to real-world scenarios, contributing to their professional and personal growth.



Other career development opportunities

Targeted training programs

RISE Empowered Women's Development Program is an externally facilitated coaching program offering women leaders the tools and training to succeed in their careers. In 2024, two employees from EMEA participated in the program.

Mentoring

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. In 2024, 97 pairs completed mentoring, 60 of whom were women.

360° Feedback

The 360° feedback tool is designed to help employees with their career development goals for the next one to two years. The purpose is to understand how employees are perceived at work and its impact on them and others they work closely with. It also helps them to identify strengths and potential areas for development.

New Zealand – An example of investment in localized training and development initiatives.

Crown's long-term success relies on our people having the knowledge, confidence, and skills to be industry leaders. This is why we have continued to prioritise learning and development in 2024, delivering training across systems, leadership, customer service, sales, sustainability, and business resilience.

A highlight of our people strategy is our **Next Level Program**, designed to support emerging leaders from our operational teams. This three-day workshop brings together around 12 staff from across New Zealand to develop leadership competencies, build confidence, and deepen their understanding of the business. Topics include emotional intelligence, communication, assertiveness, conflict resolution, customer experience, brand awareness, and discovering personal purpose.

On average, employees completed more than 15 hours of training during 2024 in New Zealand. Specific to sustainability, we delivered 202 hours of learning across the year, with 236 individual courses completed by staff at all levels. These courses ranged from carbon literacy to waste reduction and helped embed sustainability thinking into everyday roles.

This focus on capability building has led to increased engagement, with more of our people actively contributing ideas, championing initiatives, and playing a part in the continued success of our business.

Australia – 2024 Future Leadership Program

Crown Australia was invited to participate in a Future Leadership Program delivered by Crown's sister company, the GCW Group, as part of their commitment to investing in emerging talent across the GCW Group of companies. Designed as a management development initiative, the program aims to prepare high-potential individuals for future leadership roles by equipping them with the skills and experience needed to step confidently into management positions.

Cheyenne Ponisi, Team Leader, Crown World Mobility in Australia, was one of the inaugural participants in the GCW Future Leadership Program (FLP). Over the course of 14 weeks, each team demonstrated outstanding dedication and collaboration, working diligently on assigned projects to uncover innovative solutions to key business challenges.



Crown Pioneers Challenge and Innovation Fridays

For our 60th anniversary celebrations, we have continued to drive the Group's focus on innovation and diversification with the two initiatives - Innovation Fridays and the Crown Pioneers Challenge.

Innovation Fridays: Fostering a culture of innovation

Crown nurtures innovation through Innovation Fridays, allowing employees two hours weekly to step away from regular tasks to focus on ideas that promote business growth or tackle challenges. This initiative fosters brainstorming and 'light bulb' moments that the wider team can develop into new ways of working, addressing challenges faced by the business or customers. This reflects best practices from leading innovative companies where dedicated time for experimentation leads to breakthroughs and increased job satisfaction.

The initiative is bolstered by innovation-focused training, inviting external speakers for masterclasses to inspire and address current challenges. Both external platforms and internal experts facilitate positive organizational change.

Innovation Fridays empower everyone to contribute to Crown's development through cross-team collaboration and individual exploration, tapping into diverse ideas and ensuring innovation is genuinely collective.



Crown Pioneers Challenge: Empowering employees to be entrepreneurial

In its 60th year, Crown is embracing innovation through the Pioneers Challenge, a global competition to discover new, commercially viable business propositions based on changing customer needs, and using Crown's global expertise and resources. Employees are encouraged to pitch their ideas to a panel of judges and senior leadership to obtain necessary investment and to bring their ideas to life. This initiative is empowers employees to fulfill Crown's legacy of innovation to support strategic goals.



Diversity, Equity and Inclusion

2024 DEI Fast Facts

3,002

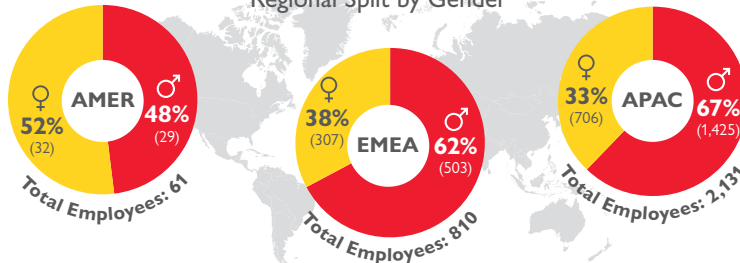


Employees globally across all brands as of 31 Dec 2024

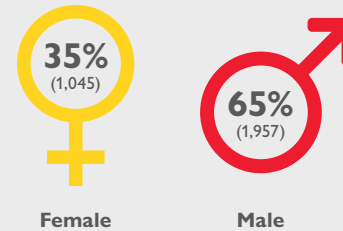
Employees by brand

Information Management	Relocations	Workspace	General	World Mobility	Corporate	Third Party Logistics	Fine Art	Wine Cellerling	Property
1,103	502	348	303	279	210	91	84	44	39

Regional Split by Gender



Gender



Leadership Level

Board



Executive Leadership Team



M4+ (Senior Management)



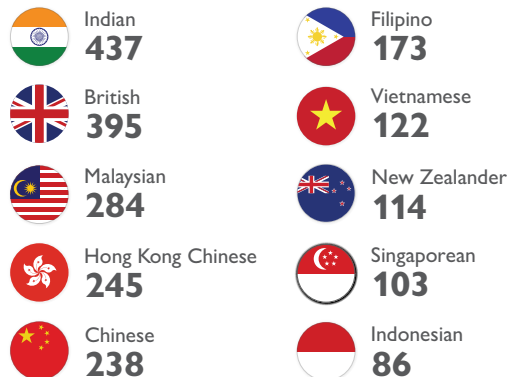
M1-3 (Management)



IC (Non-Management)



Top 10 Nationalities



56

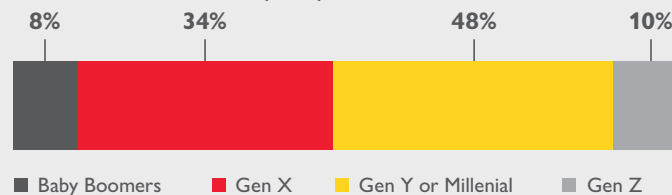
Language Capability



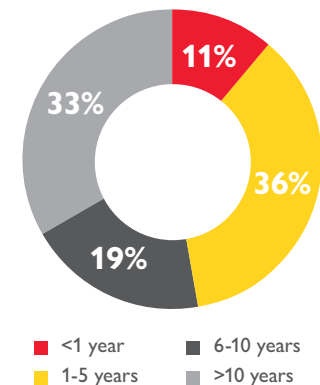
76

Nationalities Employed

Split by Generation



Tenure



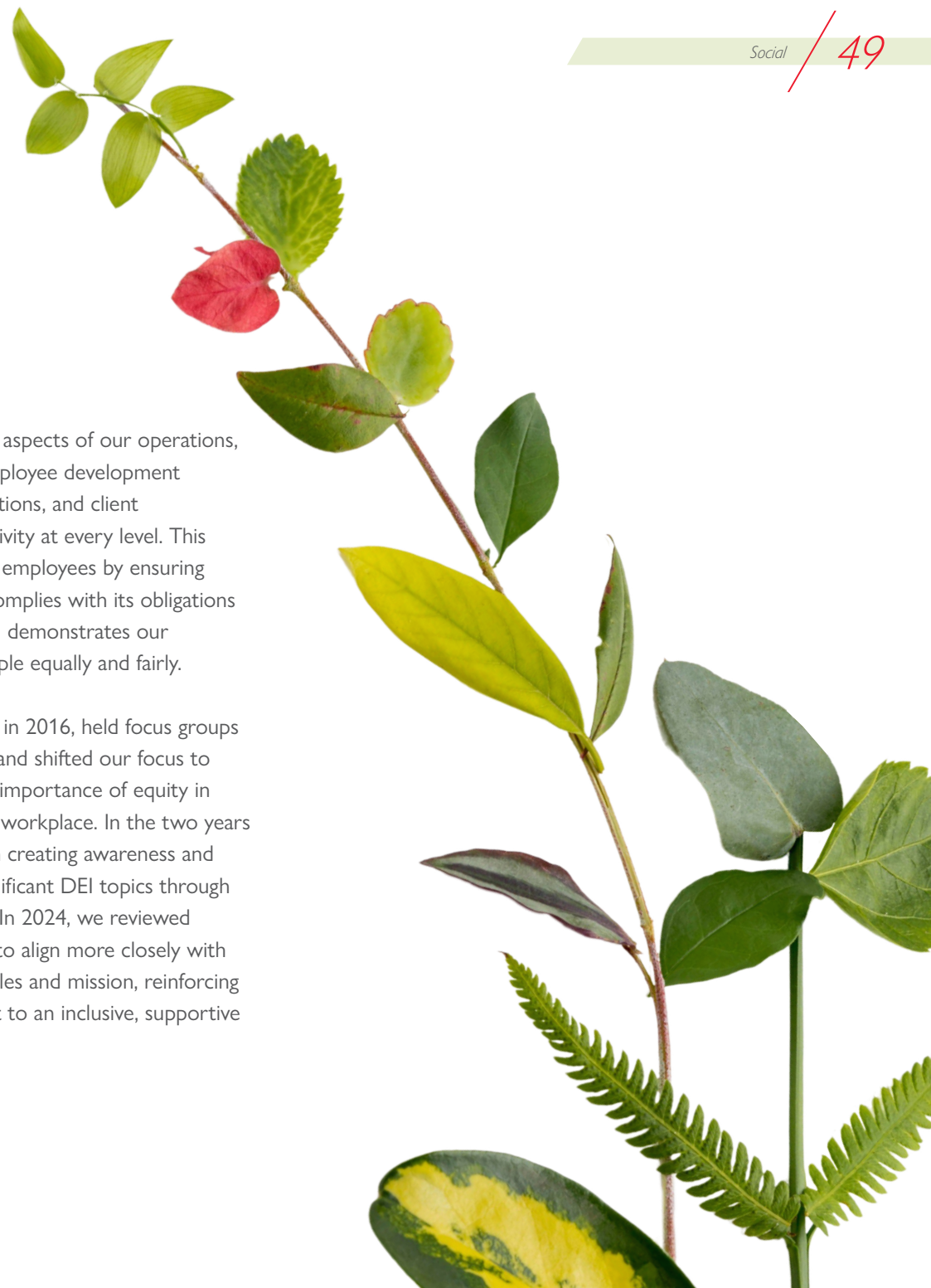
Our policy and approach to DEI

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.

Our DEI policy influences all aspects of our operations, including hiring practices, employee development programs, workplace interactions, and client engagements, ensuring inclusivity at every level. This policy is designed to protect employees by ensuring Crown Worldwide Group complies with its obligations under equality legislation and demonstrates our commitment to treating people equally and fairly.

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 worked on creating awareness and educating our people on significant DEI topics through events and training sessions. In 2024, we reviewed and updated our DEI policy to align more closely with Crown's fundamental principles and mission, reinforcing our unwavering commitment to an inclusive, supportive workplace for everyone.



DEI highlight 2024

NEW DEI Policy: In 2024, we introduced an updated version of our DEI policy, reflecting our evolving priorities and aiming to foster a diverse, equitable, and inclusive environment across all our global offices and operations. This revised policy has an updated purpose statement, clear definitions of key terminologies and responsibilities of our employees, leadership, and the DEI steering group.

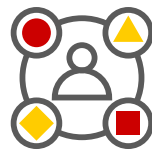
DEI Priorities: The DEI steering group and alliance team members, led by Group ESG Director Joy Lam, reviewed, developed, and adopted the DEI priorities for 2025 after evaluating the success and shortcomings of the 2024 DEI priorities, with the aim of continually improving DEI programs at Crown. The new priorities also take into consideration Ecovadis feedback and include proactive training on diversity, discrimination and/or harassment issues, the inclusion of employees with disabilities and other minority/vulnerable groups and all genders. Another focus in 2025 is to enhance the reporting metrics on workplace diversity, to support our efforts in inclusion..

Our busy annual DEI calendar was streamlined to a quarterly themed calendar celebrating Equality, Inclusion, Diversity, and Health & Gratitude. This focused approach resulted in better attendance at global events. We also refreshed our intranet with the latest information and available resources, making it simpler for everyone to access information.

