

Infinite Innovation

CROWN HOLDINGS SUSTAINABILITY REPORT 2017

At Crown, innovation isn't an outcome—it's part of who we are.

Every day, we set out to help customers build their brands regionally and globally with packaging innovation that responds to the evolving needs and values of consumers and is as user-friendly as it is environmentally friendly.

A Message from our CEO

Six years ago, we launched our first sustainability report to communicate our commitment to environmental stewardship. Since then, there have been some important changes to our business and our approach to sustainability that you will find reflected in this year's report.

"We continue to operate with a relentless focus on safety, innovation and efficiency – both in our manufacturing processes and our use of resources. That discipline has enabled us to reduce our overall energy consumption and green-house gas emissions, even as demand for metal packaging has continued to increase and we have grown our global footprint

- TIMOTHY J. DONAHUE



Our Progress at a Glance

Sustainability is an integral part of how we do business at Crown and we strive for continuous improvement and to raise our performance standards to the highest level in every area.

Employee Health and Safety

Zero work-related fatalities across the ten-year span of our sustainability reporting (2007-2016)

Environmental Data

During the span of our sustainability reporting (2007-2016), beverage can production has increased by 50% (approximately 21 billion cans). Against this backdrop, we have achieved significant reductions in several key environmental metrics.

4 %
A 4% decrease in aluminum usage

10 %

A 10% decrease in direct GHG emissions and an 8% decrease in indirect GHG emissions

18 %

A 17% decrease in VOC emissions and an 18% decrease in NOx emissions

49 %

A 49% decrease in waste to landfill

Contributions to CDP

2015 Calendar Year

Grade: A- (on a scale of A to F)

Leadership Category

Average program ranking for all participants: C

2016 Calendar Year

Grade: A- (on a scale of A to F)

Leadership Category

Average program ranking for all participants: C

https://dev.baileygp.com/crown/sustainability/_site/a_message_from_our_ceo.html

A Message from Our CEO

Perspective Statement

Six years ago, we launched our first sustainability report as an avenue to more formally communicate our commitment to environmental stewardship, our pride in our global workforce and our desire to be a good corporate citizen to the communities where we work and live.

Since then, there have been some important changes to our business and our approach to sustainability that you will find reflected in this report:

In 2016, we announced a five-year strategy to further reduce energy consumption and greenhouse gas emissions. We felt making this commitment was an important step in our sustainability journey and we are extremely proud of the progress we have made.

Our product portfolio has expanded to include glass bottle manufacturing for the Mexican beverage industry with the acquisition of EMPAQUE, which was completed in 2015. EMPAQUE also produces aluminum beverage cans and ends as well as metal closures and crowns. This strategic acquisition has allowed us to increase our presence in the growing Mexican market and significantly strengthened our global beverage packaging business. This report is the first time we have reported sustainability data on a substrate other than metal.

We began participating in CDP's climate change program in 2016 to further increase transparency with customers and other important stakeholders. Our 2016 and 2017 submissions have received high rankings, placing us in the "Leadership" tier.

However, even with all of these changes, the foundation of our sustainability story has not wavered. We continue to operate with a relentless focus on safety, innovation and efficiency – both in our manufacturing processes and our use of resources. That discipline has enabled us to reduce our overall energy consumption and greenhouse gas emissions, even as demand for metal packaging has continued to increase and we have grown our global footprint to best support our regional and international customers.

Our primary product – metal packaging – truly embodies sustainability. Made from permanent materials, defined as materials whose inherent properties do not change during use and despite repeated recycling into new products, metal packaging is the perfect example of a circular economy at work. Once metal enters the material-to-material loop, it will always be available for future generations. It is this process that enables the beverage can you drink from today to return to the shelf as another beverage can in as little as 60 days.

"Our primary product – metal packaging – truly embodies sustainability. Made from permanent materials ... metal packaging is the perfect example of a circular economy at work."



Along with their unbeatable recycling attributes, cans help minimize food waste, a critical aspect of sustainability, by protecting goods from light and oxygen. Cans also provide the longest shelf life of any package.

We continue to be proud of our progress across all three dimensions of sustainability, and once again must thank our global workforce for their contributions. They are the backbone of Crown and work hard to deliver continuous improvement and help raise our performance standards to the highest level in every area. Our biennial Chairman's Sustainability Awards program recognizes several of these efforts, but many more go on every day in our facilities around the world.

That spirit of continuous improvement has carried through to the development of this report, which uses the Global Reporting Initiative's (GRI) G4 guidelines, and is presented as an all-digital experience – both firsts for Crown. We are excited about where our sustainability journey will take us next and look forward to sharing updates with you along the way.

TIMOTHY J. DONAHUE
PRESIDENT AND CHIEF EXECUTIVE OFFICER
CROWN HOLDINGS, INC.

https://dev.baileygpp.com/crown/sustainability/_site/performance_highlights.html

Performance Highlights

Progress Against 2020 Sustainability Goals

Goal 1

By the end of 2020, reduce energy consumption by 5% per billion standard units of production from 2015 levels.
Status: As of December 31, 2016, we have exceeded this goal, reducing energy consumption by 5.3% per billion standard units. Absolute energy consumption has decreased by 1.3% while we have increased production by over 4.2%.

Goal 2

By the end of 2020, reduce Scope 1 and Scope 2 greenhouse gas emissions by 10% per billion standard units of production from 2015 levels.
Status: As of December 31, 2016, we are more than halfway towards achieving this goal, with greenhouse gas emissions reduced by 6.25% per billion standard units.

Even as beverage can production has increased, we have achieved significant reductions in several key environmental metrics.



Employee Health and Safety

Zero work-related fatalities across the ten-year span of our sustainability reporting (2007-2016)

Environmental Data

During the span of our sustainability reporting (2007-2016), beverage can production has increased by 50% (approximately 21 billion cans). Against this backdrop, we have achieved significant reductions in several key environmental metrics.

4 %
A 4% decrease in aluminum usage

10 %
A 10% decrease in direct GHG emissions and an 8% decrease in indirect GHG emissions

18 %
A 17% decrease in VOC emissions and an 18% decrease in NOx emissions

49 %
A 49% decrease in waste to landfill

Contributions to CDP

2015 Calendar Year
Grade: A- (on a scale of A to F)
Leadership Category
Average program ranking for all participants: C
2016 Calendar Year
Grade: A- (on a scale of A to F)
Leadership Category
Average program ranking for all participants: C

Chairman's Sustainability Awards

2016 Chairman's Sustainability Awards

Our biennial Chairman's Sustainability Awards program recognizes outstanding achievements at the plant level across all three dimensions of sustainability: economic, environmental and social.

The program also honors the commitment of our employees to continually raise the standard of excellence by which we operate and to seek opportunities to conserve resources, enhance safety and productivity and support their local communities. Many of the initiatives highlighted by the program are scalable to other facilities, greatly extending their impact on our sustainability efforts overall.



And the Winners are...

Presenting the winners and honorable mentions of the 2016 Chairman's Sustainability Awards

Economic Sustainability Award

The Economic Sustainability Award acknowledges actions and projects initiated by Crown plants that have a significant, measurable reduction in the Company's use of resources, including energy, water, freight and fuel.

13.8%
LESS

Energy used per can, even as can production has increased by 18.2%

Overall Category Winner
Hanoi, Vietnam (Beverage Can Facility)

Results: Over a two-year period, the Hanoi facility has decreased energy usage per can by 13.8%, even as can production has increased by 18.2%.

The Details: The Hanoi plant was recognized for taking a comprehensive approach to reduce electricity use, including the implementation of an innovative metering system and unique sensors that adjust vacuum blower speed to can density on the line. LED lamps, more efficient air conditioners and new compressors were also installed.

Honorable Mentions

Our Santafe de Bogota, Colombia beverage can plant executed a multi-pronged strategy to reduce energy use. Efforts included replacing all of the electrical air extractors in the building, updating vacuum pumps, changing old electric motors out for high efficiency models and substituting every lightbulb in the plant for LED technology. Taken together, these

activities reduce the facility's energy use by an impressive 2,257 .000 kWh per year.

