

2021 SUSTAINABILITY REPORT

BRAVELY ADVANCING WHAT'S
POSSIBLE



CROWLEY®

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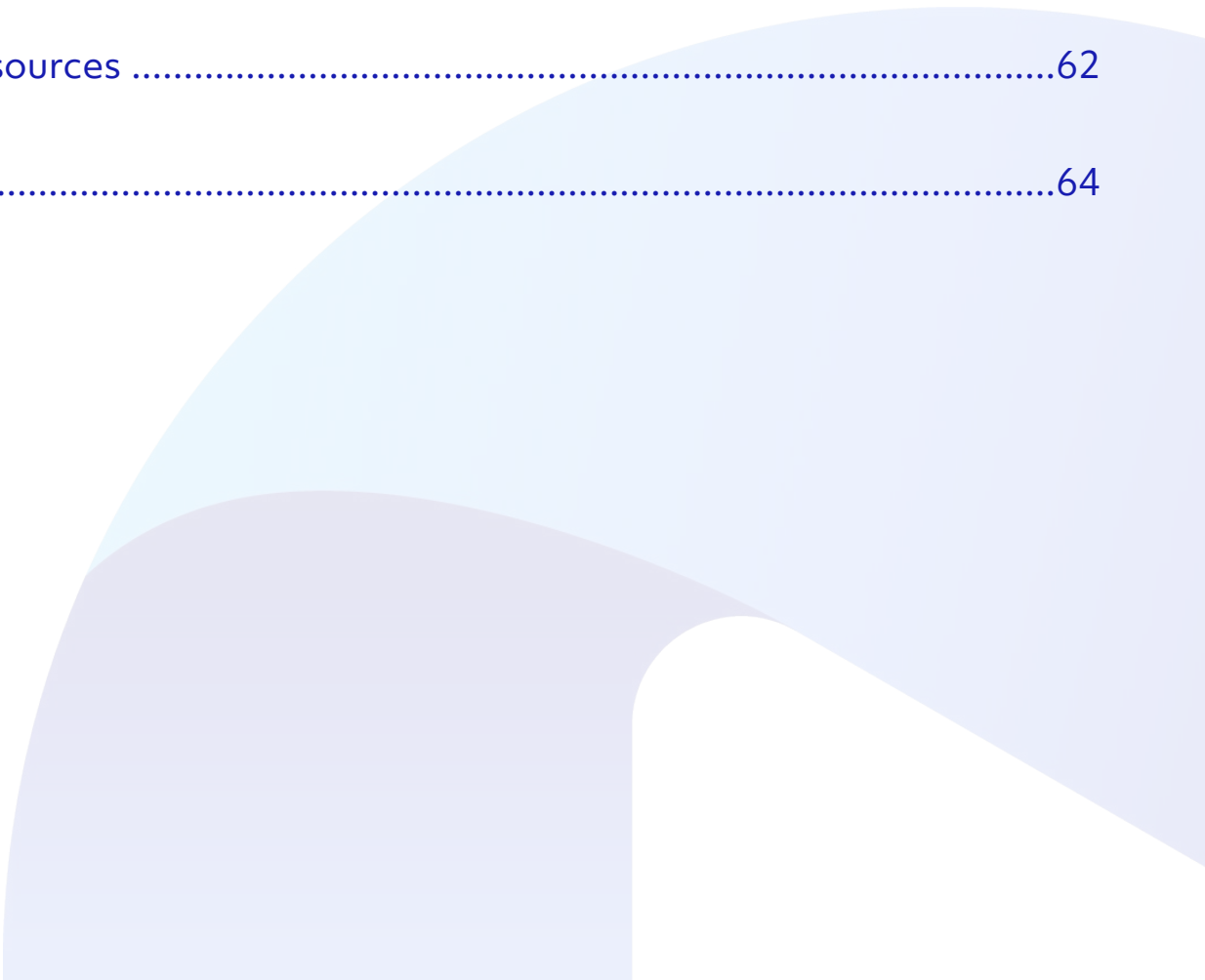
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A Letter From Our Chairman and Chief Executive Officer, Thomas B. Crowley, Jr.