Our DEI Priorities in 2024



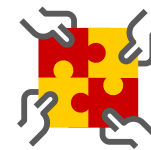
Expand institutional understanding of DEI



Build inclusive leaders and workforce



Enhance internal awareness



Formulate the pillar for DEI strategy

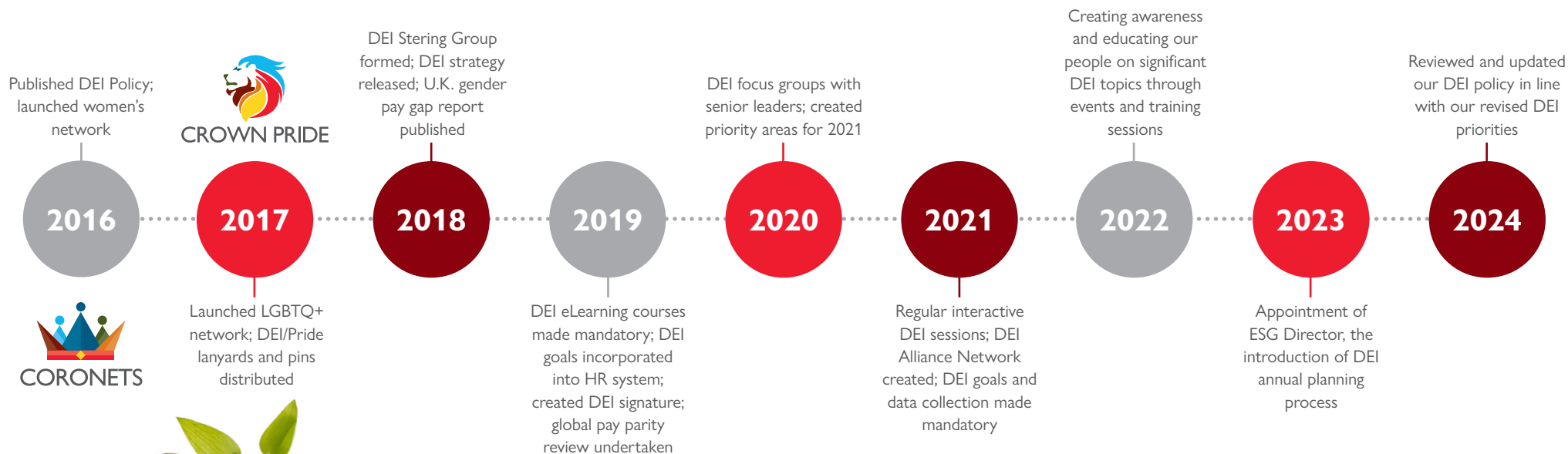


Engage authentically on DEI internally and externally

Crown Pride Revival: Pride month is celebrated each year in Crown with great enthusiasm. In 2024, following Pride month, the Crown Pride community was reinvigorated with a launch webinar featuring one of the founding members of the community, Steve Parker. The community hosts monthly virtual meetings moderated by a different member each time. These inspiring sessions provide a supportive and safe space for Crown's LGBTQIA+ community and its allies to exchange views, share experiences, and offer each other help, encouragement and guidance.



DEI | Our story so far...



*Passionate about people,
your experience matters*



I support **DEI** at Crown

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



Kavitha Krishnasamy
Manager, Crown Group
Learning & Sustainability



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



Jimena Vasquez
Team Lead
ILC Mexico



Hazel Chan
Head of Marketing,
North Asia

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 2024, DEI Week showcased the diverse cultural backgrounds of Crown's workforce and highlighted how our employees' collective experiences have been fundamental to Crown's achievement.

Our people enthusiastically participated in two live global webinars:

- A panel discussion on the topic of cross cultural work experiences.
- A conversation with the Regional Managing Director for UKI & Benelux, Stephen Hardie, on Modern British Workplace Culture.

These events were well attended, with almost 1,400 participants from all regions and levels of our organization.

Throughout the year, 1,434 employees completed DEI training, a 25% increase compared to the previous year. This amounted to 468 hours spent learning, 40% higher than 2023.

Celebrating Cultural Diversity in Crown

Crown's commitment to diversity, equity, and inclusion continues to evolve meaningfully, shaping a workplace where everyone feels seen, heard, and valued. The updated DEI policy, increased training participation, and vibrant employee-led communities like Crown Pride reflect our dedication to embedding inclusivity into every aspect of our culture and operations.



Reward & recognition

At Crown, we believe in recognizing and rewarding our employees' hard work, dedication, and innovative contributions. Our Rewards & Recognition programs aim to foster a culture of appreciation and motivate our team members to excel.

We offer various programs, including:

- **Peer-to-Peer Recognition:** Encouraging colleagues to acknowledge each other's efforts.
- **Honorary Awards:** Recognizing outstanding achievements.
- **Loyalty Awards:** Celebrating long-term commitment.
- **Real-Time Recognition:** Enabling employees to badge anyone within the organization, with badges that reflect Crown's brand values. We also have an award that recognizes exceptional performance on specific tasks or projects.

1,900 | **badges worldwide,**
marking a 13%
increase from the
previous year.

In 2024, we proudly awarded nearly **1,900 badges worldwide**, marking a 13% increase from the previous year. Additionally, we **honored close to 700 employees for their long-standing dedication to the company**, with service durations ranging from 1 to 45 years. These initiatives reflect Crown's commitment to creating a supportive and rewarding work environment where employees feel valued and motivated.



One of the most popular programs that receives enthusiastic participation every year is our annual global employee awards program - Crown Worldwide Awards

This annual recognition celebrates 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 **openminded**, **sharing**, and **caring**. Each winner receives a reward of their choice, equivalent to \$2000 USD.

Now in its ninth year, the program received nearly 1,300 nominations globally, including over 1,100 individuals and almost 150 teams in 2024. 77 regional winners were chosen, and from them the executive board had the challenging task of choosing five global winners.

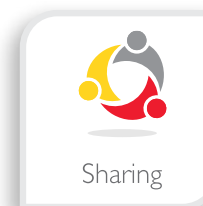


The "Strive to Succeed" Award | Value: Determined

Theresa Matthews

Sales Consultant, International Leads Centre, New Zealand

Theresa has shown remarkable dedication to Crown, achieving outstanding sales results that put her among the top 5 out of 18 salespeople in Crown's largest moving services business across the entire network.

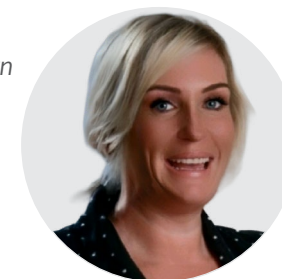


The "Great Communicator" Award | Value: Share

Charlene Giddings

Client Services Team Lead, Crown World Mobility, UK

Charlene has been recognized for her passion, kindness, and dedication, consistently going above and beyond for her team. Charlene is always available to offer help and share her expertise, making her an excellent manager and a great listener. Her contributions, particularly in leading the Good Vibes crew, highlight her positive communication skills and leadership qualities.





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

Yuki Ando

Project Supervisor, Japan

Yuki Ando demonstrated exceptional leadership during the relocation of the Vatican Embassy in Tokyo, where she ensured meticulous organization and effective communication throughout the five-week project. Her genuine care for clients and colleagues, along with her consistent dedication to providing exceptional service over nearly eight years with Crown, has made her an invaluable asset to the team.

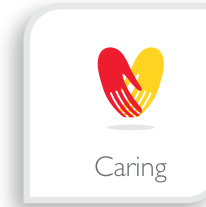


The “Outside the Box” Award | Value: Open-minded

Kathleen Conahan

Pricing Manager for Groupage Services, USA

Kathy has significantly contributed to Crown over the past two decades, achieving 8% revenue growth in the USA. Her exceptional sales skills have strengthened global relationships and revitalized the groupage service, expanding its reach in the UK, EU, and introducing options for US clients. She has ensured operational Crown offices in the US, leading her team to success. Kathy’s achievements include securing competitive rates for small moves and introducing new services through strong relationships with container companies. Her experience and willingness to assist others make her a role model for teamwork and determination.



The “Giving Back” Award | Value: Care

Bui Ngoc Yen

Crown Information Management, Vietnam

Bui genuinely cares for his team and peers. He is known for his compassionate leadership and a strong commitment to doing the right thing in life. He is a great listener and provides unwavering support to those he works with, including his team and customers. His dedication to environmental and community initiatives is noteworthy, as he actively works to reduce CO2 emissions. His efforts in driving the company’s corporate social initiatives have made a significant impact to Crown.



Awards and accolades



Crown Worldwide Group UK and Ireland awarded the 'We Invest in Wellbeing' accreditation by Investors in People

Crown Worldwide Group in the UK and Ireland was awarded the 'We Invest in Wellbeing' accreditation by Investors in People (IIP), highlighting the company's commitment to employee health and wellbeing, encompassing physical and mental health, work-life balance, and financial wellbeing. The accreditation reflects its dedication to creating a supportive and healthy work environment.

The 'We invest in wellbeing' standard acknowledges organizations that adopt a proactive and engaged approach to enhance the health and wellbeing of their workforce. **This achievement builds on our recognition in 2022, when we were awarded a silver accreditation for 'We invest in people' from IIP.**

Key findings include positive relationships between staff and management, effective communication of wellbeing initiatives, and a strong sense of community. The report noted that Crown UKI has enhanced wellbeing initiatives over the past few years, promoting a positive, productive, supportive, and healthy work environment. Around 81% of the workforce say they feel valued and appreciated

in the wellbeing survey (71% strongly agree/agree). From creating its first Wellbeing Strategy shaped by employee feedback and championing wellbeing activities to improving physical workplaces and providing flexible working arrangements, the organization is creating a true culture of wellbeing.

The report also highlighted Crown's investment in wellbeing through the consolidation and communication of available initiatives, training programs, robust leadership support, and regular employee feedback used to inform new initiatives.

Areas for development include further integration of wellbeing into performance appraisals, continuous improvement of benefits, and fostering employee voice in decision-making. Overall, the report indicates a genuine commitment to creating a supportive workplace culture that prioritizes employee wellbeing.

INVESTORS IN PEOPLE®
We invest in wellbeing Standard

**WE'RE
ACCREDITED**



INVESTORS
IN PEOPLE



Crown Worldwide Group Hong Kong honored with two wins at the HR Vendors of the Year Awards for 2024.

At the HR Vendors of the Year Awards 2024, Crown Worldwide Group, Hong Kong clinched two awards – the Gold award for **“Best Workspace Provider” for Crown Workspace** and the Silver award for **“Best Employee Development Consultancy” for Crown World Mobility**.

These awards highlight the company’s commitment to creating dynamic work environments and supporting employee mobility.

The HR Vendors of the Year Award is one of Asia’s largest award programs dedicated to showcasing and recognizing the diverse portfolio of best-in-class HR solution providers who are well-placed to strengthen HR capabilities across the region.

In the Best Workspace Provider category, Crown was recognized for innovative workspace solutions that improve productivity, foster collaboration, and enhance employee well-being.

While, in the **Best Employee Development Consultancy**, Crown was acknowledged for exceptional agile mobility services that support professional growth and successful transitions for relocating employees. Crown World Mobility has previously won in the Best Mobility & Orientation Consultant category in 2018, 2019, and 2023.



Wellbeing around the world

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 that 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. Crown has an occupation health and safety management system that is in compliance and certified according to the ISO 45001 international standard.

In 2024, we conducted in-person and online wellbeing training programs delivered locally as well as using iLearn and webinar channels. 896 people completed training sessions, clocking a total of 453 training hours. Almost 400 participants attended a global wellness webinar.



Crown New Zealand

Raising the Bar in Health and Safety

Health and Safety remained a top priority in 2024, and we proudly completed the Totika assessment with a score of 81%, well above the 53% industry average for transport companies with 250+ staff.

Totika provides a consistent national standard for health and safety pre-qualification. This result reflects the strength of our practices and the active engagement of managers and the Health, Safety & Wellbeing Working Group.

This achievement strengthens our reputation as a responsible and reliable service partner.





