



# perpetual progress

SUSTAINABILITY REPORT 2015



## About Our Cover

Emblematic of evolution, expansion, innovation and renewal, the nautilus shell is one of nature's most fascinating phenomena. The nautilus, a marine cephalopod, inhabits and expands upon its own spiral-shaped shell, creating ever-larger chambers as it grows over the course of its lifetime. The nautilus defines sustainability, utilizing just the resources and spatial footprint it needs to survive and thrive.

# 360° Sustainability

As one of the most abundant and sustainable resources on our planet, metal is a highly versatile material perfectly suited for Crown's unique and innovative packaging solutions. From food and beverage containers to aerosol cans, vacuum closures and caps and specialty tins, metal packaging positively impacts our lives and the environment every day. Here are just a few examples of how metal makes a difference:

## The Benefits of Metal



### Variety

Cans are available in many different sizes and shapes.



### Efficiency

Cans are lightweight, stackable and easy to store.



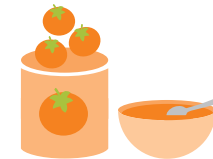
### Shelf Stable

Canned goods can be stored at ambient temperatures while still offering an extended shelf life.



### Safety

Metal provides a barrier to light and oxygen, keeping products safe over time.



### Versatility

Containers can be used to both consume and store products.



### Sustainability

Metal is 100% recyclable... again and again and again with no loss of properties.

## Metal & Sustainability



**60 days**

It takes as little as 60 days for a beverage can that is made today to come back as another beverage can.

Nearly **75%** of all aluminum ever produced is still in use today.



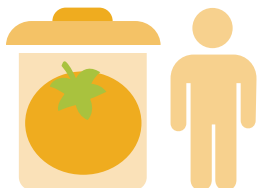
**80% to 90%** of all steel ever produced is still in use today.



**50%+**

Today's food and beverage cans are produced on average with more than 50% recycled material<sup>1</sup>.

## Food Waste



**350+ pounds**

of food per person is lost or wasted globally each year.



**2X** more energy is needed to transport fresh food than canned food.



**180 million liters**

of food per year has been saved globally by packaging in cans from Crown<sup>2</sup>.



Nearly **3X**

more energy is used to transport and store frozen product than canned.

<sup>1</sup> Secondary raw material used in the production of steel and aluminum constitutes more than 50% of the total production of those materials.

<sup>2</sup> Extrapolated data; based on "Effects of Metal Packaging and Food Waste" – University of Delaware and CROWN Packaging Technology

# Some of Our Achievements

Over 500 billion SuperEnd® beverage ends have been produced by Crown and its licensees to date, saving about 130,000 metric tons of aluminum, 2,200 metric tons of coatings and 1,000,000 metric tons of greenhouse gases.

## Environmental Progress Despite Production Increase (9 Billion More Cans)

### MANAGING WASTE

**↓ 37%** (over 8,000 metric tons)  
**less waste sent to landfill** since 2007

**↑ 9%** (nearly 39,000 metric tons)  
**more waste recycled per billion cans** since 2007

**↑ 100%+** (nearly 3,000 metric tons)  
**increase in the amount of waste converted to energy** since 2007

### COATING REDUCTION

**↓ 14%** (9,000 metric tons)  
**reduction** since 2007

This reduction comes from reduced average coating weights and a significant change in product mix, as food cans and aerosol cans require higher coating weights than beverage cans. Note that some sectors of the industry are now converting to BPA<sub>ni</sub> (non-epoxy) coatings that require higher coating weights than existing epoxy coatings, so this trend could reverse going forward.

## Our Commitment to Building a Total Safety Culture is Working

### DAYS AWAY FROM WORK DUE TO INJURY

**↓ 28%** (68 cases)  
**reduction** since 2007

### RECORDABLE INJURY CASES

**↓ 39%** (138 cases)<sup>3</sup>  
**reduction** since 2009

### WORK-RELATED FATALITIES

**ZERO** (work-related fatalities)  
**during our entire sustainability reporting period (2007–2014)**

## Staff Longevity

### 10+ YEARS WITH CROWN

**50%** in Americas    **36%** in Europe    **30%** in Asia Pacific

### 25+ YEARS WITH CROWN

**19%**  
**of permanent employees in Europe**

### WORKING AT CMB ENGINEERING SUBSIDIARY

**75+**  
**apprentice graduates**

<sup>3</sup> This data is only available from the Americas and European Divisions.

# A Message from Our Leadership

Welcome to Crown Holdings, Inc.'s 2015 Sustainability Report, which highlights our continued advancements from fiscal years 2013 and 2014. This is our third formal report detailing how *what we make*—innovative metal packaging that helps build brands—and *how we make it* supports all three pillars of sustainability.

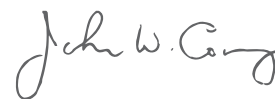
There is a compelling parallel between the infinite recyclability of metal packaging and the never-ending journey that is sustainability. Cans are produced from some of the most abundant raw materials in the earth's crust and are recycled at high levels in a true material-to-material loop with no loss of physical properties. Once produced, metal never needs to be downgraded to less demanding uses after recycling. A can made today may come back as another can in as few as 60 days from now—and that cycle never has to end.

Sustainability as a business principle also does not have a starting or ending point. It is a way of life. To be successful, sustainability must be integrated into every aspect of a company. That is how we view sustainability here at Crown. We are committed to making Crown better in many different ways, from conserving resources across our operations to implementing manufacturing practices that improve productivity and safety, by bringing innovations to market that support the sustainability efforts of our customers and consumers, by investing in our employees to ensure they are well-trained and healthy and by supporting our local communities.

Even as we have seen global volume growth and expanded our geographic footprint, our use of raw materials and other resources during the canmaking process has largely remained flat. It is important to note that had it not been for our broad efforts to improve our sustainability footprint, resource use and emissions per standard unit would be *increasing* due to a variety of market trends, including an influx of SKUs to meet varying demands of consumers and retailers and the desire for smaller containers to support portion control. Our global workforce continues to play a critical role in furthering our sustainability efforts. In 2012, we launched the Chairman's Sustainability Awards to recognize their achievements and inspire employees to continually raise the standard of excellence by which we operate. Our facilities have risen to the challenge, and we continue to be impressed by the work they do every day. We think you will be, too. The winning facilities from the 2014 Chairman's Sustainability Awards are profiled in this report.

Just as sustainability itself is a journey, so too is the way in which we will report on our progress going forward. We will issue another formal report in 2017 using the Global Reporting Initiative's (GRI) G4 Guidelines and continue our practice of reporting on a biennial cycle. In 2016, we will also participate in the Carbon Disclosure Project (CDP) framework.

We look forward to sharing our continued progress with you in the months ahead.



John W. Conway  
Chairman of the Board  
and Chief Executive Officer  
Crown Holdings, Inc.



Timothy J. Donahue  
President and Chief  
Operating Officer  
Crown Holdings, Inc.

# The Foundation for Our Reporting

This document represents Crown's third Sustainability Report and covers fiscal years 2013 and 2014. It includes third-party data as well as internal figures showing progress in several key areas. The topics addressed in this report are important to our key stakeholders, including customers and suppliers,<sup>4</sup> and were reported on in Crown's most recent Sustainability Report, which was issued in December 2013.

The content in this report is structured based on the Global Reporting Initiative (GRI) G3.1 Guidelines. It 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 entire reporting period of January 1, 2013, through December 31, 2014. It also includes data from the Company's regional headquarter locations in Philadelphia, Pennsylvania; Baar, Switzerland; and Singapore.

Given our broad product mix and other variables such as different container sizes, materials and markets served, we have once again used a set of conversion factors to normalize the data by converting container and closure production volumes into 12-ounce aluminum beverage can equivalent

volumes or "standard units." These conversion factors were first used in our 2013 Sustainability Report. More details about our methodology can be found on page 24 of this report.

The report does not include environmental data from our specialty packaging plants and our CMB Engineering equipment and tooling division. This is because there is too much variability from year-to-year in their product portfolios to allow the effective normalization of data, and together, they represent less than 5% of Crown's overall revenue. However, their employment demographics, safety performance and other elements of the social category of sustainability are included. This is consistent with how we reported data in the 2013 Sustainability Report, so there are no significant changes from previous reporting periods to highlight or explain. Assets gained from the acquisition of Mivisa Envases, SAU in 2014 are also not included in this report since these plants were not operated by Crown during the entire reporting period and it was not possible to segment their environmental, production or employment data. However, all of the data from the Mivisa plants will be included in future reports. Data resulting from assets gained during the EMPAQUE acquisition, which was completed in February 2015, will also be included in future reports.

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<sup>4</sup> Stakeholders include current and prospective customers, employees, local communities, investors/shareholders/analysts, suppliers, government/regulatory authorities, educational institutions and trade associations. These groups have been identified as key stakeholders because they have a considerable impact on our business and in communities where we have operations.

# Key Metrics Measured



RAW MATERIAL USE:  
STEEL AND ALUMINUM



RAW MATERIAL USE:  
COATINGS, INKS  
AND COMPOUNDS



DIRECT AND INDIRECT  
GHG EMISSIONS



VOC AND NO<sub>x</sub> EMISSIONS



ENERGY CONSUMPTION



WASTE DISPOSAL,  
RECYCLING AND REUSE



*If the entire fruit and vegetable supply in the United States was canned, rather than packaged for refrigeration or freezing, an estimated 7 million metric tons of food would be saved. That's equivalent to about 22 million metric tons of CO<sub>2</sub>.<sup>5</sup>*

<sup>5</sup> "Effects of Metal Packaging on Energy and Food Waste" – University of Delaware and CROWN Packaging Technology





*"We have always understood the benefits of packaging fresh vegetables and produce in cans, and we rely on this format to uphold our brand image. Canning is the most efficient way to deliver nutritious, high quality food to consumers. The can is the most recycled food package in the world. In addition to being an efficient format to ship and store, cans are shelf stable and do not require refrigeration, so no extra energy use is required to keep food from spoiling."*

Marion G. Swink, President and Co-owner of McCall Farms, Inc.

# Driving Innovation Forward

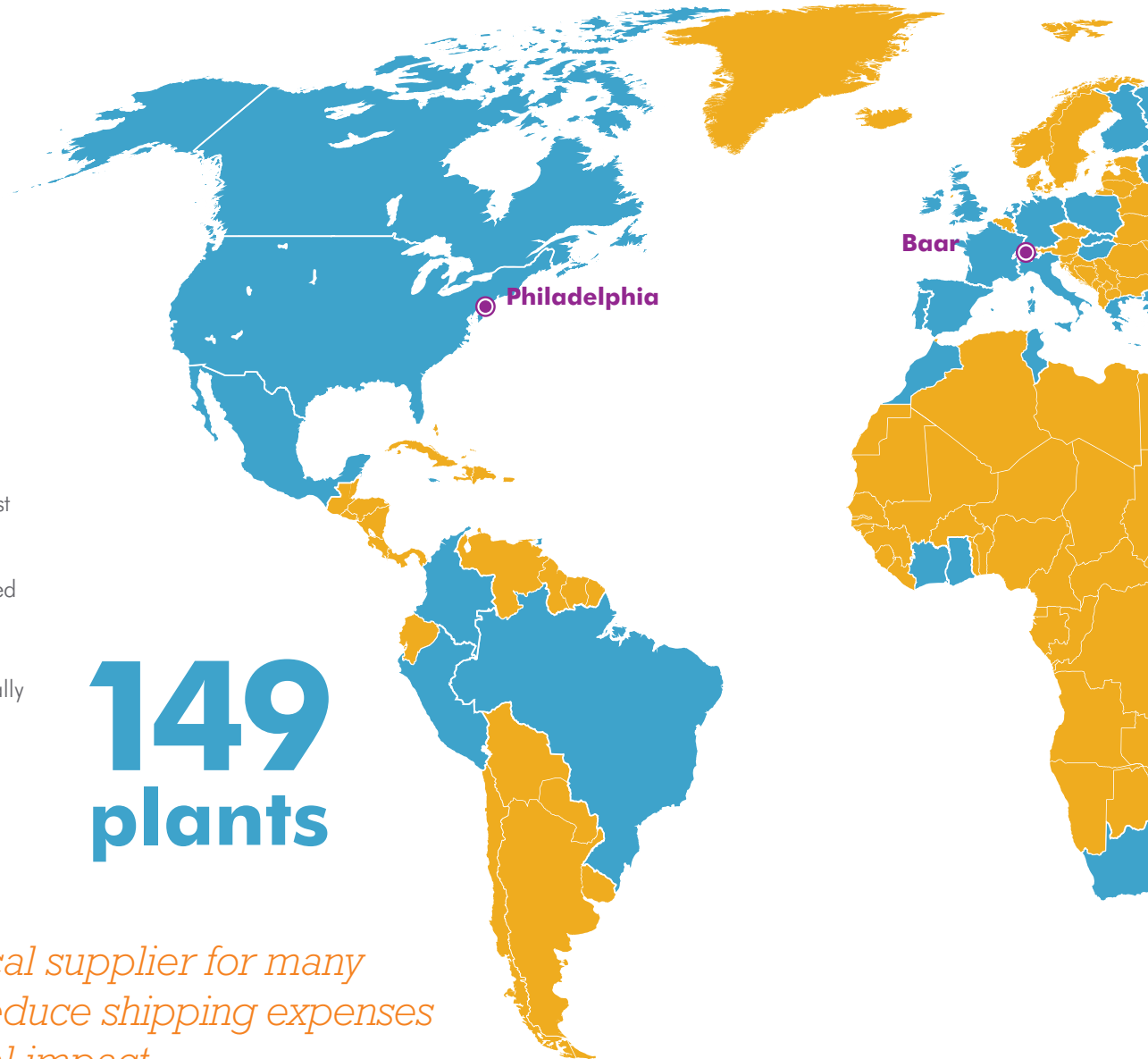
From the day our founder, William Painter, changed the trajectory of the bottling industry with the invention of the “crown cork,” we have committed ourselves to consistently deliver innovation that helps our customers build successful brands.

