



Truth. Love. Integrity.

Our Company's Values Reflect Our
Commitment to the UN Global Compact.



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Our Values | Truth | Love | Integrity

GRAEBEL CORPORATE Responsibility 2017-18

This report is a reflection of the activities and results that demonstrate Graebel's commitment and willingness to "walk the talk" in maintaining a sustainable working environment and an affirmation of how these values inform everything we do.



MISSION:

**Become the Global
Employer of Choice**



VISION:

**Operate in a Safe and
Compliant Manner**



VALUES:

**Leave It Better
Than You Found It**



“

**In our
organization,
change is driven
by the principle
of continual
improvement.**

Bill Graebel

”

A LETTER From the CEO

In our organization, change is driven by the principle of continual improvement.

After nearly 70 years of growth and success, under many economic and social conditions, we're confident in our business model and our ability to sustain within a culture that demands transformation.

Our mission, vision and values place our aspirations and ethical underpinnings in perspective:

- Become the Global Employer of Choice
- Operate in a Safe and Compliant Manner
- Leave It Better Than You Found It

We couldn't deliver on these tenets without key partnerships – with suppliers, service providers, clients and of course, our employees who inspire this company to reach greater heights every day.

Becoming the industry's global employer of choice is a moon shot, but it keeps us pushing in the right direction. In early 2018, we announced several initiatives to move us along that path: we expanded PTO for all qualifying employees; established a Diversity Council and enhanced our Human Resources Department by promoting our

Chief Human Resources Officer, Mary Dymond, so that she now serves as our Chief Talent Officer. Mary addresses the implications of this change on pages 12-13 of this report.

Operating in a safe and compliant manner is no small feat in our industry. With a supplier network of over 2,400 providers operating in 165 countries and the responsibility to safeguard the data of many clients' employees, we're constantly exploring quality improvements in that area. This is evident in exceeding all regulatory requirements, including the roll out of the General Data Protection Regulation (GDPR), a European Union (EU) legal framework that sets guidelines for the collection of data privacy. We've also updated our ISO 14001:2015 certification that imposes a high standard of environmental management at our headquarters.

One manifestation of leaving it better than you found it is our environmental partnership with American Forests, a conservation organization whose goal is to plant three million trees in 2018. Since 2015, we've helped support the planting of 15,000 trees in the Deschutes National Forest in Oregon, regenerating land that was devastated by a fire in 2012.

We're proud to once again describe and validate our commitment to the UN Global Compact principles.



Sincerely,

Bill Graebel

Bill Graebel



UN GLOBAL COMPACT Alignment Index

As part of their commitment to the Global Compact, businesses have a responsibility to uphold human rights both in the workplace and more broadly within their sphere of influence. The following principles show our Communication on Progress (COP) to the United Nations Global Compact (UNGC).

1

Businesses should support and respect the protection of internationally proclaimed human rights.

Policy & Implementation Alignment

Human Rights Policy

Code of Ethics

Mission / Vision / Values

PTO Policy

[Article 24 of the UN Declaration of Human Rights]

2

Businesses should ensure that they are not complicit in human rights abuses.

Policy & Implementation Alignment

Code of Ethics

3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Policy & Implementation Alignment

About Our Company

4

Businesses should uphold the elimination of forced or compulsory labor.

Policy & Implementation Alignment

Human Rights Policy

5

Businesses should uphold the effective abolition of child labor.

Policy & Implementation Alignment

Human Rights Policy

6

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Policy & Implementation Alignment

Code of Ethics

Diversity Council

7

Businesses should support a precautionary approach to environmental challenges.

Policy & Implementation Alignment

Graebel Companies Environmental Policy

8

Businesses should undertake initiatives to promote greater environmental responsibility.

Policy & Implementation Alignment

Graebel Companies Environmental Policy

9

Businesses should encourage the development and diffusion of environmentally-friendly technologies.

Policy & Implementation Alignment

ISO 14001 Environmental Management System (General)

10

Businesses should work against corruption in all its forms, including extortion and bribery.

Policy & Implementation Alignment

EX 001 Code of Business Conduct and Ethics

HR-021 Conflict of Interest

EX-003 Sanctioned Countries Policy

TRACE



**Full-time
employees are
granted up to 24
hours of volunteer
paid time off to
participate in
charitable activities**



PEOPLE & Culture

Supporting our people and their personal passions is not a one-size-fits-all approach. We're giving voice to our employees around the globe by supporting their work, career and volunteer opportunities to nurture their leadership and professions.