The team in our Dubai beverage can plant leveraged Six Sigma methodology to create an energy action plan to reduce electricity and water consumption. The plan assessed all aspects of the plant and generated several best practices related to chiller optimization and use of machinery during periods of low output. The effort ultimately resulted in a 5.8% reduction in electricity use per 1,000 cans and established a new benchmark of 16 kWh per 1,000 cans. Water consumption was also decreased through these efforts.

Environmental Sustainability Award

The Environmental Sustainability Award recognizes Crown facilities that demonstrate excellence in protecting the environment by minimizing the impact of the Company's operations, reducing material consumption and improving recycling or reuse.

525,000 TONS

OF WASTE SAVED ON PLASTIC PALLETS

Overall Category Winner
Agoncillo, Spain (Beverage Can Facility)

Results: The Agoncillo facility saved 525,000 tons of waste on plastic pallets alone.

The Details: The plant opted to repair its plastic pallets used throughout the facility instead of discarding or replacing them. The outsourcing of the repair work to a company that hires disabled workers also allowed the plant to make a meaningful contribution to its local community and Crown's social sustainability efforts.

Honorable Mentions

Our Spartanburg, South Carolina (U.S.) aerosol plant activated a cross-functional Pollution Prevention Team, or "Green Team," to implement a series of environmentally sustainable business practices. With a focus on source reduction, reuse and recycling, the team carried out 10 different initiatives including scrap metal recycling, reducing compressed air leaks and waste as well as reusing tooling lubricant used in the plant's neckers.

In our Da Nang, Vietnam beverage can plant, the team set out to reduce the consumption of electricity, water usage and the generation of wastewater and solid waste. After conducting energy audits and implementing various energy-saving initiatives, the plant decreased electrical consumption from 18.83 kWh per 1,000 cans to 16.58 kWh per 1,000 cans in a single year. The plant also introduced water conservation training and began reusing treated effluent for on-site cleaning and irrigation. These efforts reduced the amount of wastewater discharged into the environment by about 5,000m³ per year.

Social Sustainability Award

The Social Sustainability Award recognizes plants that exhibit a significant impact on the well-being of their workforce and/or the local community.

80% REDUCTION

in workplace injuries since 2012

Overall Category Winner
Shiple, United Kingdom (CMB Engineering Canmaking Equipment Facility)

Results: The facility has reduced workplace injuries by more than 80% since 2012.

The Details: The plant implemented a "Cool To Be Safe" employee safety initiative between 2014 and 2016 that advances Crown Europe's Human Factor Training program. The program encourages employees to examine how their behaviors can impact their personal safety as well as those around them and explores how those actions can be modified to enhance everyone's well-being.

Honorable Mentions

Our Athy, Ireland food can plant embarked on numerous initiatives to engage with the local community and to enhance the plant's external environment and the well-being of its employees. For example, the plant introduced an employee "Bike to Work" program to help reduce their carbon footprint while also creating an opportunity for exercise. Its programs

also included support for local Athy college engineering projects, the encouragement of biodiversity through wild-life-friendly hedging and a bee-haven garden and interaction with the local community during weekly ParkRun events.

To foster increased employee engagement, our beverage can plant in Tuas, Singapore embarked on a team-building campaign that centered on five core values: collaboration, respect, ownership, quality and innovation. Events, including a design competition and an Appreciation Day, helped raise morale and strengthen teamwork. In addition, to promote a healthy lifestyle for all employees, the plant launched an 11-month wellness initiative that included a series of workshops and exercise opportunities.

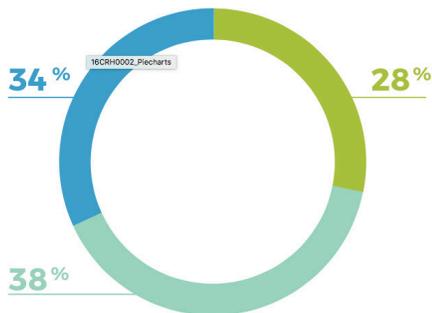
https://dev.baileygp.com/crown/sustainability/_site/organizational_profile.html

Organizational Profile

Strength in Numbers

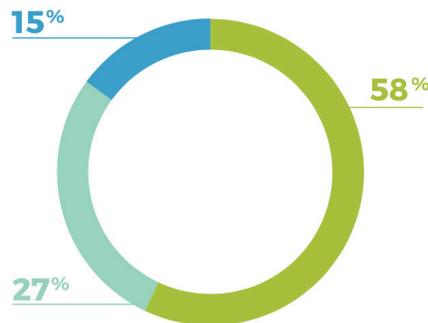
Crown Holdings, Inc., headquartered in Philadelphia, Pennsylvania (U.S.), is a publicly traded company. Over 90% of the Company's stock is held by institutional and mutual fund investors. Net sales in 2016 were \$8.3 billion.

BY GEOGRAPHIC AREA



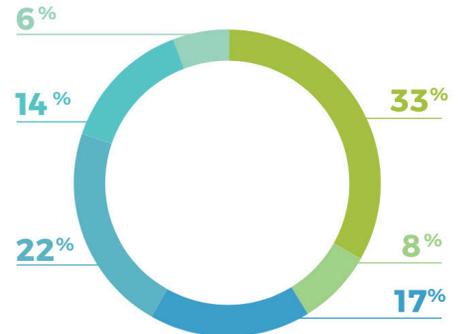
- United States & Canada
- Developing Markets
- Western Europe

BY PRODUCT



- Beverage Cans
- Food Cans & Closures
- Other

BY SEGMENT



- Americas Beverage
- North America Food
- European Beverage
- European Food
- Asia Pacific
- Other

Our Product Portfolio

Markets Served

Number of Units Sold (in billions)¹



Aluminum and steel beverage cans and ends



Glass bottles for beverage products



Aluminum and steel food cans and ends



Metal vacuum and composite closures



Decorative steel packaging



Steel aerosol cans



Flexible packaging



Steel beverage crowns and aluminum caps

Our Product Portfolio

Markets Served

Number of Units Sold (in billions)¹



Beverage



Industrial



Food



Luxury



Household



Personal Care

Our Product Portfolio

Markets Served

Number of Units Sold (in billions)

Type	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beverage Cans	42.4	39.9	44.0	47.9	50.4	52.7	55.5	56.5	61.8	63.6
Food Cans	16.9	17.0	14.4	14.5	14.0	13.8	13.6	15.9	15.6	15.3

¹ These volumes represent the primary packaging units for each of the businesses (e.g. cans for beverage and food). Ends are not included in these raw numbers as we broadly assume we make the necessary ends for each can format. These numbers are not normalized in any way.

Our Geographic Footprint

At the end of the reporting period, we operated 146 facilities in 36 countries around the globe, all of which contribute to the continued progress we are making on our sustainability journey. This geographic breadth combined with our commitment to continue to make strategic investments, allows us to bring sustainable best practices in quality, innovation and manufacturing to our customers on a regional and global scale. It also helps ensure that we are well-positioned to support the market with capacity when and where our customers need it.

In this reporting period, Crown opened or acquired 13 new plants and closed or divested 16 plants. This data reflects the Mivisa and EMPAQUE plants that we acquired during the earlier reporting period.

https://dev.baileygp.com/crown/sustainability/_site/our_people.html

Employee Breakdown

Our People

At Crown, we recognize that our success over the last 125 years has been – and will continue to be – driven by our employees. We are inspired by their contributions and remain committed to investing in their growth and well-being.