Hong Kong

Corporate Wellness Day

As part of our Health and Gratitude month, Crown Hong Kong hosted a Corporate Wellness Day dedicated to awareness, education and action on overall physical and mental health and wellbeing. Employees had the opportunity to :

- Participate in a mental wellness session led by a clinical psychologist to help raise awareness of mental health issues.
- Take simple physical fitness tests like blood pressure, weight control, and pulse rate, and receive advice from registered nurses about their physical fitness and any necessary follow-ups.
- Play games to learn about vaccines, flu, pneumonia, and other common viruses in Asia in a fun way to promote health and fitness awareness among our people.



Financial Wellbeing Seminars

Crown Hong Kong invited a financial advisor to delve into essential topics like retirement planning and budgeting, offering practical advice and strategies to help employees improve their financial knowledge and navigate their financial journey with confidence.



South Africa

Wellness Day in Johannesburg

Crown South Africa organized a Wellness day featuring health screenings, discussions on the importance of prioritizing one's health, and tips on how to maximize the benefits of the staff medical insurance provision. It was a great opportunity for everyone to focus on their well-being and learn how to live a healthier lifestyle.



Our head office in Johannesburg also hosted an Informative session on the upcoming changes to the state provident funds, with sessions hosted by financial advisors to explain the impact of the changes on retirement planning.

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 making these available to all.

H&S training in numbers

Data around accidents, incidents and near misses is captured in an Events Register utilized by each Crown branch. All branches globally record incidents through this register and have been doing so with greater consistency and regularity following a drive to ensure that all data is correctly reported.

This accounts for the sharp rise in the number of work-related accidents. Given the extra rigor around training, reporting and identifying actions we can take to reduce workplace accidents, we are seeing a significant reduction in the number of work-related accidents.

Below is a summary of the 2024 numbers, covering January 1 to December 31 (as reported by branches):

1,751 completions of Health & Safety training <i>(up 40.3% vs 2023)</i>	2,852 total Health & Safety training hours <i>(up 55.2% vs 2023)</i>	102 lost time accidents <i>(13 in 2023)</i>
103 recorded injuries <i>(58 in 2023)</i>	0 severe injuries due to work related activity <i>(10 in 2023)</i>	121 number of work-related accidents <i>(193 in 2023)</i>



Labor & human rights

The rating standards set by Ecovadis for our industry place the highest weightage on labor and human rights; as compared to the other parameters of environment, ethics and sustainable procurement. We are proud to be recognized as “advanced” in our global rating report for Labor and Human Rights, an improvement of 26% over the previous year, which ranks us among the top 11% in our industry.

Our high ranking can be attributed to having a standard policy on labor or human rights, including aspects like working conditions, employee health and safety, career management and training, and diversity, equity and inclusion.

Social dialogue and collective bargaining agreements

Supporting social dialogue is a fundamental aspect of our commitment to fair labor standards and a positive work environment. While there is no collective bargaining at Crown, the Code of Conduct for Crown employees clearly indicates that social dialogue is encouraged.

Our company is dedicated to fostering a positive and collaborative work environment by supporting social dialogue. We believe that open communication is essential for maintaining fair labor practices and improving workplace conditions. Social dialogue aims to promote consensus and democratic involvement among the main stakeholders in the workplace. It is a key mechanism for achieving fair and productive workplaces, fostering social and economic progress, and ensuring that the voices of both workers and employers are heard in policy-making processes.

- We encourage open and constructive dialogue between employees and management.
- Regular meetings and forums facilitate ongoing communication and address workplace issues.
- Employees do not face retaliation or discrimination for participating in social dialogue activities.
- Any concerns about retaliation should be reported immediately and will be addressed promptly.

Wages, Compensation and Benefits

We believe in compensating employees fairly for their contribution to the company. Crown endeavors to match pay with employees' skills and is at par with the local job market.

Pay Fairness

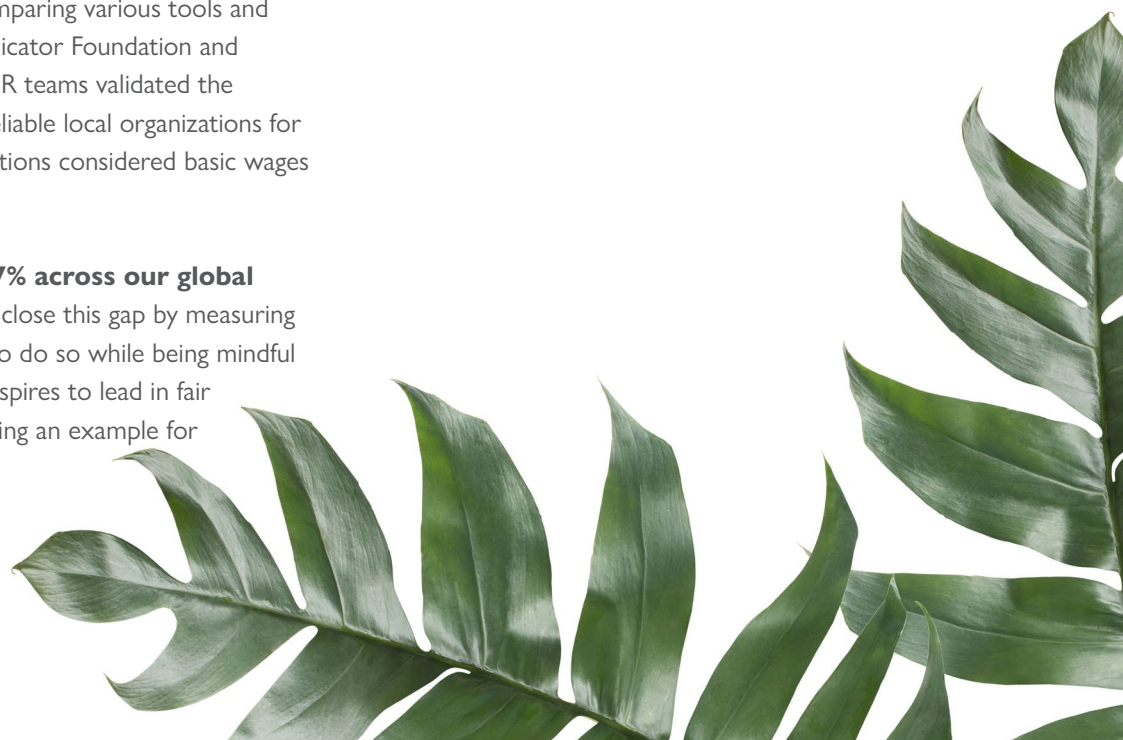
We believe everyone should be paid fairly for their work. Therefore, we regularly review our pay rates with experts to ensure they remain fair and competitive. Compliance with minimum wage laws is a key part of Crown's commitment to fair labor standards. The company is dedicated to following all relevant minimum wage laws and regulations in every country where we operate, and we expect our service partners and suppliers to do the same. We understand the importance of fair pay and are committed to making sure all employees earn at least the minimum wage required by local laws.

Living wage

Crown is committed to ensuring fair compensation that meets employees' basic needs and supports a decent standard of living. We aspire to pay a living wage that exceeds minimum wage requirements, where applicable, reflecting our dedication to the well-being and dignity of our workforce.

In 2024, our internal compensation expert reviewed our living wage standard, comparing various tools and platforms, including WageIndicator Foundation and Fair Wage Network. Local HR teams validated the benchmarks and identified reliable local organizations for comparison. The final calculations considered basic wages and allowances.

The living wage gap is 17% across our global operations. Our goal is to close this gap by measuring it and developing strategies to do so while being mindful of our bottom line. Crown aspires to lead in fair compensation practices, setting an example for others in our industry.



Gender Pay Gap

We are a globally diverse company committed to fostering an equitable and inclusive environment where every employee is valued and respected. We undertook an exercise to understand and calculate the gender pay gap for the first time in 2024 across our global operations. Our aim was to form the baseline which could be used to plan strategic actions and uphold our commitment to equality as stipulated in the DEI policy.

Crown follows the industry trend with 65% of employees being male and their proportion is consistently higher than that of female employees across income bands.

In 2024, Crown had a mean gender pay gap of 19% and a median gender pay gap of 20% in favor of women. For bonus pay outs, there is a -10% mean gender pay gap and +25% median pay gap in favor of men.

Our bonus system is designed to reward both company-wide and individual performance. Bonuses are supported by a structured performance management process, and are distributed in a fair and transparent manner.

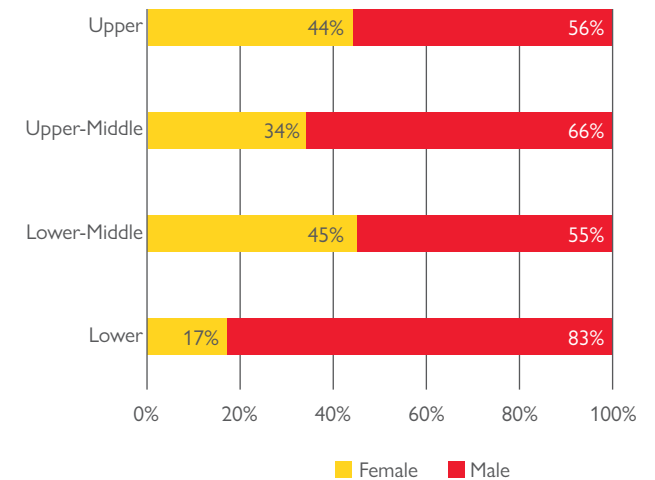
Depending on local market practices, permanent staff may be eligible for a year-end bonus or performance bonus. The bonus may either be equivalent to a month's salary and paid at year-end or calculated as a percentage of the employee's annual salary and paid in April or May.

Employees who commenced employment on or before August 31st of the bonus scheme year are eligible to participate. Those who worked only part of the bonus period may receive a pro-rated bonus. In 2024, 77% of female employees and 61% of male employees received a bonus. A further breakdown of gender pay by income band is displayed in the table below:

	Mean	Median
Gender Pay Gap	-19%	-20%
Gender Bonus Gap	-10%	25%

	Female	Male
Percentage of employees receiving bonus	77%	61%

Gender representation – at each income band of the company



*Notes:

- Upper: consultant, manager, senior manager and above
- Upper-Middle: supervisor, team lead, customer service, consultant
- Lower-Middle: supervisor, support, customer service, team lead
- Lower: warehouse workers, packers, drivers

This is our first year of analyzing and reporting this data, a crucial step in understanding our current position across our global operations and developing strategies to address any disparities identified.

Benefits

We offer a range of benefits in addition to competitive compensation. Our comprehensive benefits package is designed to support our people in every aspect of their life journey.

Global benefits

Regardless of where you work for Crown, apart from paid holiday all our employees are entitled to:

- 1 day birthday leave to celebrate.
- 2 days (16 hours) Community Service Leave for volunteering.
- 1 extra week of holiday if you've completed 10 years' service and every 5 years thereafter with Crown.

Country local benefits

We offer a wide range of benefits to support employee's health and well-being, including:

- Medical benefit
- Health check
- Vaccination
- Massage session
- Yoga lessons
- Employee Assistance Program (EAP)
- Financial wellbeing education
- Paternity leave
- Marriage leave
- Retirement fund

These benefits vary across countries and are based on local policies and practices.

Labour & Human Rights Compliance

As a signatory to the UN Global Compact, Crown is dedicated to creating workplaces that treat everyone with fairness, dignity, and respect. We are committed to respecting workers' rights and making decisions in accordance with all applicable national employment laws. We believe it is morally right to treat our employees fairly and to follow all laws related to employment.

Everyone should be able to work in a professional environment that promotes equal employment opportunities and bans discrimination, including harassment. Therefore, Crown expects all workplace interactions to be professional and free from unlawful bias, prejudice, and harassment. Crown's standards regarding discrimination, child labor, forced or compulsory labor, and human trafficking are detailed in the Code of Conduct for Crown Employees and the Code of Conduct for Service Partners. Crown strives to uphold the highest standards for these key labor and human rights issues and aims for zero incidents.

In 2024, no suspected or confirmed workplace discrimination incidents were reported or found. There have been zero confirmed cases of child labor within Crown operations or through our supply chain. We have incorporated a zero-tolerance policy for child labor into both our Crown and Partners Codes of Conduct, which all employees and partners are required to review and confirm compliance annually. Additionally, across all our global operations, we reported full compliance with the 100% working hours policy.



Giving back around the world: fundraising and volunteering

We credit much of our success as a business to the communities in which we live, work, and conduct business.

It is the legacy of our Founder and Chairman, Jim Thompson, who has led by example and instilled the spirit of “giving back” by involving employees right since the early days to contribute to the local communities.