With a technology portfolio and geographic breadth that is unrivaled in our sector, we are uniquely positioned to bring best practices in quality and manufacturing to customers around the world. Headquartered in Philadelphia, Pennsylvania, the Company has operations in 40 countries<sup>6</sup> and has accumulated decades of experience in growing economies in Asia, Eastern Europe, South America, the Middle East and North Africa.

This broad geographic reach means that Crown is strategically positioned to help local, regional and international brands discover and capitalize on opportunities in all the markets they serve with metal packaging. It also enables us to supply high quality products with shorter lead times. As a result, Crown is able to function as a local supplier for many of our customers, helping them reduce shipping expenses and the associated environmental impact.

*Crown is able to function as a local supplier for many of our customers, helping them reduce shipping expenses and the associated environmental impact.*

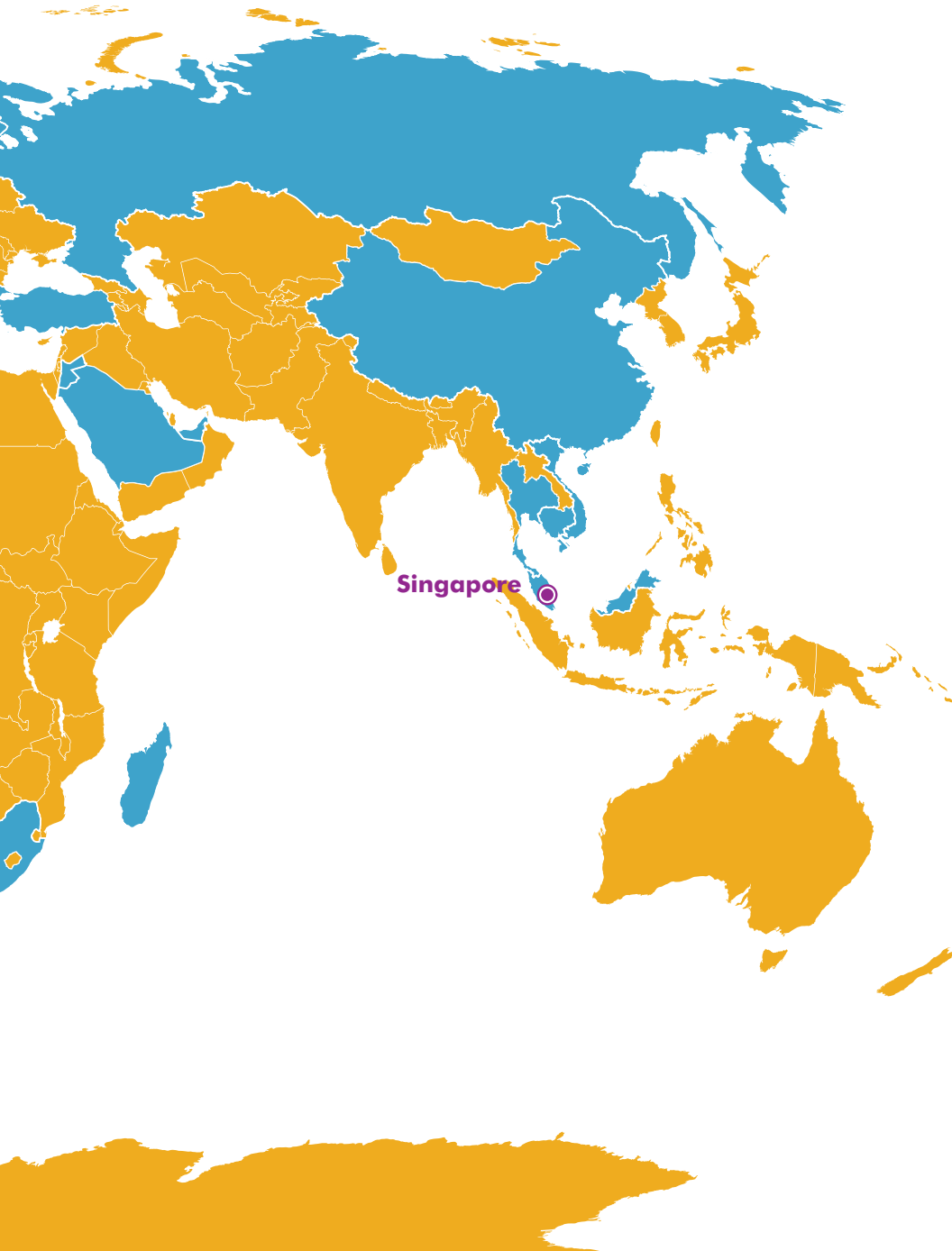
149  
plants



<sup>6</sup> As of December 31, 2014

 Division Headquarters

 Countries with Crown Operations



# 40 countries

## CROWN AMERICAS

*Barbados*

*Brazil*

*Canada*

*Colombia*

*Jamaica*

*Mexico*

*Peru*

*Trinidad*

*United States*

## CROWN EUROPE

*Finland*

*France*

*Germany*

*Ghana*

*Greece*

*Hungary*

*Ireland*

*Italy*

*Ivory Coast*

*Jordan*

*Madagascar*

*Morocco*

*Netherlands*

*Poland*

*Portugal*

*Russia*

*Saudi Arabia*

*Slovakia*

*South Africa*

*Spain*

*Switzerland*

*Tunisia*

*Turkey*

*United Arab Emirates*

*United Kingdom*

## CROWN ASIA PACIFIC

*Cambodia*

*China*

*Malaysia*

*Singapore*

*Thailand*

*Vietnam*

## Prudent Investment in Strategic Growth

Since our last Sustainability Report was issued in 2013, we have strategically invested in the development of multiple new facilities, expanded several of our existing plants and acquired high-performing business assets to best support our customers around the world. Here are just some of the investments we made in our business in 2013 and 2014.

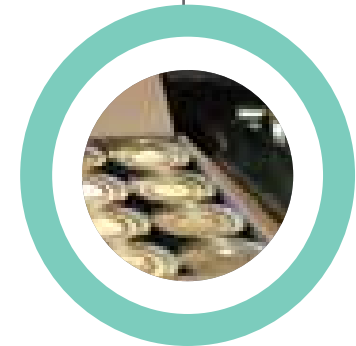


### October 2013

Acquired a food can and end manufacturing facility in Karacabey, Turkey, to meet growing consumer demand.

### January to December 2013

Beverage can plants were opened in Cambodia, Thailand and Vietnam and capacity expansions were completed in China and Malaysia.





### May 2014

Opened a new beverage can production facility in Teresina, Brazil, to support continued growth in the country.



### September 2014

Entered a definitive agreement to purchase EMPAQUE, a leading Mexican manufacturer of aluminum cans and ends, metal closures, bottle caps and glass bottles. The acquisition, completed in February 2015, makes Crown the second-largest beverage can producer in North America.

### April 2014

Completed the acquisition of Mivisa Envases, SAU, the largest food can producer in the Iberian Peninsula and Morocco. The acquisition substantially increased our presence in one of Europe's leading agricultural economies as well as North Africa and Peru.



## Crown by the Numbers<sup>7</sup>

Crown Holdings, Inc. (NYSE: CCK) is a publicly traded Company. Over 90% of the Company's stock is held by institutional and mutual fund investors.

### 2014 Net Sales

# \$9.1 billion

2014 Net Sales by Geographic Area

Western Europe  
**40%**

Rest of World  
**32%**

North America<sup>8</sup>  
**28%**

Number of Employees

# 23,024

<sup>7</sup> All data in this section is as of December 31, 2014

<sup>8</sup> Includes the United States and Canada

## Division and Operating Segments

The Americas Division has 45 plants spanning the United States, Brazil, Canada, the Caribbean, Colombia and Mexico. Products manufactured include beverage, food and aerosol cans and ends, beverage crowns, specialty packaging and metal vacuum closures and caps.

The European Division has 74 plants in 25 countries across Europe, the Middle East and Africa. These operations manufacture beverage, food and aerosol cans and ends, beverage crowns, specialty packaging and metal vacuum closures and caps.

The Asia Pacific Division has 30 plants in Cambodia, China, Malaysia, Singapore, Thailand and Vietnam. Products manufactured include beverage, food and aerosol cans and ends, beverage crowns and specialty packaging.

A portion of Crown's operations is conducted through joint ventures including some beverage can operations in Asia, the Middle East and South America. During the reporting period, Crown purchased the remaining interest in joint ventures in Jordan and Tunisia.

**Key Developments:** In this reporting period, Crown opened six new plants, closed six plants and added significant capacity in three plants. In 2014, Crown also completed the acquisition of Mivisa Envases, SAU and entered into a definitive agreement to purchase EMPAQUE.

### Number of Units Sold (in billions)<sup>9</sup>

Type	2007	2008	2009	2010	2011	2012	2013	2014
<b>Beverage Cans</b>	42.4	39.9	44.0	47.9	50.4	52.7	55.5	56.5
<b>Food Cans</b>	16.9	17.0	14.4	14.5	14.0	13.8	13.6	15.9

## PRODUCT PORTFOLIO



Aluminum and steel beverage cans and ends



Metal vacuum and composite closures



Aluminum and steel food cans and ends



Beverage crowns



Steel aerosol cans



Decorative steel packaging

## MARKETS SERVED



Food



Household



Beverage



Luxury



Personal Care

<sup>9</sup> Volumes represent the primary packaging units for each of the businesses – i.e., cans for food and beverage. 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. The figure for the number of beverage can units sold in 2012 has been revised slightly from what was published in the 2013 Sustainability Report to reflect the inadvertent omission of start-up output from new production lines in China.







*"We believe in the can. What is really important is that it is infinitely recyclable. That's very important to us. At the same time, there is an inherent 'cool factor' to cans, and they do well for craft beer. Brewers take their beer seriously, but not themselves!"*

Brian O'Reilly, Brewmaster at Sly Fox Brewery

# 360° Sustainability

Metal makes valuable contributions to the environmental, economic and social dimensions of sustainability by preventing waste, protecting contents for consumers and offering a cost-effective and efficient packaging solution for brand owners and retailers. In addition, throughout its lifecycle—from material sourcing to production to consumption to recycling—the benefits of metal are unmatched by any other format.

## Metal: A Permanent Resource

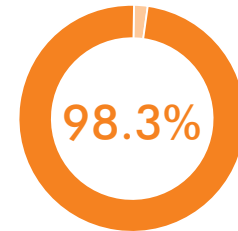
Cans are produced from viable and plentiful sources of raw materials, as aluminum and iron ore are the third and fourth most abundant materials in the earth's crust. Metal packaging is 100% recyclable and, unlike most other packaging materials, can be infinitely recycled with no loss of physical properties.