Crown Americas

Crown Europe

Crown Asia Pacific

Employment Type & Contract	2015 Male	2015 Female	2016 Male	2016 Female
Permanent employees - full time	5,927	934	5,927	934
Permanent employees - part time	2	3	2	2
Temporary/fixed term employees - full time	338	25	243	44
Temporary/fixed term employees - part time	0	0	0	0
Agency staff working in Crown facilities - full time	243	75	320	96
Agency staff working in Crown facilities - part time	0	0	0	0
Unionized employees		4,082		4,069

Crown Americas

Crown Europe

Crown Asia Pacific

Employment Type & Contract	2015 Male	2015 Female	2016 Male	2016 Female
Permanent employees - full time	8,756	1,456	8,675	1,405
Permanent employees - part time	30	163	88	172
Temporary/fixed term employees - full time	732	206	654	217
Temporary/fixed term employees - part time	147	48	164	91
Agency staff working in Crown facilities - full time	656	129	471	93
Agency staff working in Crown facilities - part time	59	29	77	29
Unionized employees		8,626		8,765

Crown Americas

Crown Europe

Crown Asia Pacific

Employment Type & Contract	2015 Male	2015 Female	2016 Male	2016 Female
Permanent employees - full time	2,768	846	2,881	878
Permanent employees - part time	19	5	20	8
Temporary/fixed term employees - full time	248	173	120	100
Temporary/fixed term employees - part time	65	8	59	6
Agency staff working in Crown facilities - full time	143	146	107	83
Agency staff working in Crown facilities - part time	8	12	9	11
Unionized Employees		2,368		2,230

Total global employees

24,258

23,992

https://dev.baileygp.com/crown/sustainability/_site/our_supply_chain.html

Our Supply Chain



https://dev.baileygp.com/crown/sustainability/_site/report_essentials.html

Report Essentials

Quick Facts

- Reporting Period: Fiscal years 2015 and 2016
- Date of Most Recent Previous Report: December 2015
- Reporting Cycle: Biennial
- Report Framework: Core level of the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines

A Few Details About Our Report

This report includes environmental, economic and social data from facilities within Crown's three operating divisions (Crown Americas, Crown Europe and Crown Asia Pacific). The data also reflects any acquired or divested facilities that were operated by Crown for the reporting period of January 1, 2015 through December 31, 2016. It also includes information from the Company's regional headquarter locations in Philadelphia, Pennsylvania, U.S.; Baar, Switzerland; and Singapore and our R&D facilities in Alsip, Illinois, U.S.; Lancaster, Ohio, U.S.; and Wantage, U.K. Data resulting from assets gained during the acquisitions of Mivisa and EMPAQUE have been included in our sustainability reporting for the first time.

Environmental data from our specialty packaging plants and our CMB Engineering equipment and tooling division have not been included in this report since there is too much variability from year to year in their product portfolio to allow the effective normalization of data and, together, it represents less than 5% of Crown's overall revenue. However, the employee demographics, safety performance and other elements of social sustainability are included. This is consistent with how we reported data in the 2013 and 2015 Sustainability Reports. There are no restatements of information provided in previous reports.

A detailed GRI Content Index can be found [here](#).

This report includes environmental, economic and social data from facilities within Crown's three operating divisions (Crown Americas, Crown Europe and Crown Asia Pacific). Data resulting from assets gained during the acquisitions of Mivisa and EMPAQUE have been included in our sustainability reporting for the first time.

Assurance

Information provided in our sustainability reporting is subject to internal reviews and, for select data, external assurance.

We engaged Lucideon CICS Limited to provide limited assurance in relation to our total 2016 data for greenhouse gas (GHG) emissions (Scope 1, 2 and 3 categories).

The assurance was conducted according to Lucideon's assurance methodology, based on ISO 14064-3 verifications. A short assurance statement is available for download.

Contact Us

Questions about this report can be directed to sustainability@crowncork.com.

https://dev.baileygp.com/crown/sustainability/_site/precious_resource.html

Precious Resource

Back to Basics

Metal, the resource at the core of our business as it is the predominant material in our products, scores high marks across all three dimensions of sustainability: economic, environmental and social.

Underpinning the format's sustainability credentials is the fact that it is produced from permanent materials such as aluminum and iron ore that can be infinitely recycled with no loss of physical properties. These natural elements maintain their properties forever, making metal a key contributor to the circular economy. In other words, once metal enters the material-to-material loop, where it gets recycled again and again, it will always be available for future use. This constant reuse into new containers or other metal products saves raw materials and energy and reduces CO2 emissions. Consider these facts:

- Up to 80% of all metal ever produced in the world is still available for use.
- Recycling aluminum saves more than 90% of the energy needed to make new aluminum.
- Steel recycling saves up to 70% of the energy needed for primary productions.

The sustainability narrative of metal packaging is driven by several key pillars:

Unbeatable Recyclability

Aluminum continues to maintain its position as the most sustainable beverage package, delivering a long shelf life, high recyclability rates and material value. For example, American consumers recycle aluminum beverage cans at rates 10-20 points higher than competing beverage package types. Aluminum cans also contain about 70% recycled content on average, three times higher than other formats. In Europe, more than 7 out of 10 aluminum beverage cans remain in the circular economy, with the overall recycling rate in the European Union, Switzerland, Norway and Iceland increasing by 1.8% to a new record level of 71.3% in 2013.

Steel recycling rates in Europe also hit an all-time high, reaching 77.5% in 2015 and representing an increase of 1.5 percentage points from 2014. In the U.S., recycling rates continue to hold steady around the 70% mark, in part due to the high level of access to steel recycling. More than 18,000 curbside, drop-off and buyback programs accept steel cans, reaching more than 160 million consumers across the country. This reach also extends to steel aerosol recycling, with over 214 million people in the U.S. having the opportunity to recycle these containers.

This well-established recycling infrastructure is based on the fact that aluminum and steel are the most valuable of all major recycled materials. In fact, the materials are so valuable that they more than pay for the cost of their own collection and effectively subsidize the recycling of other, less valuable materials like paper and plastic.

Beverage Cans are the Most Recycled Beverage Package in the World.

- Aluminum cans are the most recycled beverage package in the world and have a significantly higher global average recycling rate than PET bottles. A recent analysis of global recycling data by Resource Recycling Systems (RRS) established a global weighted average recycling rate of 69% for aluminum beverage cans, compared to PET containers at 43%.
- Data on beverage container recycling rates for 25 countries, representing 80% of the global market, were reviewed and validated by RRS for the study. Several of those countries have a more than 90% aluminum can recycling rate including Argentina (91.1%), Belgium (96.0%), Brazil (97.9%), Germany (97.4%), Sweden (91.0%) and Switzerland (91.2%).

Recycling aluminum saves more than 90% of the energy needed to make new aluminum.

Defining Materiality Principles and Priorities

As part of our commitment to sustainability, we have identified a set of four focus areas that consistently intersect with our businesses and guide our day-to-day operating decisions.

These focus areas were identified with the input of our stakeholders as part of our first Sustainability Materiality Assessment, which was completed in 2017 in accordance with GRI G4 requirements. The assessment process included: identification, evaluation and prioritization.

Identification

Around 20 of our most important sustainability topics were identified through a survey of nearly 100 internal and external stakeholders. These topics were selected from a broader list of environmental, social and governance considerations and they are included in our published Materiality Matrix.



Stakeholder interviews included employees representing a cross-section of functions, geographies and roles (e.g. administrative, manufacturing, technology), customers and suppliers. We also conducted in-depth interviews with senior executives representing a range of our business lines, geographies and functions.

Evaluation

Our evaluation process included assessing reports outlining the environmental, social and governance stakeholders for the industry and analyzing our business plans, strategies and key risk assessments. Industry peers, enterprise customers and suppliers were also benchmarked as a part of this analysis.

Our evaluation process included assessing reports outlining the environmental, social and governance stakeholders for the industry and analyzing our business plans, strategies and key risk assessments.



Prioritization

While all of the listed topics identified as part of this process are important, four of the most “material” topics were selected as among the most critical to manage on a continuing basis:

Employee health, safety and wellness
Product quality, safety (including food safety) and stewardship
Energy and carbon footprint
Business ethics and governance

By completing this process, we also learned that there is a great deal of commonality between how internal and external stakeholders view material sustainability issues for Crown. In cases where aspect boundaries are not self-explaining, we work closely with stakeholders to establish them.

https://dev.baileygp.com/crown/sustainability/_site/principals.html

Principles

Our Core Principles: Safety, Innovation and Giving Back

At Crown, we look at sustainability through a number of different lenses, including the well-being of our global employees, the impact of our processes and products and the role we play in the communities in which we operate. These key areas align with the most important “material” topics identified with our internal and external stakeholders.

Safety First

Our success as a company and continued sustainability progress is a direct result of our high-performing employees that come to work every day. That is why safeguarding our workplaces, and all of the people within them, is a top priority for Crown. Our commitment has resulted in the creation of a Total Safety Culture that permeates across our business and into the attitudes and values of every employee, both on the job and outside of work.