Throughout his life, Jim 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 2024, the team contributed 4424.5 hours 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.



Commemorating our 60th anniversary with a global Giving Back Together initiative

To honor the Crown ethos of giving back, we are running a global volunteering initiative to support two worthy causes: Quality Education and Climate Action, two of the twelve UN Sustainable Development Goals.

Crown offices worldwide are participating in activities that align with these two goals, whether that involves volunteering time, fundraising, or both. This global event is being run as a Diamond Relay, with each country allocated a week to share their activities and pass the baton, virtually, to the next.

The spirit of giving back is deeply ingrained in our culture. In addition to the two UN SDGs, our people continue to support numerous causes they have committed to over the years. The following pages highlight this collective effort and intention to make a difference and simplify lives where we live, work, and do business.





Running for change: Group CEO Jennifer Harvey and her daughter Michaela ran the Japan Marathon to support a cause close to their hearts



In Japan, the birthplace of Crown, Crown Group CEO Jennifer Harvey and her daughter, Michaela, marked Crown's 60th Anniversary by participating in the Tokyo Marathon on March 2, 2025, to raise funds for children's health.

They raised \$5,100 for Japan Committee, Vaccines for the World's Children (JCV) is a non-profit organization that supports immunization programs in developing countries. JCV works with partners like UNICEF to ensure vaccines reach children in need. JCV's efforts focus on providing vaccines against deadly but preventable diseases like polio, measles, tuberculosis, diphtheria, whooping cough, and tetanus. JCV also provides vital supplies like refrigerators and motorcycles to ensure vaccines reach even the most remote regions.

Coincidentally, March 2 was Michaela's birthday, and she ran her first 26-mile race while celebrating her 26th birthday!



Riding on Hope – Jamie's epic bike ride to support Saigon's children

In March 2025, our colleague Jamie Rossall, Vietnam Country Manager, took on the incredible challenge of cycling over 340km from Dalat to Mui Ne, Vietnam, in just three days, climbing 3,282 meters of elevation and spending nearly 18 hours in the saddle, all to raise vital funds for the Saigon Children's Charity.

This annual event, the Saigon Children's Charity Cycle Challenge, brings together passionate individuals from across the region to support educational access for underprivileged children in Vietnam. Jamie has been a dedicated supporter of the charity for nearly 15 years, contributing to the over 750,000 USD raised by the group to date.

Funds raised through this initiative directly support Saigon Children's key programmes:

- School Building Programme
- Getting Ready for Work Programme
- Special Needs Education Programme

These programmes aim to break the cycle of poverty by helping children from low-income families access safe schooling, skills training, and long-term opportunities.

This remarkable effort not only highlights our team's endurance and dedication, but also reflects our broader commitment to social impact, education, and community development across the regions where we operate.



4

QUALITY
EDUCATION

Quality Education



Japan



Reducing inequality by supporting children's education

Crown was established in Yokohama, Japan, in 1965. To begin the Diamond relay, Crown Japan hosted an awareness webinar focused on social issues impacting local communities. A specialist from a nearby NGO joined to discuss topics such as childhood poverty, child abuse, school refusals, and educational inequality. Since then, the team has continued to support the charity by raising awareness, making donations, and volunteering to help create positive change.



Vietnam

Vietnam team advances ESG through education

In celebration of Crown's 60th anniversary, the team in Vietnam commemorated the milestone with a series of activities aligned with our Giving Back Together ESG initiative. Every Friday, employees proudly wore commemorative uniforms to honor the anniversary.

A special fundraising auction was held and proceeds from the auction were directed toward supporting quality education initiatives, reinforcing our commitment to social responsibility and inclusive development.



Malaysia



Raising funds for children's education and wellbeing

Crown Malaysia raised funds for underprivileged children, aided by Buku Jalanan Chow Kit (BJCK), an NGO ensuring equal access to education and a healthy environment in the Chow Kit area.

Many of these children are orphans, stateless, and lack birth certificates, facing serious challenges in meeting basic needs and education. The funds raised will refurbish the shelter's facilities, creating a conducive environment for the children's education and overall well-being, improving their living conditions and providing a chance for a brighter future.



India

Supporting Children's education in Kolkata

Our Information Management team from Crown Kolkata came together to spread joy, foster learning, and build meaningful connections with the children of Seoraphuli Netaji Vidya Mandir Primary School. They engaged with the students while generously donating stationery, refreshments, and clothing to them. The joy and eagerness of the children to learn were a reminder of the importance of such initiatives.



Middle East

Middle East team leads dual ESG Initiatives

The Middle East team championed two impactful projects focused on supporting quality education and reducing environmental impact.

Fundraising for Dubai Cares Education Programs

They have also partnered with Dubai Cares, a UAE-based philanthropic organization that delivers education to children and youth in developing countries. Their programs span early childhood development, primary and secondary education, and vocational training. Through fundraising campaigns and community events including raffles, markets, and family-friendly activities, the team actively contributes to global education efforts.

Partnership with Thrift for Good

In collaboration with Thrift for Good, a charitable organization committed to creating a sustainable world through the resale of preloved items, the team collected and donated used clothes, books, and accessories. These items are repurposed and sold, with 100% of proceeds donated to Gulf for Good, an organization that funds educational projects for children around the globe. This initiative not only promotes circular economy practices but also helps provide critical access to learning opportunities.



UK

Supporting inclusive education through “Wear your PJs to work”

In celebration of Crown’s 60th Anniversary, the Enfield office organised a light-hearted yet meaningful wear your PJs to work event to raise funds for a local cause.

The funds raised by this activity were donated to the Waverley Association for Special People, a local special needs school in Enfield that provides essential education and care to individuals with learning and developmental challenges.



Volunteering for RedSTART in Enfield

Debbie Matthews and Olivia Sheridan from our team visited Carterhatch School in Enfield in collaboration with RedSTART, a pioneer in children’s financial education and the first charity to identify and address the provision gap in primary schools across the country. They have provided essential financial education in the UK for over a decade, engaging with more than 85 schools using games and activities to explore and learn about managing money. Debbie and Olivia enjoyed interacting with Year 2 students, playing games that encouraged children to learn about spending and saving in an entertaining way.

UK Apprentices Support Financial Education with RedSTART

As part of our global ESG commitment to Quality Education, our UK Apprentices also volunteered with RedSTART.

The day was a wonderful blend of learning, energy, and inspiration. The team visited Woodpecker Hall Academy, where they delivered interactive sessions with Year 3 students, sharing insights into their roles at Crown Worldwide Group, the skills needed to succeed in the workplace, helping to bring career paths to life, and explaining the value of planning for the future.





Turkey

Supporting a local museum

Katie Robinson from Crown Fine Art, UK volunteered her time to help out at the Ilkley Toy Museum in England. She assisted with cleaning exhibits, organising new displays and stock for the museum shop. She also helped to prepare quiz sheets for upcoming summer school visits, cleaned display equipment, and created social media posts to promote the museum.



Supporting the national education program in Turkey

Every year, the Ministry of National Education provides students with free textbooks and supplementary resources to prepare for the upcoming school year. In 2024, Crown Turkey joined this national initiative to ensure children receive their school supplies promptly for the new academic year.



Mexico

Inspiring school children to pursue higher education

In May 2024, Leslie Arellano visited a local school; "Miguel Othon de Mendizabal" Kindergarten in Mexico City to talk to 35 five-year-olds about pursuing higher studies and broadening their horizons.

Her objective was to inspire them to pursue higher education and experience life in another country, which she illustrated through a presentation by sharing her career journey and her job at Crown. She engaged the children in fun activities to explain how she helped people to live, work, and do business anywhere in the world.





Indonesia

Supporting education for street children in Jakarta

Crown Worldwide Indonesia supported Sahabat Anak, a local Indonesian non-profit organization dedicated to improving the welfare of Jakarta's marginalized street children. Our team sponsored, volunteered, and donated supplies for their annual Jamboree event, held to commemorate National Children's Day (July 23). The volunteer-run charity assists Jakarta's street children by providing access to quality education through tutorial programs; the Children's Activity Centre for street teens;



a kindergarten for street toddlers; a transit house for street children; and by raising funds for scholarships. It also advocates for children's rights and creates opportunities for them to elevate their economic status and escape urban poverty.

Raising funds for children's education

As part of our 60th anniversary celebrations, our team in Indonesia came together to support a local orphanage, creating a lasting impact through compassion, creativity, and collaboration. Staff volunteers organized a charity fundraiser selling homemade and local treats and offering nail art services to raise funds for school supplies and essential goods for the orphanage. The team visited the orphanage to share not just donations but also their time and hearts.

A standout achievement of the initiative was the provision of one-year tuition scholarships for three talented students, empowering them to continue their education and work towards brighter futures.





Philippines

Crown and SOS Children's Village forge sustainable partnership

Crown Philippines collaborated with the SOS Children's Village in the Philippines to sponsor the education of five children in need for an entire school year. The charity provides care for children who have experienced neglect and abandonment by placing them with a loving family until they're independent.

Additionally, they reduced their carbon footprint for this activity by using GCash, a payments portal that generates green energy for every transaction to offset carbon. This initiative produced 67,581 units of green energy, equivalent to planting 4 virtual Coconut Trees. For every virtual tree planted, an actual tree is planted on behalf of the user to help restore the loss of forest cover in the Philippines.



Singapore



Crown Singapore Backs Children's Wishing Well

Crown Singapore proudly supported Children's Wishing Well, a charity dedicated to empowering children and youth from low-income families by providing free educational support and life opportunities to them.

To contribute to this important cause, the Singapore team organized a fundraising bake sale, offering festive Chinese New Year treats. All proceeds from the sale were donated directly to CWW to support their holistic programs, offered entirely free of charge, aiming to break the cycle of poverty and help young people reach their full potential.



Spain

Helping neurodiverse students gain workplace skills

Crown Spain invited Students from the Alapar Foundation to their Madrid office to participate in a series of workshops on office skills hosted by the Crown staff to provide them with a practical idea of what it's like to work in an office. The Alapar Foundation provides specialized training for students 12 years and older with intellectual disabilities, helping them integrate into society. The topics covered included the use of invoicing procedures, how to organize meetings, reception and call management, and troubleshooting incidents with moving companies.





Climate Action



UK



Supporting coastal conservation in Cornwall

Phil Smith, Practice Leader Compensation and Financial Services, volunteered with a local charity in Mousehole, Cornwall, to support the upkeep of a natural sea pool which has served the local community since 1969.

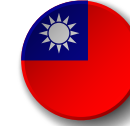
In a race against the tide, volunteers worked together to remove stones, seaweed and algae from the pool and surrounding areas. This hands-on conservation effort not only helped maintain accessibility and safety for public use but also contributed to the preservation of the coastal environment.



Helping out at a community garden in London

Crown UK's Marketing, Communications & Digital teams used their volunteering hours to assist Enfield Council with gardening at Forty Hall Estate. This historic estate houses a Grade 1 Listed Jacobean Manor House set amidst an idyllic landscape with beautiful gardens, historic parkland, medieval water gardens and a meandering river. It now serves as a community garden, public museum, event space, and even a working farm. The team's diligent efforts contributed to the routine maintenance of the garden that brings joy to the local community.

On another day, our EMEA Marketing and Sales teams visited Forty Hall for a day of gardening and groundskeeping, helping to preserve and enhance the site for future generations. This cherished green space close to our Enfield office is entirely volunteer run and is always in need of volunteers to keep up with the maintenance of the garden. We have built an association with it over the past few years and teams regularly contribute to the upkeep of this vital community resource.



Taiwan

Taipei Shalun Beach Clean-up

Our team in Taipei organized a beach clean-up at Shalun Beach to contribute to environmental protection in their local community. The team participated enthusiastically, picking up trash on the beach to create a safer environment for marine life and protect ocean ecosystems.





India

Crown India joins Anant Raj Runathon

In celebration of Earth Day, our Crown India colleagues participated in the Anant Raj Runathon, an annual event that brings together individuals and organizations committed to promoting environmental sustainability and wellness.

Our team engaged in various running categories, with proceeds supporting green initiatives and environmental NGOs.



Supporting urban tree planting in Kolkata

Crown Kolkata organized a tree plantation drive to demonstrate its commitment to giving back to the community and reducing its carbon footprint. The event also served as a team-building exercise, fostering camaraderie and a sense of shared purpose among the team.