On behalf of the entire Crowley team, I am proud to share with you our first annual sustainability report. This report covers activities and data from 2021, reflecting our ambition to become the most sustainable and innovative maritime and logistics solutions company in the Americas. In the pages that follow, we chronicle the steps we have taken to reduce our impact on the planet while continuing to deliver exceptional service to stakeholders across our value chain.

In 1892, my grandfather, Thomas Crowley, started the company that became Crowley in San Francisco with a single Whitehall rowboat. He shuttled personnel and supplies between the waterfront and the sailing ships that anchored in San Francisco Bay. My grandfather’s entrepreneurial spirit continues to guide our company today, with teams delivering solutions for our customers and partners to help solve their biggest challenges, including sustainability.

In many ways, 2021 was a year of acceleration at Crowley. After setting our sustainability ambition, we conducted our first materiality assessment to understand how we impact society beyond business success

or regulatory compliance. We examined issues ranging from our carbon footprint to workplace health and safety to diversity, equity, and inclusion initiatives, to our ability to deliver sustainable customer solutions.

We conducted our first greenhouse gas inventory to understand our impact on the planet today and set a greenhouse gas reduction goal to reach net-zero emissions by 2050. To track our progress, we submitted interim targets to the Science Based Targets initiative, the leading organization driving ambitious climate action through science-based emissions reduction targets.

As part of our strategic focus, we created a dedicated sustainability team, led by a corporate vice president. Not only that, but we have formed a cross-functional group, the Sustainability Steering Committee, to oversee our progress and initiatives.

Right now, we are working on some of the industry’s most ambitious projects to reduce our — and our customers’ — carbon footprint. We designed the first fully electric U.S. tugboat with autonomous

technology, offering operators a sustainable and high-performing solution for ship assist and harbor services in port. We’re also strategically focused on advancing emerging sources of energy, like offshore wind, through our New Energy division.

Ultimately, to realize our net-zero goal, we know we cannot do it alone. That is why we are building meaningful partnerships with governments, coalitions, and other stakeholders. Working together, we can develop innovative solutions that reduce emissions across the maritime and logistics industries. These include the Blue Sky Maritime Coalition, which is focused on the North American maritime value chain, and the World Shipping Council, which focuses on the global container shipping industry.

We are also the first U.S.-based shipping company to partner with Salesforce and implement, with PwC, its Net Zero Cloud to calculate and analyze greenhouse gas emissions across our full value chain. This tool will enable us to measure our carbon footprint in real time, help us reduce our impacts faster, and make better decisions as the quality of our ESG data improves.



The core values my grandfather followed all those years ago continue to guide Crowley today — to operate with integrity by doing what’s right, all while delivering superior service to our customers, partners, employees, and the communities where we live and work.

A handwritten signature in black ink that reads "Tom".

Thomas B. Crowley, Jr.

About Crowley

Founded in 1892, Crowley is a privately held, U.S.-owned and -operated corporation headquartered in Jacksonville, Florida, providing logistics, marine, and energy solutions for commercial and government customers in 36 nations and island territories with significant operations in the United States mainland and Alaska, Puerto Rico, Honduras, Costa Rica, Guatemala, El Salvador, Nicaragua, and Panama. The company offers innovative solutions and

outstanding service to companies around the world through four primary business units: Crowley Logistics, Crowley (Government) Solutions, Crowley Shipping, and Crowley Fuels. Crowley is a leader in end-to-end supply chain management and provides custom service offerings across land and sea, optimized for cost, efficiency, and environmental safety connecting Central America, the Caribbean, and the U.S.

LOGISTICS

Meeting the diverse needs and demands of its customers, Crowley Logistics, a singular supply chain division, manages more than half a million shipments annually on a global scale. The group blends company-owned assets and services with a worldwide network of service providers to reduce complexity and add efficiency to customers' supply chains.

Learn more about [Crowley Logistics](#).

SHIPPING

Crowley Shipping owns, operates, and manages conventional and dual fuel (LNG) vessels for our own business units as well as other customers. These vessels include tankers, articulated tug barges, container ships, LNG-powered container/roll-on, roll-off ships, and multipurpose tugboats and barges. The New Energy division within Crowley Shipping strategically focuses on the emerging offshore wind and LNG sectors.