This means that steel and aluminum never need to be downgraded to less demanding uses after recycling. For example, the beverage can you drink from today may return to the shelf as another beverage can in as little as 60 days.

Steel's magnetism and aluminum's eddy current properties make metal packaging very easy to cost-effectively sort and recover in comingled recycle streams. Both materials also have high economic value, helping make broader municipal recycling programs financially viable—effectively subsidizing the recycling of less valuable materials in the bin—and leading to ever-rising recycling rates.

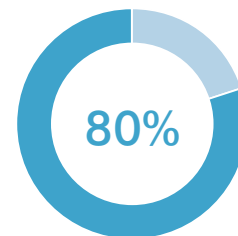
With an industry recycling rate of 66.7% in 2013, aluminum beverage cans are once again the most recycled beverage package in the United States.<sup>10</sup> This marks the third consecutive year that the rate has held above 65%, compared to an average rate of 54% reported during the previous decade. Steel recycling rates in the United States in 2013 continued to hold steady around the 70% mark.<sup>11</sup> With over 18,000 curbside, drop-off and buy-back programs accepting steel cans, more than 160 million consumers across the United States have access to steel can recycling.<sup>12</sup>

In Europe, 2013 proved to be the best year ever for steel packaging recycling, with a European-wide average recycling rate of 75%, an increase of one percentage point from 2012.<sup>13</sup> This represents over 2.7 million tons of food and beverage cans and other steel containers being recycled, saving over 4 million tons of CO<sub>2</sub>. The rate equates to over 20 years of continuous improvement in the sector where recycling rates have risen more than threefold. It also marks progress towards the industry's goal of achieving an 80% recycling rate by 2020.



### Brazil—2011

In Brazil, the aluminum beverage can recycling rate soared to 98.3%<sup>14</sup> in 2011, one of the highest rates in the world.



### Europe—2020

EMPAC (European Metal Packaging) and Metal Packaging Europe are working together to achieve an average European recycling rate of 80% by 2020 and make progress towards a goal of having no metal packaging go to landfill.

<sup>10</sup> Joint press release from the Aluminum Association, Can Manufacturers Institute (CMI) and Institute of Scrap Recycling Industries (ISRI) – September 24, 2014

<sup>11</sup> Steel Recycling Institute

<sup>12</sup> Steel Recycling Institute

<sup>13</sup> Press release from APEAL (the Association of European Producers of Steel for Packaging) – May 11, 2015

<sup>14</sup> ABAL - Associação Brasileira do Alumínio press release – October 31, 2012

Aluminum can recycling rates are also hitting record highs in Europe. The overall recycling rate for aluminum beverage cans in the European Union of 27 Member States and European Free Trade Association (EFTA) countries increased by 1.5% to an all-time high of 69.5% in 2012.<sup>15</sup> When considering the collection of cans in the remaining European countries and Turkey, the result is that the metal from more than 27.5 billion cans remains in the European circular economy and is available for the production of new aluminum products. These collected cans represent a total of 390,000 tons of recycled aluminum, preventing more than 3.1 million tons of greenhouse gas emissions (GHG).

Another dimension to the success of metal packaging is that the industry has significantly reduced the weight of both steel and aluminum cans as a result of continued innovation and new technology. In the case of beverage cans, the average weight per unit of volume has dropped by more than a third in the last 20 years.<sup>16</sup> Steel used for packaging is up to 40% lighter today than 30 years ago.<sup>17</sup> These lightweighting efforts have enabled canmakers like Crown to produce more cans with the same amount of material—without sacrificing the critical barrier and strength properties that our customers need. They have also enabled more efficient use of resources by reducing energy consumption downstream in the supply chain, minimizing environmental impact.

15 Press release from European Aluminium Association – March 16, 2015

16 European Aluminium Association

17 APEAL (the Association of European Producers of Steel for Packaging)

18 Secondary raw material used in the production of steel and aluminum constitutes more than 50% of the total production of those materials.

19 Steel Recycling Institute

20 Press release from APEAL (the Association of European Producers of Steel for Packaging) – May 11, 2015

21 American Iron and Steel Institute

22 European Aluminium Association

23 The Aluminum Association and World Steel, 2011

24 The Aluminum Association



## Recycling Facts

Today's food and beverage cans are made from steel and aluminum produced on average with more than 50% recycled material.<sup>18</sup>

Through recycling, the steel industry saves the energy equivalent to power about 18 million homes for one year or enough to provide the city of Los Angeles, California, power for roughly 8 years.<sup>19</sup>

A ton of recycled steel saves over one and a half times its weight in CO<sub>2</sub> emissions, over twice its weight in raw materials and uses up to 75% less energy than producing steel from virgin sources.<sup>20</sup>

Today, steel remains the most recycled material on the planet.<sup>21</sup>

Recycling of used aluminum saves up to 95% of energy compared to primary production and an equivalent amount of greenhouse gas emissions.<sup>22</sup>

Nearly 75% of all aluminum and 80%-90% of steel ever produced is still in use today.<sup>23</sup>

The aluminum industry recycles 2 cans for every 3 it ships.<sup>24</sup>

## Saving Food for a Hungry Planet

Packaging—and metal packaging, in particular—makes a considerable difference in overcoming one of the greatest issues facing our planet: food insecurity. In some regions of the world, food shortages are a constant threat, and as populations increase, the problem will continue to worsen. Food insecurity poses a threat not only to human welfare, but also to global peace, and yet there is a tremendous amount of food that is wasted on this planet every year. The Food and Agriculture Organization (FAO) of the United Nations indicates that 1.3 billion tons of food produced for human consumption is lost or wasted globally per year—more than 350 pounds of food for every person on the planet.

Food can be lost at every point in the supply chain, from initial agricultural production to household consumption. In mature economies, more than 40% of food waste takes place during distribution and beyond, including time on retail shelves and in consumer homes.<sup>25</sup> In contrast, more than 40% of food waste in emerging economies takes place before distribution, including during harvesting, production, handling and storage.<sup>26</sup>

A new report from WRAP (The Waste & Resources Action Programme) and the Global Commission on the Economy and Climate indicates that reducing consumer food waste could save US\$120 billion-\$300 billion per year by 2030. Achieving this would require a 20%-50% reduction in consumer food waste.<sup>27</sup> The inherent benefits of metal make it an ideal weapon to combat food waste. Better than any other packaging format, cans preserve their contents and help products achieve long shelf lives, significantly reducing the risk of food spoiling before it is consumed. Canned fruits and vegetables are cleaned, packed and thermally processed within hours of being harvested at their peak freshness, flavor and nutritional content. The high temperatures of retort cooking effectively sterilize food in cans, which is critical to maintaining the safety of those products without preservatives, refrigeration or freezing.

Once the packaging process is complete, it is the metal can that most effectively continues to preserve the food it contains. Foods typically degrade through extended exposure to external influences like air or sunlight. Metal is the only container material that completely prevents light and oxygen from infiltrating the package, offering excellent barrier properties and extending product life, a key factor in reducing food waste.

### SAVING FOOD WITH CANS

Consumer Loss by Packaging Type in the United States<sup>28</sup>

#### SWEET CORN

Fresh – 32% loss

Frozen – 36% loss

Canned – 7% loss



#### PEACHES

Fresh – 42% loss

Frozen – 35% loss

Canned – 8% loss



#### ASPARAGUS

Fresh – 18% loss

Frozen – 26% loss

Canned – 2% loss



25 Gustavsson, J. et. al., "Global food losses and food waste - Extent, causes and prevention," Food and Agriculture Organization of the United Nations (FAO), Rome, 2011. <http://www.fao.org/docrep/014/mb060e/mb060e.pdf>

26 Gustavsson, J. et. al., "Global food losses and food waste - Extent, causes and prevention," Food and Agriculture Organization of the United Nations (FAO), Rome, 2011. <http://www.fao.org/docrep/014/mb060e/mb060e.pdf>

27 Joint press release from WRAP and Global Commission on the Economy and Climate – February 26, 2015

28 M.K. Muth et. al., "Consumer-level food loss estimates and their use in the ERS loss-adjusted food availability data," United States Department of Agriculture, Technical Bulletin #1927, Jan. 2011. <http://www.ers.usda.gov/media/134674/tb1927.pdf>

Packaging produce in metal cans rather than packing it for refrigeration or freezing saves over 1 billion liters of food per year.<sup>29</sup>

## Supporting Our Industry

Crown supports a number of industry programs designed to help consumers understand the nutritional value of canned foods as well as the sustainability benefits the format offers.

In 2014, Crown was among the first packaging companies to adopt a symbol launched by **Metal Packaging Europe (MPE)** to communicate the value of recycling. The symbol 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, reprocessors and brands.



We continue to support **Cans Get You Cooking**<sup>®</sup>, a multi-year program with the Can Manufacturers Institute (CMI) and its members. This fully integrated campaign is 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.



Crown also began working with CMI on the **Open Up to Cans** campaign in 2014, which leverages consumer and industry research to promote the benefits of aluminum beverage cans. The new campaign explores the role aluminum cans play in protecting beverage quality and taste, supporting sustainability efforts and saving costs.



In 2014, Crown partnered with McCall Farms and Clemson University in South Carolina on a unique study to evaluate consumer behavior in stores and to determine how packaging impacts purchasing decisions. Leveraging Tobii eye tracking glasses in a simulated store environment, the team measured test shoppers' responses to different McCall Farms' can designs, including packaging that featured either decorative ends or factual information about canned food on the product label. In each case, Clemson was able to demonstrate a significant increase in shopper recognition of, and preference for, the new can features.

Crown is an active member of several national, regional and local associations. Here are just a few of them:

Beverage Can Makers Europe (BCME)\*

Can Manufacturers Institute (CMI)\*

EMPAC (European Metal Packaging)\*

EUROPEN\*

INCPEN

Metal Packaging Europe (MPE)\*

Metal Packaging Manufacturers Association (MPMA)\*

North American Metal Packaging Alliance (NAMPA)\*

Sustainable Packaging Coalition (SPC), a project of GreenBlue

\*Organizations where Crown executives hold a leadership role

## Cans Offer Energy-Efficient Storage and Transportation<sup>30</sup>

Metal cans stack high and efficiently.


Fresh food transportation uses **twice as much energy** as the transportation of canned food.

Cans are transported at ambient temperature.

Nearly **three times** more energy is used to transport and store frozen produce than is needed for cans.