Building Brands through Innovation

Crown has been innovating every day since our founder, William Painter, invented the bottle cap (originally called a “crown cork”) in 1892. That spirit is what continues to fuel our commitment to helping customers build their brands regionally and globally with packaging innovations that respond to the evolving needs and values of consumers and enhances how they use and interact with products.

Sustainability is also a priority for all of the innovations we bring to market. As a global leader in our industry, we have led the way in reducing the amount of metal used in consumer metal packaging. We commercialize hundreds of innovations each year that represent incremental improvements in our technologies by saving metal and/or other materials (e.g. coatings and compounds), ensuring our products are more sustainable tomorrow than they are today. We have also introduced new manufacturing practices that improve productivity, reduce spoilage, improve safety and reduce energy use. These efforts all contribute to making our products more sustainable and, in turn, helping our customers meet their own sustainability targets.

Giving Back

In addition to investing in the growth and safety of our employees and their families, we firmly believe in being a good corporate citizen and giving back to the communities where we work and live. This commitment manifests itself in a variety of ways, large and small, and includes environmental protection, education, science, health and wellness and other important social issues.

While three of our plants were recognized as part of the 2016 Chairman’s Sustainability Awards for their social sustainability efforts, many other facilities in our global network make meaningful contributions to their local communities. Here are just a few examples of the good work they have been doing through local initiatives during this reporting period:

Our Crown Food Packaging North America facility in Omaha, Nebraska, donated 450 pounds of canned food to Food Bank for the Heartland.

Our Orizaba, Mexico facility contributed 1,500 person-hours to a reforestation project in a nearby neighborhood. The employees also revitalized the area by planting an orchard.

Each year, our specialty packaging plant in Mansfield, United Kingdom, hosts a group of packaging students from Michigan State University and provides them with a behind-the-scenes look at the business and the design possibilities that metal packaging offers.

In Kankakee, Illinois, our beverage can facility is actively engaged in helping educate students of all ages about manufacturing careers. Efforts include delivering a presentation to Purdue University MBA candidates, participating in Career Day at Kankakee High School, providing students at Bourbonnais Junior High School with a canmaking demonstration and sponsoring an apprenticeship program with students at Kankakee Community College.

Employees in our three Cambodian plants have supported their communities by providing internships for students at local vocational schools, donating funds to support the restoration of a sewage canal and participating in Cambodia Charity Rides.

The YMCA recognized our Superior Multi-Packaging Limited subsidiary, based in Singapore, with several awards during this reporting period for its continued support.

Volunteer Award (2015) for volunteer contributions at Melrose Home (Children’s Aid Society);

Corporate Volunteer Excellence Award (2016) for ongoing contributions at Melrose Home; Corporate Long Service Award in recognition of the subsidiary’s 10-year service record.

On a global scale, Crown is an ardent supporter of education in the STEM (Science, Technology, Engineering and Mathematics) fields.

For example, Crown is a STEM 150 member of the Franklin Institute, a leading science and technology museum in Philadelphia, Pennsylvania, with an extensive STEM education program. Its efforts include training science teachers, running the PACTS (Partnerships for Achieving Careers in Technology and Science) program for 150 students in grades 6-12 each year through after school and weekend activities, and a STEM Scholars program for high school students. In addition, the Institute’s programs and world-renowned museum directly reach more than one million people each year, including nearly 200,000 underserved schoolchildren.

https://dev.baileygp.com/crown/sustainability/_site/stakeholder_engagement.html

Stakeholder Engagement Collaboration at Work

Crown regularly engages with a variety of stakeholders on the global and local levels to exchange ideas, enhance the way we do business and deliver the most value. Our stakeholders include current and prospective customers, employees, the communities in which we work and live, shareholders and analysts, creditors, suppliers, government and regulatory authorities, educational institutions, non-governmental organizations and trade associations.

Environmental Data

We engage stakeholders that have a considerable impact on our business and in communities where we have operations. Our primary goal is to maintain an open and ongoing dialogue with each group.

Summary of Key Stakeholder Interests

Customer Engagement

Our Business Units are in constant communication with customers regarding product performance, service and future needs. The Business Units periodically conduct internal and third-party surveys of customer satisfaction and best practice improvements to assure that we are meeting their current needs and are well-positioned to help them meet future market requirements.

Based on our Materiality Assessment, the top ten areas of interest for our customers are:

- Transparency
- Food safety
- Employee health and safety
- Product quality, safety and stewardship
- Business ethics
- Compliance (regulatory and legal)
- Consumer health and safety
- Supply chain labor conditions (e.g. human rights, labor conditions, child labor)
- Responsible sourcing/traceability
- Customer Satisfaction

Employee Engagement

Our global workforce is the engine that propels our business forward and allows us to deliver the innovation, quality, service and support that our customers have come to expect from Crown.

We place a high priority on making Crown a rewarding and enjoyable place to work. Our Elements of Engagement program, a three-day course covering the vital aspects of effective leadership communication and employee engagement, has been rolled out for plant managers and above across the European Division.

In addition, we periodically solicit feedback and insight from employees in our different geographies through focus groups, surveys and other similar activities. For example, in Europe, we have recently introduced a tool to measure employee fulfillment, which includes offering tips to enhance well-being on a regular basis. In addition, in our facilities around the world, we host team-building events, recognize employees for anniversaries and performance, run a scholarship program for the children of employees and more. We also encourage our employees to give back to the communities where they work and live, including supporting local food banks, running winter coat drives and donating to disaster relief efforts.

For many people, a rewarding career means having opportunities to learn and grow. To help employees reach their highest potential, we offer a variety of skills management programs and lifelong learning opportunities that benefit both the individual employee and the Company as a whole. We provide a mix of mandatory and voluntary training programs that take place in a classroom, online, on the job or in partnership with academic institutions. The main goal, no matter the format or the location, is to give our employees the tools they need to be successful.

Based on our Materiality Assessment, the top ten areas of interest for our employees are:

- Employee health and safety
- Customer satisfaction
- Food safety
- Consumer health and safety
- Product quality, safety and stewardship
- Compliance (legal and regulatory)
- Employee engagement
- Business ethics

Supply chain labor conditions (e.g. human rights, labor conditions, child labor)
Alignment with customers on sustainability/customer partnerships and dialogue

The Workforce of Tomorrow

We know that we need to keep attracting people with different ideas, strengths, interests and cultural backgrounds to keep growing and innovating. To achieve this goal, we provide multiple apprenticeship programs, often in partnership with vocational schools, colleges and universities. Programs typically focus on electrical/mechanical engineering, toolmaking or general vocational skills.

We are planning for the future with our FORWARD initiative. This multi-cultural, cross-functional program is designed to train qualified engineers for operational leadership positions within Crown in the future. Participants are given at least three assignments in at least two countries over a 24 to 36 month period and are exposed to at least two operations departments including continuous improvement, quality, manufacturing and engineering. The third program cycle will begin in Spring 2018.

Our V.I.E. (Volunteer for International Experience) program, also known as the French International Postgraduate Internship Program, has brought hundreds of apprentices into the Company. The program offers young professionals between the ages of 18 and 28 a rewarding professional experience and serves as a springboard for an international career. Many of our recruits have stayed beyond their apprenticeships and grown within Crown.

Apprentices from our CMB Engineering subsidiary won the gold medal at the 2016 UK Skills competition in the Manufacturing Team Challenge. The competition focused on three core skills (electrical, machining and fabrication/hand fitting) and included a surprise project, a main project and a five-minute time trial. The CMB Engineering team's overall score bested the second-place team by a 15% margin.

The CMB Apprenticeship scheme is a well-developed highly skilled apprenticeship program for young aspiring engineers based at its Shipley headquarters. Many of these apprentices go on to managerial roles within the business.

Supplier Engagement

We proactively identify new technologies from our suppliers that advance sustainability and improve our performance. In 2015 and 2016, Crown held "Supplier Innovation Days," inviting a significant number of our strategic suppliers to bring new ideas to Crown.

Beyond these special events, Crown works closely with suppliers to collaborate on ways to reduce costs and improve the quality of our products. This ranges from working with metal suppliers to modify their materials in ways that allow us to lightweight our containers while maintaining performance to working with coating suppliers to develop alternate materials with lower costs and/or improved properties. This "Open Innovation" model recognizes that our ideas and accomplishments can be amplified by partnering with our supplier community.