Philippines

Crown Philippines Launches “Plant and Protect” Program at DENR Forest Nursery

As part of its *Giving Back Together* ESG initiative, Crown Philippines launched the **Plant and Protect Program** in March 2025 at the DENR Forest Nursery in Los Baños, Laguna. The program aims to support long-term environmental restoration through reforestation and nursery development.

The kick-off event saw **31 volunteers**, including **Group VP of HR Magali Delafosse**, engage in activities like potting seeds, re-bagging plants, and tree planting. Guided by **DENR’s Mr. Gilberto Lawas**, the team worked to enhance the nursery’s capacity to supply healthy seedlings for future reforestation.



The event was a **joyful, educational, and impactful** experience, empowering the team to contribute meaningfully to a greener planet.



Hong Kong



2025 Country Parks Hiking and Planting Day

Our team joined local volunteers and families to participate in the Country Parks Hiking and Planting Day in Hong Kong, a community driven initiative focused on promoting sustainability and restoring ecological balance through tree planting activities.

Despite challenging rainy and muddy conditions, the event saw enthusiastic participation across all age groups, including young children, who showed remarkable dedication planting baby trees.

The activity was open and free to the public, encouraging families and friends to connect with nature while contributing to environmental preservation.

Small steps to reduce personal carbon footprint

As part of the Walk for the Earth campaign by The World Wildlife Fund (WWF) to mark Earth Hour, Janie Ho from our marketing team committed to reducing her carbon footprint by choosing to walk and jog instead of driving or using public transport. She was able to clock 110 kilometers over 3 weeks, equivalent to approximately 14kg CO₂ emission. It has helped her become more conscious of her impact on the environment and make a positive contribution, however small, to climate action!



Bech cleaning drive

Our Hong Kong team participated in a meaningful beach cleaning activity at Wu Kai Sha Beach, located near our office premises.



Malaysia

Tree Planting with Malaysian Nature Society at Hospital Kajang

Crown Malaysia organized a tree-planting event at Kajang Hospital, a government-funded facility in Selangor, to honor its commitment to environmental protection and mental health, fostering a nurturing environment for future generations. This successful collaboration among hospital staff and the Malaysian Nature Society (MNS) contributed to Malaysia's 1 Million Tree Planting campaign and national environmental goals, with our team planting 130 trees.

They also visited the psychiatric ward to learn about the hospital's mental health programs and the impact of natural spaces on wellbeing, emphasizing the link between mental health and green spaces.



China



Running to raise awareness for sustainable development in China

The Crown China team took part in the JP Morgan Corporate Challenge, the largest corporate running event globally, to support and promote the sustainable development programs run by Yishe, an environmental organization. It turned out to be an excellent team-building day for our enthusiastic colleagues as they motivated one another to finish the 5.6-kilometer race!



Czech Republic

Local park clean-up drive

Our team in Prague organized a park clean-up drive to contribute to the local community. The team enjoyed a beautiful day outdoors and worked efficiently and enthusiastically to pick litter and leave the park cleaner than they had found it.



1 NO
POVERTY2 ZERO
HUNGER

No Poverty and Zero Hunger



Thailand

Packing Olympics with The Duang Prateep Foundation

As part of Crown's 60th anniversary and the Giving Back Together ESG initiative, the Thailand office partnered with The Duang Prateep Foundation to host the first-ever Packing Olympics in Bangkok's Khlong Toei district. Thailand.

The Duang Prateep Foundation is a renowned charity dedicated to improving the lives of children and families living in Bangkok's urban areas by focusing on education, health care, child protection, and community development.

The event turned professional logistics skills into fun, educational games for local children—like the Relo Relay and Artistic Packing—helping them build English, math, and teamwork skills. The day ended with a joyful lunch and karaoke, celebrating both Crown's legacy and the potential of the next generation.



US

Supporting local families through essential donations

As part of the Giving Back Together ESG initiative, the New Jersey Office contributed to the local community by donating laundry detergent to the Lacey Food Bank, a non-profit organization dedicated to supporting food-insecure families in Ocean County, New Jersey.

This support provides dignity and comfort to families facing hardship. Through simple actions, our teams continue to create a positive social impact.





UK

Supporting the Homeless Community with Hands On Hand Out

Debbie Matthews, from our UK team, continued her enthusiastic volunteering activities for Hands on Hand Out, a grassroots organization dedicated to providing meals, essentials, and kindness to those experiencing homelessness in London. Throughout 2024, Debbie managed to volunteer despite family and work commitments, providing meals and haircuts to the homeless. As an outreach program volunteer in winter, she helped serve hot meals and distribute essentials, including sleeping bags and coats. 2024 marked the charity's 10th anniversary and Debbie participated in the celebration event by baking over 160 cupcakes.

Hands on hand out

NON PROFIT CHARITY
REGISTAR NO: 1178654



She was particularly thrilled when one individual finally received a housing appointment after eight years on the streets! In December, she participated in the annual Christmas Outreach and contributed to providing 140 Christmas dinners to homeless individuals, along with donations of Christmas stockings, cakes, and pastries. Despite the freezing weather, the event was a success!

Making Christmas special for families in need

Our team at Peterborough visited the local Salvation Army center to help with preparations for Christmas. They helped with organizing food parcels to deliver to families for Christmas. The center supports over 200 families. They also helped prepare for their upcoming Christmas campaign for gift donations for children in need by decorating the center and helping put up the tree.





Korea

Supporting the Homeless Community in Seoul

Our team members in Korea took part in a community outreach initiative providing free meals to the homeless at Seoul Station, organized by the Korea Foreign Company Association (FORCA) as part of their CSR efforts. The event brought together employees from various international businesses, participating in this initiative was a meaningful and humbling experience. It not only allowed team members to give back to the local community but also strengthened relationships with business partners who share a commitment to social responsibility.



Mexico



Volunteering for Christmas lunch

Our Mexico team volunteered at a local charity focused on food security, aiding those in need. They participated in a special Christmas lunch organized by the charity, where attendees enjoyed a hot meal and exchanged stories. The team served chilaquiles and distributed food packages for the holiday season. The atmosphere was filled with joy as people celebrated and shared holiday cheer, creating a memorable experience for everyone.



Germany

Frankfurt team supports local food bank

Crown Germany has been volunteering annually at Wiesbaden's Food Bank since 2021, with 2024 being no exception. Colleagues who couldn't attend donated various items, including 140 chocolate Santa Clauses for the festive season. The Food Bank serves over 3,000 regular customers, half of whom are children, and has increased its services due to the influx of 2,500 refugees from the Ukraine war.

It operates six days a week, providing mobile services for bedridden customers and shelters. All workers are volunteers, primarily pensioners. Despite receiving donations from supermarkets and bakeries, the Food



Bank faces challenges due to declining contributions amid inflation. The volunteers found the experience rewarding while reflecting on the importance of appreciating what they have.



Switzerland

Supporting the national Sharing Saturday initiative in Lausanne

Our team in Lausanne volunteers for Le Samedi du Partage (Sharing Saturday) annually, since 2021. The biannual food and hygiene product collection day in Switzerland is organized by the 'Fondation Partage' and other organizations. Our team volunteered in a partner store to distribute shopping bags to customers to purchase food and hygiene products for Partage. These items were then collected and distributed to various charities and social services throughout Switzerland, helping those in need.



Hong Kong



Supporting the local community in Hong Kong

Crown Hong Kong teamed up with Food Angel, a charity dedicated to transforming surplus food into opportunities and hope. Our team came together to prepare, cook, and package 1600 lunch boxes ready to be delivered to those in need across Hong Kong. This experience was not only rewarding for the team but also allowed them to give back to their local community while actively contributing to environmental sustainability by minimizing food waste.



Malaysia

Selling treats to raise funds for disadvantaged youth

Crown Malaysia showed its support for Montfort Boys Town, a holistic and nurturing home for disadvantaged youth. A team of eight individuals from Crown Malaysia participated in a local carnival to raise nearly RM1,800 (around USD380) for the charity by selling a variety of local treats and beverages. The funds will go towards the operational costs of the institution. And they did so sustainably! The team managed to recycle 1.6kg of used cooking oil from the food preparation by taking it to a center that converts it into biodiesel for aircraft.

The success of the first event encouraged the team to repeat the initiative at an Open House Charity Carnival at Montfort Melaka Youth Centre, preparing and selling local food and drink to raise more funds.



3 GOOD HEALTH AND WELL-BEING



Good Health and Wellbeing



Taiwan

Promoting ESG and Community Wellbeing through the 2025 TPDA Run

As part of the Giving Back Together ESG initiative, Crown Relocations and Information Management teams in Taiwan, along with Greater China GM Iris Lai, joined the 2025 TPDA Run to promote environmental awareness, social responsibility, and healthy living. Proceeds supported the Eden Social Welfare Foundation, which aids people with disabilities. All participants proudly completed the 5km run, earning medals in recognition of their efforts.



A walk to raise awareness for Cerebellar Atrophy

Crown Taiwan marked our 60th anniversary by signing up for a walk at Taipei's Da'a Forest Park to support the "Chinese Association of Cerebellar Atrophy Patients", a charity dedicated to promoting public understanding of cerebellar atrophy and improving the community's perception of this condition.



Malaysia

Enhancing Community Health through Vision Care in Malaysia

A dedicated group of employees volunteered in a community eye screening project aimed at improving vision health for students and senior citizens. Organized by the Rotary Club of Setia Alam in collaboration with the District Action Group for Blindness Prevention, Sunway Damansara Medical Centre, and the Seeing Eye to Eye Conference (SEEC), the event offered free eye screenings with support from optometry students from SEGI University, professionals from ZEISS Vision Centre Malaysia, with the Rotary Club sponsoring free spectacle frames for those in need.

Crown volunteers helped with event setup, registration, guiding participants, and documentation. The experience

was especially meaningful due to the personal connections made with elderly attendees, highlighting the value of accessible healthcare and community service.





China



Charity Sale at Crown Shanghai Office

As part of the Giving Back Together initiative, the Crown Shanghai Office held a charity sale, where staff donated new, unused personal items to raise funds. The event saw enthusiastic participation, fostering team spirit and a shared commitment to giving. All proceeds were donated to the Shanghai Charity Foundation to support children with serious medical conditions, highlighting how collective goodwill can drive meaningful social impact.

Supporting inclusion on World Autism Awareness Day

To mark World Autism Awareness Day on April 2nd, our colleagues in China volunteered at an Autistic Children's Practice Center, acting as "customer volunteers" to support children in developing social and life skills. The activity created a safe, real-world environment where children practiced tasks like taking orders, making coffee, reading, writing reflections, performing, and engaging in self-assessments guided by professional coaches.

The volunteers were deeply moved by the dedication of the center's staff and the children's progress, reinforcing the importance of empathy, inclusion, and community support in fostering a more equitable society.



Czech Republic

Blood donation to save lives

Hasan Hasanov, Senior Credit Collections Specialist is a regular blood donor and has been giving twice annually at Charles University Hospital in the Czech Republic for over 10 years.





UK

A week of fun and fundraising at Crown Ruislip

In a brilliant display of community spirit and creativity, the Crown Ruislip team hosted a vibrant week of fundraising activities, raising an impressive £838 in support of our local charity partner, the Centre for ADHD & Autism Support to mark Crown's Diamond Jubilee.

The week featured a wide variety of inclusive and engaging activities including a relaxing meditation session led by a Gabriella Pereira, Customer Contact Advisor, card readings by Charlene Giddings, World Mobility Team Leader, a fun and cosy PJ Day, and a raffle packed with generous prizes, many kindly donated by our local service partners.

The initiative not only raised essential funds but also strengthened team bonds, supported employee wellbeing, and underscored our commitment to giving back to the communities we operate in.



Volunteering at a care home

Courtney Bradbury from our HR team in the UK spent a day at her local care home centre, supporting the carers and looking after those who unfortunately suffer from Dementia.

She participated in activities like Christmas ornament painting, played games like Bingo with the residents, and enjoyed tea and biscuits with them. She came away feeling grateful to have been able to make a difference.



Ballroom and Latin American dance afternoon for the elderly

Richard Conlon from our UK team volunteered at the Old Street London Dance Tea and Cake function at the Vibast Community Centre. He danced with many of the ladies, leading them in styles like Rumba, Cha Cha Cha, Waltz, and Samba. After a break for tea and cake, the dancing continued with Quickstep, Foxtrot, Samba, Tango, and Jive. It was an enjoyable evening that brought happiness and positive energy to all.

