

**TO: ALL EMPLOYEES AND APPLICANTS**

**EEO Policy Statement:**

Crowley Maritime Corporation is fully committed to Equal Employment Opportunity (EEO), the maximum utilization of all our employees, and our Affirmative Action commitments to employ, and advance in employment, minorities, women, protected veterans, and individuals with disabilities. Our EEO policy and affirmative action commitments have the full support of the Company, including its Chairman, President & C.E.O Thomas B. Crowley Jr. I wish to reaffirm our commitment to equal employment opportunity and remind all employees and applicants that these objectives are reflected in all aspects of our daily operations. We will continue to recruit, hire, train, and advance in employment, qualified individuals in all job titles without regard to race, color, national origin, sex, sexual orientation, gender identity, religion, age, status as a protected veteran, or status as an individual with a disability; and shall not discriminate against any individual, nor any such characteristic.

**Designation of Responsibility:**

I have designated Tiffany S. King as the Company's Equal Employment Opportunity (EEO) Coordinator, and charged her with responsibility to maintain necessary programs, policies, records, and reports to comply with all government regulations, including the maintenance of monitoring procedures for our policy objectives. Should you wish to self-identify as a protected veteran, or as an individual with a disability, please contact the EEO Coordinator.

**Posting of Employee and Applicant Rights (Including Protected Veterans & Individuals w/Disabilities):**

The EEO Coordinator is responsible for ensuring various required Employee and Applicant Rights are available and posted in tandem with this letter. Please reference the following:

- 1) "EEO is The Law" poster AND related *new* poster "Supplement":  
<http://www.dol.gov/ofccp/regs/compliance/posters/pdf/eeopost.pdf>  
[http://www.dol.gov/ofccp/regs/compliance/posters/pdf/OFCCP\\_EEO\\_Supplement\\_Final\\_JRF\\_QA\\_508c.pdf](http://www.dol.gov/ofccp/regs/compliance/posters/pdf/OFCCP_EEO_Supplement_Final_JRF_QA_508c.pdf)
- 2) Executive Order (E.O.) 13496 "Employee Rights" poster:  
[http://www.dol.gov/olms/regs/compliance/EmployeeRightsPoster11x17\\_Final.pdf](http://www.dol.gov/olms/regs/compliance/EmployeeRightsPoster11x17_Final.pdf).

**Availability of Affirmative Action Plan (AAP):**

Our AAP(s) may be reviewed by employees and applicants upon formal request to the EEO Coordinator. Upon such request, a mutually convenient time during regular business hours will be scheduled for such review.

Just as we all share the responsibility for meeting the challenges of our business objectives, each of us must assume a leading role in supporting our EEO objectives and ensuring these policies are fully implemented and work effectively.



Thomas B. Crowley, Jr.  
Chairman, President & C.E.O.