We also develop partnerships with third parties that may facilitate the development of new products and new manufacturing processes, such as the use of robotics and lasers in manufacturing, the exploration of new curing technologies, and advances in computer modeling of container manufacturing and performance.

Based on our Materiality Assessment, the top ten areas of interest for our suppliers are:

- Food safety
- Employee health and safety
- Product quality, safety and stewardship
- Compliance (legal and regulatory)

Consumer health and safety
Supply chain labor conditions (e.g. human rights, labor conditions, child labor)
Responsible sourcing/traceability
Business ethics
Innovation
Customer satisfaction

Progress through Partnerships

Crown is an active member of many organizations and associations on the global, national, regional and local levels, lending greater strength to common sustainability issues like recyclability, food waste and resource scarcity. A list of the organizations we engage with can be found on our Corporate website.

https://dev.baileygp.com/crown/sustainability/_site/2020_sustainability_goals.html

2020 Sustainability Goals

Goals and Progress

To support our continued commitment to reduce the environmental impact of our global operations and expand communication of our sustainability performance to our stakeholders, in 2016 we set rigorous sustainability goals that we aimed to achieve by the end of 2020.

The goals, which focus on further reducing energy consumption and greenhouse gas emissions, complement our existing strategy to effectively manage and conserve resources and bring innovations to market that support the sustainability efforts of customers and consumers.

Goal 1

By the end of 2020, reduce energy consumption by 5% per billion standard units* of production from 2015 levels. Status: As of December 31, 2016, we have exceeded this goal, reducing energy consumption by 5.3% per billion standard units. Absolute energy consumption has decreased by 1.3% while we have increased production by over 4.2%.

Goal 2

By the end of 2020, reduce Scope 1 and Scope 2 greenhouse gas emissions by 10% per billion standard units of production from 2015 levels.

Status: As of December 31, 2016, we are more than halfway towards achieving this goal, with greenhouse gas emissions reduced by 6.25% per billion standard units



Of Note: Since we manufacture a variety of containers in different sizes, using different metals and serving different markets, along with ends, vacuum closures and crowns, we developed a set of conversion factors to transform these container and closure production volumes into 12-ounce (211 diameter) aluminum beverage can equivalent volume or “units.” This unique approach, first used in our 2013 Sustainability Report, helps us more accurately depict our progress by correcting for an ever-changing product mix and a variety of other market forces.

https://dev.baileygp.com/crown/sustainability/_site/energy_and_carbon_footprint.html

Energy and Carbon Footprint

Our Data

In this report, we’ve made several changes to how we are reporting data versus our last report, issued in 2015:

Eliminating Coatings, Inks and Compounds

Going forward, we will not be reporting our data on consumption of coatings, inks and compounds per billion cans as these materials comprise only ~0.1% of the total package weight and are not material to the overall carbon footprint of the package. This is consistent with the fact that metal package LCA analyses do not include this data.

Eliminating Waste Recycling and Reuse

Going forward, we will not be reporting our data on waste recycling and reuse per billion cans as this is inconsistent with our recycling goals. All scrap metal generated in our manufacturing plants is recycled. However, our efforts to reduce spoilage and other metal efficiency programs will decrease the amount of material available for recycling. Our goal, therefore, is to maximize recycling rates while minimizing the amount of material recycled per billion standard units by ensuring all raw material is converted into saleable product.

Separating Glass and Metal

Beginning in 2015, we added glass container manufacturing to our product portfolio with the acquisition of EMPAQUE. The manufacturing processes for metal cans and glass bottles are materially different. For example, we manufacture the glass used to produce glass bottles, but source the metal used to produce metal containers. Therefore, we will track the performance of these distinct product lines separately going forward. Glass, which we currently manufacture only in Mexico, represents between 1% and 2% of total Company revenue.

Showing 2015 Data Separately

In 2015, we established company-wide sustainability goals with regard to GHG emissions and energy consumption. Beginning with this report, we will be using the new GRI G4 reporting framework, so we will focus all of our future reporting on progress in primary environmental data since 2015. Historical data will still be available separately.

Across the globe, our plants receive recognition for their environmental achievements from external organizations, various levels of government and prestigious industry groups.

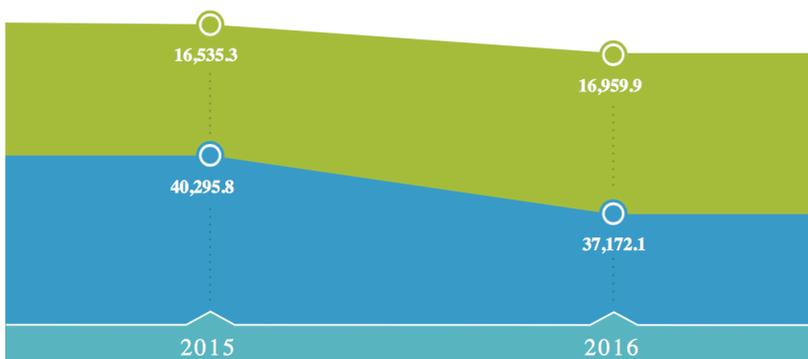


Steel and Aluminum

(Tons per billion standard units)

Steel

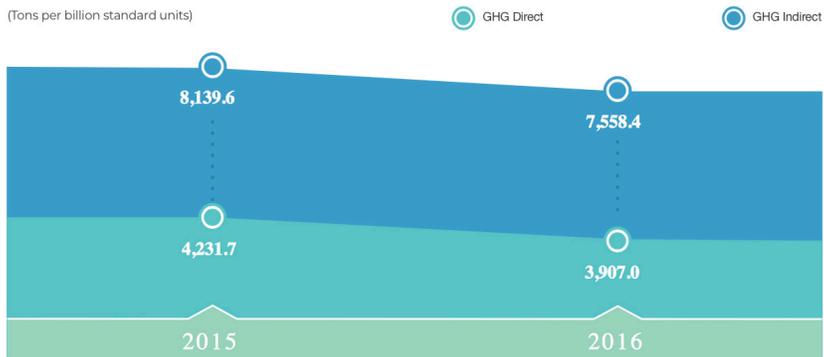
Aluminum



Aluminum consumption per standard unit remained largely flat during this reporting cycle and continues the data trend highlighted in our 2015 Sustainability Report. Ongoing lightweighting and standardization improvements continue to be offset by new capacity additions, many of which are focused on the production of smaller container sizes. While these smaller containers use less overall metal, they require more metal per standard unit of packaged product. Crown has also converted several steel can lines to aluminum during the reporting period to increase efficiencies.

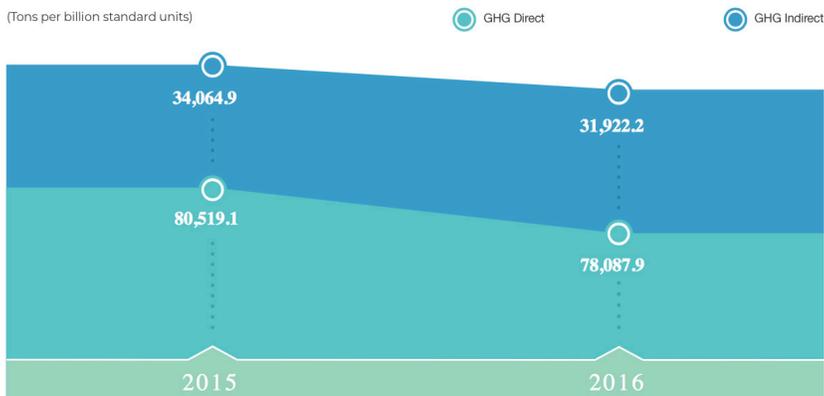
Steel consumption has increased during this reporting period in comparison to our historical data. A large portion of this increase can be attributed to the incorporation of data from assets gained during the acquisition of Mivisa for the first time. In general, Mivisa makes significantly more ends than cans. This scale diverts from how we have traditionally calculated our data and has resulted in increased steel usage. However, it is worth noting that steel usage decreased from 2015 to 2016, demonstrating continued progress over time, including the Mivisa facilities.