📍 Asia Pacific (APAC)



Traveling Abroad

This year, our APAC division kicked off a Country Expert Program. This field-based research is designed to enrich and educate our frontline service delivery talent who work closely with our service providers in other countries. During the inaugural week-long trip to Bangalore, India, three Graebel employees – Xiang Xun Fu, Heryah Leman and Kay Wong – met with two service providers and experienced simulated school and site tours around the city for cultural immersion, mirroring experiences our clients' assignees would have during their relocation process. Supervisor of International Operations Heryah Leman described the benefits:

"This experience enabled us to see India through the lens of assignees, and simultaneously understand and manage their expectations better."

We extend this opportunity twice a year to qualifying employees and we've had the same program in our EMEA division for the past few years, with employee visits to suppliers in Dubai, Munich, Luxembourg and London. We will continue these cultural exchanges, so our employees become more familiar with our processes and partners around the globe, as well as enhance their personal and career satisfaction.



PEOPLE & CULTURE (CONTINUED)



Europe, Middle East, & Africa (EMEA)



Running for J.K. Rowling

Team members at our London office champion the Lumos Foundation, an international children's charity founded by author J.K. Rowling to help millions of children in institutions worldwide achieve their right to a family life. Our local team members raised £1,000 in September at a networking event and Simon Mason, Senior Vice President of Business Development, and Daniel Danko, Director of Supplier Development and Jonathan Langueneur, Director of Account Management, garnered £2500 for the cause when they ran the London Half Marathon in support of the Foundation.



Americas

Making Moves

Move for Hunger is a New Jersey-based nonprofit that works with relocation companies across the U.S. to fight hunger and reduce food waste. Our partnership grants us the privilege to work with Move for Hunger and our service providers to redirect thousands of pounds of food from relocating employees. To further expand Move for Hunger's mission, we support them through charitable donations. Thus far in 2017-18, we've raised over \$5,000.



VOLUNTEER PAID TIME OFF

We established a Volunteer Paid Time Off (VPTO) policy in 2015 to enable and encourage our employees worldwide to serve the communities in which they work and live. Employees can donate their time – up to 24 hours per calendar year – toward a charitable organization.

Through this program and others, we've provided charitable donations and volunteer time to the following organizations in 2017-18:

- American Heart Association
- Boy Scouts of America
- Colorado UpLift
- Center for Work Education and Employment
- Food Bank of the Rockies
- Girl Scouts of America
- Josephinum Academy
- Junior Achievement
- Loving Arms Foundation
- Lumos Foundation
- National Leadership Academy
- Plains Conservation Center
- Refugee One
- Rotary International
- Salvation Army
- Society for Hispanic Human Resources Professionals
- United Way

**74% of Graebel
employees report
that Graebel is a
place of strong
culture and values**





GRAEBEL Represents

GRAEBEL EMPLOYEE ENGAGEMENT STATISTICS

Graebel
Employees
Say...

74%

Say Graebel is a place of
strong culture & values

BENCHMARK: 61%

Say Graebel is a place with
great customer service

BENCHMARK: 64%

75%

71%

Say Graebel is a great
work environment

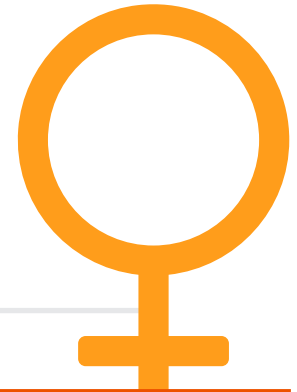
BENCHMARK: 47%



Graebel's 2017 engagement survey was conducted by CEB,
the world's leading research and advisory services company.
Statistics are compared to a global benchmark.

FEMALE REPRESENTATION AT GRAEBEL

70% Female Employees at Graebel Represent:
OF TOTAL WORKFORCE



OF MANAGERS

OF SUPERVISORS



OF DIRECTOR-LEVELS

Graebel VPs: 44%

Graebel SVPs: 25%

Graebel C-Levels: 22%

GRAEBEL DONATIONS | 2017

\$242,677 | 27 Organizations

TIME DONATED | 2017

335 Hours



EMPLOYEE TUITION REIMBURSEMENT

At Graebel, we offer our employees tuition reimbursement to advance their careers. Available after three months of employment, this incentive is a valuable resource for many scholars here.

