Accelerating Our Sustainability Efforts

Over 125 years ago, Crown was founded on the principle of protecting products with the bottle cap. Today, as a Company, we remain driven by a desire for continuous improvement, both in terms of what we make and how we make it. That mindset has been a driving force behind the progression of our sustainability commitments as a Company.

In 2016, we set our first company-wide sustainability goals, and as of January 2020, we have achieved our greenhouse gas emissions (GHG) reduction target and decreased our absolute emissions even while seeing significant increases in our production. We are proud of our global teams that have made this happen and continue to be the cornerstone of all our efforts and commitments.

Sustainability is about protecting the environment, but we recognize that it is also so much more. As we move forward in this next decade and establish our next set of goals, we recognize the need for aggressive targets for GHG reduction. And we also address other areas of sustainability like responsible sourcing, water stewardship, employee safety, diversity and inclusion, and many other environmental, social and governance topics.

With the rollout of the Twenty by 30 program, Crown will be taking one more exciting step in its journey to becoming the best Company possible. This journey will maintain Crown's position as the packaging supplier of choice for our customers, customer of choice for our suppliers, employer of choice for our workforce, and partner of choice for our communities.

Achieving the goals set forth in our Twenty by 30 program will be a challenge. It will require the dedication and commitment of each one of our more than 33,000 employees. Everyone in the Company has a part to play in meeting these targets because every action, even one that seems small, adds up to big results. We are excited to start the Twenty by 30 journey with you and to make a difference together.

Tim Donahue  |  Crown
Our Mission

Through **Twentyby30**, Crown will create an impactful cycle – an opportunity to move beyond addressing regulatory and supply chain disruption risks caused by environmental, social and governance concerns.

We will take climate action, advance the circular economy and attract and retain highly skilled and diverse employees, while also creating efficiency and continuing to build a brand reputation that is trusted and valued by our stakeholders.

Our Vision

**By 2030**, Environmental, Social and Governance principles are embedded into the fabric of Crown’s overall business, and our products are recognized as the most circular packaging option.
Our Strategy

Quality, reliability, durability and innovation have been at the core of Crown’s reputation, and we will continue to uphold these values, leveraging their legacy. Nevertheless, our planet is facing unprecedented challenges, going beyond today and taking into consideration the needs of future generations.

With that in mind, Crown’s Twentyby30 program is focused on transforming our challenges into opportunities. The five pillars of action are prioritized based on the needs of our stakeholders and the urgency of the issues.

Twentyby30 addresses Crown’s Environmental, Social and Governance issues through twenty measurable goals. All goals are established to be achieved by 2030, or earlier, compared to a 2019 baseline.
Our Pillars of Action

- Climate Action
- Resource Efficiency
- Optimum Circularity
- Working Together
- Never Compromise
Climate change is the most significant risk of our time. Corporate action to reduce GHG emissions will have a significant impact on the fight against climate change and Crown is up for the challenge.

We have set Science Based climate targets to reduce our Scope 01 emissions coming from the combustion of fossil fuels in our operations; our Scope 02 emissions generated from the production of non-renewable electricity used in our operations; and our Scope 03 emissions coming from our value chain, in particular from the production of the materials we buy to make our products.

Our Climate Action strategy focuses on production efficiency, product and process innovation, strategic material procurement and utilization of renewable electricity. This strategy acknowledges that climate change can have financial impacts on our global business, and by proactively incorporating actions to mitigate risks throughout our value chain, we aim to turn them into opportunities.
Climate Action

Our Goals

Reduce absolute Greenhouse Gas emissions from operations (Scope 01 and 02) by 50%

Scope 01: Emissions from fuels

Reduce absolute GHG emissions from supply chain (Scope 03) by 16%

Scope 03: Emissions from purchased materials, capital goods and downstream distribution and transportation

Our Approach

1. Drive fuel use efficiency
2. Substitute inefficient equipment with new and innovative equipment that yields increased efficiency or eliminates fuel use
3. Substitute equipment powered by internal combustion of fuel with electricity (where renewable electricity is available)

2. Drive electricity use efficiency
2. Substitute inefficient equipment with new and innovative equipment that yields increased efficiency or eliminates non-renewable electricity use
3. Renewable electricity procurement

