

Our place in the world
**Global Sustainability
Report 2026**

A look back at 2025





Contents

Introduction & Overview

A Note from Our Group CEO	3
About Crown Worldwide Group	4
Guided by Our Values	5
A Word from Our Group ESG Director	6
Our Place in the World	7
Our Material Sustainability Topics	8
Our Report	9
Memberships and Certifications	10
Report Highlights	12
Enhancing ESG Performance	13
Sustainability and Our Group Strategy 2030	14

Environment

Enhancing the Business Sustainably	16
Our Carbon Footprint	18
Energy Consumption and Conservation	20
Environmental Achievements Around the World	22
Increasing Sustainable Services	25
Circular Economy	26
Sustainability Training	27

Social

Word from our Group Vice President for Human Resources	29
Innovation at 60	30
Employee Engagement	31
Learning & Development	32
Recognition	33
Awards and Accolades	34
Wellbeing	35
Health & Safety	36
Labor & Human Rights	37
Diversity, Equity & Inclusion	38
Giving Back	41

Governance

Word from our Chief Risk Officer	45
Our Governance Model	46
Compliance and Ethics	47
Anti-Bribery and Corruption	48
Data Security, Protection and Privacy ...	49
Sustainable Procurement and Supply Chain Governance	50

Performance Metrics

Performance Data	52
Crown 2025 GRI Index	61



A Note from Our Group CEO

At Crown, sustainability is becoming part of how we work every day.

In November 2025, our Board committed to Science Based Targets, establishing a 2024 baseline and a clear pathway to 2035. This was a huge step for Crown, requiring more ambitious action to reduce greenhouse gas emissions. While the challenge is significant, in the past year we reduced emissions by 5.58%, exceeding our annual target. This reflects better planning and practical action, including fleet optimization, facility improvements, and greater use of renewable energy.

Over the past year, I have seen that aiming higher creates a steeper learning curve. Progress against stretch targets and external frameworks is not always linear. Some areas move more quickly, while others take longer. But as our understanding grows, so do our expectations of ourselves. We are learning that real improvement depends on action in every country and every function. Beyond helping us hit our goals, this broader participation generates more innovative solutions and a source of pride for many more employees.

In 2025, we also launched our first five-year strategy. One of its core enablers is sustainability which is reflected in our investment priorities and measured as a headline KPI. We do this because it matters to the world and to Crown. It energizes our people, supports business growth, creates operating efficiencies, and helps strengthen our valuable property portfolio. Beyond strategy, sustainability is becoming a core business discipline: integrated into decisions, guided by data, and delivered by our global teams.

These results are a strong start. Achieving our 2030 strategy and 2035 targets however, will require sustained focus, collaboration, and continued transformation. I am inspired by the progress we have made and by growing commitment I see across Crown to keep pressing forward.

Jennifer Harvey
Group CEO



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 coordinated by dedicated move managers determined to make every relocation a simple success.



Crown Information Management helps clients to maximize the value of their 'corporate memory' through the storage, active management and timely distribution of information assets. In 40 countries, Crown provides secure archiving and retrieval of information in physical and electronic format, as well as digital imaging, media management, and data destruction.



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.



36
countries



44
languages



2,899
employees



72
nationalities



263
facilities around
the world



9.5m sq
warehousing

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 marketplace.



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.

A Word from Our Group ESG Director



As I write my third Sustainability Report for Crown Worldwide Group, I find myself reflecting on how far we have come together.

When we began strengthening our sustainability program several years ago, our focus was on building foundations, these being understanding our impacts, establishing governance, improving our data, and creating the structures needed to support meaningful progress. Today, while there is still much to do, sustainability has become increasingly embedded in how we operate, make decisions and plan for the future across our global business.

This report reflects the collective efforts of colleagues across our global operations, representing every part of Crown. Whether you contributed carbon data, participated in sustainability training, supported a community initiative, improved operational efficiency, strengthened governance processes, or simply challenged your team to think differently, your contribution has helped shape the progress we are sharing in these pages.

Joy Lam
Group ESG Director

The wider ESG landscape continues to evolve rapidly. Across many industries, organizations are facing economic pressures and shifting priorities, leading some to scale back sustainability investment or reduce the prominence of ESG programs. At Crown, we have taken a different view. Sustainability remains an important part of our long-term strategy because we believe responsible business practices strengthen resilience, create value for our clients, support our people, and help us manage risks and opportunities more effectively.

Our latest EcoVadis assessment provides encouraging independent recognition of this work. While ratings and metrics are important, what gives me the greatest confidence is the growing level of ownership across the business. I continue to see teams identifying opportunities, sharing ideas, and taking action in ways that are meaningful to our business, operations, colleagues, and the communities. That spirit of collaboration is what makes progress possible.

There is still much more to do, and we remain ambitious about the future. But the achievements in this report demonstrate what can be accomplished when people across a global organization work towards a shared purpose.

Thank you to everyone who contributed to this report and to Crown's sustainability journey. The progress reflected in these pages belongs to all of us.



Our Place in the World

Crown Worldwide Group's approach to sustainability reflects both who we are and the role we play in the global logistics and mobility industry. For over 60 years, we have worked alongside our people, clients and communities, guided by strong values and a belief that responsible business builds long-term resilience.

As a specialist logistics and support services provider, our activities rely on energy, materials, infrastructure and people. This means our operations can have environmental, social and governance impacts — both directly and across our value chain. Recognizing this responsibility, Crown focuses on managing these impacts carefully, while creating positive outcomes where we can.

Over recent years, our sustainability focus has evolved. Alongside our long-standing commitment to people and communities, we have strengthened our approach to environmental impact, ethical business practices and transparent governance, ensuring sustainability is embedded into how we plan, operate and deliver services globally.

Materiality Assessment

Identifying what matters most

To ensure we focus on the sustainability topics that matter most, Crown conducted a global materiality assessment in 2023-2024. This GRI driven and CSRD aligned process helps us identify, prioritize and validate the environmental, social and governance issues that are most relevant to our business, our stakeholders and the industry in which we operate.

Our assessment considers:

- Crown's impacts on the environment, people and the economy
- Stakeholder expectations, including employees, clients and leadership
- Industry specific sustainability risks and best practices, informed by EcoVadis' industry risk profile for Other Transportation Support Activities

Insights were gathered through an initial Group level assessment, local materiality exercises in key markets and engagement workshops with senior leaders. Together with external framework of industry risks profile, the results inform Crown's ESG strategy, priority setting and performance tracking.

Our Material Sustainability Topics

Based on the assessment, and aligned with key industry sustainability risks, Crown's material topics are grouped across **Environment, Social and Governance** pillars. These topics form the foundation of this Sustainability Report

How we use materiality

Crown uses the outcomes of the materiality assessment to:

- Shape Group level ESG strategy and priorities
- Guide target setting and performance tracking
- Align reporting with recognized frameworks, including GRI, CSRD, EcoVadis and UN Global Compact
- Ensure sustainability efforts remain relevant as our business, clients and operating context evolve

This structured approach helps Crown focus resources where they have the greatest impact, while maintaining transparency and accountability across our global operations.

Environment



Reflecting key environmental risks for our industry

- Energy use and carbon emissions
- Transportation related emissions and air quality
- Circular economy and waste management
- Sustainable materials and packaging

These areas align with industry identified risks relating to energy consumption, greenhouse gas emissions, materials use and waste generation in office and logistics based operations.

Social



Focused on people, safety and responsible employment

- Workplace health, safety and wellbeing
- Labor and human rights
- Diversity, equity and inclusion
- Community engagement

These topics reflect medium to high industry risks related to employee health and safety, working conditions, fair employment practices, learning and development across our global workforce.

Governance



Ensuring trust, integrity and accountability

- Ethical business standards and anti corruption
- Board governance and oversight
- Cyber security and responsible information management
- Sustainable procurement and supply chain practices

These governance topics respond directly to high risk industry areas such as corruption, data security, supplier practices and compliance in complex, multi country supply chains.

Our Report

Governance, measurement and accountability

ESG performance at Crown is overseen through a structured governance framework involving the Board, Executive Leadership Team and Sustainability Steering Committee. Progress is tracked through defined KPIs, aligned with recognized frameworks including **Corporate Sustainability Reporting Directive (CSRD), Global Reporting Initiative (GRI), EcoVadis, UN Global Compact and the Science Based Targets initiative.**

This approach ensures sustainability remains:

- **Strategic** — aligned to long term business objectives
- **Measurable** — supported by consistent data and targets
- **Action oriented** — driving continuous improvement across the Group

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, 2025, to continue our journey.

Reporting scope is within the operational boundaries of Crown Worldwide Group, in all our locations including offices and warehouses.

- This report details our performance during FY 2025 (January 1, 2025, through December 31, 2025).

The carbon footprint data presented covers FY 2023, 2024, and 2025. The carbon footprint calculated has been restated due to an update in methodology and improved comprehensiveness. All three years of data presented follow the same methodology, detailed in Crown's Carbon Governance Plan.

Board, Executive Leadership Team, and Steering Committee members are correct as of January 2026.

- Our previous report (covering FY 2024) was issued in July 2025.



Memberships and Certifications



Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress**.

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.



EcoVadis

Crown Worldwide Group participates in EcoVadis, a globally recognized sustainability ratings platform that assesses companies across Environment, Labor and Human Rights, Ethics, and Sustainable Procurement. The assessment provides independent validation of our sustainability management system and helps identify practical areas for continued improvement across our global operations and value chain.



Science Based Targets Initiative (SBTi)

Crown Worldwide Group has committed to set science-based carbon reduction targets through the Science Based Targets initiative, aligning our climate ambition with the level of decarbonization required to limit global temperature rise to 1.5°C. This commitment supports a clear, science-led pathway for reducing emissions across our operations and value chain.

Our SBTi commitment was approved in 2025 by the Board and is supported by improved carbon measurement, business planning and reduction initiatives across the Group. Crown has endorsed internal branch-level Scope 1 and Scope 2 reduction targets, using a 2024 baseline and a pathway to 2035, embedding climate action into operational planning and long-term sustainability governance.





ISO Accreditations

ISO 9001

61 Crown Worldwide Group sites around the world are ISO9001 certified, meaning those sites have been assessed to 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

ISO 27001 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 certified as ISO 27001.

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

Crown continued to embed sustainability across the business, advancing ESG integration, strengthening governance, and driving measurable progress against key priorities. The following highlights capture the Group's most significant achievements over the past year.



Reinforced ESG governance through strong Board oversight, robust ethics and compliance processes, and risk-based approaches to data protection and privacy.



Advanced decarbonization by committing to the Science Based Targets Initiative (SBTi), securing Board approval for internal branch-level Scope 1 and Scope 2 reduction targets, and embedding transition planning into business processes.



Delivered continuous ESG performance improvements, as recognized by the latest EcoVadis assessment, including a 24% uplift in environmental performance.



Marked Crown's 60th anniversary through the Global Giving Back Project, mobilizing teams worldwide to support Climate Action and Quality Education and deliver measurable community impact.



Positioned sustainability as a core enabler of Crown's 2030 Group Strategy, integrating ESG into strategic decision-making, investment priorities and performance management to support resilient, profitable growth.



Embedded ESG into supplier selection and management through the Group Sustainable Procurement Policy, strengthening transparency, compliance and responsible practices across the global supply chain.



Built future-ready capability through expanded learning, leadership development and digital platforms, exceeding training targets and strengthening a culture of continuous development.



Strengthened environmental performance through priority EcoVadis actions, including improved GHG management and reporting, stronger governance, and an 8% reduction in total carbon footprint compared with the 2024 baseline.



Strengthened inclusion and wellbeing through enhanced DEI governance, improved people data, expanded support programs, and targeted actions to reinforce fair pay, belonging and positive workplace culture.



Sustained strong employee engagement through continuous listening and action, with high survey participation and 90% of employees identifying Crown as a great place to work.

Enhancing ESG Performance

At Crown Worldwide Group, sustainability is embedded in how we operate, manage risk and create long-term value. In 2025, Crown strengthened its ESG performance, achieving **EcoVadis Bronze accreditation at Group level**, with **Gold accreditation in New Zealand and Silver accreditation in the United Kingdom & Ireland** — placing Crown among the highest-performing companies in their respective markets.

Throughout 2025, subject matter experts and teams across the company reviewed previous assessments and identified actions to further strengthen performance across Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

In early 2026, Crown received another EcoVadis Bronze medal and an overall rating of 65/100, a 5% increase on the previous assessment, placing the Group among the top 16% of companies globally in its industry sector.

Environment was the standout improvement, rising 24.6% to become Crown's highest-performing pillar for the first time. This placed the Group in the top 9% of the sector and reflects years of investment in climate action, carbon management and sustainability reporting.

Crown maintained strong programs across Labor & Human Rights — including health and safety, wellbeing, learning and development, and diversity, equity and inclusion — while improving workforce reporting and transparency. Ethics remained one of Crown's strongest pillars (top 10% of the sector), reflecting a mature governance framework, anti-corruption controls, information security management, ethics training and whistleblowing mechanisms.