29 "Effects of Metal Packaging on Energy and Food Waste" – University of Delaware and CROWN Packaging Technology

30 "Effects of Metal Packaging on Energy and Food Waste" – University of Delaware and CROWN Packaging Technology



*If food waste was considered a country, it would be the third largest emitter of greenhouse gases worldwide, after only China and the United States.<sup>31</sup>*

<sup>31</sup> The Food and Agriculture Organization (FAO) of the United Nations, "Food Waste Footprint: Impacts on Natural Resources" © FAO 2013



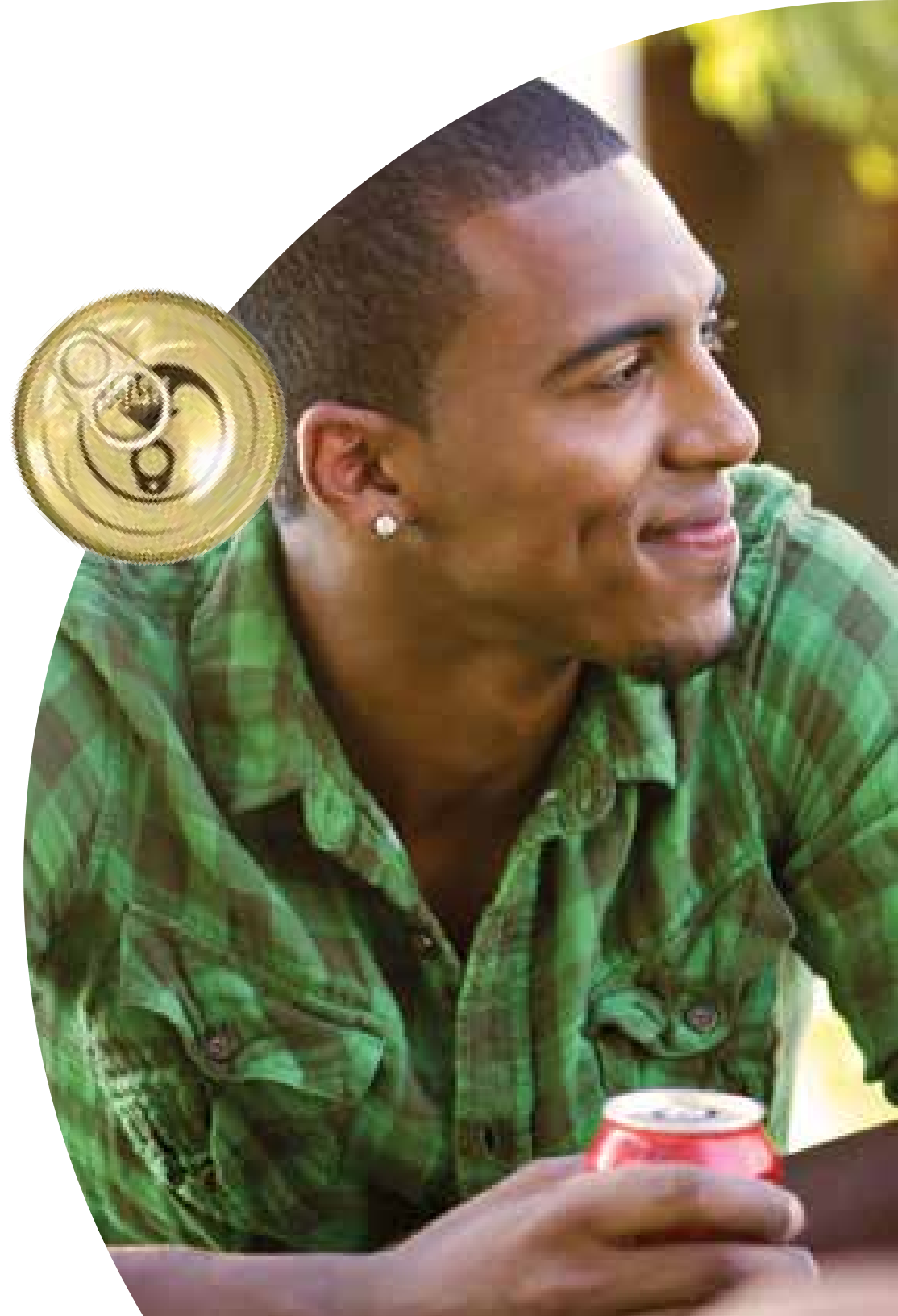
*"In China, the entire food and beverage industry is placing greater emphasis on recycling and sustainability. At the same time, Hainan Island is being promoted as an international tourist destination, and with that comes a greater responsibility for local businesses to promote sound environmental practices. Metal packaging from Crown has helped Kang Mei become a pioneer in our market."*

Fu Zhikai, Executive Deputy General Manager of Hainan Kang Mei Food Co., Ltd.

# Sustainability Down to the Core

Our primary product—the metal can—encompasses the essence of sustainability in its manufacture, use and reuse. In much the same way, the foundational values and operations of Crown as a Company reflect this ethic. Sustainable practices permeate the entire Company, from the way we source material, operate our facilities and manufacture our products to how we support our employees and our communities.

As our global footprint has grown, effective management and conservation of resources has become more critical than ever. As depicted in the charts on pages 25-31 detailing our use of raw materials and other resources during the canmaking process, we continue to manufacture more cans, including an increasing number of smaller cans, and more types of cans to meet rising global demand while using equivalent amounts of material, energy and other resources on a per-can basis. Our success is in large part due to our long-standing World-Class Performance (WCP) program, a rigorous, structured strategy built on a commitment to continuous improvement and designed to raise our performance standards to the highest level in every area.







## Tallying Up Success

In our 2013 Sustainability Report, we recast the data from 2007 through 2012 to normalize usage and emissions per billion standard units produced. This change was made to present data that offered greater insight by adjusting for year-to-year changes in product mix. 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 aluminum beverage can equivalent volumes, or “units.” This modification more accurately represents our efforts to conserve raw material use and reduce emissions over time.

We used this same approach to calculate data for 2013 and 2014, the reporting period covered by this report. More information about our externally validated methodology can be found at [www.crowncork.com/sustainability](http://www.crowncork.com/sustainability).



*The global carbon footprint of food wastage has been estimated at 3.3 billion metric tons of CO<sub>2</sub> equivalent or approximately four times the CO<sub>2</sub> equivalent emitted yearly by the entire global airline industry.<sup>32</sup>*

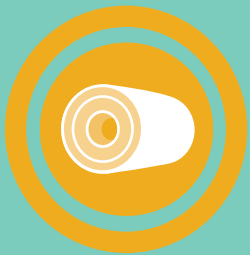
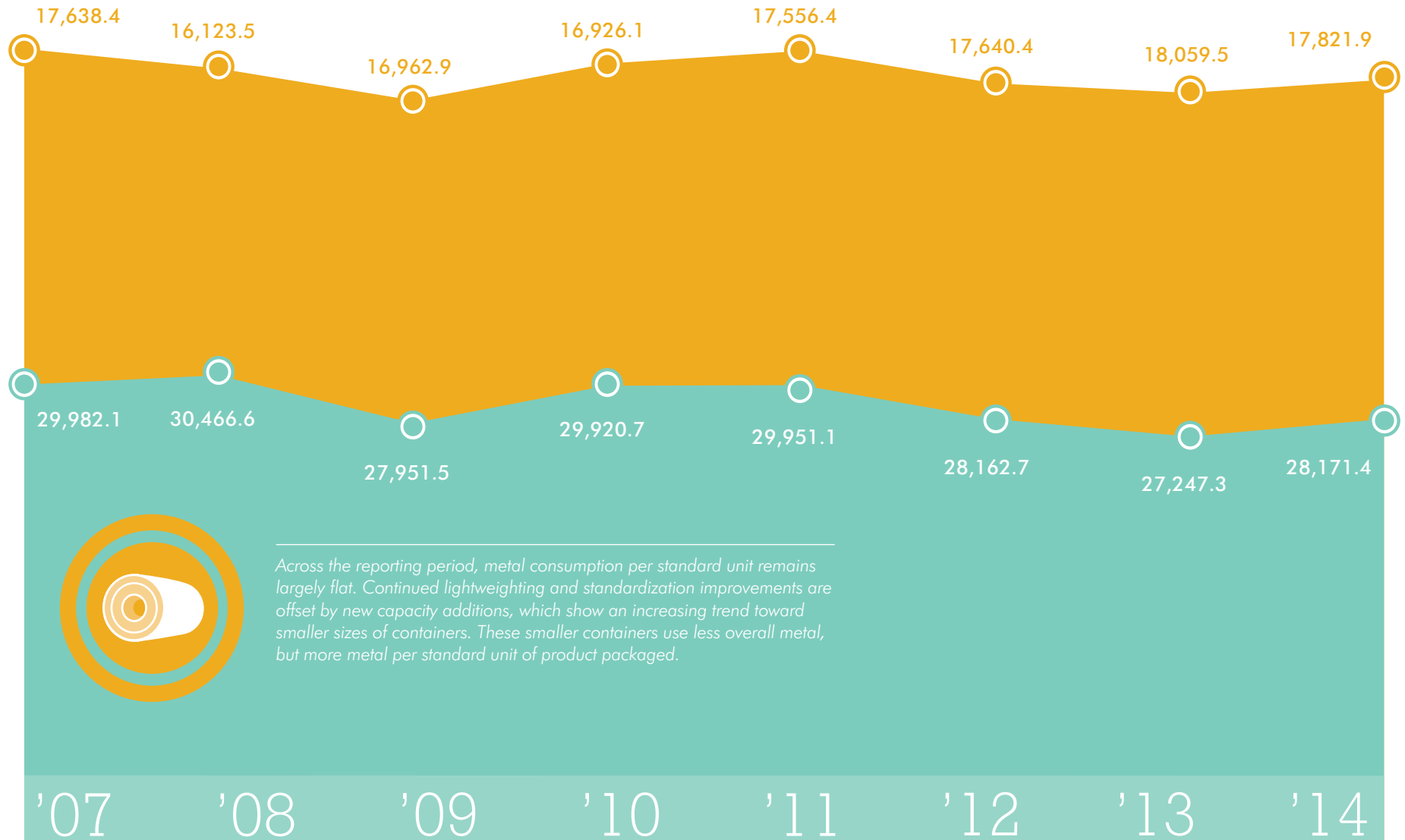
32 The Food and Agriculture Organization (FAO) of the United Nations, “Food Waste Footprint: Impacts on Natural Resources” © FAO 2013

Raw Material Use:

# Steel and Aluminum

(Tons per billion standard units)

- Aluminum
- Steel



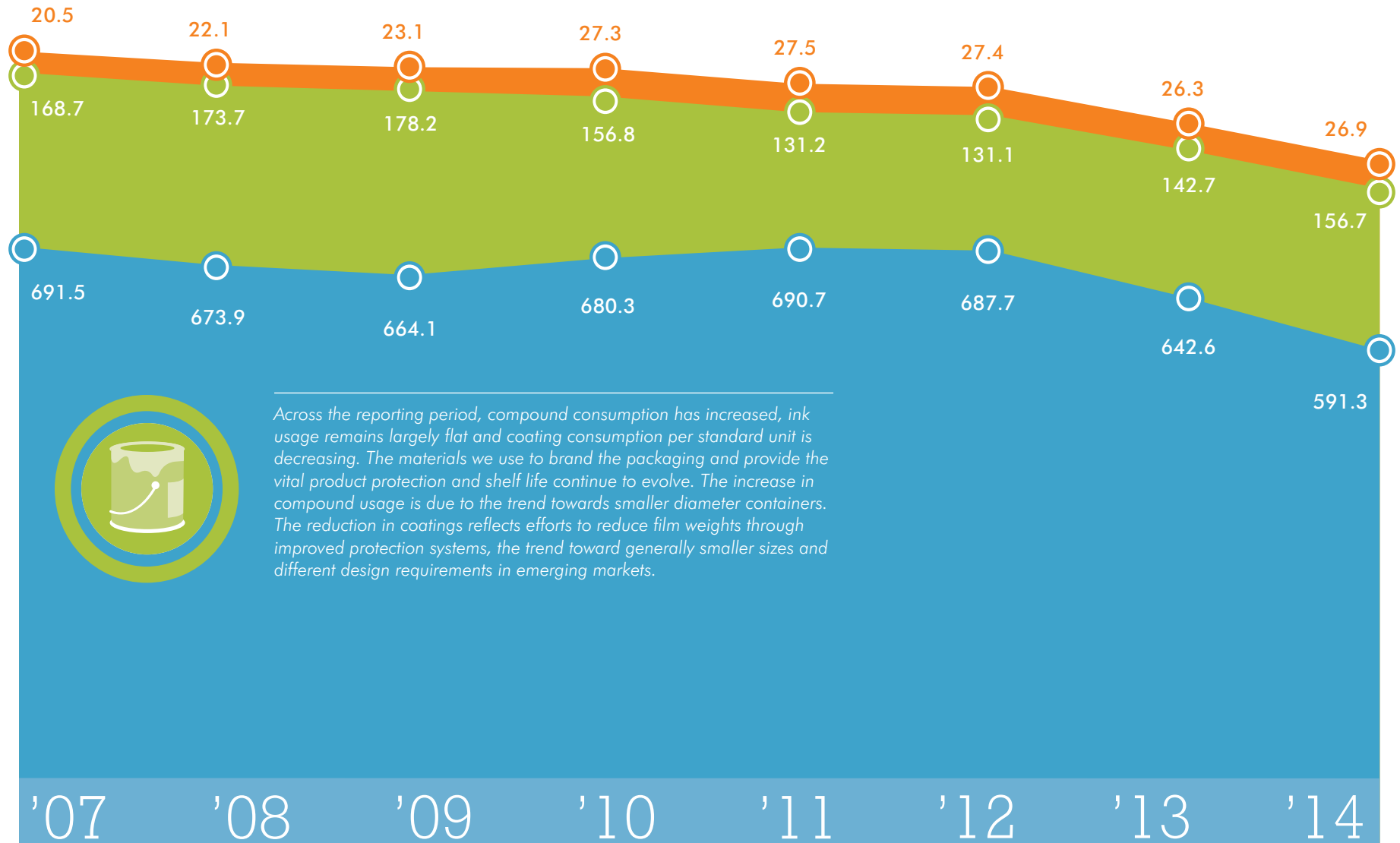
Across the reporting period, metal consumption per standard unit remains largely flat. Continued lightweighting and standardization improvements are offset by new capacity additions, which show an increasing trend toward smaller sizes of containers. These smaller containers use less overall metal, but more metal per standard unit of product packaged.