3. Partner with suppliers to reduce the GHG footprint of materials, focused on steel and aluminum, coatings and varnishes
2. Partner with suppliers to reduce the GHG footprint of our capital goods
3. Reduce downstream logistics, distribution and transportation, fuel consumption and mileage
Our Goals

4. Source 60% renewable electricity by 2030, 90% by 2040 and 100% by 2050

5. Reduce VOC emissions by 10% per unit of product

Our Approach

- On-site company-owned equipment
- On-site and off-site bundled Power Purchased Agreements (PPA)
- Grid renewable electricity - green tariff
- Virtual Power Purchase Agreements (VPPA)

- Continue to develop precision application options to control coating weight and monitor application performance
- Reduce number of coating pass applications
- Increase use of water-based coatings
- Broaden the use of dry coating through use of power, laminate, and UV coating technologies
- Install and upgrade Regenerative Thermal Oxidizers (RTOs), as specified by local regulations
Climate Action

Resource Efficiency

Optimum Circularity

Working Together

Never Compromise
Water scarcity will have an impact on over half of the global population by 2030 and is now one of the biggest threats to food security around the world. Under the Resource Efficiency Pillar, Crown aims to protect this valuable resource by establishing a water stewardship strategy focused on:

- Minimizing our use of water and ensuring that any discharges do not degrade the quality of the receiving water bodies, the health of receiving soils, or in any other way cause harm to ecosystems or people.
- Ensuring that our employees continue to have access to safe drinking water, hygiene and sanitation.
- Ensuring that our water consumption does not undermine the quantity and quality of water available for people and ecosystems that depend on the watersheds where we operate.

To meet this challenge, Crown is committed to strict monitoring to minimize our water usage, establishing best practices for water use efficiency, investing in innovative equipment that allows for water re-use and leads to minimum to zero liquid discharge. In addition, Crown will invest in the replenishment of highly scarce watersheds.
By 2025, reduce water usage by 20%

100% of wastewater continues to meet local standards each year

Resource Efficiency

Our Goals

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- Measure, monitor and report water consumption company-wide
- Identify and eliminate losses and leaks
- Install flowmeters to measure and report water consumption and enhance water conservation
- Increase wastewater systems’ efficiency
- Identify and incentivize water re-use opportunities
- Identify, benchmark and replicate water use efficiency best practices
- Pilot and replicate new and hybrid technologies towards Minimal to Zero Liquid Discharge

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- Monitor and record wastewater quantity, quality, compliance and location of discharge
- Adopt company-wide standard operating procedures defining wastewater discharge quality and standard monitoring requirements
100% of employees with continued access to safe water & hygiene each year

100% of water consumed replenished back to high scarcity risk watersheds

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• Ensure continued access to safe drinking water
• Offer continued access to sufficient and clean personal hygiene facilities, suppliers and education globally

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• Validate number of plants in high water scarcity locations
• Identify watershed level projects to implement in high water scarcity locations
• Implement projects in collaboration with local partners
• Measure and report project implementation progress
Climate Action
Resource Efficiency
Optimum Circularity
Working Together
Never Compromise
The Circular Economy model proposes to address today’s linear “take-make-waste” model, where materials are made into products, the products are used and then discarded. The Circular model replaces it with an approach that eliminates the concept of waste, constantly cycling materials back through the value chain for re-use. The model requires less energy, preserves natural resources and reduces emissions and cost. The Optimum Circularity Pillar will implement Crown’s Circularity Strategy throughout our value chain by eliminating wasteful resource use, utilizing design and innovation to decrease the footprint of our products, and by extending our products’ lifecycle via increased recycled content and recycling rates.