Crown now ranks in the top 13% for Sustainable Procurement, following significant investment in supplier sustainability governance and responsible procurement practices — establishing a strong foundation that will be critical to driving future ESG performance.

Overall, the EcoVadis assessment provides valuable independent validation of Crown's ESG program and the progress made in embedding sustainability across our global operations.

Sustainability and Our Group Strategy 2030

One Crown. One Ambition.

Sustainability is a core enabler of Crown's **2030 Group Strategy**, supporting long term, profitable growth while strengthening resilience, reputation and customer value. Guided by our purpose — making it simpler to live, work and do business anywhere in the world — ESG considerations are embedded across strategic decision making, investment planning and performance management.

Crown's 2030 strategy is built on clear principles, including **local accountability, entrepreneurship and sustainability with measurable benefits**. This means sustainability investments are expected to deliver tangible value — reducing risk, improving efficiency and supporting customers' own ESG ambitions.

By 2030, Crown aims to be recognized not only for financial performance, but also for **embedded ESG priorities** that support sustainable growth, engaged people and positive environmental and social impact.





Environment



Enhancing the Business Sustainably

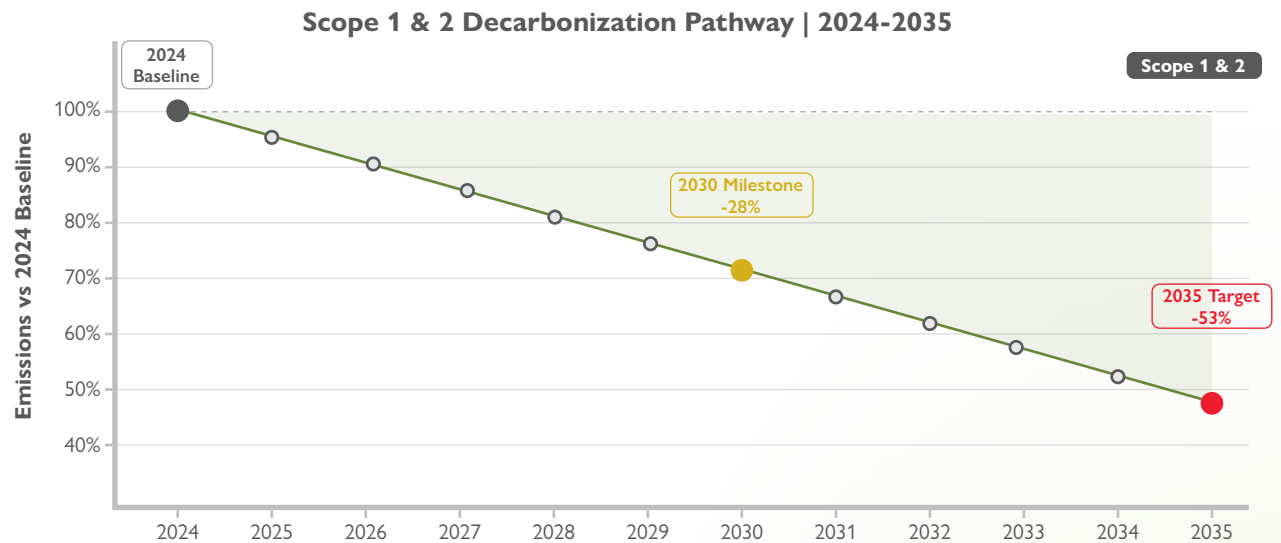
Towards a smaller carbon footprint—Science Based Targets

Crown began its formal carbon reduction journey using the Science Based Targets Initiative (SBTi), the global standard for corporate climate action. We established a baseline in 2024 and set hard targets for emissions reduction.

We strengthened carbon measurement and reporting through a partnership with [Normative](#), enabling more accurate, consistent and comparable carbon data across our global operations. Group-level insights were used to inform country-level carbon reduction plans as part of the 2025 business planning cycle.

Science Based Targets

Our aim is to reduce Scope 1 and Scope 2 emissions, where Crown has the greatest operational control, from a 2024 baseline with a clear pathway to 2035.



Group target: 53% reduction by 2035 • Interim milestone: 28% by 2030 • Pace: 4.2% YoY



Year 1 performance — ahead of plan

In 2025, we achieved a 5.58% reduction in combined Scope 1 and Scope 2 emissions compared to the 2024 baseline.

These early results show progress in the right direction and at a better than forecast pace. Performance against target is attributable in part to embedding sustainability into operational decision-making and using insights from Normative to identify hotspots and accelerate reduction plans.

Where the reductions in carbon emissions were found in 2025

2025 Emissions Performance | Scope 1 & Scope 2

Fleet efficiency and the energy transition are delivering measurable reductions

Scope 1 Fleet

-10%

Scope 1 emissions vs. 2004

-11%

Fuel consumption reduction

What's driving the reduction

- Fleet electrification rollout
- Route optimization
- Improved fuel management

Fleet efficiency driving results

Scope 2 Facilities

-3%

Scope 2 emissions vs. 2004

Renewable energy adoption

2024 → 2025
26% → 29%

What's driving the reduction

- Renewables share up 3 percentage points
- Energy use up 1.5%
- Cleaner grid mix offsetting consumption

Energy transition gaining traction

Combined Scope 1 & 2 reductions keep us on track toward our 28% interim target by 2030 and 53% by 2035

Ongoing initiatives aimed at carbon emissions reduction

While Scope 1 and Scope 2 emissions can be readily addressed through our own operations, Scope 3 emissions (generally the largest) rely on influencing our value chains.

Scope 3 emissions are reduced through our purchasing choices, through increased use of sustainable materials in packaging and reduced waste.

We are expanding our range of sustainability services, including asset life management and recycling/re-use strategies for clients.

And we have increased the scale and reach of our in-house sustainability training.

Our Carbon Footprint

Better measurement means we can target bigger reductions.

Improvements in monitoring and analysis, strong leadership support, and better accounting led to more precise measurement of Scope 1, Scope 2 and relevant Scope 3 emissions.

In 2025 we developed a comprehensive carbon data governance and management framework, aligned with the Greenhouse Gases (GHG) Protocol, to standardize data collection, validation and reporting processes across all regions.

The work included detailed remapping of financial account codes to carbon categories, ensuring accurate alignment to emissions sources. We also recalculated historic emissions data to ensure a consistent methodology is applied across all reporting periods, enabling more accurate and comparable year-on-year analysis. In addition to better carbon data, it has helped integration between financial and environmental reporting, and provides a robust foundation for emissions analysis and ongoing reductions.

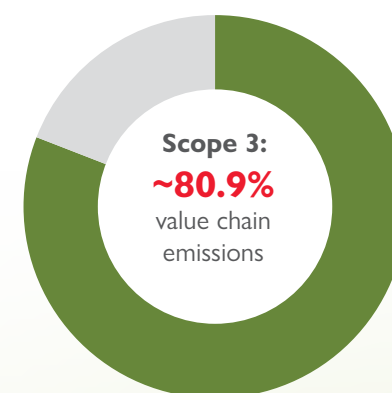
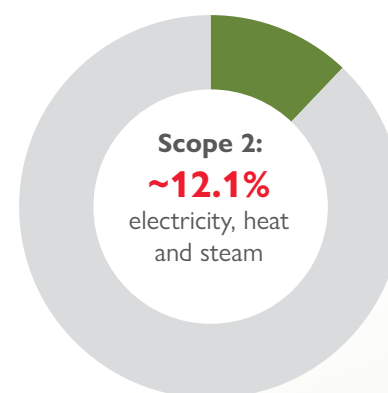
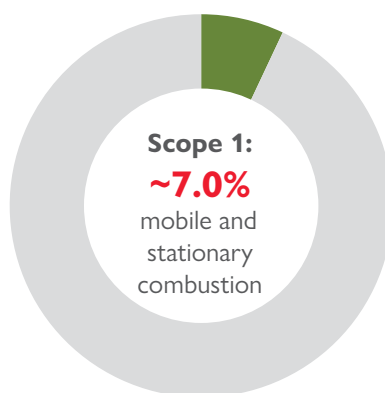
In parallel, we renewed our partnership with Normative in 2025. Their carbon accounting platform continues to increase accuracy, consistency and efficiency of our emissions calculations.

Where we stand

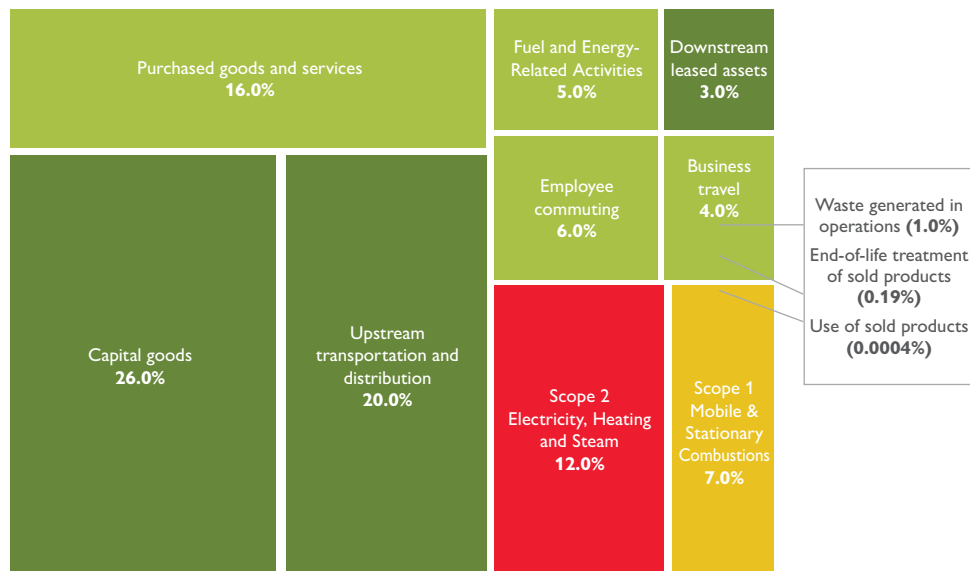
Our carbon footprint is calculated in line with the GHG Protocol Corporate Accounting and Reporting Standard. Our inventory includes Scope 1, Scope 2 and all Scope 3 categories across Crown's global operations, providing a comprehensive and comparable view of our emissions profile.

This emissions profile continues to highlight the importance of value chain engagement, as Scope 3 emissions represent the majority of our footprint. By using better tools and approaches to monitoring, we get improved data quality that enables us to track performance over time, identify key emission hotspots, and prioritize targeted reduction initiatives.

In FY2025, Crown's global emissions can be attributed to:



The composition of carbon emissions in our global business



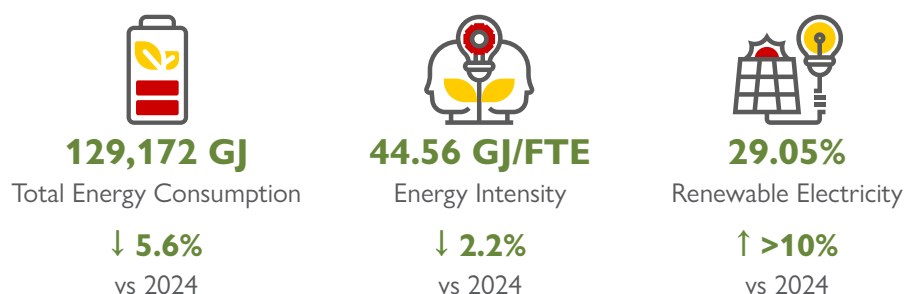
Crown Worldwide Group GHG Emission

Year		2025 (tCO ₂ e)	2024 (tCO ₂ e)	2023 (tCO ₂ e)
Scope 1	Mobile Combustion	4494	4855	4203
	Stationary Combustion	79	222	187
	subtotal	4574	5077	4390
Scope 2	Electricity	7518	7823	9156
	Heat and steam	395	325	9
	subtotal	7912	8147	9165
Scope 3	3.1 Purchased goods and services	10686	13474	13167
	3.2 Capital goods	16650	12300	10381
	3.3 Fuel and Energy-Related Activities	3461	3640	3838
	3.4 Upstream transportation and distribution	12993	18171	19634
	3.5 Waste generated in operations	556	667	7
	3.6 Business travel	2288	3400	2896
	3.7 Employee commuting	4150	4192	4313
	3.11 Use of sold products	0.26	0.26	
	3.12 End-of-life treatment of sold products	122	122	
	3.13 Downstream leased assets	1741	1745	
	subtotal	52647	57711	54235
	Total	65134	70935	67791

Energy Consumption and Conservation

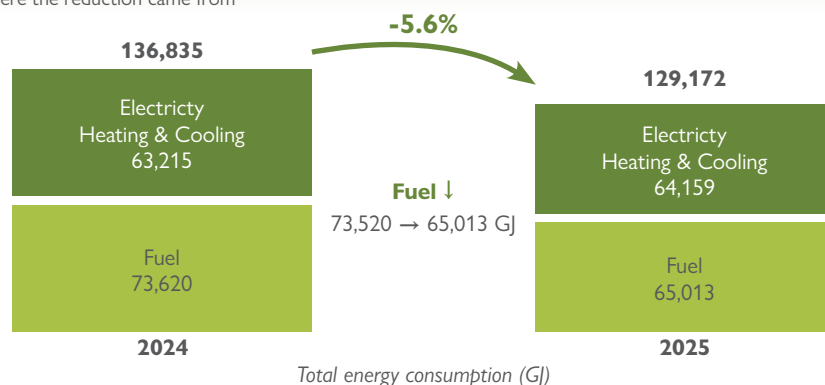
We can all find improvements that materially affect our performance

2025 Energy Performance



Energy Mix – 2024 vs 2025

Where the reduction came from



How we collect data

Energy consumption data is collected through Carbon Champions appointed across our global operations, using both activity-based and spend-based methodologies. The proportion of activity-based data has risen steadily since we began Group-level energy reporting in 2022, reaching 98% in 2025 — up from just 62% in our first year of collection. Reporting boundaries are defined based on operational control, encompassing all active sites within the company.