- 2017 | 10 Employees | \$19,420.75
- 2016 | 14 Employees | \$23,828.67





AN INTERVIEW WITH MARY DYMOND

Talking Chiefly About Talent



The gig economy. Flexible work arrangements. 401(K)s in lieu of pensions. Subsidized healthcare. These employee-facing and very visible challenges at our company are evaluated, strategically aligned and communicated enterprise wide by Mary Dymond, Graebel's Chief Talent Officer. Having held positions in HR, Risk Management and Benefits, Mary is a seasoned, well-respected leader in her field. She was selected as one of the Top 5 HR executives in 2013 by HR Executive magazine. As we compete to attract and retain talent, Dymond took a few minutes to discuss trends, innovation, 2030, and things she likes and really doesn't like.

Q

Patty McCord, Netflix's former Chief Talent Officer said, "As an industry we have a responsibility to drive forward innovation in the area of talent management for the growth of our people, our clients and our future." Can you speak to this elevated level of commitment to new hires?

A

You always need a committed employee who creates, who is innovative, who embraces the customer and who really wants to be here.

No matter what, you always want to be dedicated to figure out why you are the place where people want to work, and reinforce why you are that place.

Q

How do you understand today's generational talent, so that Graebel can become the organization people want to work for?

A

I don't really believe in "generations." I believe every person is different and that it depends on where the person is in their life cycle. A 25-year-old who's married and has their first child is going to have different desires than a 25-year-old who is unmarried with no kids – they simply don't have the same obligations or perceptions. The latter person might switch jobs every two years, whereas the married 25-year-old might not change jobs that much. And I think that's been the truth forever regardless of generation labels.

I think what is unique in today's working environment – because of technology – is that people want more feedback all the time. They always did, but it's more accessible. Additionally, the management style has changed. It's not as command / control. You see more project, team-based initiatives, and because of that you need to be more agile in your communication and feedback.



AN INTERVIEW WITH MARY DYMOND (CONTINUED)

My idea of career development is like the proverb.

Give a person a fish and they eat for one day; teach people how to fish and they never go hungry.

Q

Chief Talent Officer instead of Chief Human Resources Officer?

A

Human Resources sounds like it can be just anyone. If you're human, come on down. Because honestly, the people that work for Graebel are talented. If you were in the movie or entertainment industry, you want someone who's a star, who has talent, whether they're a great backup singer or the front person – they have talent.

Bottom line: We want talent. We don't just want a warm body. That's why I'm the Chief Talent Officer.

Q

What are three things we could be doing better for our employees?

A

First, I would love for us to focus on performance, rather than mundane things like attendance, and to trust our employees. If you give trust, you tend to be more trusted.

Second, I would like us to do better with helping people focus on financial health and retirement. To encourage people to plan ahead and to put as much as they can in their 401K.

Third, I'd like us to offer more training and more career development. My idea of career development is like the proverb. ***Give a person a fish and they eat for one day; teach people how to fish and they never go hungry.*** Learning to develop your own career is exactly like that.

Q

Can you speak to the development of the Diversity Council and why it was established?

A

The idea behind it is that it's statistically proven that the more diverse the group is, the more creative it is, the more money the company makes, and it's overall a better workplace. Diversity isn't just about one thing. It's about gender. It's about sexual orientation. It's about race. It's about religion. It's about a lot of preferences that some people might get uncomfortable with. But I don't care. I want talent to contribute to our company. Seventy percent of our workforce is female. And we're seeing pipelines of female leadership rising from management to director to senior level every year.

Q

2030. What's changed in how we recruit talent and how we take care of our employees?

A

We're going to be blending intelligent machines with people, while making sure our people are reaching their potential. A lot of the redundant, repetitive stuff that nobody likes to do, and is probably not any human being's sweet spot, is going to be done by that machine. So our people are going to have to take care of that machine and determine how to incorporate their work product with that machine. By 2030 those machines are going to be pretty darn smart.