Direct and Indirect GHG Emissions: Metal



While a slight increase in GHG emissions per standard unit was recorded in 2015 when compared to the prior reporting period, it returned to levels in line with historical data in 2016. Continued improvements in existing facilities are offset by new capacity additions. This new capacity is generally less efficient during initial commercialization phases and located in geographic regions with higher indirect GHG emission factors.

Direct and Indirect GHG Emissions: Glass



As stated earlier, this report marks the first time we have included data from assets gained during the acquisition of EM-PAQUE. These figures are significantly higher than emissions from our metal plants due to the energy intensive process of converting sand to glass. However, it is worth noting that both direct and indirect GHG emissions declined in the second year of this reporting period (2016). As with all of our operations, we will focus on continued improvement to help drive these numbers down in future reporting periods.

VOC Emissions



VOC emissions per standard unit continued to decline during this reporting period, marking six consecutive years where a decrease was recorded. VOC emissions are used exclusively in our metal packaging manufacturing process, specifically our coating operations where optimization of coating film weights, continued investment in control technologies and water-based materials are driving the downward trend. However, some of the savings are offset by the move away from epoxy-based materials for our food coatings to materials that require higher coating weights and therefore more coating mass to achieve the required protection.

NOx Emissions: Metal

(Tons per billion standard units)

NO_x Emissions



NOx emissions per standard unit remained largely flat in this reporting period and in comparison with historical data. Continued improvements in existing facilities are offset by new capacity additions. This new capacity is generally less efficient during initial commercialization phases. In addition, the global trend towards greater package variety and SKUs reduces run lengths and impacts efficiency.

NOx Emissions: Glass

(Tons per billion standard units)

NO_x Emissions



The glass manufacturing process is gas intensive, leading to higher NOx emissions per standard unit when compared to metal packaging. However, as also noted in the direct and indirect GHG emissions chart, there was a decline in NOx emissions in the second year of this reporting period (2016). As with all of our operations, we will focus on continued improvement to help drive these numbers down in future reporting periods.

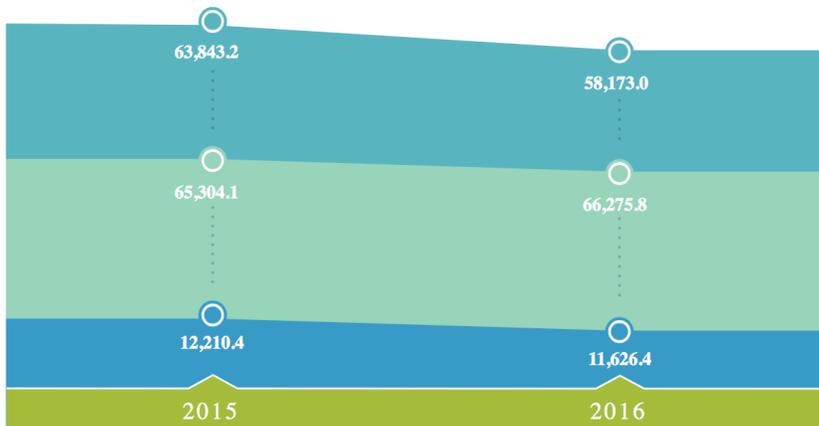
Energy Consumption: Metal

(Tons per billion standard units)

Propane

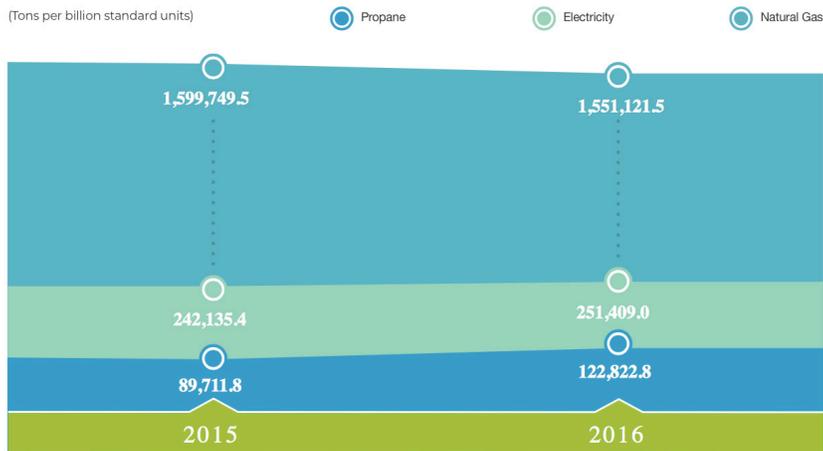
Electricity

Natural Gas



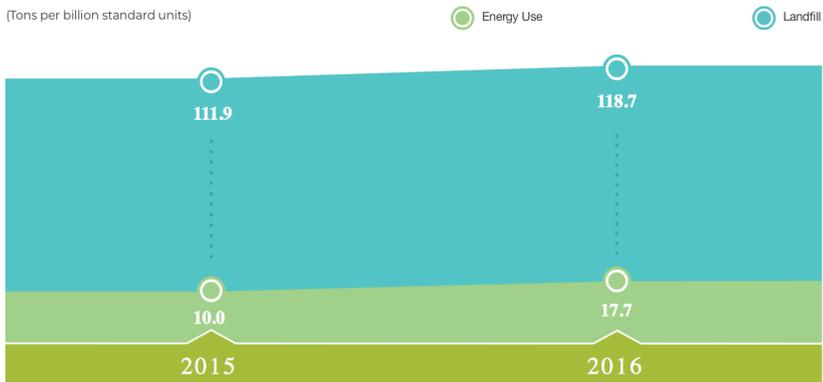
Energy consumption per standard unit has remained largely flat when compared with historical data with an increase in 2015 in natural gas and electricity. Continued improvements in existing facilities are offset by new capacity additions. This new capacity is generally less efficient during initial commercialization phases. In addition, the global trend towards greater package variety and SKUs reduces run lengths and impacts efficiency.

Energy Consumption: Glass



The glass manufacturing process is energy intensive, leading to higher usage of natural gas, electricity and propane per standard unit when compared to metal packaging.

Energy Consumption: Waste Disposal



While there was an increase in waste-to-landfill per standard unit from 2015 to 2016, both years show a significant decrease in the use of this disposal method when compared to historical data.

External Awards

Across the globe, our plants receive recognition for their environmental achievements from external organizations, various levels of government and prestigious industry groups. Here are just a few of the awards we've received during this reporting period:

The La Crosse Area Occupational Safety and Health Council (LAOSHC) recognized our La Crosse, Wisconsin (U.S.) beverage can plant with a Corporate Safety Award based on total hours worked and the number of lost time cases.

Our Olympia, Washington (U.S.) beverage can plant was recognized by the Department of Ecology of the State of Washington as a Pollution Prevention success story by cutting its dangerous waste by 99.9% over almost 20 years.

The Minnesota Safety Council awarded our Faribault, Minnesota (U.S.) aerosol can plant with the Minnesota Governor's Safety Award in 2016 in recognition of its improved safety record.

Our Seattle, Washington (U.S.) food can plant earned a five-star rating from King County's Enviro-Stars Program in recognition of its efforts to reduce hazardous waste and for leadership in prevention and recycling efforts.

The Trinidad and Tobago Manufacturers Association awarded our lithography plant in Trinidad with the Green Manufacturer of the Year award for 2016.

Our Crown Food España S.A.U. plant was recognized by CNMC (National Commission on Markets and Competition) for having 100% of its electricity supplied by renewable energy sources.

The Da Nang, Vietnam beverage can facility received a “Friendly-Environment Products” award in 2015 from the Department of Natural Resources and Environment following an energy audit and appraisal by the government. The plant was in the top 10% of all participating corporations facilities. The Ministry of Industry awarded our food can facility in Haadyai, Thailand with a Green Level 3 Award in recognition of its excellent performance in green and systematic management of the environment, monitoring, evaluation and review for continuous improvement. Our food can facility in Samrong, Thailand was also recognized by the country’s Ministry of Industry. The plant received the “Good Environmental Governance” award in 2015 in recognition of its environmental management.

https://dev.baileygpp.com/crown/sustainability/_site/employee_health_safety_and_wellness.html

Employee Health, Safety and Wellness

The Human Element

We see the impact our employees have on our business on a daily basis. Their dedication, passion, knowledge and skills are the driving force behind our ability to deliver innovative metal packaging technologies, helping our customers build their brands and advance our sustainability performance.