Our focus for decarbonization in Scope 1 and Scope 2

Our decarbonization efforts at country level are chiefly in moving to low-emission vehicles, and reducing facility electricity demand through renewable sourcing, on-site solar generation and efficiency upgrades. Each country has a reduction plan, delivered in collaboration with local teams and informed by emissions data that identifies where to prioritize.

Meaningful progress was made in 2025 in all of our eight highest-emitting countries. Fleet electrification continued to accelerate, with 38 low-emission vehicles now in operation globally — including electric vehicles, plug-in hybrids and electric forklifts. On the facilities side, 31 of 80 sites are powered by renewable energy, with further solar installations and renewable electricity contracts planned or in progress across multiple regions.

“Our energy transition accelerated in 2025, with lower overall consumption, improved efficiency and the highest renewable electricity share achieved to date.”



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)
2023	134,325	64,672	69,653	13.63%	93%	43.50
2024	136,831	73,620	63,211	11.07%	99%	45.58
2025	129,172	65,013	64,159	12.97%	98%	44.56

Crown Worldwide Group Purchased Electricity and Heating

Year	Total Purchased Electricity, Heating, and Steam (MWh)	Percentage Change (YoY)	Renewable Energy Purchased (MWh)	Percentage of Purchased Energy from Renewable Sources
2023	19,348	-0.11%	5,087	26.36%
2024	17,559	-9.2%	4,210	26.19%
2025	17,822	1.50%	4,653	29.05%

Environmental Achievements Around the World

Different countries operate their own plans for carbon emissions reduction and find targeted local interventions that improve our group performance. The following examples illustrate some of their achievements.



United Kingdom and the Republic of Ireland — Energy efficiency

The UK and Ireland continue to lead Crown's decarbonization efforts. All 18 facilities are now on 100% renewable electricity tariffs, and 11 electric vehicles (11.3% of the fleet) are in operation. Fleet management is supported by a telematics platform providing real-time insights into driver behavior, fuel economy and idle time reduction.



United Arab Emirates — Beginning the transition

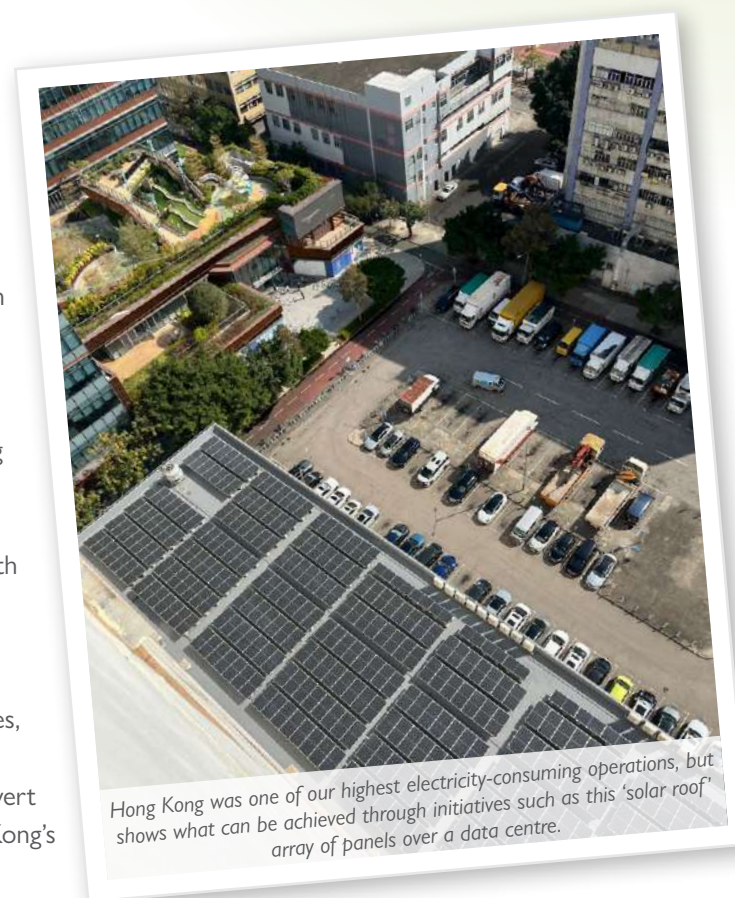
The United Arab Emirates is at an earlier stage, with fleet electrification constrained by local infrastructure and service requirements. Samsara telematics already in use on newer vehicles.



Hong Kong — From high consumption to low impact

In 2025, the team delivered energy savings of approximately 400,000 kWh through a combination of initiatives. It installed an array of solar panels at Data Centre 1 and Data Centre 2, ended its use of one external warehouse, and found other operational efficiencies, including warehouse lighting being upgraded to T8 LED fixtures with motion sensors across both new and existing facilities. This reduction represents a material improvement in both energy use and carbon emissions, delivering over USD 70,000 in annual energy cost savings.

The Hong Kong fleet now includes 8 electric vehicles, representing 23.5% of total vehicles — the second-highest EV ratio in the Group — with plans to convert a further vehicle to electric by end of 2026. Hong Kong's progress demonstrates how we can reduce carbon while lowering operating costs, combine renewable energy adoption with operational optimization, and deliver tangible local action that directly supports our group-level SBTi targets.



Hong Kong was one of our highest electricity-consuming operations, but shows what can be achieved through initiatives such as this 'solar roof' array of panels over a data centre.



India — Increasing renewable energy use

India has made meaningful progress in renewable energy sourcing, with 3 of 25 facilities now on renewable electricity. The Chennai Asthinapuram site was successfully converted to a renewable source through an open access model.



Malaysia — Finding efficiencies

Malaysia introduced energy efficiency measures including rooftop heat insulation, tinted windows, and sealing gaps to reduce cooling demand. Workspace temperatures are set at 25°C to minimize energy use. The fleet now includes 2 EV vans, 1 EV car and 4 electric forklifts, and B5 biodiesel is in use as part of broader operational efficiency efforts.



Singapore — Reducing emissions

Singapore has 4 low-emission vehicles in its fleet, representing 18.2% of total vehicles. LED panel upgrades and motion sensors are being installed across facilities.



China — A more efficient fleet

China has achieved the highest EV fleet ratio in the Group, with 4 of its 12 vehicles (33.3%) now electric. The team is continuing a phased replacement of older vehicles.



Indonesia — Turning practical action into measurable impact

Crown Indonesia delivered a 7% reduction in combined Scope 1 and Scope 2 emissions in 2025 compared to 2024, through a combination of renewable energy investment, fleet electrification and operational efficiency improvements.

A key milestone was the completion of a Solar Carport at the Jakarta facility, an on-grid system designed to power daily office and warehouse operations while reducing electricity costs and grid dependency. The team also introduced electric vehicles and electric motorcycles into the operational fleet for the first time, marking an important step in reducing transport-related emissions.

Alongside these technical measures, Crown Indonesia has transformed its facilities into greener, more sustainable workspaces — incorporating landscaped gardens, a greenhouse, indoor planting and employee engagement initiatives such as “Adopt a Succulent Day.” These efforts reflect a broader commitment to embedding sustainability into workplace culture, not just operational metrics.



The progress made by the Indonesia team has been recognized by senior Group leadership, reinforcing that locally driven initiatives play a vital role in supporting Crown’s global decarbonization targets and SBTi pathway.



New Zealand – Strengthening impact through measurable progress

Crown New Zealand continues to deliver measurable environmental outcomes, reinforcing its commitment to operational efficiency, circularity, and emissions reduction.

Advancing waste reduction

Building on its strong waste management foundation, Crown New Zealand diverted an additional 50 tonnes of waste from landfill, representing a fivefold increase compared to the previous year. This progress reflects ongoing improvements in waste segregation, recycling streams, and the continued optimization of Sustainability Stations across key locations.

Reducing transport emissions

To address transport-related emissions, Crown New Zealand began shifting its fleet from combustion vehicles to electric alternatives and has expanded its use of lower-emissions freight options. Where operationally feasible, the business prioritises rail and coastal shipping over road transport, reducing reliance on diesel-intensive trucking.



EVs are part of the answer but shifting to lower impact modes for freight also helps



Recycled packaging materials are a simple way to reduce impact



The Wellington, New Zealand centre incorporate a range of efficiency features

Over the past year, this shift has delivered a quantified saving of 93 tCO₂e through increased rail utilization, demonstrating the significant carbon benefit of modal change within the logistics network.

Changing to sustainable materials

Crown New Zealand is moving away from high-impact packaging materials. Initiatives are underway to eliminate polystyrene and bubble wrap, replacing these with recycled and lower-impact alternatives. This transition supports both waste reduction and broader circular economy objectives.

Investing in sustainable infrastructure

The development of the new Wellington warehouse represents a major step forward in sustainable infrastructure. The facility, which is nearing completion, will incorporate a range of low carbon initiatives:

- A rooftop solar PV array to support on-site renewable energy generation
- A rainwater harvesting system connected to a 374,000-litre storage tank

- Electric vehicle charging infrastructure
- Energy efficient design and climate control systems

These features are designed to reduce operational emissions, improve resource efficiency, and enhance long-term resilience. The development has achieved a Green Star 4 certification, recognizing its sustainable design and construction performance.

EcoVadis alignment

These initiatives collectively strengthen Crown New Zealand's performance across the Environment and Sustainable Procurement pillars, supporting continued improvement in EcoVadis outcomes and enhancing value delivered to clients through measurable ESG performance.



Increasing Sustainable Services

Crown's expansion of sustainable services help clients reduce waste, minimize materials use and extend asset lifecycles. Solutions such as carbon-informed decision tools, improved packaging practices and reuse models for previously single-use items are increasingly embedded into core services, enabling clients to reduce environmental impact while maintaining operational performance. These services will also contribute to a reduction in Scope 3 emissions in the longer term.

Case Study | Unlocking value from unwanted assets by team Bangalore

Challenge

Clients often dispose of usable items during relocation, resulting in unnecessary waste and missed social value opportunities.

Solution

Crown India integrated a **donation and reuse model into relocation services**, collecting reusable items from customers during packing and delivery and redistributing them through a structured process with charity partners.

Impact

- Reduced waste by diverting usable goods from disposal
- Delivered direct community benefit through redistribution
- Demonstrated how sustainability can be embedded into core service delivery

Why it matters

This initiative shows how Crown's services go beyond logistics—helping clients **reduce material consumption while creating social and environmental impact**.



Circular Economy

Circular solutions are also growing across Crown's global markets, led by initiatives such as **Crown Circulate** and **asset lifecycle management services** that extend the life of workplace furniture and IT equipment through reuse, refurbishment, resale and recycling.



Crown Circulate provides a structured approach to embedding circular economy principles into workplace transformation, supported by tools such as asset auditing and lifecycle tracking, alongside impact reporting on reuse and waste reduction. In 2025, 300 items were refurbished through these services, saving almost 2,000t CO₂e through reuse and preventing 416 tons of waste.

This model is now being scaled internationally, with dedicated Renew Centers operating in the United Kingdom, New Zealand and Singapore, enabling refurbishment and redistribution of assets at scale while helping clients reduce waste and costs. In parallel, circular practices have expanded across Asia through partnerships in markets such as Indonesia, the Philippines and India, supporting buy back and resale programs for furniture and IT equipment. These initiatives demonstrate how circular solutions are evolving into a core part of Crown's service portfolio, delivering both environmental impact and tangible value for customers.



In Malaysia, Crown supported the Axiata Circular Program, avoiding ~50 tCO₂e through reuse and recycling of client assets. This was complemented by internal circular practices — including the recycling of 1.87 tonnes of steel (avoiding ~3.1 tCO₂e) and the use of 212,300 [MyHijau](#) boxes made from 100% recycled paper, equivalent to 217.8 metric tons of recycled paper and an estimated 10,360 trees saved.