By leveraging a design-build-operate solution for the maritime industry, Crowley Shipping provides naval architecture and marine engineering services, as well as vessel construction management in the shipyard.

This group also provides a wealth of marine, engineering, logistics, and project management services for the offshore energy sector, including upstream oil and gas, and wind energy. In addition, we provide ship assist and tanker escort services at all major ports on the U.S. West Coast.

Learn more about [Crowley Shipping](#).

SOLUTIONS

Crowley Solutions is a key partner for the Department of Defense, the Department of Homeland Security, and other government agencies.

The team provides government customers with ship management and other maritime-related services; supply chain and freight transportation management services; expeditionary logistics; technology solutions; and energy solutions, including petroleum transportation, distribution, and storage.

Learn more about [Crowley Solutions](#).

FUELS

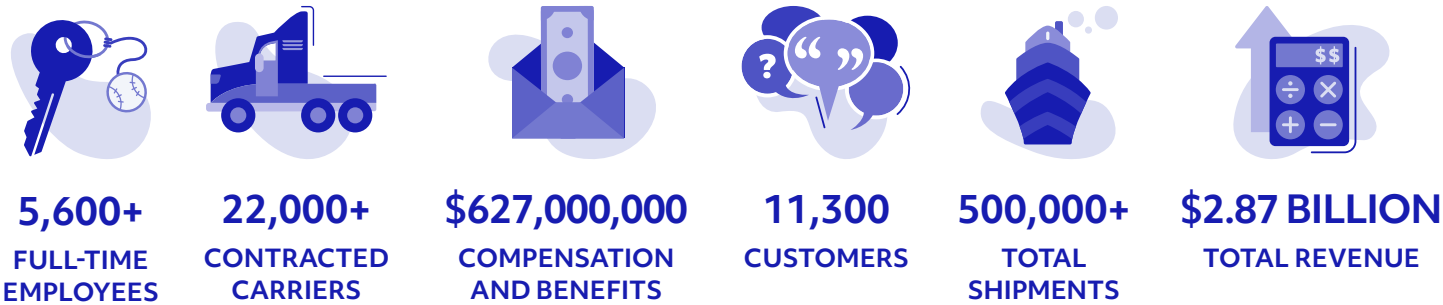
A leader in Alaska's fuel industry, Crowley Fuels provides safe, dependable transportation, distribution, and sales of petroleum products to more than 160 communities across the state.

With 16 petroleum terminals across the state and a combined storage capacity of 31 million gallons, Crowley Fuels is Alaska's largest wholesaler of quality fuel products, including diesel, heating fuel, propane, gasoline, aviation fuels, marine fuels, and packaged petroleum products. By utilizing our diverse distribution channels — by land, by sea, and even sometimes by air — we deliver the fuel Alaskans need to live, work, and play.

Learn more about [Crowley Fuels](#).

By continuing to expand into new countries and new lines of business, our company has grown to more than 5,600 employees worldwide, generating annual revenues of more than \$2.8 billion.

ECONOMIC IMPACT AT A GLANCE



Our purpose to bravely advance what's possible to elevate people and planet guides our continued growth. By developing talent and living Crowley's core values every day, we strive to deliver exceptional experiences for both our customers and our employees.

Our Core Values

Safety is embedded in everything we do and supports our core values of Integrity, Sustainability, and Drive to advance our purpose as a company.

INTEGRITY

We built our name by doing what is right. As our company continues to evolve in order to meet the challenges of a changing world, integrity remains our North Star.

SUSTAINABILITY

Sustainability starts with our people and practices, and extends to our solutions, partners, and the entire planet.

DRIVE

We are passionate about progress. Through constant innovation and investments in the future, we deliver exceptional experiences.

[LEARN MORE ABOUT OUR VALUES.](#)

[LEARN MORE ABOUT CROWLEY](#)

[LEARN MORE ABOUT CROWLEY'S HISTORY](#)

Our Corporate Growth Strategy

We understand that to achieve our bold ambitions, our corporate and environmental, social, and governance (ESG) strategies need to align. We work to ensure that we use ESG metrics in each part of our business to continue to make progress and move forward.

