

Employee Health, Safety and Wellness

The Human Element

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

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

Total Safety Culture

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

Five basic principles underpin our Total Safety Culture:

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

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

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

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

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



Safety in Action

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

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

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

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

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

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

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

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

Employees realize that even engaging in low-risk behavior is unacceptable.

Employees actively engage other co-workers, exchanging points of view regarding safety.

Employees believe true improvement can only be achieved as a group, and that a zero injury rate is an attainable goal.

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

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

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

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

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

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

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

External Awards

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

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

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

Workplace Safety by the Numbers

Days Away Case Rate

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

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