Raw Material Use:

# Coatings, Inks and Compounds

Protection and Decoration (tons per billion standard units)

- Inks
- Compounds
- Coatings



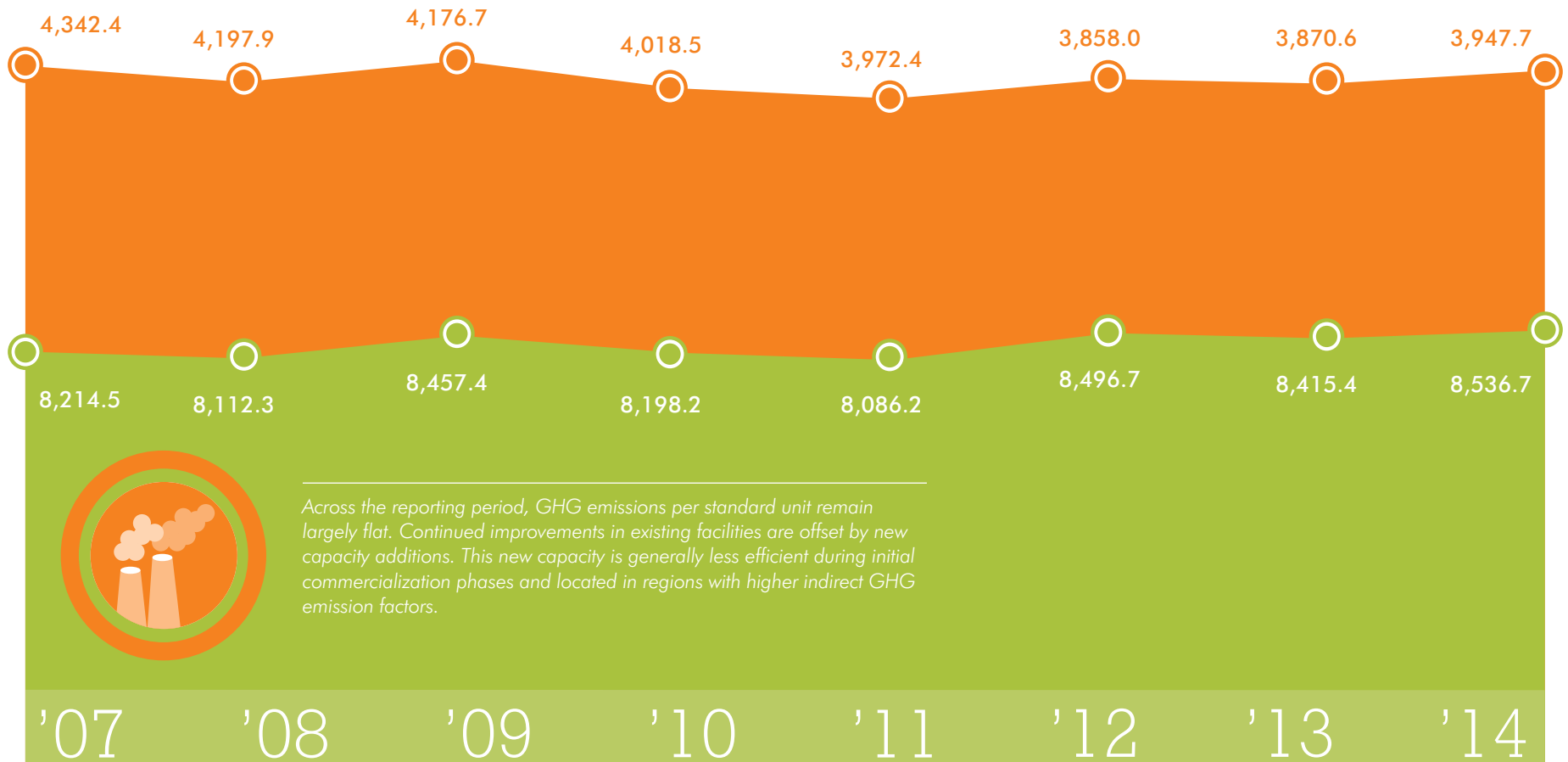
Across the reporting period, compound consumption has increased, ink usage remains largely flat and coating consumption per standard unit is decreasing. The materials we use to brand the packaging and provide the vital product protection and shelf life continue to evolve. The increase in compound usage is due to the trend towards smaller diameter containers. The reduction in coatings reflects efforts to reduce film weights through improved protection systems, the trend toward generally smaller sizes and different design requirements in emerging markets.

Direct and Indirect

# GHG Emissions

(Tons per billion standard units)

- GHG Direct
- GHG Indirect



Across the reporting period, GHG emissions per standard unit remain largely flat. 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 regions with higher indirect GHG emission factors.

# VOC and NOx Emissions

(Tons per billion standard units)



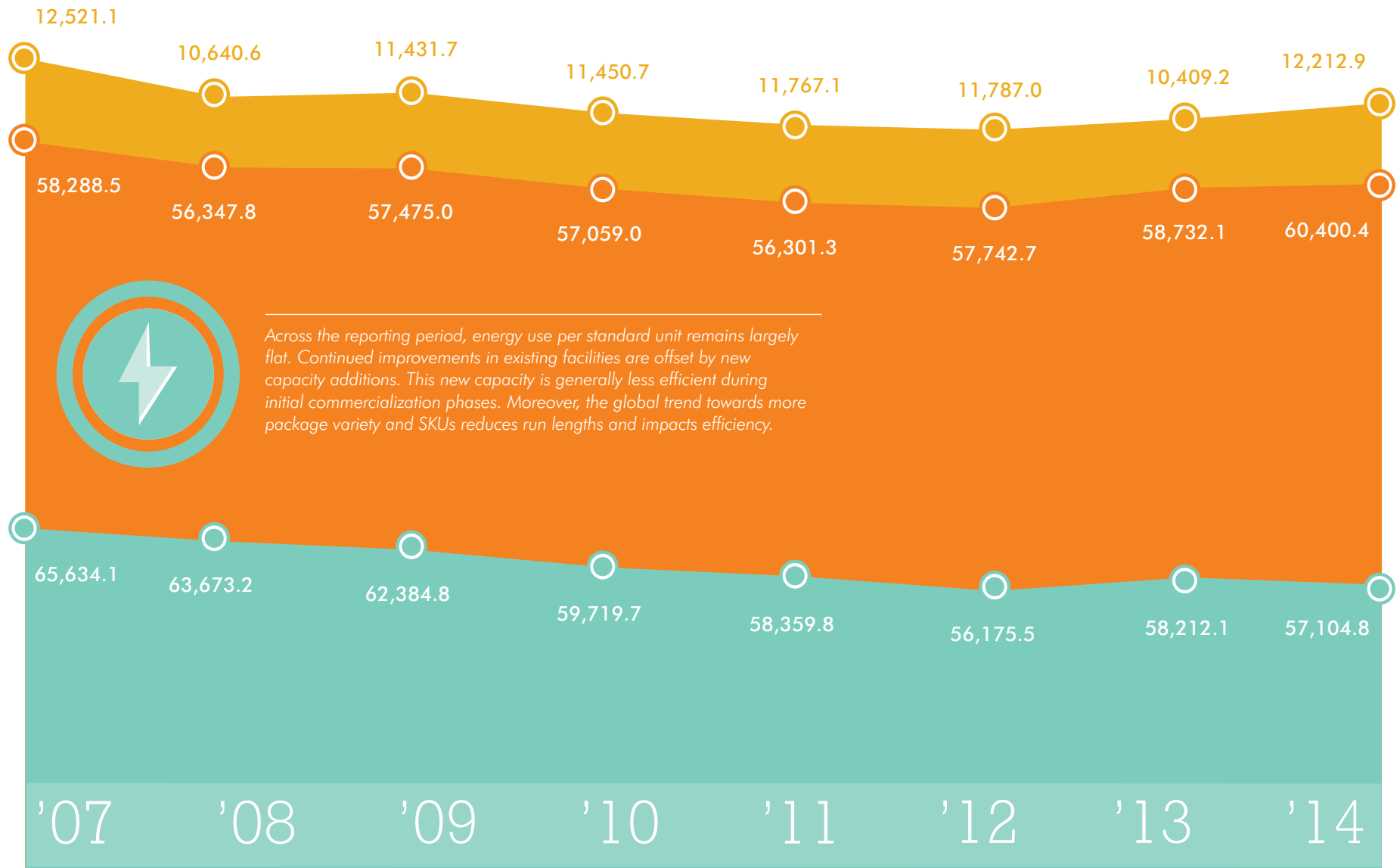
Across the reporting period, VOC emissions per standard unit continue to decrease, but at a slower rate than during the previous reporting period. VOC emissions are a result of Crown's coating operations where optimization of coating film weights, continued investment in control technologies and use of water-based materials drive the downward trend. However, this is largely offset through changes to food coatings as we move away from epoxy-based materials to materials that require higher coating weights and therefore more coating mass to achieve adequate protection. This offset should become more significant in future reporting periods.

Across the reporting period, NOx emissions per standard unit remain largely flat with an increase in 2014. Continued improvements in existing facilities are offset by new capacity additions. This new capacity is generally less efficient during initial commercialization phases. Moreover, the global trend towards more package variety and SKUs reduces run lengths and impacts efficiency.

# Energy Consumption

(Tons per billion standard units)

- Propane (Direct)
- Electricity (Indirect)
- Natural Gas (Direct)

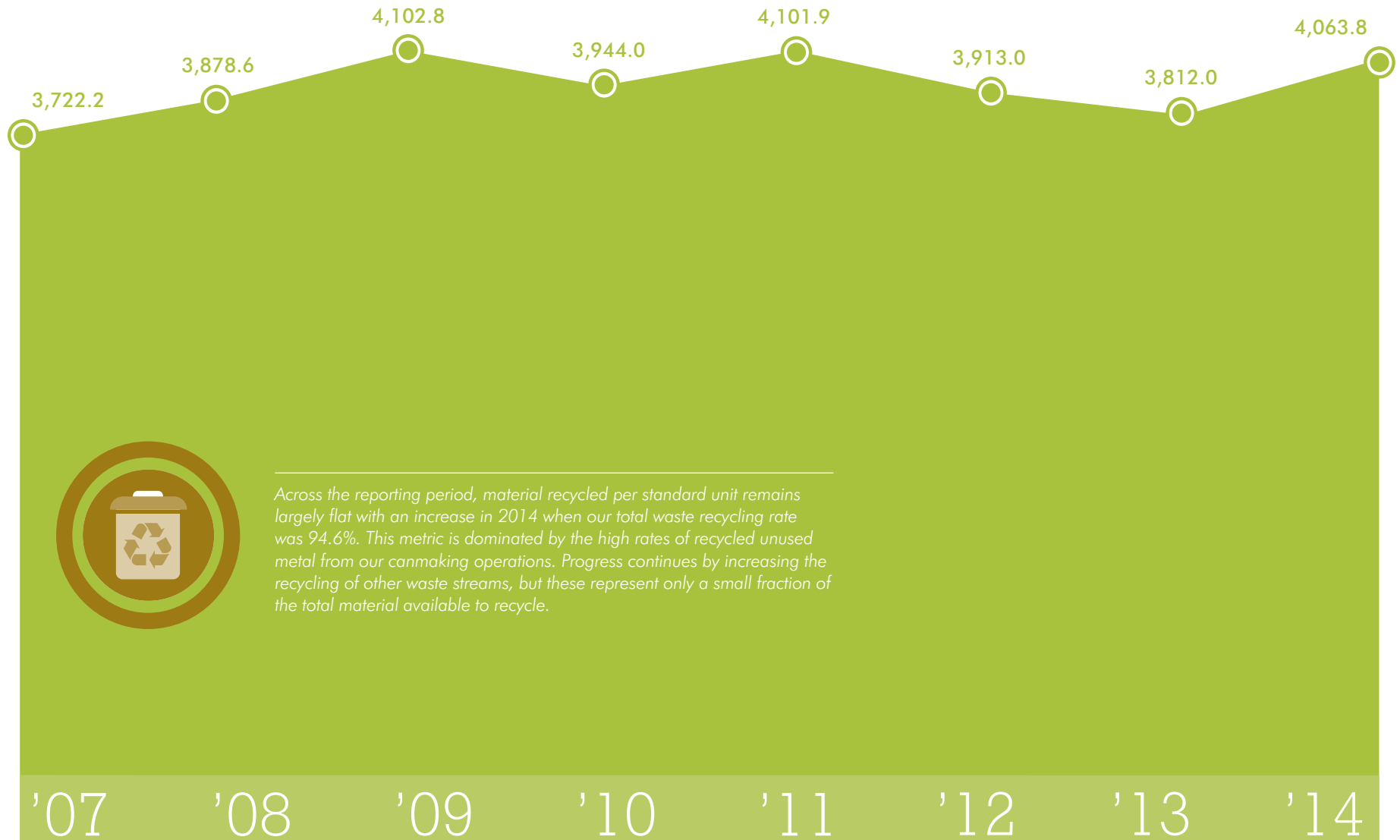


Across the reporting period, energy use per standard unit remains largely flat. Continued improvements in existing facilities are offset by new capacity additions. This new capacity is generally less efficient during initial commercialization phases. Moreover, the global trend towards more package variety and SKUs reduces run lengths and impacts efficiency.