Running with Purpose, Honoring Loved Ones and Supporting Community Care

Charlotte Kemble, Communications Officer, participated in her first-ever charity race in support of St Clare's Hospice, in loving memory of her mother, who sadly passed away after a two-year battle with breast cancer. While the physical challenge was significant, the emotional significance of returning to the hospice made the achievement especially meaningful.

Through determination and purpose, Charlotte not only completed the race but did so with a new personal best time of 1:01:42, shaving over seven minutes off her previous record, raising £1050.



Giving Back Through Lifesaving Blood Donation

As part of our Giving Back Together sustainability initiative, Geethanjali Bakyaraj, Move Manager made a meaningful contribution by donating A+ blood, a type crucial for treating cancer patients, premature babies, and trauma victims.

In urgent situations, type A and AB plasma are often used to stabilise patients, and the consistent availability of these donations can make the difference between life and death.



Mexico

Crown Mexico partners with San Luis Gonzaga Children's Home

The Crown Mexico team volunteered at the San Luis Gonzaga Children's Home, supporting individuals with cerebral palsy from underserved communities. They hosted a joyful, inclusive event featuring a piñata, shared meals, and group activities, creating a warm and engaging atmosphere. Instead of fundraising, the team donated groceries to meet the home's immediate needs, demonstrating a commitment to practical, impact-driven support.





Hong Kong

Crown Foxes Support Youth Mental Health through the Weez Walk

For the second consecutive year, Hong Kong-based team, the Crown Foxes, made up of Caitlin Pyett, Account Management Director, Asia & Global Practice Leader Consulting, Roshini Moorjani, Mobility Senior Advisor, Sherry Liu, Group Vice President, Moving Services and Shaila Gidwani, Intercultural Services Manager, APAC proudly participated in the Weez Walk, a six-stage endurance walk around Hong Kong Island dedicated to raising funds and awareness for youth suicide prevention.

The team was committed to both the physical journey and the cause it supports, their fundraising aims to contribute to vital mental health programs that provide support and early intervention for young people in crisis.



Mid-Autumn Festival Hand-made Mooncakes Workshop with Seniors

In the spirit of the Mid-Autumn Festival, our Hong Kong team organized a mooncake-making workshop in collaboration with the Salvation Army.



Led by a master chef, the event saw 18 dedicated volunteers assisting seniors in crafting mooncakes, fostering joy, warmth and laughter. It turned out to be a memorable day spent engaging with the community and making a positive impact while contributing to our commitment to social responsibility and honoring cultural heritage.



Supporting Elderly Wellbeing in Hong Kong

As part of Inter-company Volunteer Week, an initiative organized by Time Auction Hong Kong, Crown Hong Kong volunteers participated in a heartwarming community outreach activity at the Salvation Army Lung Hang Residence for Senior Citizens.



The visit focused on promoting inclusion, emotional wellbeing, and intergenerational connection. Volunteers spent the day creating handcrafted Christmas decorations alongside elderly residents, transforming the living space with festive warmth. The event concluded with the presentation of Christmas gifts, bringing moments of joy and heartfelt appreciation to the community.



The experience offered our team deeper understanding of the social and emotional challenges faced by the elderly in Hong Kong, many of whom experience loneliness and limited family contact.



Crown Hong Kong supports the Down Syndrome and Autistic Community

Twenty-four volunteers from Crown Hong Kong came together to support Love 21 Foundations, a non-profit organization dedicated to helping those with Down Syndrome and Autism through sport, nutrition, and holistic support programs. The day began with a briefing session for the volunteers to learn about the challenges that individuals with these conditions might face, before assisting in a 45-minute circuit training lesson where they helped the participants stay active through various simple exercises. Some of the volunteers took part in the flow art class to create beautiful coasters for the center.





India

Visit to The Earth Saviours Foundation, Haryana

As part of the “Giving Back Together” initiative, Crown Information Management’s Delhi team visited The Earth Saviours Foundation in Haryana, an NGO supporting over 1,200 vulnerable individuals, including the elderly, mentally disabled, and survivors of abuse and illness. Volunteers engaged with residents, gaining insight into their lives and the foundation’s impactful work. The visit deepened the team’s commitment to social inclusion and sustainability.



Special recognition goes to Assistant General Manager, RMS - North, Abhishek Malaviya and Assistant Manager – Administration, Alok Mahuri, whose leadership and vision continue to guide impactful CSR efforts in the region.



Thailand

Red Cross Blood Donation Drive

Crown Thailand participated in the local Thai Red Cross Society blood donation event, showcasing their commitment to caring for the local community.

They collaborate with partners such as Canon Marketing (Thailand) Co.,Ltd. and SCB – Siam Commercial Bank to enhance the impact of these charitable activities.





Germany

Summer party for people with disabilities

Crown Germany partnered with Facettenwerk, a company that employs and supports people with disabilities, to help organize their summer party themed “Aloha – Tropical Summer”, enabling all employees and their social support team to enjoy a day of fun activities and a barbecue.

Some members of the team facilitated fun games like table football and throwing cans, while others helped with the barbecue. Everyone had a great time and all for a wonderful cause.



Day out for people with disabilities

On another occasion, two of our team members from Crown Germany accompanied a group of 30 people from Facettenwerk, on a fun day out in the city. The group participated in activities which included a miniature train ride, a show at the local theatre, and lunch at a restaurant. While it was an enjoyable day, it made our volunteers mindful of the everyday challenges faced by people with disabilities, such as a lack of accessible facilities which can limit individuals from partaking in everyday activities.

Sweet Christmas in Germany

Team Germany continues to support children at the long-term care facility “Zwerg Nase Haus,” which cares for children and young adults with severe illnesses, some of whom are on life support. The facility provides individual therapy and makes rooms cozy and personal, accommodating 84 children and young adults ensuring they can stay on even after they turn 18.

This year, as requested by the charity, the Crown team ran a collection drive for sweets in the office. They had a very successful collection and donated 18 kilos of sweets to the facility for the residents and their families who visit during the festive season and also to give out at their annual Christmas party.





Vietnam



Donation drive to support children's home

The Vietnam team organized a food donation drive for children at the Binh Thanh Center to support them during a measles outbreak. This charitable organization is dedicated to assisting poor, disabled, and orphaned children in the community.

The team's visit to the center to deliver the generously donated supplies brought hope and joy to the children, demonstrating their commitment to making a positive impact and enhancing the lives of the children.



Australia

Supporting the indigenous community

As part of the Giving Back Together global initiative, Crown Australia volunteered with Blackroo an organization that supports Indigenous Australians through education, economic opportunities, and community-led action. The team learned about Blackroo's programs that help individuals reintegrate into society after incarceration.

They also visited The Haven, which supports families affected by domestic violence by providing essential items for a fresh start. Crown Australia donated household essentials to Blackroo, reinforcing their commitment to partners who make a tangible difference in people's lives.



Supporting children and families affected by childhood-onset heart disease

In 2024, Crown Australia continued its heartfelt support for HeartKids, contributing USD 6,600 to raise awareness for children and families affected by childhood-onset heart disease (CHD).

Each week, four lives are lost to CHD in Australia, and eight children are diagnosed each day.

Through events such as Hero for HeartKids Day and nationwide awareness walks, Crown Australia's team showed their commitment to this cause and the work supporting those affected.



New Zealand

Ronald McDonald House Charity

Crown New Zealand is honored to stand alongside Ronald McDonald House Charity in their unwavering mission to provide hope, comfort, and care to families facing challenging times. Their commitment to supporting charities like RMHC reflects a commitment to community, care, and making a difference; values that align with Crown's values of caring and giving back to the communities in which we live, work, and do business.

Since 2021, the team has proudly partnered with RMHC, and this year, we continue to be dedicated sponsors of rooms in Auckland, Wellington, and Christchurch houses. The impact of our collective efforts extends beyond mere sponsorship—it's about creating a haven for families, offering solace during their most difficult moments.

The various teams in New Zealand support the charity initiatives throughout the year and have forged a heartfelt connection with this very important cause.



Crown volunteers Shine at the Highlight Festival!

A team from Crown New Zealand volunteered at the highly popular Highlight Festival in Wellington by providing a dedicated team of 5 volunteers who managed various interactive events and ensured the safety of festival-goers. Their efforts allowed the event organizers to save on hiring additional staff or security, directing more resources to support Ronald McDonald House Charities (RMHC) in New Zealand. Additionally, \$1 from every ticket sold was donated to RMHC, showcasing how fun can also lead to meaningful contributions.



Singapore

Walking for a cause!

26 volunteers from Crown Singapore participated in the Touch Family Carnival Walk. They embarked on a 1.6km walk and enjoyed various fun carnival activities, in support of a worthy cause! This festival serves as a fundraising event for Touch Community Services, a non-profit organization in Singapore dedicated to assisting families in need, particularly youth, the elderly, caregivers, and individuals with special needs.



Volunteering for cancer charities



South Africa

Supporting Children with Cancer and their families

Crown Johannesburg continued their support for CHOC, the Childhood Cancer Foundation in South Africa. They contributed to organizing the charity's fundraiser High Tea event by facilitating the transport of the décor for the event.



Turkey

Raising awareness for children with Leukaemia

Crown Turkey wore orange to support LOSEV, the Foundation for Children with Leukemia in Turkey and their families during this challenging period in their lives. The charity is known for establishing Turkey's first and only Hospital for Children with Leukemia. They established a school in 2008 and a village in 2010 for children and families coming from outside Ankara city for treatment.





Cambodia



Hong Kong



Malaysia



New Zealand



Czech Republic



Singapore



UK



Turkey

Breast Cancer Awareness Month

The background of the slide features a light blue-grey surface with diagonal shadows cast by green leaves. The leaves are visible on the left side, with some extending into the center. The shadows create a rhythmic pattern across the entire background.

Sustainability Report 2025

Governance

A look back at 2024

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 (ELT), our country managers, business unit leaders and the Steering Committees, that work across the world to support 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 ELT sponsorship and reports directly to the board. It is made up of 11 knowledgeable and passionate business stakeholders who bring their expertise to help drive our agenda forward.

The board oversees the work delivered by the sustainability steering committee, through quarterly board-steerco review meetings.

We regularly update our policies to reflect the evolving expectations of our business environment and key stakeholders and to demonstrate our commitment to responsible business practices.

In 2024, Crown introduced a new DEI policy, updated the Code of Conduct for employees and revised the Code of Conduct for suppliers. These updates include new sections addressing human and labor rights, environmental expectations and other relevant ESG considerations. It is a requirement for all our employees to review and sign the relevant Code of Conduct documents annually and for suppliers during onboarding or recertification.



The Executive Board & the Executive Leadership Team

The Executive Board



Jim Thompson
Chairman & Founder



Jennifer Harvey
Group CEO



Shen Kong
Asia CEO



Barry Koolen
EMEA CEO



Warren Elsworth
Group CFO
(Crown and Grace)

The Executive Leadership Team (ELT)



Gary Maguire
Chief Risk Officer



Magali Delafosse
Group VP HR



Chris Davis Pipe
Group VP IT



Norah Franchetti
Group VP Marketing



Sherry Liu
Group VP CR



Jurgen Zyderveld
Group VP CWM



Srinivas Krishnan
India MD



Leon Hulme
NZ MD



Steve Hardie
UKI MD

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 48](#).