Sustainability Training

Building on the launch of Crown's first comprehensive sustainability training framework in 2024, we expanded our learning offer in 2025 to embed sustainability capability across all roles, levels, and regions. Overall uptake increased by **15.6% year-on-year**, from individual contributors to senior leadership.



1,387

hours of sustainability
learning attended

▲ 35% from 2024

Highlights from 2025 include:

- **LinkedIn Learning pathways** — curated sustainability learning journeys aligned to our priorities, with 113 completions recorded in 2025.
- **Carbon Awareness for Operations** — a tailored module extending reach to frontline and non-desk-based teams, equipping 230 operational employees with a clearer understanding of Crown's sustainability strategy and their role in delivering it. Expanding this reach will remain a priority in 2026.
- **UNGC learning content** — promoted to key functional roles to reinforce responsible business practices across human rights, labor, environment, and anti-corruption.
- **Sustainable Procurement capacity-building** — a live webinar reaching 81 participants following the launch of the Group Sustainable Procurement Policy and Framework.
- **Leadership carbon training with Normative** — including the Crown Carbon Target Information Session for Leaders, strengthening climate literacy and accountability at senior levels.
- **Sustainability-Led Services sessions** — attended by 279 participants, embedding sustainability into our commercial offerings and equipping employees to articulate how it creates value for customers.



Carbon Impact Training in action

All training is tracked via our **Group Training Metrics dashboard** and reviewed regularly by the L&D and Sustainability teams to identify gaps and shape future curriculum. In 2026, we will launch an **SBTi-aligned e-learning module** to deepen understanding of science-based targets and Crown's pathway to net zero.

Together, these initiatives move us beyond awareness to meaningful action — ensuring sustainability is embedded across every function, level, and decision.



Social

In 2025, Crown Worldwide Group continued to strengthen its commitment to its people, communities and responsible business practices. Guided by our values and informed by employee feedback, we focused on fostering innovation and engagement, investing in learning and recognition, and strengthening wellbeing, inclusion and the communities we serve. We believe a resilient and sustainable business is built on engaged people, fair labor practices and strong local communities.



Word from our Group Vice President for Human Resources

As Crown marked its 60th anniversary, 2025 provided a timely opportunity to reflect on the people, values, and culture that have shaped the business over six decades. Building on the progress of recent years, our focus has increasingly turned to the future—guided by our purpose, think forward mindset, and 2030 strategy, which together are shaping the next chapter of the Crown story.

In this context, innovation has taken on particular significance. More than a theme for this milestone year, it has become central to how Crown is preparing for the future—encouraging a more forward looking mindset, greater openness to new ideas, and an increased pace of progress across the organization.

Across the Group, attention has remained firmly on creating an environment where employees can contribute, grow, and adapt as the business evolves. This is underpinned by clear values, stronger leadership capability, and a culture that promotes learning, collaboration, and shared accountability.

In 2025, several key priorities came to life. The launch of LinkedIn Learning, alongside broader development programs and mentoring, increased average learning hours per employee beyond the 12 hour target—strengthening capability and expanding access to development opportunities. Innovation Fridays and the Crown Pioneers Challenge brought colleagues together across regions and functions to generate new ideas, reinforcing a more entrepreneurial mindset, with a number of initiatives progressing to implementation in 2026. At the same time, continued investment in inclusion, wellbeing, and recognition supported strong engagement—reflected in 90% of employees describing Crown as a great place to work—and helped foster a deeper sense of connection, positioning Crown as a place where people can thrive and contribute with impact.

The progress highlighted in this report shows Crown continuing to evolve with purpose—honoring its heritage while building the mindset, capabilities, and momentum needed to deliver sustainable growth in the years ahead.

Magali Delafosse

Group Vice President, Human Resources



Innovation at 60

Innovation continued to play an important role in driving efficiency, service improvement and sustainable growth across the Group. In 2025, **Crown's 60th anniversary** provided a timely opportunity to reinvigorate our entrepreneurial culture and position innovation as a shared capability across regions.



Throughout the year, structured initiatives encouraged idea generation, collaboration, and experimentation aligned to customer needs and future business priorities. Programs

such as **Innovation Fridays** gave employees dedicated time to challenge existing ways of working and explore new solutions. Collectively, these activities generated **over 4,700 innovation hours**, with most ideas focused on **Operational Excellence** and **Customer & Clients**, reinforcing innovation as an everyday mindset.

Ideas emerging from these focus areas included:

- **Automation and simplification** of HR, finance, and recruitment workflows to reduce manual effort and turnaround times.
- **Application of digital technologies**, including RFID, smart APIs, and system integrations, to improve operational efficiency, accuracy, and scalability.
- **Customer centric service enhancements**, such as real time tracking, bundled relocation services, and value added offerings to improve transparency and convenience.

Ideas Generated Through Collaboration



A key milestone of the anniversary year was the launch of the **Crown Pioneers Challenge**, a global innovation competition designed to convert ideas into real business opportunities. The challenge

resulted in **three winning propositions**, each focused on **new business and growth opportunities** across different parts of the Group:

- a new **Crown Relocations service proposition**,
- an innovation in **financial and pharmaceutical related offerings**, and
- market led concepts driven from **Mexico, India, and New Zealand**

Beyond the winning ideas, the challenge generated a strong pipeline of actionable proposals. With oversight and endorsement from the Board and Executive Leadership Team, selected initiatives from this pipeline are now being reviewed for phased implementation in key markets from 2026—reinforcing innovation and continuous improvement as organization-wide practices.

80%

Our senior and local leaders are always looking for ways to innovate

(Employee Experience Survey 2025)

Employee Engagement

Employee engagement remained strong throughout 2025, supported by high participation in the **annual Employee Experience Survey** and ongoing dialogue across the Group. Employees continued to express a **strong sense of purpose, pride in Crown's values and appreciation for collaborative team environments**.



86%

Participation Rate



70%

Plan to stay

▲ 4% from 2024



90%

Great place to work

▲ 1% from 2024

Insights from the survey showed **continued strength compared to 2024**, with results **improving or remaining stable across most engagement drivers**, and particularly strong scores in areas aligned to Crown's people and values led priorities. For the **fourth consecutive year**, Crown also **benchmarked its results externally against Gallup**, using a consistent set of **People and Planet statements** aligned to **Group priorities**. This **longitudinal benchmarking** provides confidence that engagement levels are being sustained against external standards, while the findings continue to inform targeted actions, particularly in early career experience, recognition and career development.



Environmental Impact



Diversity & Inclusion



Employee Development



Wellbeing



Ethics & Compliance

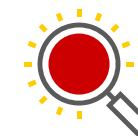
Four years of Gallup benchmarking show steady progress across key people and values indicators, with improvements in priority areas and sustained performance in others.

From Feedback to Action



Listen

Survey Insights



Learn

Identify Opportunities



LinkedIn

Learning

Development Initiatives

Feedback from the **2025 Employee Experience Survey** highlighted opportunities to **strengthen the early career employee experience and career clarity**. In response, Crown expanded access to **structured development pathways**, including **broadier use of LinkedIn Learning** and **targeted early-career initiatives**. Together, these actions reinforce our commitment to listening, learning and acting on employee feedback.

Learning & Development

77%

I have recently had training and/or development opportunities

▲ 3% from 2024

(Employee Experience Survey 2025)

Developing future-ready talent

Learning and development remained a core focus of Crown's people strategy in 2025, supporting our priority of building a stronger future through our people. Our learning ecosystem spans the full career journey, combining structured programs, facilitated development and digital learning — with a clear emphasis on leadership capability, knowledge sharing and continuous learning.

Expanding access through LinkedIn Learning

The introduction of LinkedIn Learning in 2025 gave employees flexible, on-demand access to learning aligned to business priorities and future skills. Employees completed over **4,000 hours** on the platform, contributing to an average of **14.6 learning hours per employee** w— exceeding our Group target of 12 hours.

Structured development at every career stage

Alongside digital learning, Crown continued to invest in structured programs that support employees at every career stage:

- **Global onboarding** — connects new joiners to Crown's purpose, values and ways of working from day one.
- **Emerging Talent Program** — prepares high-potential employees for broader responsibility across the Group.
- **STRIVE** — strengthens people management capability, equipping managers to lead with clarity and confidence.
- **RISE** — a facilitated leadership program building self-awareness, resilience, confidence and inclusive leadership through guided reflection and peer-based learning.

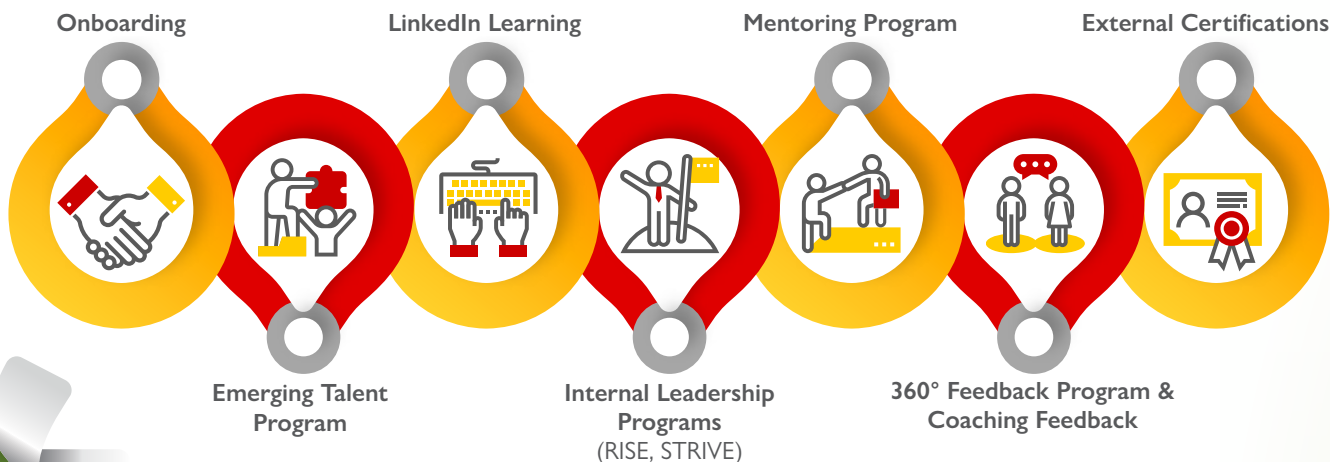


4,000+
hours completed

Average training
per employee
@14.6 hours
▲ 4.1 hours from 2024

87%
employees took at
least one course

Learning Ecosystem Approach



Planning ahead through the Talent Review Board

The **Talent Review Board** provides a structured, Group-wide view of future capability and readiness for critical roles, enabling more targeted development planning and stronger succession pipelines.

Building a sustainable talent pipeline

Together, these initiatives reinforce Crown's commitment to sustainable people development. The impact is beginning to show: promotions across the Group rose **13%** in 2025, and time to promotion reduced from **5.4 to 4.8 years**.

Recognition

Recognizing and celebrating employee contributions remained central to Crown's culture in 2025. Participation in peer to peer recognition continued to grow, with employees across regions and functions actively acknowledging behaviors aligned with **Crown's values and purpose**.

The **Crown Worldwide Awards program** received over **1,400 nominations**, reflecting strong engagement across the Group and participation from **multiple regions, businesses, support functions, and levels of the organization**. This broad based recognition helped reinforce a culture of appreciation, inclusion, and shared success, and contributed to a **3% improvement** in the Rewards and Recognition driver of the Employee Experience Survey—alongside strong results in teamwork and pride in working for Crown.

Together with long service awards and performance based recognition, these initiatives continue to strengthen a values driven culture where contributions are recognized consistently and meaningfully across the organization.

71%

Extra effort is recognized and celebrated

▲ 1% from 2024

(Employee Experience Survey 2025)



Winners of the annual Crown Worldwide Awards, a peer-to-peer recognition of employees who embed Crown values and Purpose in their day-to-day responsibilities.



Soumya Sridharan
Business Analyst, Crown
Information Management, India



Muhamad Alif Firdaus
IT Support Executive,
Malaysia



Tony Carlton
Operations Director,
Crown Workspace, UKI



Promil Daga
Finance Business Partner,
UKI



Bethany Whiteside
Warehouse Specialist,
Crown Workspace,
New Zealand

Global Recognition Framework

Peer-to-Peer Awards



Crown Worldwide
Award



Heroes
Award

Honorary Awards



Ken Madrid
Award



Chairman's
Award

Real-Time Recognition



Spot Award



Target Badge

Loyalty Award



Service Award

2,610

Badges Awarded

▲ 40% from 2024

Top 3 Badges



Thank You



Recognition



There

A badge is a token of appreciation awarded to employees by peers, colleagues and managers in recognition for the work they have done.