# Waste Recycling and Reuse

Recycled

Recycled (tons per billion standard units)

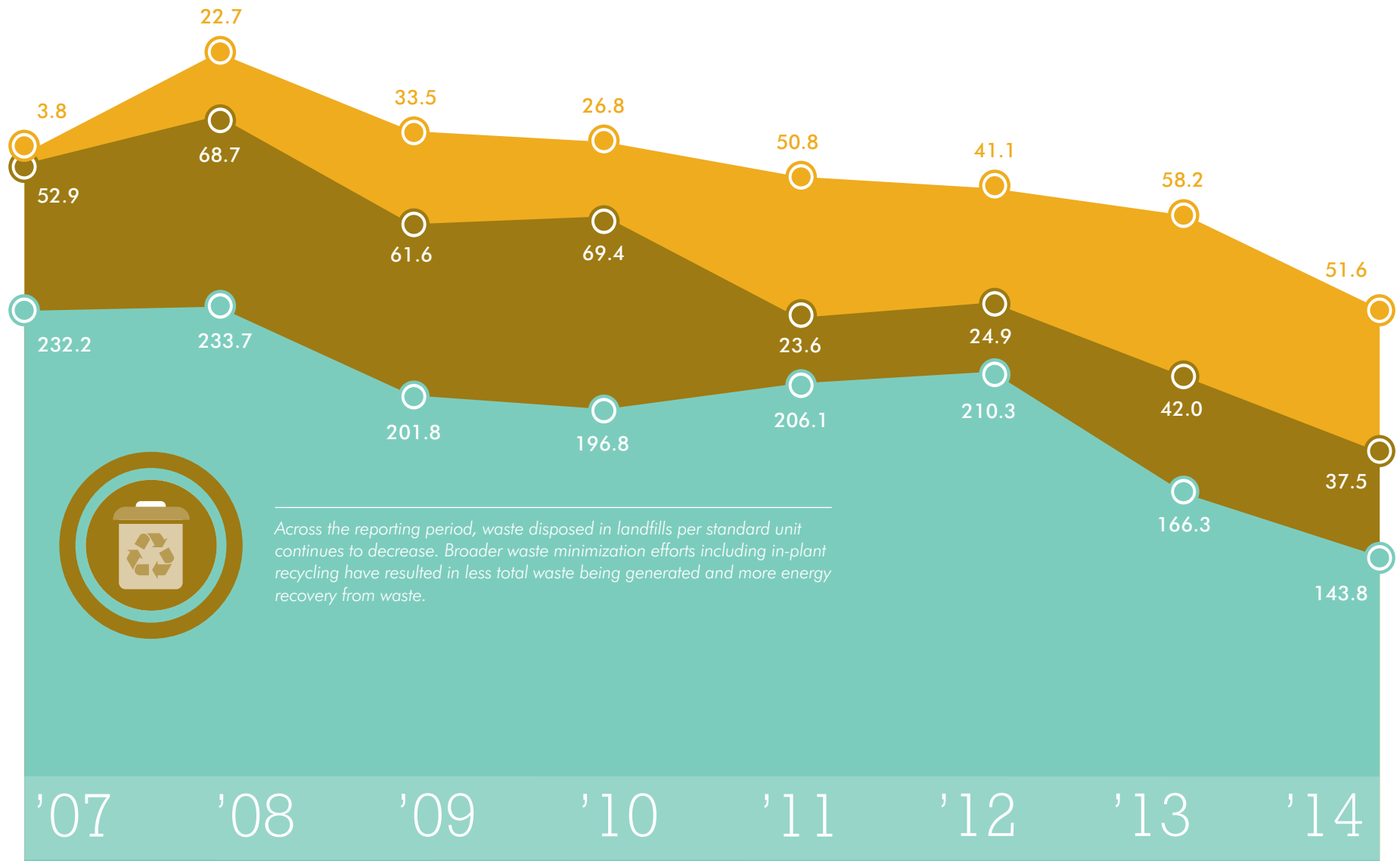


Across the reporting period, material recycled per standard unit remains largely flat with an increase in 2014 when our total waste recycling rate was 94.6%. This metric is dominated by the high rates of recycled unused metal from our canmaking operations. Progress continues by increasing the recycling of other waste streams, but these represent only a small fraction of the total material available to recycle.

# Waste Disposal

(Tons per billion standard units)

- Energy Use
- Other Disposal
- Landfilled



Across the reporting period, waste disposed in landfills per standard unit continues to decrease. Broader waste minimization efforts including in-plant recycling have resulted in less total waste being generated and more energy recovery from waste.





## Energy Savings Initiatives

### BOTCHERBY, UNITED KINGDOM

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Our Botcherby, United Kingdom, beverage can facility embarked on a program to reduce its overall energy consumption. Efforts focused on implementing a number of pioneering projects and energy best practices such as regular air leak surveys and replacing standard lighting with energy-efficient systems. The initiative resulted in significant line efficiency improvements, spoilage reductions and energy cost savings.

### SUTTON, UNITED KINGDOM

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The Sutton, United Kingdom, aerosol can plant implemented a phased improvement initiative to replace inefficient lighting throughout the facility. A total of 65 light fittings in one department were replaced with only 32 HILUX energy-efficient fluorescent fittings that are programmable and maintain a predetermined light level in the area. The initiative improved overall light levels—creating a safer and more consistent working environment—while achieving savings of over 180,000kWh per year.

### HANOI, VIETNAM, AND CHINA

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Our Hanoi, Vietnam, beverage can facility added new magnetic inverters to the plant's washer system, extending the life of the mechanical components and saving approximately 25kWh per hour. In China, our Shanghai, Tianjin, Zhengzhou and Huyang specialty packaging facilities replaced their older curing ovens with new induction side-stripe ovens that were previously trialed in Crown's operations in Thailand. These new ovens require far less energy to operate and produce less pollution compared to their gas equivalents, and they also reduce the amount of heat radiated in the facility, providing staff with an improved working environment.

### CONROE, TEXAS

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The Conroe, Texas, beverage can plant replaced 450hp high pressure compressors with 350hp low pressure equivalents, saving 170,000kWh every month. This result was made possible by implementing a series of changes that reduced air consumption in the manufacturing process.

### BOGOTA, COLOMBIA

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Our Bogota, Colombia, beverage can plant undertook a number of energy-reduction measures, including installing LED lighting in multiple areas in the facility, changing to a more energy-efficient air dryer and switching to a variable frequency drive for compressors for a total savings of 116,485kWh per month.



### OUR COMMITMENT IN ACTION

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Crown's SuperEnd® beverage ends utilize revolutionary countersink geometry and reinforcing beads to dramatically reduce metal use, improve end performance and increase brand awareness while also enhancing consumer convenience. The lightweight SuperEnd® beverage end significantly reduces material costs and makes beverage cans even more environmentally friendly. To date, more than 500 billion SuperEnd® beverage ends have been produced by Crown and its licensees, saving an estimated 130,000 metric tons of aluminum, 2,200 metric tons of coatings and 1,000,000 metric tons of greenhouse gases.

Crown introduced an intelligent seaming system for food and beverage fillers called Integra™. It was developed to help monitor the integrity and quality of double seams in real time during our customers' filling operation, streamlining the production of fault-free, quality-packaged products. The Integra™ system's capacity to identify errors is critical in reducing waste caused by scrapping faulty packaging, as well as avoiding potential product recalls.

To enhance the sustainability of metal coating materials, which are currently derived from fossil-based feedstock, Crown has actively participated in a research project to explore the use and adoption of bio-derived coating technologies since 2011. The work is being done with a coating development partner and is being supported by Innovate United Kingdom, formerly known as the Technology Strategy Board, a government organization that works across business, academia and government, helping companies take ideas through to commercialization.

## 2014 Chairman's Sustainability Awards

Launched in 2012, the Chairman's Sustainability Awards program recognizes leadership in the Company's facilities around the world in three areas: economic, environmental and social.



### The Economic Sustainability Award

The Economic Sustainability Award recognizes actions and projects initiated by Crown plants that have a significant, measurable reduction in the Company's use of freight and/or resources, including water and fuel. Traditional lightweighting activities do not qualify for recognition in this way as they are pervasive and fundamental to our activities.

#### WINNER

#### **Aprilia, Italy**

Food Can and Closures Facility

**OVERVIEW** *The Aprilia plant replaced existing thermal oxidizers with high energy-efficient ECO-TNV oxidizers on two coatings lines.*

#### RESULTS

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*Two burners were removed per line, resulting in significant energy savings.*

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*Oven air flow was optimized, further reducing gas consumption.*

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*The plant qualified for the Titoli di Efficienza Energia program, an Italian government energy efficiency incentive.*

*Across the lifecycle of a product from farm to fork, including can manufacture, the overall energy used in canning is 20% less than refrigerated food and 50% less than frozen food.<sup>33</sup>*

33 "Effects of Metal Packaging on Energy and Food Waste" – University of Delaware and CROWN Packaging Technology



### The Environmental Sustainability Award

The Environmental Sustainability Award recognizes Crown plants that have demonstrated excellence in protecting the environment by minimizing the impact of the Company’s operations, reducing material consumption and improving recycling or reuse. Given the number and quality of nominations, Crown announced two plants as co-winners in this category.

#### WINNER

#### **Olympia, Washington, United States** Beverage Can Facility

**OVERVIEW** This plant instituted a multi-year continuous improvement program to reduce the production of hazardous waste in all facets of its operations.

#### RESULTS

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Hazardous waste reduction from 383,000 pounds in 1995, down to 412 pounds in 2013, to essentially zero in 2014.

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Achieved “Small Quantity Generator” status with the State of Washington.

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Awarded “Safety Chemistry Champion” by the State of Washington.

#### WINNER

#### **Amman, Jordan** Beverage Can Facility

**OVERVIEW** In an area of the world that suffers from high water scarcity, this plant significantly reduced can-washer water consumption after installing recirculation units in critical sections of its washers.

#### RESULTS

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Water consumption was reduced 30%.

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Reduced water treatment costs.



### The Social Sustainability Award

The Social Sustainability Award recognizes facilities that demonstrate a significant impact on the well-being of their workforce and/or the communities where they are based. Given the number and quality of nominations, Crown recognized two plants in its global network in this area.

#### WINNER

#### **Sihanoukville, Cambodia** Beverage Can Facility

**OVERVIEW** To help address significant local poverty concerns, the Sihanoukville plant partners with the Don Bosco Technical School by sponsoring students for in-plant training programs focusing on specific industrial skills.

#### RESULTS

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Crown is proud that over 50% of our plant workforce are graduates of the school.

#### WINNER

#### **Shipley, United Kingdom** Equipment Manufacturing Facility

**OVERVIEW** An accredited Apprentice Program at our CMB Engineering subsidiary provides a continual inflow of highly skilled “bench strength” for the plant.