That is one key reason that keeping our global workforce, which is arguably our greatest business asset, safe, healthy and engaged remains a top priority. One of the ways we accomplish this is by embedding safety into every one of our processes, procedures and systems.

Total Safety Culture

All Crown employees are responsible for safety and empowered to proactively improve safety in their work environment. By taking this approach, we aim to make our workplaces safer by correcting unsafe behaviors and reducing incidents, injuries and near-misses.

Five basic principles underpin our Total Safety Culture:

Every Crown employee feels responsible for safety and does something about it on a daily basis. Safe work practices and procedures are supported by positive feedback from peers and all levels of management.

Our focus is on behaviors and attitudes, and about achieving success in incident, injury and near miss reduction.

All employees consistently identify unsafe behaviors and conditions that are present, and intervene to correct deficiencies.

The importance of a safe workplace is no longer just a priority, but instead becomes a value linked to every employee in the organization. That is because while priorities can change over time, values remain core to what we do.

Our Safety Circles program, developed by our European Division, creates an opportunity for employees to take ownership of safety, both for themselves and for others.



Safety in Action

Behavioral safety, governmental compliance and auditing are the primary components of our safety philosophy.

Within our Total Safety Culture, we have implemented a range of programs that support the physical, mental and social wellness of our employees. While implementation varies based on local needs and regulations, all of our programs include a combination of education, training, counseling, prevention, risk control and treatment.

Our SAFE (Safety Awareness For Employees) program is celebrating its 10th anniversary in 2017 and continues to enhance our safety culture and behaviors across the Company.

This behavioral safety program aims to identify and implement safer working methods through observation and peer dialogue. Guiding the program is a SAFE card, which documents observations from leadership and peers on a specific task. The process is anonymous, focusing on dialogue and finding safer ways to perform the task, with thousands of observations performed every month that cast a second set of eyes upon various tasks across the Company. The card's activity checklist identifies behaviors in the following areas: worker's actions, proper use of tools, machinery and equipment, ergonomics (e.g. posture, lifting stance), use of personal protective equipment and the employee's familiarity with the task's job hazard analysis.

The SAFE program, along with other initiatives such as Safety Circles and Human Factor Training, has helped employees develop a keen sense of responsibility for observation, behavior and attitude, identify ways of instilling safer work practices and foster communication so they feel encouraged to discuss safety issues with their peers. Taken together, these programs have played a key role in reducing injuries and incidents in our global facilities.

Our Safety Circles program, developed by our European Division, creates an opportunity for employees to take ownership of safety, both for themselves and for others. The "circles," which include groups of employees from the same department or area of the Company, meet periodically to review injuries, incidents and near-misses in an effort to improve safety and provide feedback to plant management. Since our last sustainability report, issued in December 2015, we have seen widespread adoption of the program. The program is currently in place in 58% of plants across the European continent with another 18% of plants in the implementation process.

The goal of the safety circle is to create a "mature" safety culture with the following attributes:

Employees take ownership of safety, both for themselves and others.

Employees realize that even engaging in low-risk behavior is unacceptable. Employees actively engage other co-workers, exchanging points of view regarding safety. Employees believe true improvement can only be achieved as a group, and that a zero injury rate is an attainable goal.

The Crown Europe team also executes a program called Human Factor Training, which allows employees to examine how their behaviors can impact personal safety and the safety of those surrounding them in the workplace and at home. The program requires that individuals assess themselves and their behavioral state and investigate ways of modifying their behaviors to become a safer person. The Human Factor Training program is in place at 50% of sites across the European continent, with another 26% of sites in the implementation process.

Each of our three geographic divisions has an Environmental Health and Safety (EHS) audit team that routinely assesses manufacturing facilities to verify compliance and identify areas for improvement in environmental and safety procedures.

In the Americas Division, every plant is audited on a two-year cycle and scored on a four-point scale. Plants scoring under two points are audited annually until they exceed the two-point mark.

All plants in our European Division, with the exception of facilities acquired as part of the Mivisa acquisition, are grouped under a single, multi-site certificate issued by SGS for ISO 9001 (quality management systems), ISO 14001 (environmental management systems) and OHSAS 18001 (Occupational Health and Safety) management standards. A robust internal audit program is a key element of these management systems.

The Mivisa plants, several of which are already ISO 9001 certified, are actively pursuing ISO 14001 certification.

In addition to ensuring compliance and mitigating risk, these audits also yield best practices that can be shared across facilities and adopted worldwide, amplifying results.

In the United States, Wellness Committees, which are active in the vast majority of our manufacturing facilities, offer education and training programs to employees and their families that cover topics such as arthritis, cancer, obesity, nutrition, smoking cessation and cardio care. Led by healthcare professionals such as physicians, nutritionists, psychologists and physical therapy specialists, the committees meet regularly to review issues that may affect employees and to implement programs germane to their facility. We also offer comprehensive, confidential mental health counseling to our workforce, their spouses and dependent children.

External Awards

Several of our plants have been recognized by local organizations for their contributions to employee health, safety and wellness during this reporting period. For example:

Our Timashevsk, Russia food can plant received an award for “Best Organization of Health & Safety Performance” by the Head of Administration of the city’s district in 2015. The Greek Fire Service Korinthos Department formally recognized our beverage can facility located in the same city for its contribution to fire safety in 2016. Several members of the plant staff volunteer with the local fire brigade and participate in training.

Workplace Safety by the Numbers

Days Away Case Rate

DIVISION	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Worldwide	1.1	0.9	0.8	0.8	0.7	0.7	0.9	0.8	1.0	0.9
Crown Americas	1.2	0.9	1.1	0.9	0.8	0.8	1.1	1.0	0.8	0.9
Crown Europe	1.1	0.9	0.7	0.9	0.8	0.8	1.0	0.9	1.4	1.0
Crown Asia Pacific	0.5	0.7	0.2	0.1	0.0	0.0	0.6	0.4	0.2	0.5

Increases in the Days Away Case Rate and Recordable Case Rate figures for Crown Europe in 2015 can be attributed to the inclusion of data from Mivisa facilities into the calculation.

https://dev.baileygp.com/crown/sustainability/_site/product_quality_food_safety_and_stewardship.html

Product Quality, Food Safety and Stewardship Commitment to Excellence

Our customers, and our customers' customers, demand products that are high in quality, safe and sustainable – and so do we.

Our commitment to customer satisfaction starts with how we make our products. Three unwavering principles – safety, quality and efficiency – serve as the backbone of our integrated, global approach to manufacturing. This rigorous, structured plan is centered on a goal of continuously improving the cost-effectiveness and performance of all of our products and processes, as well as focusing on innovation. By integrating systems that increase the effectiveness of our people, ideas, processes and suppliers, we strive to minimize defects, complaints and impact on the environment.

What we make also helps us meet these important demands from customers and consumers. Metal packaging as a format has many inherent characteristics that make it a natural choice for a variety of food and beverage products:

Has an unprecedented food safety record due to the high temperatures of retort cooking, which effectively sterilizes the food in cans. According to the U.S. Food & Drug Administration, there has not been an incident of food-borne illness resulting from a failure of metal packaging in more than 40 years.

Protects product freshness, flavor and quality better than other packaging formats by blocking the ingress of light, air and humidity. These barrier properties also enhance shelf life.

Delivers nutrition that is on par – if not better than – fresh and frozen products. Canning facilities are strategically located near farms so that fruit and vegetables are canned within hours of being picked – the time when they are at their freshest – to preserve their nutritional content. The food is then cooked in the can to destroy bacteria, leaving a low oxygen environment that maintains the same amount of vitamins and nutrients from the day the food was canned – without the need for any chemical preservatives – for the can's entire shelf life.

Performs well during the entire product lifecycle (e.g. impact resistant, puncture resistant, capable of withstanding extreme temperatures and pressure).

Maximizes supply chain efficiencies thanks to light weight, stackability and high filling speeds.

Eliminates the need for freezing or refrigeration, reducing energy costs during storage and transportation.

From day one, we aim to form collaborative relationships with our customers by offering ourselves as a resource that is equipped to provide a wide range of valuable assistance, from technical support and troubleshooting to ongoing consultation.