73%

I received praise for my work recently

▲ 7% from 2024

(Employee Experience Survey 2025)

Awards and Accolades

External recognition offers valuable validation of the progress we continue to make across our people, sustainability, and governance practices. While recognition is not the goal, it reassures us that our approach is aligned with leading global standards and delivering meaningful outcomes.

Following an Investors in People assessment, **Crown United Kingdom & Ireland achieved Gold accreditation for its general people practices and Silver accreditation for its wellbeing practices**, recognizing sustained progress in leadership capability, employee development, and support for employee wellbeing. Both accreditations are valid until 2028, underscoring Crown's long term commitment to creating a supportive, engaging, and high performing workplace.

INVESTORS IN PEOPLE®
We invest in people **Gold**

INVESTORS IN PEOPLE®
We invest in wellbeing **Silver**

In **Hong Kong**, Crown was recognized at the **HR Vendors of the Year Awards 2025**, receiving **Gold for Best Mobility & Orientation Consultant** and **Silver for Best Workplace Consultancy**.

In **New Zealand**, Crown received external recognition for safety and sustainability initiatives. The business was awarded **Highly Commended** at the **Australasian Fleet Champions Awards** under the Company Driver Safety Award category, acknowledging a road safety awareness and training program. Crown New Zealand was also named a **finalist in the 2Degrees Business Awards 2025** under the Excellence in Sustainability category, reflecting ongoing progress in embedding sustainability into everyday business practices.

In **Malaysia**, Crown was recognized through the **MY AMCHAM CARES program** by the **American Malaysian Chamber of Commerce (AMCHAM)**, marking consecutive years of external recognition for its corporate social responsibility efforts. This recognition reflects a strong culture of purpose and collective action, with initiatives spanning community improvement, environmental stewardship, and sustainable partnerships that deliver tangible and lasting impact.

Together, these external recognitions validate Crown's approach and help reinforce best practices across regions, supporting continuous learning, consistency, and improvement across the Group.



Wellbeing

82%

Crown cares about my overall wellbeing

▲ 1% from 2024

(Employee Experience Survey 2025)

Employee wellbeing remained a priority in 2025, with continued focus on supporting mental, physical and emotional health across the Group. A **global mental wellbeing session** delivered by an external clinical expert helped build awareness, strengthen resilience and deepen practical understanding of mental health in the workplace.

The session also provided an opportunity to spotlight the **Mental Health First Aider (MHFA) programs** already established in the United Kingdom and New Zealand. Through shared experiences and testimonials from trained First Aiders, the session highlighted the value of early support, peer-led intervention and local capability building. This approach encouraged other countries to learn from existing best practices and consider how similar programs could be adapted and implemented within their own local contexts. These efforts complement existing wellbeing resources and employee assistance programs available across the Group.



Through Perkbox, colleagues in the UK and selected EMEA countries enjoy perks and discounts that support everyday wellbeing.

Lyra is our Employee Assistance Program for Africa, offering confidential, round-the-clock wellbeing support for employees and their families.

Lyra

In addition, Crown continued to support and encourage employee-led initiatives that raise awareness of important health issues. Across the Group, colleagues actively participated in **November** and **Breast Cancer Awareness** activities, helping to promote open conversations, early detection and collective responsibility for health and wellbeing. These campaigns reinforced Crown's commitment to creating a supportive culture where wellbeing awareness is embedded throughout the year.

Crown's wellbeing approach focuses on early support, capability building, and locally relevant solutions that promote long term employee health across the Group.



Employees across Crown New Zealand participated in fundraising and awareness activities to support men's health and prostate cancer causes.



Financial wellbeing session in Hong Kong to support employees with insights on retirement planning and financial preparedness.

Health & Safety

Protecting the health and safety of our employees remains a core priority for Crown Worldwide Group. With a significant proportion of our workforce in operational roles, we continue to focus on strengthening safety culture, reducing risk and supporting employee safety across all locations.

Our health and safety approach is guided by a structured management framework aligned to internationally recognized standards, including **ISO 45001**. This framework supports consistent risk assessment, incident reporting, employee consultation and ongoing improvement across the Group.

90%

I enjoy a good and safe working environment
(Employee Experience Survey 2025)

In 2025, Crown continued to invest in health and safety training and risk management, supported by improved reporting and monitoring processes. Incidents and near-misses are recorded centrally to promote transparency, learning and prevention.



3,598

completions of health & safety training



Almost
4,400

hours of health & safety training completed



73%

of operational sites covered by formal health & safety risk assessments



24

sites certified to ISO 45001 for occupational health & safety



0

severe work-related injuries reported during the year



▼ YoY

reduced work-related incidents in 2025, supported by improved reporting and controls

Crown continues to strengthen risk assessment coverage and safety capability across operational sites, with a strong focus on consistent standards and continuous improvement.



In Malaysia, Crown was named a winner in the Business Services Category at the National Occupational Safety & Health (NCOSH) Award organized by the Department of Occupational Safety & Health (DOSH). This recognition reinforced a strong safety record: zero fatalities for five consecutive years, zero Lost Time Injuries in FY2025, 1,100 days since the last occupational accident (as of 31 December 2025), and 523,640 man-hours worked under controlled and safe conditions. 100% of mandatory HSE training was completed by all staff in 2025.

Labor & Human Rights

Crown Worldwide Group is committed to upholding fair labor practices and respecting human rights across all operations, guided by internationally recognized standards and reinforced through regular internal reviews and external assessments, including [EcoVadis](#).

Fair pay and equal opportunity remain central to Crown's approach. As of December 31, 2025, Crown reported a **negative gender pay gap**, indicating that on average female employees earned more than male employees. A higher proportion of female employees also received bonuses during the year, reflecting continued focus on equitable remuneration and progression. Regular reviews support compliance with local labor regulations and ongoing improvement in performance management and career development practices.

Employee wellbeing and capability building are key priorities. In 2025, **over 43,000 hours of training** were attended globally, supporting employee development. More than **400 employees participated in a mental wellness webinar hosted by a clinical expert**, reinforcing Crown's focus on both physical and psychological health.

Crown maintains confidential grievance mechanisms across all locations, ensuring employees and stakeholders can raise concerns without fear of retaliation. There were 9 grievances reported in 2025, representing a substantial increase compared to 2024. Through our internal investigation process it was determined that 8 of the submitted grievance were substantiated, resulting in actions which included disciplinary, employee supplemental training or service corrections. The increase in reported grievances indicates greater awareness and utilization of Crown's Ethics & Compliance hotline by both internal and external stakeholders, driven by targeted awareness training and improved accessibility to reporting channels, particularly for external parties.

Through ongoing assessment, transparency, and continuous improvement, Crown remains committed to protecting the rights, dignity, and wellbeing of all employees across the Group.

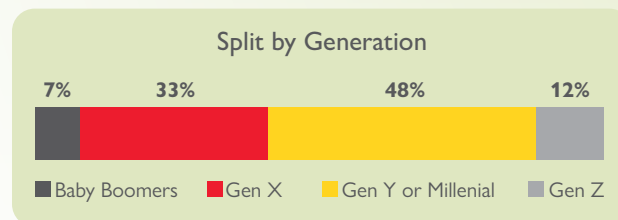
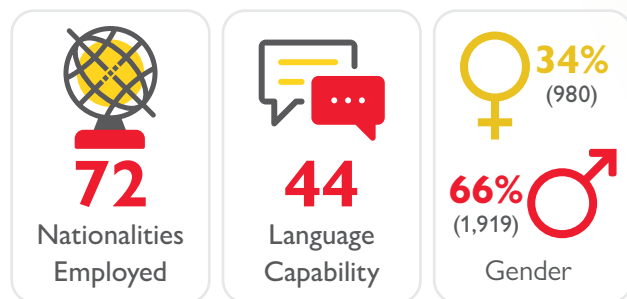


86%

Prejudice, harassment and bullying are not tolerated at Crown
(Employee Experience Survey 2025)

Diversity, Equity & Inclusion

Crown's commitment to diversity, equity, and inclusion is reflected in a global workforce representing more than 70 nationalities and multiple generations. In 2025, our focus was on strengthening inclusive practices, improving diversity data, and deepening authentic engagement across the Group.



Key progress aligned to our 2025 DEI priorities included:

- Crown conducted its first **Workplace Inclusivity Gap Analysis**, providing insight into inclusion practices across regions. Findings are being used to inform next step priorities and strengthen equity and inclusion across the employee lifecycle, with this work continuing as a key focus in **2026**.
- Engagement with employees supported improvements in diversity data quality, including the **introduction of neurodiversity data collection in 2025**, strengthening transparency and evidence based decision making.
- Employees contributed **over 2,000 hours** to DEI training and initiatives. This included an **externally led neurodiversity awareness session** and an **in house session on Chinese culture in the workplace**, supporting inclusive behaviors and cross cultural understanding.
- Pay equity indicators and people data continue to be reviewed to **reinforce fair pay, equal opportunity**, and **consistent people practices** across regions.

DEI Priorities in 2025



Foster an inclusive workplace

for employees with disabilities, minority/vulnerable groups, and promote gender inclusion



Enhance DEI reporting

to ensure transparency and accountability



Ensure equality and inclusion

throughout the entire employee lifecycle



Provide DEI training

to all employees to support their growth and maintain a positive work environment



Engage authentically in DEI initiatives

both internally and externally

88%

I can be myself at work

(Employee Experience Survey 2025)

DEI Steering Group

The DEI Steering Group is a cross-functional committee that guides Crown's DEI strategy and promotes equity and inclusion across the organization.



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 network of employees from across Crown who help promote DEI priorities, raise awareness, and support the delivery of DEI initiatives throughout the year.



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
Digital Solutions Manager,
India



Vandana Aiyer
Regional Account Manager
– CWM, Philippines



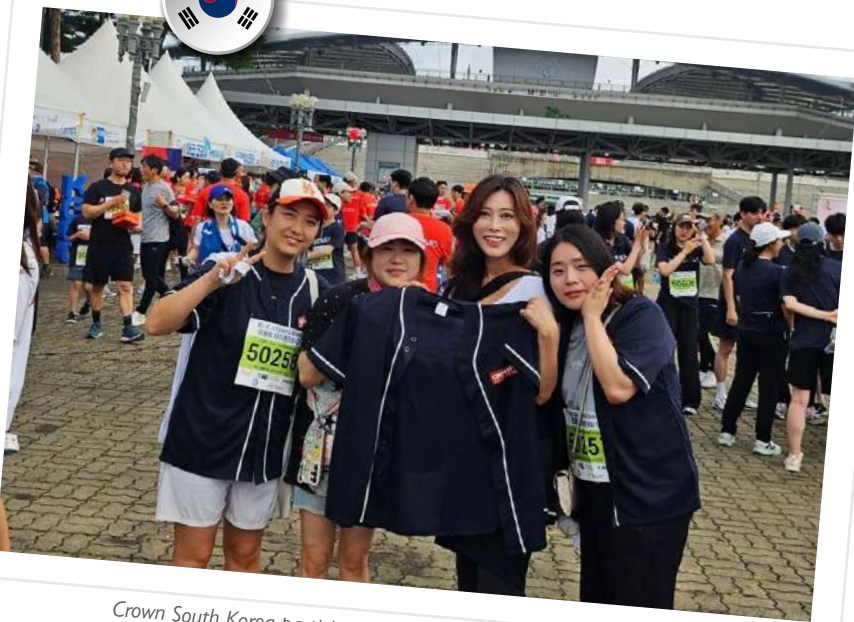
Jimena Vasquez
Team Lead
ILC Mexico



Hazel Chan
Head of Marketing,
North Asia



Pride month celebrations in Crown offices



Crown South Korea participated in the Euollim Marathon for the Visually Impaired, supporting disability inclusion, mobility rights, and blindness prevention initiatives.



Crown Germany colleagues lent a hand at Facettenwerk's summer party, supporting inclusive activities and community connection through volunteering.

87%

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

(Employee Experience Survey 2025)

Giving Back

Giving back to the communities in which we operate remains an integral part of Crown's culture. In **2025**, **Crown's 60th anniversary year**, employees across the Group came together through a **global Giving Back Together initiative**, reinforcing our shared sense of purpose and collective responsibility. Teams across regions actively participated in volunteering and fundraising activities, contributing thousands of hours in support of local communities and social causes.



6,300+

Volunteer Hours



US\$ 40,000+

Funds Raised

Participation spanned a broad geographic footprint, with countries taking part through locally driven activities aligned to shared global goals. The initiative was structured as a global diamond relay, symbolizing Crown's journey and enabling teams to showcase the impact of their efforts while inspiring continued engagement across the network. Together, these activities resulted in meaningful funds raised and sustained involvement across multiple countries, demonstrating the collective impact of employee led action.



Diamond Relay

84%

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

▲ 2% from 2024

(Employee Experience Survey 2025)

Top 3 charitable causes supported in 2025



Quality Education



Climate Action



Health & Wellbeing

Community initiatives continued to align closely with the **United Nations Sustainable Development Goals**, with **quality education and climate action identified as priorities for Crown's 60th anniversary year**, alongside continued support for **health and wellbeing**. This alignment ensured that global sustainability priorities were translated into practical, locally relevant action delivering positive social and environmental outcomes.