#### RESULTS

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The program has been internationally recognized by winning two gold medals in competitions against other high-tech companies in the United Kingdom’s WorldSkills contest.

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In 2014, CMB Engineering apprentices also represented the United Kingdom in the global WorldSkills event, placing fourth in this international competition.



## Awards and Achievements

As a Company, we are proud that our efforts have been recognized by external stakeholders including various levels of government, prestigious industry groups and other organizations. Here are just a few of the accolades we received in 2013 and 2014:

### AMERICAS

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*AEP Ohio award for energy efficiency and reduction of CO<sub>2</sub> (Lancaster, Ohio, United States)*

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*Recognized by the Mexican government for completing a voluntary Audit Environmental Program (La Villa, Mexico)*

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*Empresa Socialmente Responsable award (La Villa, Mexico, and Guadalajara, Mexico)*

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*Recognized for participating in the "Greenhouse gas emissions voluntary report" program by the Environmental and Natural Resources Government Agency (Toluca, Monterrey and Ensenada, Mexico facilities)*

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*Healthy Responsible Organization recognition by the Mexican Social Insurance Institute (IMSS) (Orizaba, Mexico)*

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*Small Quantity Generator status awarded by the State of Washington (Olympia, Washington, United States)*

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*Recognized by the Sustainable Development Agency of the State of Nuevo León for mitigating greenhouse gas emissions (Monterrey, Mexico)*





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## EUROPE

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*ECO merit certificate (Athy, Ireland)*

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*Achieved grant aid status with the Irish Government for its 2014 environmental projects (Athy, Ireland)*

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*Health and Safety National award for 2013 achievement from the Tunisian president*

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*Investors in People award (Botcherby, United Kingdom; Braunstone, United Kingdom; Carlisle, United Kingdom; Mansfield, United Kingdom)*

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*La Rioja ONCE award (Agoncillo, Spain)*

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*School Engineering Education Scheme (EES) winners (Braunstone, United Kingdom)*

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*Commendation of site H&S Management Systems during spot inspection by the United Kingdom Health & Safety Executive (Wisbech, United Kingdom)*

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*More than 30 sites have passed the Sedex Members Ethical Trade Audit (SMETA) 4 Pillar Audit of Business Ethics*

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## ASIA

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*Certificate from the Ministry of Environment for environmental contributions in 2013 and 2014 (Sihanoukville, Cambodia)*

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*Merit Award (2013) and Gold Award (2013) recognizing reductions in packaging waste by the Singapore Packaging Agreement Governing Board (Tuas, Singapore)*

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*The Hangzhou, China, plant received two awards from The Hangzhou Economic and Technological Development Area (HEDA) for passing an electric load balance test in a push for energy efficiency and for achieving the Energy Conservation and Emissions Reduction targets*

*We believe that diversity can generate new ideas and help in making good decisions.*





*“Working for Crown as a Volunteer for International Experience (V.I.E.) has been a great opportunity. The Company’s varied business lines and locations in different countries have allowed me to get involved in several unique projects and issues. My main focus has been helping to implement waste management improvements across Crown’s European plants. After gathering information on waste from each of the sites, I was able to identify opportunities for improvement and help develop customized solutions for each plant based on its size, the processes conducted and local environmental legislation. As a result of these efforts, the plants have been able to optimize waste management, reduce their environmental impact and enhance their sustainability profile.”*

Maud Simon, V.I.E. based in the United Kingdom

# Our People, Our Communities

Our global workforce plays a critical role in our ability to meet customer demands for innovation, quality and outstanding service and support. We value the contributions made by each employee and remain committed to providing them with safe, engaging work environments and access to high-value learning experiences to help them reach their highest potential.

Crown is committed to creating an environment that provides equal opportunities for everyone. We believe that diversity can generate new ideas and help in making good decisions. We also embed diversity and inclusion into our recruitment practices.

\*Note that the data for CROWN Europe in 2014 is impacted by the acquisition of Mivisa. Mivisa relied on more temporary labor due to significantly higher seasonality.

## Total Workforce

	Employment Type & Contract	2013		2014	
		Male	Female	Male	Female
<b>CROWN</b> Americas	Permanent employees Full Time	4,214	745	4,609	831
	Permanent employees Part Time	6	5	7	7
	Temporary/fixed term employees Full Time	72	16	61	13
	Temporary/fixed term employees Part Time	1	0	0	1
	Agency staff working in Crown facilities Full Time	114	49	119	41
	Agency staff working in Crown facilities Part Time	0	0	0	0
	Unionized employees	2,803		2,876	
<b>CROWN</b> Europe*	Permanent employees Full Time	9,319	1,183	9,335	1,509
	Permanent employees Part Time	20	95	37	94
	Temporary/fixed term employees Full Time	411	86	789	229
	Temporary/fixed term employees Part Time	1	3	7	3
	Agency staff working in Crown facilities Full Time	237	44	465	123
	Agency staff working in Crown facilities Part Time	0	26	65	23
	Unionized employees	7,209		8,162	
<b>CROWN</b> Asia Pacific	Permanent employees Full Time	2,710	789	2,733	861
	Permanent employees Part Time	24	9	31	7
	Temporary/fixed term employees Full Time	557	269	521	233
	Temporary/fixed term employees Part Time	101	11	73	13
	Agency staff working in Crown facilities Full Time	106	88	93	65
	Agency staff working in Crown facilities Part Time	3	21	6	20
	Unionized employees	2,349		2,499	



## New Hires and Employee Turnover

Employment Type & Contract	2013						2014						
	Under 30		30 to 50		50+		Under 30		30 to 50		50+		
	M	F	M	F	M	F	M	F	M	F	M	F	
<b>CROWN Americas</b>	Employees entering employment with Crown	267	50	276	37	61	10	313	75	419	58	102	17
	Employees leaving employment with Crown	157	44	238	48	277	40	210	64	309	53	262	47
<b>CROWN Europe*</b>	Employees entering employment with Crown	244	41	271	63	54	12	372	89	600	228	102	29
	Employees leaving employment with Crown	125	27	343	77	314	100	223	62	443	195	357	78
<b>CROWN Asia Pacific</b>	Employees entering employment with Crown	631	153	367	146	22	7	480	133	295	127	14	1
	Employees leaving employment with Crown	523	111	285	119	25	23	471	100	289	126	35	11

*Approximately 65% of senior executives in our North American and European operations and 35% in our Asia Pacific operations are from local communities.*

# 36%

Nearly 36% of Crown's permanent employees in Europe have been with the Company for at least 10 years; almost 19% have been with the Company for over 25 years.<sup>34</sup>

Nearly

# 50%

Almost half of Crown's employees in the Americas and 30% in Asia Pacific have been with the Company for 10+ years.<sup>35</sup>

<sup>34</sup> Data based on permanent employee count as of December 31, 2014

<sup>35</sup> Data based on permanent employee count as of December 31, 2014

## Safety First

Workplace and employee safety is an integral part of our operating philosophy and is built into every process, procedure and system of the Company as well as the attitudes and values of every employee.

Our goal is to foster a Total Safety Culture by supporting each employee and exceeding basic requirements to achieve safety excellence. The end result is safer decision-making, correction of unsafe behaviors and reduction of incidents, injuries and near-misses.

Behavioral safety is a primary focus of our Total Safety Culture philosophy, along with governmental compliance and auditing. This has taken shape through a number of initiatives including Human Factor Training, Safe Start™ and our SAFE (Safety Awareness for Employees) behavioral safety programs. The SAFE program involves many thousands of observations each

year by peers to foster increased safety dialogue and to identify safer working methods.

This program has proven to be effective in reducing incidents and injuries by increasing the visibility of unsafe behaviors through skill development, providing total employee participation and instilling safety as a “core Crown value.” As employees develop their observation and communication skills, their communication comfort level increases in the process and safety coaching becomes an integral part of the work culture.



### BASIC PRINCIPLES FOR ACHIEVING A TOTAL SAFETY CULTURE

*Every Crown employee feels responsible for safety and does something about it on a daily basis.*

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

*Safe work practices and procedures are supported by positive feedback from peers and all levels of management.*

*The importance of a safe workplace is no longer just a priority, but instead becomes a value linked to every employee in the organization.*

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

*As employees develop their observation and communication skills, their communication comfort level increases in the process and safety coaching becomes an integral part of the work culture.*

*Behavioral safety is a primary focus of our Total Safety Culture philosophy, along with governmental compliance and auditing.*

## Our Commitment in Action

We have implemented a number of programs to increase safety awareness and reduce injuries to our employees including:

### SAFETY CIRCLES

Our Safety Circles program creates an opportunity for employees to take ownership of safety, both for themselves and others. The “circles” involve groups of employees from the same department or area that meet periodically to review injuries, incidents and near-misses. They discuss ways to improve safety and provide feedback to plant management on a quarterly basis. The program is currently in place in 13% of plants across the European continent with another 17% of plants in the implementation process.

### HUMAN FACTOR TRAINING

CROWN Europe has also introduced a program called Human Factor Training, which enables employees to examine how their behaviors can impact their personal safety and those around them. Delivered to groups of 20 employees at a time, the program asks individuals to assess and identify themselves as one of four possible safety categories based upon their

behavioral state at a given point in time. Once this assessment has been completed, they investigate ways of modifying their behavior in order to become a safer person both at work and at home. This program is currently in place at 14% of sites across the European continent, with another 39% of sites in the implementation process. The program will continue to be rolled out to additional plants in 2016.

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***We are taking a more proactive approach to our safety metrics by moving from lagging indicators, such as Recordable Case Rates, to leading indicators such as employee engagement in safety, near-miss investigations and hazard recognition.***

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*Employees at our Asia Pacific plants attend external seminars to stay up-to-date on environment and health regulations and requirements. They also attend an external Safety Orientation course as required by local authorities.*

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*Crown requires the businesses to conduct comprehensive investigations of all injuries, incidents and significant near-miss events. These reviews identify corrective actions and improved practices that help prevent reoccurrence and enhance our safety culture.*



## Workplace Safety by the Numbers<sup>36</sup>

### Days Away Case Rate<sup>37</sup>

Division Name	2007	2008	2009	2010	2011	2012	2013	2014
<b>Worldwide</b>	1.1	0.9	0.8	0.8	0.7	0.7	0.9	0.8
<b>CROWN Americas</b>	1.2	0.9	1.1	0.9	0.8	0.8	1.1	1.0
<b>CROWN Europe</b>	1.1	0.9	0.7	0.9	0.8	0.8	1.0	0.9
<b>CROWN Asia Pacific</b>	0.5	0.7	0.2	0.1	0.0	0.0	0.6	0.4

### Recordable Case Rate<sup>38</sup>

Division Name	2007	2008	2009	2010	2011	2012	2013	2014
<b>CROWN Americas</b>	3.8	3.8	4.0	3.6	3.6	3.1	3.5	2.9
<b>CROWN Europe<sup>39</sup></b>	N/A	N/A	1.9	1.6	1.4	1.2	1.4	1.3

### Work-Related Fatalities

Division Name	2007	2008	2009	2010	2011	2012	2013	2014
<b>CROWN Americas</b>	0	0	0	0	0	0	0	0
<b>CROWN Europe</b>	0	0	0	0	0	0	0	0
<b>CROWN Asia Pacific</b>	0	0	0	0	0	0	0	0

Note: Regional differences in regulatory standards and definitions of Recordable Case Rates make Divisional comparisons misleading. In contrast, trend data within these Divisions over time offers an accurate view of progress as the country to country profile has not significantly changed during the reporting period.

<sup>36</sup> Crown does not currently track data for the Days Away Case Rate, Recordable Case Rate or Work-Related Fatalities by gender.

<sup>37</sup> Days Away Case Rate =  $[(\text{Number of Lost Time Cases}) \times (200,000)] / (\text{Number of Employee Labor Hours Worked})$

<sup>38</sup> Crown does not collect Recordable Case Rate data in our Asia Pacific Division.

<sup>39</sup> Crown does not have data measuring the Recordable Case Rate for this region in 2007 and 2008.