Optimum Circularity
Our Goals

10. Reduce packaging material use via 10% weight reduction across our aluminum and steel cans portfolio

11. Send zero waste to landfill

Our Approach

- Incentivize and improve the efficient use of raw materials through responsible waste management
- Create a waste reduction culture, and continuously improve by sharing best practices and focus on hard to re-use and recycle materials
- Improve data availability and quality about each waste stream amount, type and final destination
- Partner with suppliers to ensure the increase of beneficial uses of waste streams, diverting them from landfill, and where possible, creating and increasing value
- Validate and verify disposal practices

- Extend existing successful downgauging programs globally
- Share best practices and the technical support needed to achieve these significant reductions without losing any of the protection values of our packaging
In partnership with Industry Associations and partners, work to increase metals recycling rates in our major markets

In collaboration with suppliers, work to maintain or improve industry-wide recycled content average in metal cans and Transit Packaging products

Increase the recycled content of our plastic strapping products by 10% globally

- Continue to invest time and resources into existing collaborations with industry associations and partners, as well as creating new partnerships to increase metal recycling rates, focusing in our major markets
- Support Industry Associations’ and partners’ work to influence policies that support circularity, such as Deposit Refund Systems (DRS)

- Work in collaboration with suppliers to increase knowledge and understanding of the current supply of recycled content to our operations
- Maintain and expand our support of efforts to improvement the industry-wide recycled content average in metal packaging and transit paper, steel and plastic packaging products

- Increase recycling capacity at recycling centers
- Source recycled material, both internally and externally supplied, at strapping centers
Climate Action

Resource Efficiency

Optimum Circularity

Working Together

Never Compromise
Crown has an unwavering commitment to our most important asset, our employees. We aim to have a workplace where every employee is free from discrimination and harassment, feels respected, is treated well and equally, is fairly compensated, with safe labor conditions and is motivated to make a difference in the world.

The Working Together Pillar activates Crown’s global Human Capital strategy to address employee wellbeing through a:

- Comprehensive safety program aiming for a workplace where no one is harmed.
- Culture of Diversity and Inclusion that empowers every individual to thrive in their own unique characteristics and eliminates inequality.
- Sustainability engagement platform that invites, informs, and provides the opportunity and resources for individuals to be active in a global cause that they can feel proud about.
Working Together

By 2025, Reduce Total Recordable Incident Rate (TRIR) by 20%

Sustainability Employee Engagement
Continuously encourage, inform and empower every employee to be an active participant in Crown’s Sustainability Program, creating meaningful connections between their daily tasks, their personal lives and the impact they can make in the environment and society

Our Goals

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• Make Employee Safety Awareness Program available globally, focusing on retaining and highlighting quality of safety observations
• Deploy a global Severe Injury and Fatality (SIF) Prevention Program that will train employees to review injuries and incidents and identify SIF prevention opportunities
• Implement a global Management of Change System (MOC), with rigorous non-routine, pre-job planning and safety analysis
• Launch a global balanced safety scorecard, including leading and lagging indicators

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• Enhance sustainability awareness and knowledge
• Create systems and processes that make it easier for employees to integrate sustainability into their day-to-day work and decisions
• Co-create sustainable best practices with employees, then benchmark and replicate
• Form Green Teams, working together to advance the Sustainability Program, the environment at work and local communities
• Incentivize skills-based volunteering
Diversity and Inclusion

Evolve toward a more employee-centric organization where Diversity and Inclusion awareness is embedded in the organizational culture allowing our people to be authentic at work. Encourage our top management to be D&I role models as a source of inspiration for all.

1. Diversity and Inclusion awareness will be embedded in Crown’s management culture through:
   - The deployment of inspirational workshops starting from management level
   - Specific D&I training programs focusing, among other things, on unconscious biases, gender gap, and women in leadership
   - The recognition of the best D&I initiatives implemented in our Crown facilities

2. Crown will be recognized as an employer of choice for a more diverse talent pool by:
   - Improving its recruitment and onboarding processes to capture D&I principles
   - Setting up a regional approach to attract and develop talents among minorities and women
   - Adapting working conditions to allow more flexible ways of working and disability hiring programs

3. Crown is an inclusive workplace for all by:
   - Promoting a positive work environment, free from harassment and bullying
   - Assessing current policies, guidelines and practices to ensure they are inclusive and sensitive to various cultures
   - Implementing Divisional D&I Committees to facilitate our cultural and organizational shift
Crown’s products are used by billions of people globally each year and we are proud of the trust that consumers place in the packaging we produce. The Never Compromise Pillar implements Crown’s Product Stewardship strategy. We are committed to making every effort throughout our product lifecycle to ensure that our materials are sourced responsibly, our products are designed to minimize risks to people and the environment and everything we manufacture meets the highest chemical safety standards.
Food Contact and Chemical Safety

By 2022, all operations meet the consolidated “One Crown Standard.” This new standard will unify existing standards and procedures including all aspects of migration, toxicology and safety utilized in our various geographical locations. By 2025, Crown will have screened all food contact materials for the presence of Chemicals of Concern (COC) and will take action to eliminate them where necessary.