85%

Crown makes a positive impact on people and the planet

▲ 2% from 2024

(Employee Experience Survey 2025)

Think global, act local



Crown Philippines volunteers supporting children at Bethany House Sto. Niño Orphanage through games, meals, and donations.



Crown Singapore supporting community wellbeing through volunteering at the GROW Community Garden & Farm.



Crown Vietnam supporting KOTO through logistics support for youth empowerment initiatives.



Crown Czech Republic supporting children's education through a charity bake sale.



Crown Cambodia supporting education and learning spaces at Jim Thompson's Library as part of our 60th Anniversary celebrations.



Crown volunteers supporting quality education for orphaned children in Bangalore through our partnership with the Brzee Foundation.



Crown Dubai supporting sustainability and education through a community flea market.



Crown Spain supporting diabetes awareness and research through the Diabetes Race in Madrid.



Crown Kenya supporting ABC Children's Home through the donation of refurbished furniture.



Crown Hong Kong hikers supporting hospice care through fundraising activities.



Crown Malaysia Shared Services Centre volunteers supporting elephant care through conservation and educational activities.



Crown Johannesburg supporting the local community through meal service and winter essentials.



Crown Italy supporting families in need through a food collection initiative with SOS Bambini in Milan.



Crown UK supporting Breast Cancer Now through Wear It Pink fundraising activities.



Strong governance is a habit in a values-based business

Crown Worldwide Group's governance framework supports responsible decision-making, ethical business conduct, and effective risk management across our global operations.

Guided by our values and overseen at the highest levels of the organization, our approach to governance ensures accountability, transparency, and consistency in how we operate across regions, brands, and functions.

Being global, we encounter many different regulatory environments. The purpose of governance is more than compliance, it plays a critical role in safeguarding our people, our customers, and our reputation. In 2025, we continued to strengthen our governance foundations, focusing on effective oversight, robust policies, capability building, and practical implementation across compliance, data protection, and our supply chain. These efforts support long-term value creation and reinforce trust with employees, clients, and partners.

Governance

Word from our Chief Risk Officer

Having spent more than three decades with Crown Worldwide Group, I have seen first-hand how our approach to governance, risk, and responsible business has evolved—from a focus on strong internal controls to a more integrated, global framework reflecting the complexity of today's operating environment. This evolution remains central to how we manage risk, uphold standards, and deliver sustainable value.

Our governance model, led by the Executive Board and embedded across all levels, provides the structure through which ESG considerations are integrated into strategy and operations. Supported by the Sustainability Steering Committee and a comprehensive set of global policies, this approach enables consistent oversight of risks and opportunities while reinforcing accountability, transparency, and ethical conduct.

Over the past year, we have focused on strengthening the effectiveness and practical application of this framework. ESG considerations have been further embedded into enterprise risk management, ensuring sustainability-related risks—including supply chain, data protection, regulatory compliance, and ethical conduct—are managed alongside traditional business risks.

A key focus has been the continued implementation of our Sustainable Procurement Policy. Through a structured, risk-based approach to supplier due diligence, we prioritize engagement with highest-risk and highest-impact partners. This extends our governance

framework beyond our own operations and promotes consistent standards across our global supply chain.

We have also strengthened our compliance and ethics program, reinforcing our zero-tolerance stance on bribery and corruption while promoting accountability and transparency. Mandatory training, annual policy attestations, and accessible reporting channels support employee awareness and encourage speaking up.

At the same time, data security and privacy remain critical. Clear accountability across Risk and IT, supported by an ISO 27001-aligned Information Security Management System and global privacy standards such as GDPR, enables a structured and proactive approach to managing cyber and data risks.

Looking ahead, we will continue to enhance the maturity and effectiveness of our governance framework, including strengthening data-driven oversight, deepening supply chain engagement, and further integrating ESG into decision-making.

Our progress reflects an ongoing commitment to responsible business practices—ensuring Crown remains resilient, accountable, and well-positioned to deliver sustainable value in a rapidly changing world.

Gary Maguire
Chief Risk Officer

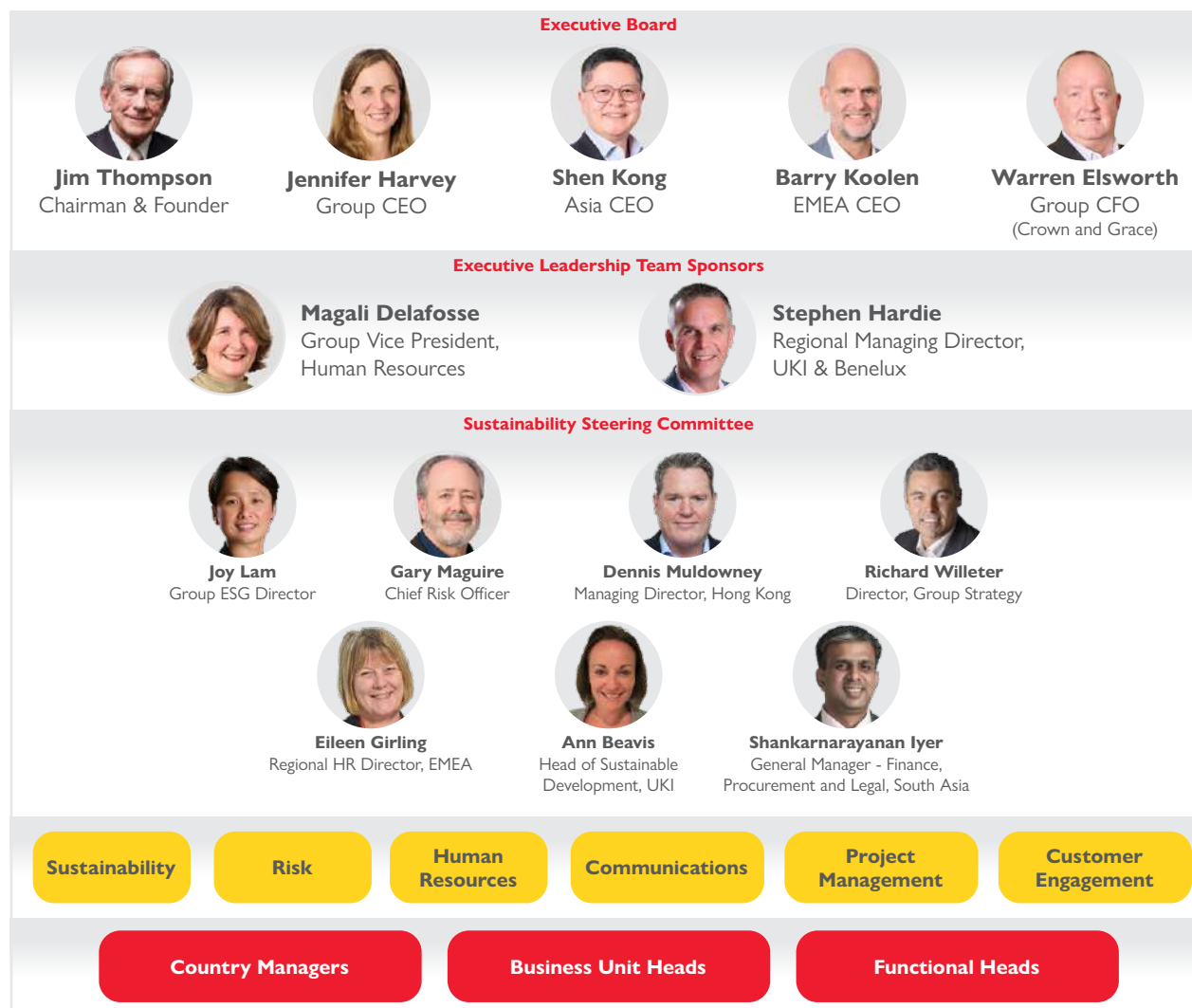


Our Governance Model

Ultimate responsibility for governance rests with the **Executive Board**, which provides strategic direction and oversight of risk, ethics, compliance, and sustainability. The board's strategy is implemented by the **Executive Leadership Team (ELT)** to country managers and business unit leaders, ensuring governance principles are consistently embedded across all operations.

Central to this structure is the **Sustainability Steering Committee**, a cross functional group with representation across sustainability, risk, human resources, communications, project management, and customer engagement. Facilitated by the Group Strategy Program Director and sponsored by the ELT, the Committee reports directly to the Executive Board through regular review meetings, aligning sustainability priorities, risk management, and business strategy.

Our governance structure enables informed decision making, effective monitoring of risks and opportunities, and clear ownership for ESG related outcomes across the Group



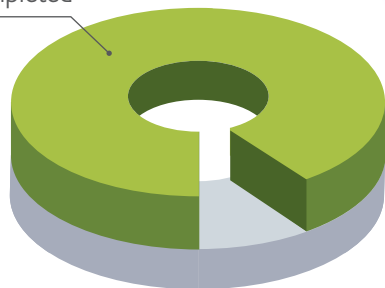
Compliance and Ethics

Strong compliance and ethical conduct are fundamental to Crown's governance framework. We operate with a **zero tolerance approach** to bribery, corruption, fraud, and unethical behavior, supported by clear policies, defined responsibilities, and ongoing training.

The **Chief Risk Officer** holds primary responsibility for ethics and compliance, working closely with leaders in the business to ensure expectations are understood and applied in day to day operations.

2025 Code of Conduct Awareness

93.3% completed



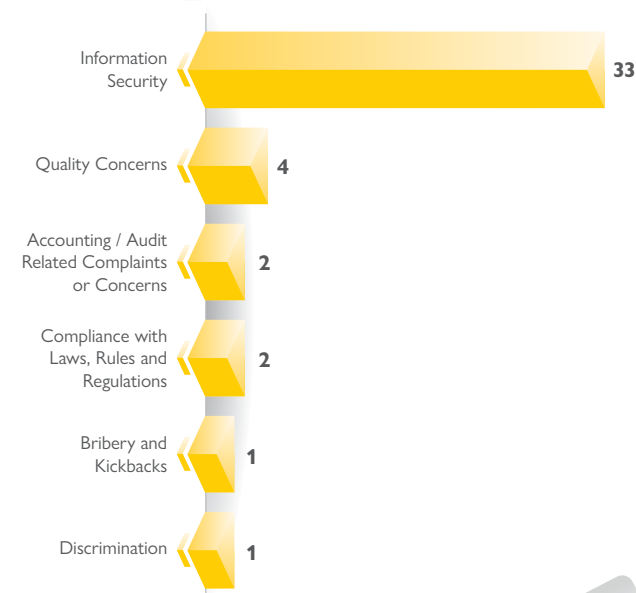
All employees are required to review and acknowledge the *Code of Conduct for Crown Employees* annually and complete mandatory compliance training. Suppliers and service partners are held to equivalent standards through the *Code of Conduct for Service Partners* during onboarding and recertification.

86%

Prejudice, harassment and bullying are not tolerated at Crown
(Employee Experience Survey 2025)

Crown maintains an **Ethics & Compliance Hotline** to enable employees and external stakeholders to raise concerns confidentially. In 2025, cases reported through the hotline spanned multiple issue categories, and were reviewed and addressed in line with Crown's governance and investigation frameworks.

Volume and type of ethics and compliance issues reported in 2025 via our Ethics & Compliance Hotline



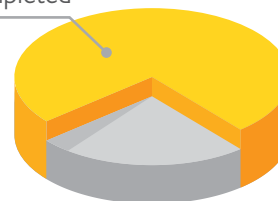


Anti-Bribery and Corruption

Crown's anti-bribery and corruption framework is designed to identify, prevent, and manage corruption related risks across all business activities. This includes a shared global **Risk Register**, formal policies and procedures, and mandatory annual training for employees.

Crown Anti-bribery and Corruption e-Learning

75.2% completed



Training focuses on helping employees recognize high risk situations and understand their responsibilities, particularly in environments where facilitation payments or third party interactions may pose higher risk. All reported concerns are reviewed in line with Crown's investigation procedures, with remediation and follow up actions implemented as required.



Data Security, Protection and Privacy

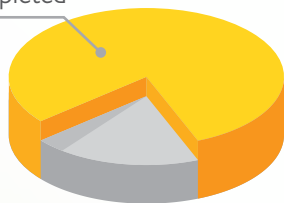
Our global data protection framework is aligned to the **EU General Data Protection Regulation (GDPR)**, which serves as the baseline standard across all regions.

Governance accountability for data security and privacy is jointly held by the **Chief Risk Officer** and the **Group Vice President, IT**, with implementation supported by Crown's Information Security and Risk functions. Our **Information Security Management System**, aligned to **ISO/IEC 27001**, establishes consistent controls across sites, regardless of certification status.