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, UK & Ireland



Eileen Girling
Regional HR Director,
EMEA



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



Jessica Cowan
Head of Communications



Dennis Muldowney
Managing Director,
Hong Kong

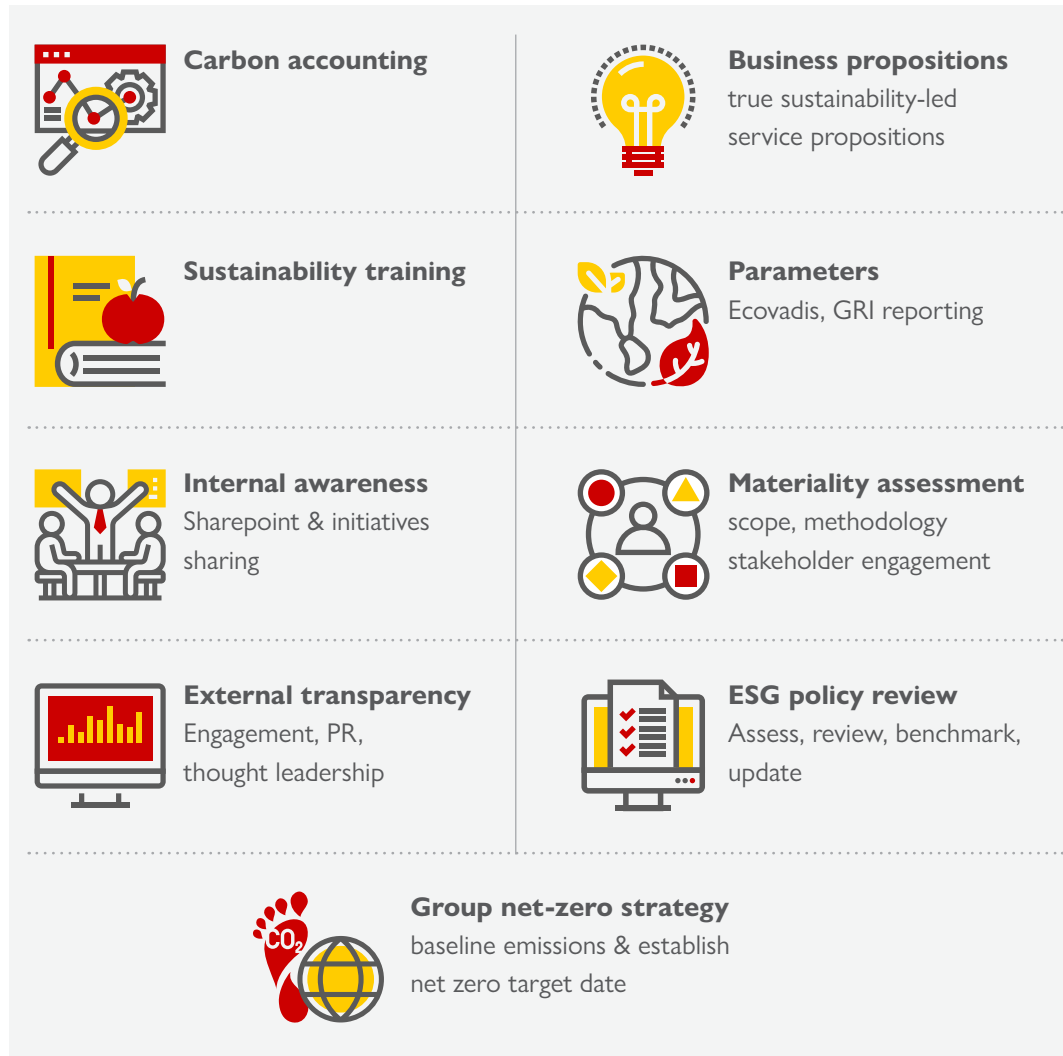


Gary Maguire
Chief Risk Officer



Shankarnarayanan Iyer
General Manager – Finance,
Procurement & Legal, India

Key priorities for 2024



The Sustainability Steering Committee set the following sustainability priorities in 2024:

1. Building foundations for success:

- Building on the first carbon footprint accounting in 2023, by continuing efforts in measuring and tracking emissions in conjunction with our carbon accounting partner, Normative.
- Determining and addressing the most important ESG issues for Crown and its stakeholders and developing sustainable propositions for our businesses.
- Ensuring we are bringing our people with us on this journey through regular sustainability training and keeping employees updated about the latest developments.

2. Demonstrate and enhance sustainability credentials:

- Align our sustainability efforts with global sustainability parameters, including Ecovadis, UNGC and GRI.
- Periodically review, assess and update all ESG related policies.

3. Setting ambitious goals

Crown is committed to advancing our ambition to set a group-wide net-zero strategy. As a vital first step, commit to Science Based Targets. For further details, see our environment section [page 11](#).

Sustainability is a key group priority for Crown and in 2024, we set two strategic KPIs to bring sustainability into the heart of our service offering, our operations, and the mindset of our people as we continue on the path to net zero.

Incentivizing Sustainability

In 2024, we expanded our library of ESG performance goals, aimed at incentivizing sustainability through our Shared Success Incentivization Program. The SMART ESG goals in our library are tailored to various roles and responsibilities with clearly defined objectives, measurements, and minimum weighting to ensure outcomes are achievable. This includes staff from all regions, covering every job role and function, directly and or indirectly involved in helping us attain our sustainability goals.

The kinds of goals set include:

- **Operational Excellence:** Improving operational efficiency and reducing carbon footprint.
- **Financial Success:** Generating revenue from sustainable services.
- **Customer & Client Engagement:** Enhancing relationships through sustainability initiatives.
- **Passionate People:** Engaging and motivating employees in sustainability efforts.
- **Sustainability Leadership:** Impactful leadership and carbon reduction.
- **Carbon Accounting:** Timely delivery of carbon data and activities.
- **Sustainability Performance:** Ensuring policies are up-to-date and improving Ecovadis scores.

- **Sustainability Content & Strategy:** Mitigating greenwashing risks and providing training.
- **External Transparency:** Promoting sustainability thought leadership.

These goals are designed to ensure that Crown's sustainability efforts are integrated into every aspect of the business, from operations and finance to customer engagement and employee motivation.

Linking staff pay to sustainability performance is crucial for several reasons. Firstly, it holds employees accountable and motivates them to contribute to Crown's strategic priorities. By tying compensation to sustainability outcomes, Crown fosters 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 is committed to sustainability. When staff members see their pay linked to ESG performance, they recognize the company's dedication to creating value while minimizing negative impacts. Overall, integrating sustainability metrics into compensation programs benefits both the organization and its workforce.

In 2024, 300 ESG related performance goals, which were set in 2023 were reviewed as part of the performance review cycle. For the performance cycle starting in 2024, over 4000 ESG performance goals have been set for review in 2025.

Sustainability Budgets

Our business planning process now features sustainability as a regular item. Country managers are asked to submit carbon reduction plans based on their countries' carbon footprint. These plans form a part of country budgets and are discussed and approved during the annual business planning cycle in the second half of the year.

To empower country managers to plan and budget well, relevant data is made available to them by our carbon accounting partner, Normative. They are able to access insights and emissions hotspots through the Normative dashboards.

Additionally, Country managers and carbon champions can also use Normative's "reduction" module to analyze scenarios to compare activities and initiatives based on financial implications, availability, operational feasibility, efficiency, technological readiness, and their carbon impact to make informed decisions on carbon reduction actions.



Gary Maguire

Chief Risk Officer,
Crown Worldwide Group

A word from our Chief Risk Officer



Having spent more than three decades at Crown Worldwide Group, I've had the privilege of growing with a company that has continually prioritized responsible business practices, not just in policy but in action. Over the years, I've been fortunate to play a key role in shaping Crown's global approach to risk, ethics, compliance, governance, and supply chain management, areas that remain both professionally meaningful and personally important to me.

Crown has long been an industry leader in these domains, supported by a strong governance structure and clear backing from our CEO and Executive Board. I report directly to the CEO, which underscores the seriousness with which Crown approaches governance and ethical standards at the highest level.

My focus throughout has centered on the ethical treatment of customers, the protection of workers' rights, and the fair and equal treatment of people across all countries where we operate. These principles are reflected in our globally consistent policies and procedures, grounded in international standards and aligned with science-based targets.

While our governance efforts were historically focused internally, our scope has now evolved. In recent years, and especially in 2024, we've taken meaningful steps to extend

these values across our supply chain. Through the rollout of our Sustainable Procurement Policy, initially targeting top-spend partners, we're embedding Crown's expectations into our supplier relationships. I've found it especially rewarding to engage with suppliers of all sizes, from small local businesses to global corporations, learning from some, leading others, and working together to push sustainability forward.

In 2024, our focus also included:

- Enhancing health and safety protections for both Crown employees and our extended workforce
- Strengthening data protection practices to meet evolving global standards
- Continuing to raise awareness and accountability around carbon emissions, ethical business conduct, anti-corruption, and human rights.

These efforts reflect more than a compliance exercise, they're part of a broader commitment to building a cleaner, safer, and more inclusive future. I'm proud of the progress we've made and energized by what lies ahead, knowing we're moving forward not only as a business but as a responsible global citizen.

Compliance and Ethics

At Crown, we are dedicated to setting and upholding the highest global standards for ethics and compliance. Our Code of Conduct clearly outlines our dedication to ethical business practices and provides practical guidance for handling complex situations.

Recognizing our responsibility as a global corporate citizen, we operate with integrity and transparency, and we expect the same from all employees. To ensure everyone is equipped to meet these standards, we offer regular, mandatory training focused on ethics and compliance.

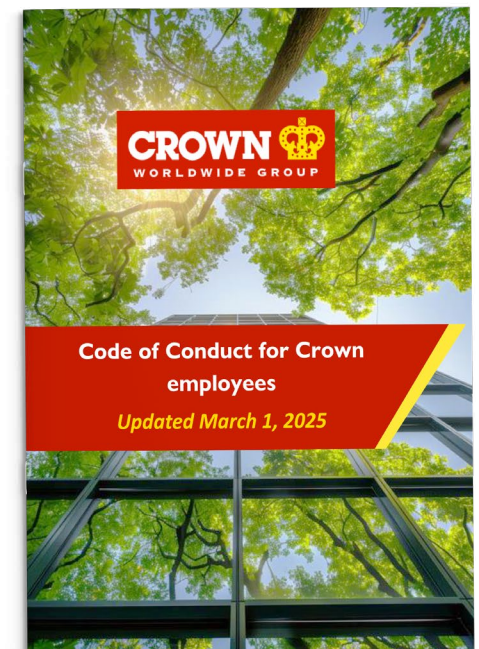
Our most recent Ecovadis assessment rated us as “advanced,” with a score of 65/100, compared to our previous year’s score of 60/100, an improvement of 8%. This indicates Crown’s growing strength in having comprehensive policies on ethics issues, performing risk assessments, and conducting due diligence processes.

Our Code of Conduct

With operations spanning more than 40 countries, we navigate diverse legal, business, and cultural landscapes. We set high expectations for ourselves and select partners, suppliers, and subcontractors who share our values. Navigating daily challenges and safeguarding our long standing reputation requires every employee’s commitment to respecting the laws of each country where we do business.

We maintain two Code of Conduct documents: one for employees and another for service partners. Everyone—employees, service partners, and subcontractors—must review, sign, and uphold these codes, even when they exceed local legal requirements. Both versions are universally applicable, regardless of region, business unit, or role. This renewed commitment underlines the importance of ethical behavior and reminds us that living our values is essential to our success as a responsible global organization.

In 2024, we updated the Code of Conduct to comply with legislative changes and to meet the evolving expectations of our customers and stakeholders. The revised document now addresses human rights in our supply chain, diversity, equity, inclusion, and environmental stewardship, and applies across all Crown brands. 95% of our employees committed to upholding Crown’s Code of Conduct in 2024. Additionally, 82% of our employees attended two live training sessions to increase their awareness of related policies and expectations.



Anti-bribery and corruption

At Crown, we operate a zero tolerance approach to bribery and corruption. We maintain a global shared Risk Register to identify corruption related risks pertinent to all business units and have developed policies, procedures and training activities designed to mitigate our corruption risks.

We employ a range of tools to ensure compliance across our businesses and geographic locations, which include: the risk register, anti-bribery and corruption (ABC) policy and procedures, Crown employee and supplier codes of conduct and awareness training for both Crown employees (mandatory annual training) and suppliers identified as requiring more awareness around the subject.

All these actions are in place across all Crown branches, covering 100% of our operations.

The most significant risks we face in this area relate to facilitation payments commonly associated with customs and immigration authorities that may be encountered when Crown delivers some of our services.

Crown places a strong focus on communication and training on anti-corruption policies and procedures. All employees undergo annual training for Anti-Bribery and Corruption via our e-learning portal, iLearn. In 2024, 83.2% of staff completed our mandatory course, aimed at equipping staff with knowledge on the signs to spot and prevent 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 instills confidence in our employees and clients that our ethics will not be compromised.

In 2024, 36 ethics and compliance-related issues were reported to Crown’s hotline. The most common non-compliance involved individual emails sent to incorrect recipients containing minimal personal information.

There were no fines or monetary sanctions incurred.