Decrease Product Lifecycle Footprint

Decrease the lifecycle footprint of our products and processes through eco-design and manufacturing innovation. Crown will devote at least 50% of its R&D technology developments toward minimizing its products and manufacturing footprint.

Never Compromise

- Use lifecycle thinking to identify opportunities for improvement in our products’ footprint via eco design, focused on material utilization reductions; energy, water and emissions reductions; improved safety and end-of-life
- Use lifecycle thinking to identify opportunities for improvement in our manufacturing processes’ footprint, focused on spoilage reductions; energy, water and emissions reductions; improved safety; process efficiency and improved process protocols
- Build the One Crown Standard for unification of existing standards and food contact regulatory requirements from key geographical territories
- Implement the One Crown Standard globally across all Crown Divisions
- Support all Crown Divisions in meeting the One Crown Standard for all food contact materials by 2022
- Screen all food contact materials for COC by 2025
- Eliminate the COC (if a solution is technically feasible and available)
- Submit for an independent safety evaluation if the COC cannot be eliminated
- Where the safety evaluation identifies an insufficient safety margin, we will work with the material supplier to reformulate the material to reduce exposure and potential risk to a level deemed acceptable
Responsible and Ethical Sourcing

By 2025, all suppliers determined as high risk are assessed by third-party verification assessments. By 2030, 100% of Crown’s core raw materials and service suppliers, by spend, are assessed and comply with Crown Responsible and Ethical Sourcing policies and requirements, with an interim target of achieving 75% by 2025.

Our Approach

- Extend responsible sourcing program globally
- Incorporate social and environmental criteria in new contracts or review/renew/reappraise processes
- Third-party assessments and audits for goods and services purchased that fall into risky categories
- Accept suppliers and their supply chain’s third-party verification (when deemed by Crown and stakeholders as a credible source of verification)
- Deploy a training program on responsible sourcing and ethical trade for procurement teams globally
Each of the five pillars of Crown’s sustainability program and the associated goals can be interpreted as matters of business governance and ethics. Good corporate governance is much more than a legal formality – it is about insisting on responsible business practices, sound risk management and strong ethics and integrity.
Governance & Ethics serves as the foundation to Twentyby30, providing the underlying conditions to all other pillars and goals.
Measuring, Monitoring and Reporting

Measuring and Monitoring
To know whether we are successful, success must be defined and tracked. To drive the implementation of the Twenty by 30 program goals we have created Key Performance Indicators (KPIs) for each goal, putting in place equipment, systems and capabilities needed to track data and monitor performance that will drive continuous improvement so we can strive to achieve and exceed our goals.

Crown is also creating a systematic data governance structure. Plants are required to measure and report on their consumption of water, fuel, electricity, as well as discharge of wastewater and the amount waste generated and disposed, among other parameters. Utilizing the operational data, we have created an internal monthly corporate scorecard, where overall performance for each sustainability goal is reported and best practices and opportunities for improvement are highlighted.

Ultimately, the more we know about our operations, the more we will be able to offer resources, innovation, advances and opportunities to improve performance.

Reporting
We are committed to identifying and reporting on the most material, business-specific sustainability risks and opportunities and to elaborate on how these are managed. Additionally, KPIs for the goals established through Twenty by 30 will be disclosed and performance against them verified.
Crown will report on its sustainability performance annually online at www.crowncork.com/sustainability and via global reporting standards such as the Climate Disclosure Project (CDP). Our performance is also scored by various ESG ratings such as Sustainalytics, Dow Jones Sustainability Index (DJSI) and Bloomberg.
Aligned with the United Nations Sustainable Development Goals

In 2015, the United Nations announced 17 Sustainable Development Goals (SDGs) to address global challenges and set a blueprint for action to achieve the goals by 2030.

Our sustainability priorities are aligned with the SDGs so that our actions can contribute to a greater collective impact.