Employees complete mandatory annual training on data security and privacy, with completion monitored centrally. In 2025, an increase in reported data incidents reflected improved awareness and reporting practices. All substantiated incidents were minor in nature, typically involving misdirected emails with limited personal data, and there were **no regulatory complaints or enforcement actions**.

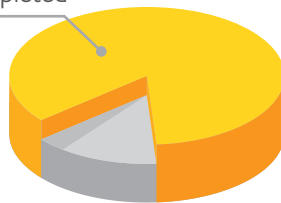
Crown Data Privacy e-Learning

80.7% completed



Data Protection for Crown Employees e-Learning

82.4% completed



Crown is committed to managing data risks responsibly and maintaining stakeholder trust in an evolving digital environment.



Crown Malaysia continues to maintain its ISO 22301:2019 BCMS certification and was recognized as the first organization in the Warehouse sector to do so. In 2025, a Disaster Recovery drill for critical client systems (RSSQL and RMWeb) achieved full system recovery within 197 minutes with zero data loss. This was externally recognized at the DRI Awards of Excellence 2025, where Crown Malaysia was a Top 3 Finalist for Best BCM Organization of the Year (Non-FSI) and Ts. Ahmad Faisol Bin Mohd Yusof was named Industry Newcomer of the Year.

Sustainable Procurement and Supply Chain Governance

Sustainable Procurement KPIs (2025–2026)



Top 20% of partners identified and targeted for recertification



98% risk assessment coverage for Service Partners

- Environmental
- Anti-Bribery & Corruption
- Labor Rights
- Data Protection
- Insurance



95% training completion for Service Partners

- Anti-Bribery and Corruption
- Data Protection
- Environmental Awareness



98% of Service Partners sign required agreements and policies

- Service Partner Agreement (when applicable)
- Service Partner Code of Conduct
- Data Protection Agreement (when applicable)
- Crown Group Sustainable Procurement Policy



Crown employees trained on Sustainable Procurement

- Number of training sessions
- Number of employees attending training

Sustainable procurement is a critical component of Crown's governance and risk management approach. In 2025, we continued to embed ESG principles into procurement processes through the implementation of the **Group Sustainable Procurement Policy**, aligning supplier expectations with international standards such as the UN Global Compact.

A structured, risk-based, due diligence framework was introduced, enabling sustainability assessments to be tailored based on supplier geography, service type, and ESG risk exposure. We began with suppliers with the highest spend and potential environmental impact, with the **top 20% of Crown's supply chain** identified for ESG-based recertification by the end of 2026.

To support effective rollout, employees with procurement responsibilities completed targeted training on the policy and framework. These steps reinforce Crown's commitment to managing supply chain risks, improving transparency, and supporting continuous improvement across our value chain.

Looking Ahead

Crown will continue to strengthen its governance framework to ensure it remains effective, proportionate, and responsive to an evolving global risk landscape. Looking forward, our focus remains on enhancing data quality, strengthening compliance culture, deepening supplier engagement, and maintaining strong Board-level oversight—supporting ethical business practices and sustainable, long-term growth across the Group.

Performance Metrics



About Our Performance Data

This section presents the metrics behind Crown Worldwide Group's 2025 sustainability performance, covering 1 January – 31 December 2025 with 2023 and 2024 shown for comparison. Data is group-wide across all our operations and aligned with the frameworks used throughout this report — GRI, the GHG Protocol, EcoVadis, SBTi

and the UN Global Compact. Figures are drawn from Crown's core systems and validated by functional owners before consolidation by the Group ESG team. Historic 2023 and 2024 carbon data has been restated following a methodology update, with all three years applying a consistent approach.

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Overview				
Annual governance / ESG priorities defined	# priorities	4	4	9
EcoVadis sustainability rating	Rating / Medal	62/100 (Bronze)	N/A	44/100
External employer / awards received	# awards	5	4	3
Total workforce headcount	# employees	2,899	3,002	3,099
Workforce by brand	# employees by brand	Workspace: 359; World Mobility: 221; Relocations: 445; Information Management: 1112; Fine Art: 78; Wine Cellars: 45; Logistics: 94; Property: 35; Corporate: 191; General: 318	Workspace: 350; World Mobility: 267; Relocations: 482; Information Management: 1115; Fine Art: 84; Wine Cellars: 44; Logistics: 92; Property: 38; Corporate: 208; General: 322	Workspace: 319; World Mobility: 324; Relocations: 505; Information Management: 1162; Fine Art: 79; Wine Cellars: 43; Logistics: 85; Property: 34 ; Corporate: 217; General: 331
Workforce by tenure	% by tenure band	<1 year: 12%, 1-5 years: 34%, 6-10 years: 19%; >10 years: 35%	<1 year: 12%, 1-5 years: 36%, 6-10 years: 19%; >10 years: 33%	<1 year: 13%, 1-5 years: 37%, 6-10 years: 18%; >10 years: 32%

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Environment - Energy				
Total energy consumed	GJ	129,172	136,831	134,325
Fuel consumed	GJ	65,013	73,620	64,672
Purchased electricity, heating & cooling	MWh	17,822	17,559	19,348
Renewable energy purchased	MWh	4,653	4,210	5,087
Renewable electricity share	%	29.05%	26.19%	26.36%
Energy intensity per headcount	GJ/headcount	44.56	45.58	43.50
Environment - GHG Emissions				
Activity-based data coverage for Scope 1 & 2	%	98.31	98.54	92.45
Absolute Scope 1 emissions	tCO2e	4,574	5,077	4,039
Absolute Scope 2 emissions (location-based)	tCO2e	8,486	8,634	10,008
Absolute Scope 2 emissions (market-based)	tCO2e	7,912	8,147	9,165
Scope 3 Upstream GHG emissions (total)	tCO2e	63,271	69,068	54,235
Scope 3 Downstream GHG emissions (declared evaluated, not material)	tCO2e (or qualitative declaration)	1,863	1,867	N/A
Absolute Scope 3 emissions	tCO2e	52,647	57,711	54,235
Scope 3 emissions breakdown by category	tCO2e	p18 . Our Carbon Footprint	p18 . Our Carbon Footprint	p18 . Our Carbon Footprint
Total Carbon Emission	tCO2e	65,134	70,935	67,791
Emissions intensity per employee	tCO2e/FTE	22.47	23.63	21.95
Environment - Environmental Management				
Sites certified to ISO 14001	# sites	29	31	33
Employee Experience Survey (Gallup benchmarked): Perception of Crown's positive impact on people and planet	% of employees scoring 5 (strongly agree)	28%	27%	22%

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Social - Workforce & Employment				
New employee hires (by gender, age group, and region)	# and rate (%)	Total New Hire: 506; Male: 63%; Female: 37%; APAC: 64%; EMEA: 35%; AMER: 1%; Baby Boomers: 4%; Gen X: 18%; Gen Y: 42%; Gen Z: 36%;	Total New Hire: 461; Male: 65%; Female: 35%; APAC: 65%; EMEA: 33%; AMER: 2%; Baby Boomers: 3%; Gen X: 19%; Gen Y: 48%; Gen Z: 30%	Total New Hire: 507; Male: 59%; Female: 41%; APAC: 61%; EMEA: 37%; AMER: 2%; Baby Boomers: 4%; Gen X: 21%; Gen Y: 49%; Gen Z: 26%
Employee turnover rate	%	Total Term: 14.8%	Total Term: 14.2%	Total Term: 15.6%
Employee Experience Survey: Employees who plan to stay	%	70%	66%	66%
Parental leave uptake	# days	1 day	26 days	46 days
Social - Diversity, Equity & Inclusion				
Gender diversity by workforce	%	66% Male; 34% Female	65% Male; 35% Female	65% Male; 35% Female
Women in management / leadership roles	%	38%	40%	39%
Women at top management level (ELT and mid/top management)	%	25% Board; 38% ELT; 33% M4+; 38% M1-M3 level	25% Board; 38% ELT; 33% M4+; 40% M1-M3 level	33% Board; 38% ELT; 29 % M4+; 40% M1-M3 level

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Gender representation by income band <i>Upper: Consultant, Manager, Senior Manager & above;</i> <i>Upper-Middle: Supervisor, Team Lead, Customer Service, Consultant;</i> <i>Lower-Middle: Supervisor, Support, Customer Service, Team Lead;</i> <i>Lower: Warehouse Workers, Packers, Drivers</i>	% female and male per band	Gender representation by quartile: • Upper: 40% Female, 60% Male; • Upper-Middle: 37% Female, 63% Male; • Lower-Middle: 43% Female, 57% Male; • Lower: 16% Female, 84% Male	Gender representation by quartile: • Upper: 44% Female, 56% Male; • Upper-Middle: 34% Female, 66% Male; • Lower-Middle: 45% Female, 55% Male; • Lower: 17% Female, 83% Male	N/A
Gender pay gap (mean and median) <i>A negative figure favors women; a positive figure favors men (calculated as male minus female, as a % of male pay)</i>	% mean and median	Mean -16% Median -25%	Mean -19% Median -20%	N/A
Gender bonus gap (mean and median) <i>A negative figure favors women; a positive figure favors men (calculated as male minus female, as a % of male bonus)</i>	% mean and median	Mean 18% Median -48%	Mean -10% Median 25%	N/A
Employees receiving a bonus by gender	% female and % male	Female 59.2% Male 45.7% (Difference 13.5%)	Female 76.7% Male 61.4% (Difference 15.3%)	N/A
Nationalities represented in the workforce	# nationalities	72	77	77
Workforce distribution by generation	%	Baby Boomers: 7%; Gen X: 33%; Gen Y: 48%; Gen Z: 12%	Baby Boomers: 8%; Gen X: 34%; Gen Y: 48%; Gen Z: 10%	Baby Boomers: 9%; Gen X: 35%; Gen Y: 48%; Gen Z: 8%

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Employee Experience Survey: Average score for Diversity, Equity & Inclusion driver	%	87%	88%	88%
Employee Experience Survey (Gallup benchmarked): Perception of respectful treatment at work	% of employees scoring 5 (strongly agree)	36%	33%	31%
Confirmed workplace discrimination incidents	# incidents	0	0	0
Social - Human Rights & Labor				
Living wage gap	%	18% (82% paid at or above living wage)	17% (83% paid at or above living wage)	-
Senior management hired from local community <i>"local" refers to individuals born in, or with the legal right to reside indefinitely in, the same geographic market as the operation (e.g., community, region, or country)</i>	%	90%	90%	90%
Employees covered by human rights / labor policies	%	100%	100%	100%
Working hours policy compliance	%	100%	100%	100%
Modern Slavery and Transparency Statement published	Y/N	Yes	Yes	Yes
Confirmed child labor incidents	# incidents	0	0	0
Grievances reported through formal channels	# cases	9	5	1
Human rights / labor grievances raised and resolved	# cases	2	4	1
Grievance mechanism on working conditions (distinct from discrimination / harassment)	Y/N and # cases by category	Yes; No submissions	Yes; No submissions	Yes; No submissions
Social - Health, Safety & Wellbeing				
Operational sites covered by formal health & safety risk assessments	# sites	20	18	21
Sites certified to ISO 45001 for occupational health & safety	# sites	20	18	21
Work-related accidents	# accidents	39	30	N/A
Lost time accidents	# accidents	32	26	N/A

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Lost time injury frequency rate (LTIFR)	rate	0.64	0.14	N/A
Recorded injuries	# injuries	39	30	N/A
Severe injuries from work-related activity	# severe injuries	0	0	0
Health & safety training completions	# completions	3,602	2,123	1,293
Health & safety training hours completed	hours	4,415.70	4,390.70	2,819.50
Wellbeing training completions	# completions	1,470	889	1,414
Wellbeing training hours	hours	1,557.50	452	529.9
Employee Experience Survey: Average score for Health, Safety & Wellbeing driver	%	86%	86%	85%
Employee Experience Survey (Gallup benchmarked): Perception of Crown's care for employee wellbeing	% of employees scoring 5 (strongly agree)	30%	30%	25%
Social - Learning & Development / Talent				
Total training completions	# completions	29,150	19,349	19,789
Average courses completed per employee	# courses / FTE	10	6	6
Average learning hours per employee	hours/FTE	14.8	10.5	7.8
Employees receiving skills-related training	%	88%	82%	69%
Sustainability training completions	# completions	1,328	1,148	1,290
Sustainability training hours	hours	1,388.20	1,029.40	795.4
Diversity, Equity & Inclusion training completions	# completions	1,233	1,434	1,076
Diversity, Equity & Inclusion training hours	hours	855.6	467.6	281.2
Early careers program participants	# participants	31	30	6
Mentoring program pairs completed	# pairs (incl. % women)	12 pairs (58% women)	26 pairs (65% women)	50 pairs (60% women)
Employees with active Individual Development Plan (IDP)	%	1,259 (73%)	1,227 (69%)	1,347 (75%)
Employees identified in Talent Review program	# employees	112 (2025-2027 Cohort)	N/A	N/A