Q

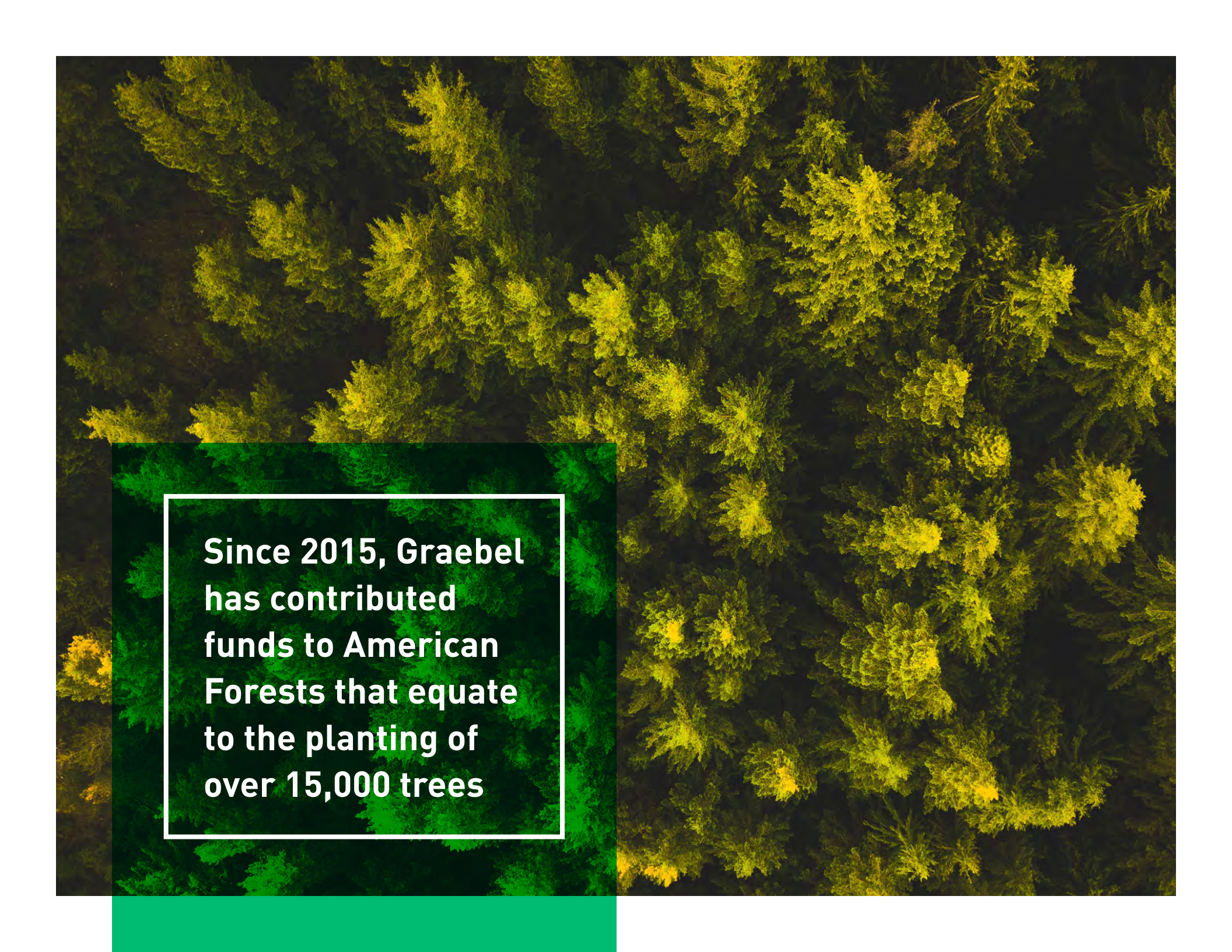
Day to day things you love to do? Day to day things you don't like to do?

A

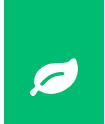
I actually like crunching data. I like seeing it change and grow. I like knowing that the data is showing that women are moving up in our organization.

I really hate telling people bad news. And unfortunately, that comes with our territory. Managers come to us when there are problems. Employees come to us when there are problems. And sometimes we have to deliver bad news. My mantra, to myself and the people who work with me, is that if you have to deliver bad news do it with dignity, do it with respect, and, if at all possible, give people choices.

*This interview has been edited for length.

An aerial photograph of a dense forest, likely a coniferous forest, with a mix of dark green and yellowish-green foliage. A rectangular area on the left side of the image is highlighted with a green tint and contains white text. The text is centered within a white-bordered box.