Confirmed incidents of corruption	0
Confirmed incidents of money laundering	0
Confirmed incidents of fraud	0
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0



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 compliant with globally. This is underpinned by 30 sites having ISO27001 certification.

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).

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 which have not received an adequacy decision under the EU GDPR.

Data protection and privacy

We have a comprehensive set of policies, practices, based on the 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.

Every year, staff are required to take mandatory virtual training on data security and privacy. In 2024, we achieved an 82% completion for the Data Privacy and 81% for the Data Protection e-Learning courses employees are asked to complete and pass annually.

If a service partner is found to lack sufficient data protection awareness during initial due diligence or account reviews, Crown will provide training to the Partner through e-learning modules and retention tests we have developed to help them align with our standards.

In 2024, there were 31 substantiated data breach incidents, a 48% increase from the previous year. All incidents

involved minor breaches where emails were misdirected to unauthorized recipients, containing negligible personal data. This rise in reported incidents reflects increased staff awareness and adherence to reporting expectations.

We continue to encourage reporting through our Ethics & Compliance hotline and aim to improve further by leveraging technology to discontinue access to inappropriately shared data.

We are continually working to ensure the right protections and processes are in place to mitigate consequences in the event of a data breach.

Total number of substantiated complaints received concerning breaches of customer privacy:

Category of data breaches	2024	2023
Complaints received from outside parties and substantiated by the organization	0	0
Complaints from regulatory bodies	0	0
Total number of identified leaks, thefts, or losses of customer data	31	21

In 2024, work was completed to ensure compliance with the Chinese Network Data Security Management Regulation and the Australian Privacy and Other Legislation Amendment Act, which are now in effect.

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.

Responsible adoption of Artificial Intelligence (AI) technology in business

Artificial Intelligence (AI) is revolutionizing how business is conducted and shaping the way people work. As a people-centric business, we are excited about the opportunities technology brings while also being cognizant of its limitations and risks, including those related to data privacy and security.

In 2024, we decided to regulate the way we use AI in the company. Crown Worldwide Group uses Microsoft Copilot, built on Microsoft's enterprise-grade security and compliance framework, for responsible AI adoption. Copilot only accesses data that users are authorized to view and does not use customer data, prompts, or responses to train its models. All content remains within our Microsoft 365 environment, ensuring data residency, ownership, and protection. These safeguards, combined with Microsoft's compliance with global standards such as GDPR, support our efforts to uphold the highest levels of data privacy and ethical technology use.

Crown Malaysia achieves ISO 22301 Certification

Crown Malaysia recently achieved ISO 22301 certification from Cyber Security Malaysia, becoming the first records and information management company in Malaysia to achieve this international standard. This certification validates our operational resilience and commitment to sustainable business practices. It demonstrates our adherence to global best practices, reinforcing our commitment to high governance standards and positioning us as a trusted leader in business continuity and security. This gives our clients peace of mind, knowing that Crown is well-equipped to securely store their corporate assets and ensure business process continuity, even when faced with unexpected challenges.



Sustainable supply chain

Supply chains can be a major contributor to a company's ESG (Environmental, Social, and Governance) performance. Responsible procurement helps organizations to embed social, environmental, and ethical considerations into their purchasing decisions, aiming to minimize negative impacts and maximize positive ones. Driven by the evolving regulatory landscape and consumer demand for sustainable products and services, businesses are increasingly developing sustainable procurement policies, prioritizing carbon reduction strategies, labor & human rights, and environmental commitments when evaluating new suppliers.

As a socially conscious global logistics business, Crown is in a unique position in the supply chain. Our commitment to setting a net-zero goal has directed our efforts toward reducing scope 3 emissions, bringing procurement to the forefront of our business strategy. This approach fosters greater collaboration and innovation internally as we look at ways to work with upstream and downstream suppliers and service partners to provide more sustainable solutions to our clients. Our dedication is evident in our 2024 Ecovadis assessment which improved by 87% compared to the previous year.

Sustainable Procurement

At Crown, sustainable procurement incorporates ESG principles into procurement decisions while still meeting stakeholder expectations. It goes beyond essential compliance, addressing broader issues such as child labor, harmful chemicals, and environmental protection. This approach ensures that sustainability values are upheld throughout the entire lifecycle of products and services. Crown's strategies aim to future-proof operations by tackling supply scarcity, adapting to emerging market demands, and reducing costs through energy efficiency, lower emissions, and waste reduction.

In addition to operational benefits, sustainable procurement strengthens brand reputation by promoting robust risk management practices. This helps identify and mitigate risks from problematic suppliers, reducing the potential for scandals and negative publicity. It also fosters innovation and brand differentiation by encouraging the development of sustainable products, enhancing sales credibility. Crown further supports its supply chain partners by engaging with them on carbon emissions and ensuring alignment with its ESG standards, reinforcing collaborative efforts toward sustainability.

New Sustainable Procurement Policy

We finalized our new Group Sustainable Procurement Policy at the end of 2024 and are preparing to implement it for all existing and new suppliers from Q3 2025..

Our Supply Chain Management system is being upgraded under the new policy to support the screening of both new and recertified suppliers in the areas of Ethics & Compliance, Environment, Anti-Bribery & Corruption, Labor Rights, Data Protection and Community Support. We aim to complete certification (and recertification) of the top 25% of suppliers (measured by total spend) by the end of 2025.





Sustainable Supply Chain thought leadership

We are not only eager to drive decarbonization in our supply chains but also to position ourselves as industry leaders, shaping the conversation and collaborating to find solutions to this shared global challenge. Our ESG Director, Joy Lam, was invited to speak at the Sustainable Supply Chain Summit Europe in October 2024 in Brussels, Belgium, on the topic of the “circular value chain.”

She also participated in the Ellen MacArthur Foundation's supply chain sprint in London, contributing to the discussion on the localization of supply chains - how leveraging local partnerships and suppliers can enhance organizational resilience, improve industry network design and enable circular solutions. Additionally, she was invited to speak at the Climate Leaders Forum at the UK's House of Lords on “Managing supply chain sustainability.”

New Zealand – leading the way in sustainable procurement

In 2024, New Zealand strengthened its commitment to sustainable procurement by launching a tailored training program for managers and establishing a supplier risk register. Our top 10% of suppliers by spend have been evaluated against our three-pillar sustainability strategy to ensure alignment with our values.

This shift toward sustainable procurement enables us to better support our clients in achieving their ESG goals, particularly when reporting on circularity, emissions, and local social impact.



Crown 2025 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 [Jan 1, 2024 - Dec 31, 2024] with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

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

GRI Standard	Disclosure		Location / Responses	
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.9	Our Report
	2-4	Restatements of information		Carbon footprint FY2022. There were some error in the previous carbon footprint calculations
	2-6	Activities, value chain and other business relationships	p.4	About Crown Worldwide Group
	2-7	Employees	p.4	About Crown Worldwide Group; p.48 2024 DEI Fast Fact
	2-9	Governance structure and composition	p.95-97	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	p.95-97	Our Governance Model
	2-12	Role of the highest governance body in overseeing the management of impacts	p.95-97	Our Governance Model
	2-13	Delegation of responsibility for managing impacts	p.95-97	Our Governance Model

GRI Standard	Disclosure	Location / Responses
	2-14 Role of the highest governance body in sustainability reporting	p.95-97 Our Governance Model
	2-15 Conflicts of interest	p.101 Compliance and ethics
	2-16 Communication of critical concerns	p.102 Anti-bribery and corruption
	2-17 Collective knowledge of the highest governance body	p.98-99 Key priorities for 2024
	2-21 Annual total compensation ratio	2024 highest to median ratio: 21:1
	2-22 Statement on sustainable development strategy	p.98-99 Key priorities for 2024
	2-23 Policy commitments	p.10 Memberships and certifications p.28-30 Local commitments p.62-65 Labor & human rights p.103-104 Data security, protection and privacy
	2-24 Embedding policy commitments	p.10 Memberships and certifications p.28-30 Local commitments p.62-65 Labor & human rights p.103-104 Data security, protection and privacy
	2-25 Processes to remediate negative impacts	p.102 Anti-bribery and corruption
	2-26 Mechanisms for seeking advice and raising concerns	p.102 Anti-bribery and corruption
	2-27 Compliance with laws and regulations	p.103-104 Data security, protection and privacy
	2-29 Approach to stakeholder engagement	p.7-8 Our place in the world
	2-30 Collective bargaining agreements	p.62-65 Labor & human rights
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p.7-8 Our place in the world
	3-2 List of material topics	p.7-8 Our place in the world
	3-3 Management of material topics	p.7-8 Our place in the world
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	p.62-65 Labor & human rights

GRI Standard	Disclosure	Location / Responses	
	202-2 Proportion of senior management hired from the local community	90% of the Board & Executive Leadership Team are from local community. They are the senior management hired from the local community including individuals either born or who have the legal right to reside indefinitely (such as naturalized citizens or permanent visa holders) in the same geographic market as the operation. The geographical definition of 'local' can include the community surrounding operations, a region within a country, or a country.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p.102	Anti-bribery and corruption
	205-2 Communication and training about anti-corruption policies and procedures	p.102	Anti-bribery and corruption
	205-3 Confirmed incidents of corruption and actions taken	p.102	Anti-bribery and corruption
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p.102	Anti-bribery and corruption
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p.18-19	Energy Consumption and Conservation
	302-3 Energy intensity	p.18-19	Energy Consumption and Conservation
	302-4 Reduction of energy consumption	p.18-20	Energy Consumption and Conservation
GRI 303: Water and Effluents 2018	303-5 Water consumption	p.21	Water Consumption and Conservation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p.16-18	Measuring our Carbon Footprint
	305-2 Energy indirect (Scope 2) GHG emissions	p.16-18	Measuring our Carbon Footprint
	305-3 Other indirect (Scope 3) GHG emissions	p.16-18	Measuring our Carbon Footprint
	305-4 GHG emissions intensity	p.16-18	Measuring our Carbon Footprint
	305-5 Reduction of GHG emissions	p.16-18	Measuring our Carbon Footprint

GRI Standard	Disclosure	Location / Responses
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p.22-23 Waste Management
	306-2 Management of significant waste-related impacts	p.22-23 Waste Management
	306-3 Waste generated	p.22-23 Waste Management
	306-4 Waste diverted from disposal	p.22-23 Waste Management
	306-5 Waste directed to disposal	p.22-23 Waste Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p.105-106 Sustainable supply chain
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<p>Total new Hire in 2024: 465 rate to 2024 headcount: 15.5%</p> <p>Turnover %</p> <p>Age group – by generation Baby Boomer: 1.6% Gen X: 4.3% Gen Y: 7.5% Gen Z: 2.6%</p> <p>by gender: Female: 6.4% Male: 9.6%</p> <p>by region AMER: 0.4% APAC: 10.3% EMEA: 5.3%</p>
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.62-65 Labor & human rights
	401-3 Parental leave	p.62-65 Labor & human rights
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Notice period varies from 1 month to 3 months
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p.61 Health & safety
	403-2 Hazard identification, risk assessment, and incident investigation	p.61 Health & safety
	403-3 Occupational health services	p.103-104 Data security, protection and privacy
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.61 Health & safety
	403-5 Worker training on occupational health and safety	p.61 Health & safety

GRI Standard	Disclosure	Location / Responses	
	403-6 Promotion of worker health	p.61	Health & safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.61	Health & safety
	403-8 Workers covered by an occupational health and safety management system	p.61	Health & safety
	403-9 Work-related injuries	p.61	Health & safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p.43-47	Learning and Development at Crown
	404-2 Programs for upgrading employee skills and transition assistance programs	p.27 p.43-47	Learning and Development at Crown & Sustainability training Learning and Development at Crown
	404-3 Percentage of employees receiving regular performance and career development reviews	p.43-47	Learning and Development at Crown
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p.48-53	Diversity, Equity and Inclusion, Crown's Board & Executive Leadership Team i. Gender; 31% female, 69% male ii. Age group: 30-50 years old (8%), over 50 years old (92%);
	405-2 Ratio of basic salary and remuneration of women to men	p.62-65	Labour and Human Rights
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p.65	Labour and Human Rights
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p.65	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.65	Labour and Human Rights
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p.66-93	Giving Back around the World
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p.105-106	Sustainable supply chain
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.103-104	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 Information Management, Crown Fine Art, Crown Logistics and Crown Wine Cellars.

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