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Women in leadership development programs	# participants	21	4	4
360-degree feedback participants	# employees	21	23	17
Employees receiving regular performance and career development reviews	%	Performance Management Completion: 93.7%	Performance Management Completion: 94.5%	Performance Management Completion: 94.1%
Global annual awards nominations received	# nominations	1,458	1,295	1,390
Target badges awarded	# badges	2,610	1,859	1,625
Employee Experience Survey (Gallup benchmarked): Perception of development encouragement at work	% of employees scoring 5 (strongly agree)	29%	26%	22%
Employee Experience Survey: Average score for Invest in Me driver	%	78%	76%	74%
Employee Experience Survey: Average score for Reward & Recognition driver	%	72%	69%	68%
Social - Employee Experience (General)				
Employee Experience Survey participation rate	%	86%	87%	88%
Employee Experience Survey: Great place to work index	%	90%	89%	88%
Employee Experience Survey: Average score for Environment, Social & Governance driver	%	85%	83%	82%
Employee Experience Survey: Average score for My Experience driver	%	86%	86%	85%
Employee Experience Survey: Average score for Teamwork & Relationships driver	%	87%	86%	86%
Employee Experience Survey: Average score for Day to Day Leadership driver	%	82%	82%	80%
Employee Experience Survey: Average score for Leadership from the Top driver	%	80%	80%	78%

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Social - Community & Social Impact				
Employee volunteer hours	hours	6,372	-	-
Funds raised for community initiatives	currency	USD40,334	-	-
Countries participating in global CSR initiatives	# countries	28	-	-
Governance - Ethics & Compliance				
Code of Conduct sign-off	%	95.5%	97.0%	98.4%
Employees trained on anti-bribery and corruption	%	75.2%	71.3%	75.2%
Confirmed corruption incidents	# cases	0	0	0
Confirmed money laundering incidents	# cases	0	0	0
Confirmed fraud incidents	# cases	0	0	0
Confirmed compliance breaches	# cases	41	34	28
Legal actions for anti-competitive behaviour	# cases	0	0	0
Conflict of Interest declarations managed	# declarations and % resolved	0	6; 100%	1; 100%
Ethics and compliance hotline reports	# reports and # substantiated	46	36	29
Employee Experience Survey (Gallup benchmarked): Perception of confidence in raising ethics concerns	% of employees scoring 5 (strongly agree)	33%	31%	28%
Governance - Compensation & ESG-linked Performance				
Annual total compensation ratio	ratio	19.93	21.03	21.5
Carbon-intensity KPI linked to performance management / bonus	% of eligible employees in scope	218 employees i.e. 7.5% of total employees	252 employees i.e. 8.4% of total employees	109 employees i.e. 3.5% of total employees
ESG performance goals set in performance management	% of eligible employees in scope	105 employees i.e. 3.6% of total employees	185 employee i.e. 6.2% of total employees	169 employees i.e. 5.5% of total employees

Metric	Unit of Measure	2025 Result	2024 Result	2023 Result
Governance - Sustainable Procurement / Supply Chain				
Suppliers signing supplier code of conduct	%	100%	100%	100%
Suppliers certified or recertified under Sustainable Procurement Policy	% of top 25% suppliers by spend	17.4%	0	0
Audited / assessed suppliers engaged in corrective actions or capacity building	% of assessed suppliers	65%	0	0
Buyers trained on sustainable procurement	%	100%	0	0
Governance - Quality Management				
Sites certified to ISO 9001	# sites	61	61	61
Governance - Information Security & Data Privacy				
Sites or entities certified to ISO 27001 for information security	# sites	31	31	27
Cyber Essentials Plus and additional cyber certifications	Status / # sites or entities	13	13	13
Information security training completion	%	60.9%	59.3%	65.9%
Data privacy training completion	%	80.7%	79.0%	84.3%
Data protection training completion	%	82.4%	76.9%	77.7%
Data privacy / security incidents	# incidents	33	39	42
Substantiated data breach incidents	# incidents and trend vs prior year	0	0	0
Privacy complaints from regulators and external parties	# complaints	0	0	0

Crown 2026 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, 2025 - Dec 31, 2025] 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	p.9 p.18	Our Report; Our Carbon Footprint
		2-5	External assurance	p.10 p.13	Memberships and Certifications; Enhancing ESG Performance
		2-6	Activities, value chain and other business relationships	p.4	About Crown Worldwide Group
		2-7	Employees	p.4 p.38	About Crown Worldwide Group; Diversity, Equity & Inclusion Fast Facts
		2-9	Governance structure and composition	p.46	Our Governance Model
		2-10	Nomination and selection of the highest governance body	p.46	Our Governance Model
		2-11	Chair of the highest governance body	p.46	Our Governance Model
		2-12	Role of the highest governance body in overseeing the management of impacts	p.46	Our Governance Model
		2-13	Delegation of responsibility for managing impacts	p.46	Our Governance Model
		2-14	Role of the highest governance body in sustainability reporting	p.46	Our Governance Model

GRI Standard	Disclosure	Location / Responses	
	2-15 Conflicts of interest	p.47	Compliance and Ethics
	2-16 Communication of critical concerns	p.47	Compliance and Ethics (Ethics & Compliance Hotline)
	2-17 Collective knowledge of the highest governance body	p.13 p.14	Enhancing ESG Performance; Sustainability and Our Group Strategy 2030
	2-19 Remuneration policies	p.37	Labor & Human Rights (fair pay, negative gender pay gap)
	2-21 Annual total compensation ratio	p.66	Annual total compensation ratio
	2-22 Statement on sustainable development strategy	p.3 p.6 p.14	A Note from Our Group CEO; A Word from Our Group ESG Director; Sustainability and Our Group Strategy 2030
	2-23 Policy commitments	p.10–11 p.16 p.37 p.47 p.49 p.50	Memberships and Certifications; Enhancing the Business Sustainably; Labor & Human Rights; Compliance and Ethics; Data Security, Protection and Privacy; Sustainable Procurement
	2-24 Embedding policy commitments	p.10–11 p.16 p.47 p.49 p.50	Memberships and Certifications; Enhancing the Business Sustainably; Compliance and Ethics; Data Security, Protection and Privacy; Sustainable Procurement
	2-25 Processes to remediate negative impacts	p.47 p.48	Compliance and Ethics; Anti-Bribery and Corruption
	2-26 Mechanisms for seeking advice and raising concerns	p.47	Compliance and Ethics (Ethics & Compliance Hotline)

GRI Standard	Disclosure	Location / Responses	
	2-27 Compliance with laws and regulations	p.47 p.48 p.49	Compliance and Ethics; Anti-Bribery and Corruption; Data Security, Protection and Privacy
	2-28 Membership associations	p.10–11	Memberships and Certifications
	2-29 Approach to stakeholder engagement	p.7 p.8	Our Place in the World; Our Material Sustainability Topics
	2-30 Collective bargaining agreements	p.37	Labor & Human Rights
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p.7 p.8	Our Place in the World (Materiality Assessment); Our Material Sustainability Topics
	3-2 List of material topics	p.8	Our Material Sustainability Topics
	3-3 Management of material topics	p.8 p.13	Our Material Sustainability Topics; Enhancing ESG Performance
	102-4 GHG emissions reduction targets and progress	p.16 p.18	Enhancing the Business Sustainably; Our Carbon Footprint
	102-5 Scope 1 GHG emissions	p.16 p.18	Enhancing the Business Sustainably; Our Carbon Footprint
	102-6 Scope 2 GHG emissions	p.16 p.18	Enhancing the Business Sustainably; Our Carbon Footprint
	102-7 Scope 3 GHG emissions	p.16 p.18	Enhancing the Business Sustainably; Our Carbon Footprint
	102-8 GHG emissions intensity	p.16 p.18	Enhancing the Business Sustainably; Our Carbon Footprint
GRI 103: Energy 2025	103-1 Energy policies and commitments	p.20	Energy Consumption and Conversation
	103-2 Energy consumption and self-generation within the organization	p.20	Energy Consumption and Conversation
	103-3 Upstream and downstream energy consumption	p.20	Energy Consumption and Conversation
	103-4 Energy intensity	p.20	Energy Consumption and Conversation

GRI Standard	Disclosure	Location / Responses	
	103-5 Reduction in energy consumption	p.20	Energy Consumption and Conversation
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	p.14 p.16	Sustainability and Our Group Strategy 2030; Enhancing the Business Sustainably (SBTi pathway)
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	p.37	Labor & Human Rights
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	p.63	Senior management hired from local community
	203-1 Infrastructure investments and services supported	p.22–23 p.24	Energy Achievements (Hong Kong solar, Indonesia solar carport); New Zealand Wellington warehouse (rooftop solar PV, rainwater harvesting system, EV charging)
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	p.30 p.41–43	Innovation at 60 / Crown Pioneers Challenge; Giving Back (6,300+ volunteer hours, US\$40,000+ raised)
	204-1 Proportion of spending on local suppliers	p.50	Sustainable Procurement (top 20% supply chain identified for ESG recertification by end-2026)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p.48	Anti-Bribery and Corruption (global Risk Register)
	205-2 Communication and training about anti-corruption policies and procedures	p.48	Anti-Bribery and Corruption (75.2% completion)
	205-3 Confirmed incidents of corruption and actions taken	p.47 p.48	Compliance and Ethics; Anti-Bribery and Corruption
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p.47	Compliance and Ethics

GRI Standard	Disclosure	Location / Responses	
GRI 301: Materials 2016	301-2 Recycled input materials used	p.26	Circular Economy (212,300 MyHljau boxes, 217.8 metric tons recycled paper, ~10,360 trees saved; 1.87 tonnes steel recycled)
	301-3 Reclaimed products and their packaging materials	p.24 p.25 p.26	New Zealand (transition away from polystyrene and bubble wrap to recycled/lower-impact packaging alternatives); Increasing Sustainable Services (Bangalore donation and reuse model — reusable items collected during relocations and redistributed via charity partners); Circular Economy (Crown Circulate — 300 items refurbished in 2025, ~2,000 tCO ₂ e saved through reuse, 416 tons of waste prevented; Renew Centers in UK, NZ, Singapore; Axiata Circular Program in Malaysia — ~50 tCO ₂ e avoided through reuse/recycling of client assets)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p.20–21	Energy Consumption and Conservation
	302-3 Energy intensity	p.20–21	Energy Consumption and Conservation
	302-4 Reduction of energy consumption	p.20 p.22–24	Energy Consumption; Energy Achievements Around the World
GRI 305: Emissions 2016	305-1 Direct Scope 1 GHG emissions	p.18–19	Our Carbon Footprint
	305-2 Energy indirect Scope 2 GHG emissions	p.18–19	Our Carbon Footprint
	305-3 Other indirect Scope 3 GHG emissions	p.18–19	Our Carbon Footprint
	305-4 GHG emissions intensity	p.20–21	Energy Consumption and Conservation
	305-5 Reduction of GHG emissions	p.17	2025 Emissions Performance

GRI Standard	Disclosure	Location / Responses	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p.19 p.26	Carbon Footprint table; Circular Economy
	306-2 Management of significant waste-related impacts	p.24 p.26	New Zealand (waste segregation, Sustainability Stations); Circular Economy
	306-4 Waste diverted from disposal	p.24 p.26	New Zealand (50 tonnes diverted); Circular Economy (416 tons waste prevented)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p.50	Sustainable Procurement
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p.61	New employee hires (by gender, age group, and region); Employee turnover rate
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.35 p.37	Wellbeing; Labor & Human Rights
	401-3 Parental leave	p.61	Parental leave uptake
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.36	Health & Safety
	403-2 Hazard identification, risk assessment, and incident investigation	p.36	Health & Safety
	403-3 Occupational health services	p.35	Wellbeing
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.36	Health & Safety
	403-5 Worker training on occupational health and safety	p.36	Health & Safety
	403-6 Promotion of worker health	p.35	Wellbeing
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.36	Health & Safety

GRI Standard	Disclosure	Location / Responses	
	403-8 Workers covered by an occupational health and safety management system	p.36	Health & Safety
	403-9 Work-related injuries	p.36	Health & Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p.32	Learning & Development
	404-2 Programs for upgrading employee skills and transition assistance programs	p.27 p.32	Sustainability Training; Learning & Development
	404-3 Percentage of employees receiving regular performance and career development reviews	p.65	Employees receiving regular performance and career development reviews
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p.38–39	Diversity, Equity & Inclusion
	405-2 Ratio of basic salary and remuneration of women to men	p.37	Labor & Human Rights
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p.37 p.47	Labor & Human Rights; Compliance and Ethics
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p.37 p.50	Labor & Human Rights; Sustainable Procurement
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p.37 p.50	Labor & Human Rights; Sustainable Procurement
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p.41–43	Giving Back
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p.50	Sustainable Procurement
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.49	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.

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



Discover Crown

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

- **World Mobility**
- **Relocations**
- **Information Management**
- **Fine Art**
- **Logistics**
- **Workspace**