1. PURPOSE

2. VALUES

3. WHO WE ARE & WHAT WE DO

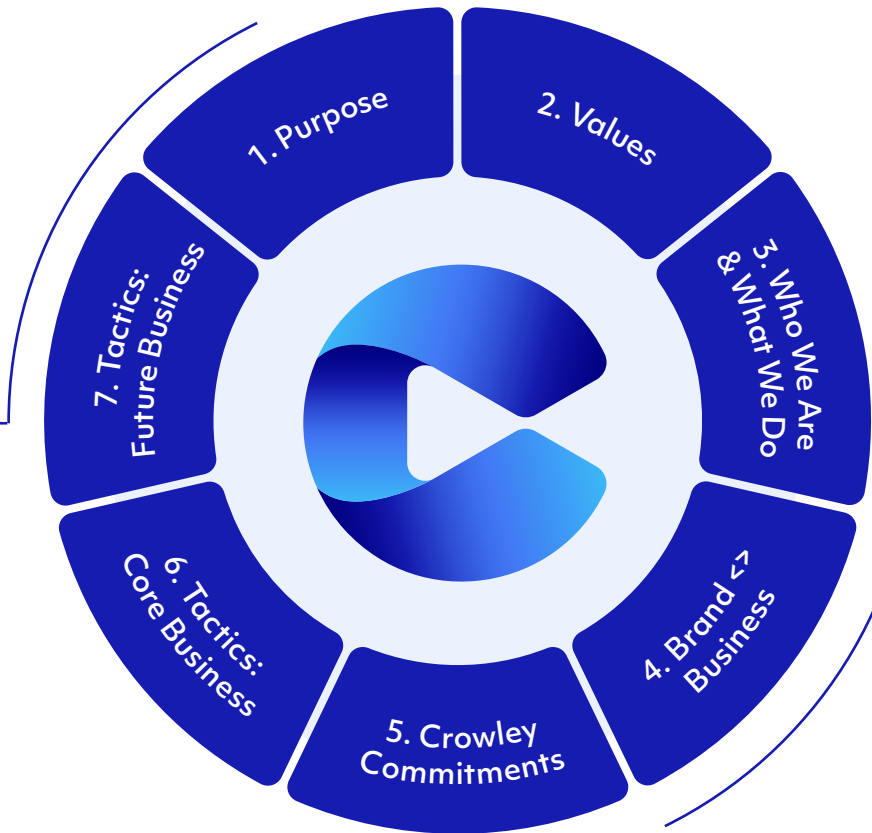
4. BRAND <-> BUSINESS

Bravely advancing what's possible to elevate people and planet

- Integrity
- Sustainability
- Drive

From legacy leaders to the vanguard of our industry, we boldly challenge conventions by pushing the boundaries of what's possible, because there is a hunger for a preeminent voice with fluency in movement shaping the future.

Our brand reflects our business and our strategic ambitions.



5. CROWLEY COMMITMENTS
 - Superior customer service
 - Deliberate growth and profitability
 - Responsible corporate policies
 - Employee empowerment
 - Culture as a force
6. TACTICS: CORE BUSINESS
 - Leadership, talent, and culture
 - Dynamic asset optimization
 - Digitization
 - Customer-centricity
 - Productivity
 - Decarbonization
7. TACTICS: FUTURE BUSINESS
 - Diversification
 - Inorganic growth
 - Innovation
 - Strategic partnerships
 - Capital partnerships

About This Report

This is Crowley's first annual sustainability report. By documenting our activities and their impact over the 2021 calendar year, unless otherwise noted, this report illustrates how we manage ESG issues. You can find additional sustainability materials and future reports on a companion microsite, which you can access [here](#).