**Since 2015, Graebel
has contributed
funds to American
Forests that equate
to the planting of
over 15,000 trees**



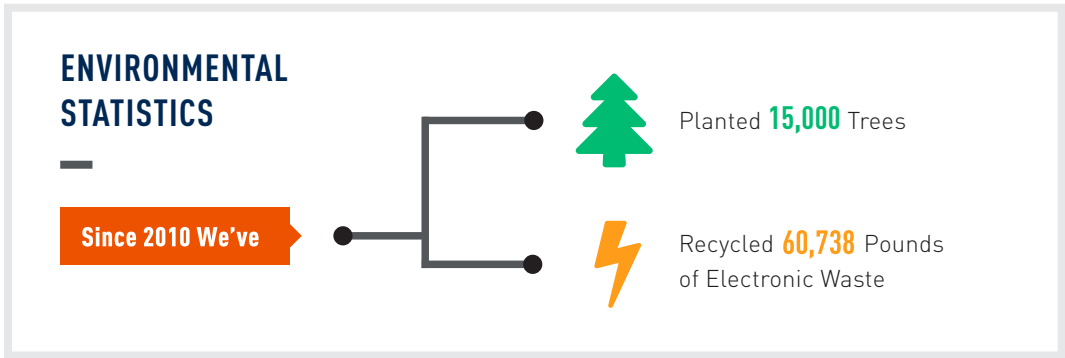
ENVIRONMENTAL Stewardship

To embrace our role as stewards of our shared, natural environment, we’ve established a Corporate Social Responsibility (CSR) Committee that oversees CSR teams in each of our offices around the globe. The teams create plans to initiate environmental measures in their offices and within their communities.

Some of those undertakings include:

- Installation of filtered water bottle stations to lessen the use of plastics (Prague & Denver)
- Paperless policy (Enterprise-wide)
- Volunteer efforts at Plains Conservation Center (Denver)
- Fundraisers for Move for Hunger to limit food waste (Wausau and Denver)

As mentioned earlier, we have a close partnership with American Forests, a 140-year-old organization dedicated to the protection and restoration of forests all over the world. Since 1990, they’ve planted 50 million trees. Graebel has contributed funds since 2015 that equate to the planting of over 15,000 trees. These greenspaces will clean the air, protect water resources and restore habitats for generations to come.



PARTNER SPOTLIGHT

Home Sweet Home (HSH) is an organization that affords transferees the option to hire professional organizers before their relocation. HSH’s Discard and Donate program helps transferees decide on wanted and unwanted items – unwanted items are donated to organizations within that person’s community.

Our partnership with HSH diverted 3.2 million pounds of waste from entering landfills in 2017.



Cardboard / Paper Reduction: 128,884 pounds



Trees Saved / Planted: 4,296



Fuel Saved: 51,553 gallons



ENVIRONMENTAL Supplier Award

Each year, we grant the Graebel Environmental Stewardship Award to a supplier partner who demonstrates a superior commitment to sustainability. The 2017 recipient was Gables Residential, a housing provider for relocated employees in urban settings around the U.S. Their apartment communities reflect sustainability in an all-inclusive manner.

In addition, Gables Residential takes care to locate buildings near public transportation, integrate electric charging stations and bike sharing programs into new construction and preserve mature trees in the planning and construction phases.

SOME INITIATIVE SPOTLIGHTS:

100%

100% of communities **recycle**



80%

80% of constructed-related waste diverted from landfills



47%

47% of all communities are **green certified** or pursuing certification





OPERATING Responsibly

We actively seek to identify and mitigate the impacts of our operations and those of our suppliers and we stringently uphold our commitments to the following certifications and policies:

- **TRACE International**, a non-profit membership that specializes in anti-bribery due diligence reviews
- **The Customs-Trade Partnership Against Terrorism (C-TPAT)**, which seeks to safeguard the world's vibrant trade industry from terrorists
- **Annual SOC-2 compliance audits**, which relate to data security, availability, processing integrity, confidentiality and privacy
- **ISO 14001: 2015**, which certifies our headquarters as having an effective environmental management system, providing us with a solid framework for organizational performance
- **FIDI-FAIMPLUS**, the premier seal of quality for the international moving industry. We've qualified in each of the past 20 years.
- **The General Data Protection Regulation (GDPR)**, an EU legal framework that sets guidelines for the collection of data and personal information of our clients and their employees. We've also established an annual testing plan for GDPR compliance, including breach notification.



For questions or
further information,
please e-mail
marketing@graebel.com