Proactive Customer Support

Our commitment to our customers goes beyond simply providing a product. Instead, from day one, we aim to form collaborative relationships with our customers by offering ourselves as a resource that is equipped to provide a wide range of valuable assistance, from technical support and troubleshooting to ongoing consultation. For example:

Double seaming is a critical step in the canning process, creating an airtight seal that helps to preserve product freshness and prevent degradation. Our Integra™ intelligent double seaming system helps food and beverage fillers monitor the integrity and quality of seams in real time and facilitates the efficient production of fault-free, quality packaged products.

The Integra™ system combines software, hardware and an expert system and is installed on fillers' lines to measure double seam quality on all types of metal cans filled and seamed on rotary seamers, helping to minimize risk and reduce line downtime. The advanced monitoring system simultaneously identifies deviations from standard seaming conditions and rejects defective products that may hinder the production process for an overall streamlined process. The system also monitors machine trends over time, providing reports that indicate when preventive maintenance is needed to avoid future issues and potentially expensive product recalls.

The monitoring system is designed to benefit food and beverage fillers alike. For food and beverage brands, the system improves operational efficiency, reduces waste and improves overall product quality. Integra™ also provides an additional level of on-site security as it helps to prevent the potentially damaging consequences of seaming errors occurring at the extremely high speeds typically found in beverage canning facilities.

We also conduct regular hygiene audits at our customers' facilities to identify and correct potential hazards and liabilities. Our experienced microbiologists and hygiene specialists visit customers to provide guidance on a range of topics to improve the cleanliness of their operations, including building fabric, working methods and cleaning schedules. The audits include lab analysis and checks of cleaning, sanitization and water disinfectant protocols and their efficiency. These visits result in an overall microbiological survey of the process to identify potential hazard points and leave the customer with best practice recommendations and a clear plan for improvements.

External Awards

Several of our plants have been recognized by local organizations for their contributions to employee health, safety and wellness during this reporting period. For example:

Our Timashevsk, Russia food can plant received an award for "Best Organization of Health & Safety Performance" by the Head of Administration of the city's district in 2015.

The Greek Fire Service Korinthos Department formally recognized our beverage can facility located in the same city for its contribution to fire safety in 2016. Several members of the plant staff volunteer with the local fire brigade and participate in training.

Marketing Communications Compliance

Crown knows of no incidents of non-compliance with regulations or voluntary codes concerning marketing communications, advertising, promotions or sponsorships.

Supporting Our Industry

Crown supports a number of industry programs designed to communicate the sustainability credentials of metal packaging in general and help consumers understand the nutritional value of canned food. For example:

Crown Food Europe and Princes, one of the U.K.'s leading food and beverage brands, have teamed up to educate the

country's consumers about the unique advantages of canned food, including convenience, value for money, nutritional benefits and sustainability. The campaign, called Love Canned Food, also aims to dispel misconceptions that many consumers have about the quality and taste of canned foods.

Younger consumers are a key audience for the campaign, inspiring its presence on Instagram and YouTube, where they can share photos of recipes made using canned food and access video tutorials. The multi-channel campaign also features contributions from several ambassadors including blogger, author and finalist on Britain's biggest baking TV show, Holly Bell, and respected dietitian Azmina Govindji.

The canned food industry is worth £2.2 billion to U.K. retailers, with 1.24 million kilograms of canned goods purchased by the country's consumers each year. This initiative seeks to educate shoppers and support the canned category, enabling both Crown and Princes to further demonstrate that the food can is a high quality, convenient and 100% recyclable packaging format with a strong future.

Crown was among the first packaging companies to adopt a symbol launched by Metal Packaging Europe (MPE) to communicate the value of recycling. The Metal Recycles Forever™ mark can be used on packaging and promotional materials to encourage recycling and inform consumers about the inherent recyclability of metal packaging.

Crown is a founding member of Every Can Counts, a European industry initiative to encourage consumers to recycle beverage cans used outside the home. The program is a unique partnership between beverage can manufacturers, reproducers and brand owners.

In 2015 and 2016, we supported Cans Get You Cooking®, a multi-year program in the U.S. with the Can Manufacturers Institute (CMI) and several of its members. This fully integrated campaign was designed to showcase the many benefits of cooking with canned food and demonstrate the variety of ways consumers can count on it to help them prepare delicious and nutritious meals.

https://dev.baileygpp.com/crown/sustainability/_site/business_ethics_and_governance.html

Business Ethics and Governance

Integrity in Action

Operating with integrity and conducting business ethically has always been imperative for Crown. As a result, we have maintained a Code of Business Conduct and Ethics for decades. This code, which is available to our employees in multiple languages, is reviewed regularly by management and outside counsel to consider evolving issues and best practices. The Nominating and Corporate Governance Committee of Crown's Board considers management's recommended changes annually. Final decisions on changes to the Code must be approved by the Board of Directors.

In addition, each year, our senior and middle managers certify their personal compliance with the Code. Our compliance training program includes live and digital Code training in numerous contexts for employees of all levels.

We supplement our Code of Business Conduct and Ethics with standalone policies for certain issues covered by the Code, such as Antitrust Law Compliance, Anti-Corruption Law Compliance, Trade Sanctions Law Compliance, and Environment, Health and Safety Compliance. Our compliance training includes live training modules on these policies and supplementary online training programs.

Anti-Corruption Policies

Crown employee, officer, director or independent third party acting on behalf of the Company may pay, offer or promise to pay, or authorize payment to any party, public or private, in any country, in order to secure an improper benefit for the Company. Nor may they accept or solicit such payment. "Payment" includes making bribes or kickbacks, as well as conferring anything of value, whether tangible or intangible (e.g., gifts, entertainment, travel expenses, charitable donations, political contributions, hiring an individual or relative). Our full Anti-Corruption policy can be accessed on our Corporate website.

This policy was designed after a risk analysis of all Company operations and their susceptibility to corruption. Based on those findings, we identified the personnel within those operations who might face a greater possibility of exposure to corruption based on their job functions and levels. Each of these individuals receives comprehensive training, including in-person education sessions every few years. To supplement the in-person sessions, online courses will be rolled out to each of our geographic Divisions in 2018.

We follow a comprehensive approach to risk that strives to protect the interests of our shareholders, satisfy the needs of all of our stakeholders and ensure the continuity of our business.



Governance Structure

Our Board of Directors is comprised of the following committees. More information about the roles and responsibilities of each of these committees can be found in the For Investors section of our Corporate website.

The Audit Committee

The Compensation Committee

The Nominating and Corporate Governance Committee

Crown's approach to sustainability is driven by our Sustainability Steering Committee, which is chaired by the Executive Vice President, Technology and Regulatory Affairs, and composed of leaders from across the Company with strong subject matter expertise representing various geographies and functions. The Committee meets regularly to assess our sustainability performance, discuss emerging trends, share new opportunities and ideas and review stakeholder feedback.

Precautionary Approach

As one of the world's largest and most comprehensive metal packaging companies, risk is inherent in our growing global operations. We follow a comprehensive approach to risk that strives to protect the interests of our shareholders, satisfy the needs of all of our stakeholders and ensure the continuity of our business.

We recognize that managing risk must be a dynamic process that is integrated into day-to-day management practices and applies process rigor. Our business decision-making process is governed by a philosophy that requires a conscious awareness of the risks and opportunities that different alternatives may entail. We carefully evaluate our business environment to identify potential risks, take appropriate measures to eliminate or reduce their adverse impact, and act in a manner consistent with our strategic objectives.

To achieve this, and in addition to the day-to-day risk management activities that occur globally throughout our organization, we have a global Enterprise Risk Management (ERM) program. The Crown ERM program was formed in 2010 to provide a process for identifying, assessing and managing global risks. ERM program participants include representatives from multiple functions, including the executive office, business units, corporate, information technology, regulatory and operations. This program ensures that a holistic view of risk is taken in order to identify any risks that would prevent the Company from achieving its strategic objectives.

A comprehensive risk assessment process is performed to identify all potential areas of risk affecting Crown. These risks are ranked and eventually classified in the following four categories: Strategic, Corporate, Financial and Operations. To allow us to fully understand our environmental, economic and social impacts, sustainability is a continuous consideration within our ERM process.