## Staying Healthy

Our commitment to the health and wellness of our employees extends past their time in our facilities. That is why we offer a range of physical, mental and social wellness programs to our global team and their families. We administer health and wellness programs differently from country to country based on local needs, but many of our programs include:

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*Pre-employment medical checkups*

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*Company- or government-sponsored medical insurance or subsidized medical insurance over and above governmental provisions*

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*Annual medical and audiometry screenings*

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*Reimbursement for outpatient medical expenses and yearly screenings*

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*Employee Assistance Programs to help improve health and wellness*

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*Health fairs at all sites in the United States to promote healthy lifestyles. Several of these fairs are also open to the families of employees.*





## Developing the Talent of Today and Tomorrow

Crown places a high value on offering programs for skills management and lifelong learning that will benefit both the individual employee and the Company.

Our focus starts with considering development in the broadest sense. We provide a variety of educational opportunities including a mix of mandatory and voluntary training programs that occur in a classroom, online, on the job or in partnership with academic institutions. But it goes further than that, as challenging job tasks and participation in multi-functional project teams are equally important learning experiences. As part of this, management training includes a mixture of assignments such as customized functional training, international exposure and core Division-wide activity to develop common approaches and values.

Since our approach to the development and nurturing of talent must continue to evolve over time, we are always exploring new programs that can be added to the mix. A recent example of this can be seen with our Elements of Engagement program, a three-day course that covers the vital aspects of effective leadership communication and employee engagement. It has been formally rolled out to the plant manager level and above in our European Division.



## Engaging the Young Workforce

We know today's young professionals have many careers from which to choose. Our goal is to stimulate and foster an interest in technical fields and help them understand how much can be gained from entering a career in manufacturing.

Supporting education in the STEM (Science, Technology, Engineering and Mathematics) fields is one effective way to do this. Here is a snapshot of our activity, which takes place on the high school, university, community and international levels:

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Supporting co-op and graduate programs in schools such as Clemson University, Brunel University, Drexel University and the University of Illinois.

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Sponsoring an annual Container Design project at Archbishop Ryan High School in Philadelphia, Pennsylvania, and additional STEM training for teachers at Conwell-Egan Catholic High School in Fairless Hills, Pennsylvania.

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Supporting Crown Executives on Boards for a number of educational organizations including Salus University, Clemson University and Providence College.

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Crown is a STEM 150 member of the Franklin Institute, a leading science and technology museum with an extensive STEM education program. Efforts include a training program for science teachers, the PACTS (Partnerships for Achieving Careers in Technology and Science) program for 150 students in grades 6-12 each year through offering after-school and weekend activities and the STEM Scholars program for high school students. The Institute also directly reaches more than one million people each year, including nearly 200,000 underserved schoolchildren.

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Our Wantage Technical Center in Oxfordshire, United Kingdom, participates in a local Apprenticeship Launchpad initiative. The program, which began in 2013, is designed to raise the profile of STEM careers and highlight apprenticeship as an alternative route into related industries. It targets high-performing year-10 students that are already interested in STEM as a career, shows how apprenticeships are a viable way to gain skills and experience and provides a pathway to see what local STEM companies do firsthand.

*“The apprenticeship with Crown was the best three years of my working life. My coworkers helped me so much and taught me things that I would not usually have the opportunity to learn in my day job. For example, my tutor in the tool room took me through the different tooling machines, allowing me to learn new skills and put those skills into practice effectively and safely—something I thoroughly enjoyed.”*

Tony Birch, 2013 Metals Apprentice of the Year Award winner

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**Many of the regions in which we operate are suffering from an engineering skills shortage. To help combat this issue, Crown proactively trains its own apprentices and builds links with local schools and training organizations to attract the best candidates. These efforts are supported by employees and current apprentices taking time out of their schedules to attend various apprenticeship fairs and host visits in our plants.**

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Our beverage can plant in Carlisle, United Kingdom, currently has six apprentices, including one female engineer, in various stages of training. An additional three apprentices joined the facility in September 2015. As part of their training, the apprentices participate in an annual Skills Fair with peers from other local employers representing a range of industries. The Skills Fair, which is now in its second year, originated from a local engineering network that Crown hosted and is meant to help increase the number of apprenticeship programs offered by schools in the area.

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Our aerosol can facility in Sutton, United Kingdom, has run a successful apprenticeship program for the last six years. Open to both new employees and existing Crown staff, the program combines in-house training and off-site education at local partner colleges to expand basic engineering skills and enhance the application of those skills in the workplace. In 2013, the program's adult apprentice, Tony Birch, was awarded the "Metals Apprentice of the Year Award" from The Worshipful Company of Tinplate Workers alias Wire Workers. Tony, who applied to be a Crown apprentice after working for the Company for 16 years, completed the four-year course in two and a half years and is now responsible for ensuring the production line runs smoothly and for overall can quality.

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Crown has recruited hundreds of apprentices from the V.I.E. (Volunteer for International Experience) program, also known as the French International Postgraduate Internship Program. Designed for students and young professionals between the ages of 18 and 28, the program allows participants to go abroad to carry out an assignment for 6 to 24 months. In 2013, Crown permanently recruited 5 of the 14 candidates finishing the V.I.E. program; that number increased to 6 of 15 candidates in 2014.

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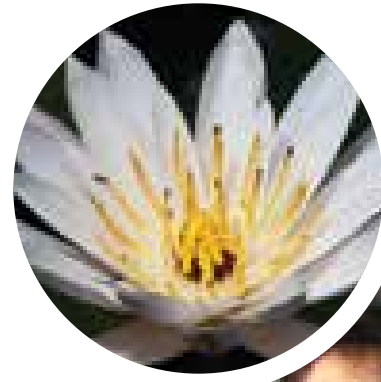
The apprenticeship program at our CMB Engineering subsidiary in Shipley, United Kingdom, has been recognized with many internal and external awards. Since the program was created nearly a decade ago, applications for the five apprenticeship positions have increased from a small handful to close to 70 in 2014. Today, there are over 75 apprentice graduates working at all levels of the CMB organization, with several holding key senior roles. This includes the General Manager, Andrew Truelove.





*Our Sutton-in-Ashfield, United Kingdom, aerosol can plant hosted a group of students from Ashfield Skills Centre. They were taken on a plant tour and shown how a variety of metal containers are produced. They also learned how we use computers to monitor the manufacturing process and alert human operators to any issues during production to ensure the output of a high-quality product. The students used the information they learned on the visit to answer a question on their final exam about the metal container manufacturing process. In addition, one of the individuals that was on the trip secured an apprenticeship with Crown and is now in his third year with the Company.*





## Community Responsibility

Crown strives to be a responsible neighbor in the communities where we are privileged to operate. We want to help ensure that our neighborhoods remain environmentally sound and protected, and that our communities promote education and health and wellness.

Crown supports local efforts by providing charitable donations and disaster relief on a regular basis. Our employees regularly volunteer their time for a number of worthy local causes, and we actively encourage our employees to help make a difference in their communities.

For example, since 2007, our Superior Multi-Packaging Limited facility in Singapore has been a main sponsor of the YMCA Special Talents, Arts and Recreation Society (Y\*STARS) program, which focuses on youth with Down syndrome who possess unique gifts in the dance and performing arts. Employees are encouraged to participate in Y Outings, which are held once per month. Crown has been honored with several awards in recognition of our partnership with this important organization including the Sustained Volunteerism (Corporate award) in 2012. We also received the YMCA Corporate Special Mention Award in 2014 and 2015 for our significant contributions in 2013 and 2014.





Our Nong Khae, Thailand, beverage can plant received a Certificate of Appreciation in 2014 from the Wat Nongpukshee school for providing teaching aids, sports aids and scholarships for students as well as a Certificate of Appreciation from The Good Shepherd Sisters for donations to the poor.

Crown also continues to engage with the university community on a variety of unique projects. For example, we have sponsored a new professorship in thin metal forming analysis at Swansea University in Wales. The goal is to expose a new generation of students to the technology used to model and lightweight metal containers. In addition, we recently sponsored research into packaging designed specifically for the elderly by a Ph.D. student at the Portsmouth Business School in the United Kingdom. The research utilized ethnography and focused on packaging development in the context of an aging society.

In 2014, Crown's Heshan beverage can facility sent two walking teams to participate in WALK for Love, a charity campaign by Coca-Cola China and One Foundation to improve water quality in impoverished areas in China.

In cooperation with Theppadungporn Coconut Co. Ltd., members of our Samrong, Thailand, facility participated in His Majesty the King's forest conservation project. As part of this effort, the Crown team helped construct a weir to support water conservation and enable local farmers to water crops.

Crown has supported Philabundance, a local food bank fighting hunger and malnutrition in 9 counties in Eastern Pennsylvania, for many years and in various ways, including funding the purchase of turkeys for Thanksgiving each year. In 2015, Crown has given a group of 10 employees time off from work to volunteer at Philabundance, increasing our participation with this important organization.

*Our employees regularly volunteer their time for a number of worthy local causes, and we actively encourage our employees to help make a difference in their communities.*



*“Cans are a great format for craft beer. Due to the hermetic seal, the can acts as a barrier against light and oxygen, which can affect a drink’s flavor—and taste is everything in the craft beer industry. BrewDog is committed to reducing our CO<sub>2</sub> emissions, and cans help us achieve that as they have better recyclability credentials.”*

Martin Dempster, Director, Special Ops at BrewDog plc

# Governance, Ethics & Integrity

## Ethical Foundation

The Board of Directors and management of Crown are committed to leadership in corporate governance. We have designed our corporate governance policies and practices to ensure we are focused on our responsibilities to our shareholders and on creating long-term shareholder value.

### **The Board is comprised of the following committees:**

**THE AUDIT COMMITTEE**, which oversees that Company management maintains an adequate system of internal controls, the integrity of the Company's financial statements and processes to ensure compliance by the Company with all applicable legal and regulatory requirements and Company policy.

**THE COMPENSATION COMMITTEE**, which carries out the responsibility of the Board of Directors relating to executive compensation and produces an annual report on executive compensation for inclusion in the proxy statement.

**THE NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**, which leads the search for individuals qualified to become members of the Board of Directors and recommends to the Board individuals as Director nominees.

For the reporting period of January 1, 2013, through December 31, 2014, our Board had 11 members (10 male, one female). Ten of those members were non-executive members. Currently, our Board has 12 members. The Chairman of the Board, John W. Conway, is also Chief Executive Officer of the Company. In July 2015, Mr. Conway informed the Board of Directors of his decision to retire from his role as Chief Executive Officer effective January 1, 2016. The Board has elected Timothy J. Donahue to serve as a board member as of July 2015 and to assume the position of President and Chief Executive Officer effective January 1, 2016. Mr. Conway will serve as non-executive Chairman of the Board after his retirement.

Crown's Code of Business Conduct and Ethics requires every director, officer and employee of our Company and its subsidiary companies to respect and obey both the letter and the spirit of applicable laws, rules and regulations. The code further stipulates that every employee strive to adhere to the highest standards of ethics, morality, honesty and decency in the performance of the duties of his or her job.

Crown has developed specific ethical guidelines that govern how we and our employees operate. These guidelines are summarized on page 53 but are available in more detail on our website (<http://www.crowncork.com/investors/corporate-governance>).



### **Fair Labor Practices**

We are strongly committed to the principles of fair labor practices, and none of our operations would be considered at risk for incidents of child labor. In all countries, Crown adheres to and conforms to all government guidelines on child labor.

### **Anti-Corruption**

Crown employees may not give or accept gifts of greater than nominal value to or from any current or prospective customers, suppliers, vendors, public or political party officials or other persons in similar positions. We have a written anti-corruption policy that covers all employees, officers, directors and independent third parties acting on behalf of the Company. Our corporate executives are trained on this policy.

### **Marketing Communications Compliance**

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

*As a global Company with operations in 40 countries around the world, we recognize that every region has different needs and practices as they relate to representing employees to higher management.*

*Shareholders, including employees who own Crown shares, are able to express opinions to the Board in writing via Certified Mail—Return Receipt Requested, to the Office of the Secretary, Crown Holdings, Inc., One Crown Way, Philadelphia, PA 19154.*

*For all non-shareholding employees, mechanisms have been established and put in place that meet various local and regional requirements.*

# GRI Index

The below table highlights where information and data corresponding to the GRI G3.1 Guidelines can be found in this report.

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Please visit the sustainability section of our website  
[www.crowncork.com/sustainability](http://www.crowncork.com/sustainability)  
to read more of our story and obtain additional information.

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