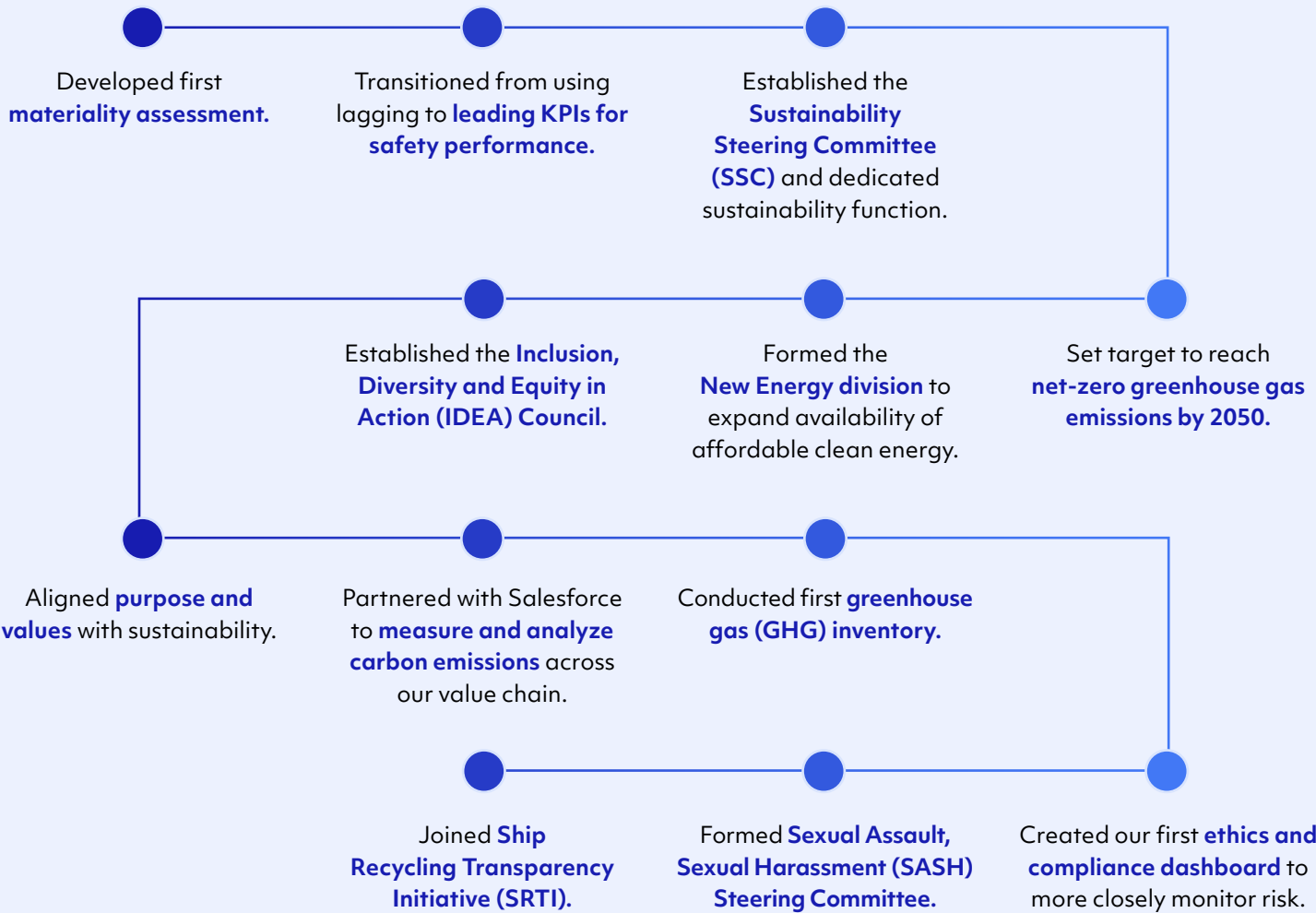
When creating this report, we referenced the 2016 Global Reporting Initiative (GRI) Standards. An index of these

disclosures can be found [here](#). The Board of Directors, CEO, and the Senior Leadership Team formally review and approve the sustainability report.

In the coming years, we intend to continue publishing annual sustainability reports and fully align our disclosures with GRI and SASB standards. Please reach out to sustainability@crowley.com with any comments or questions.

2021 at a Glance

Crowley's ongoing journey to greater sustainability made important strides in 2021. Here are a few highlights we are especially proud of.



Advancing Our Environmental, Social, and Governance (ESG) Strategy





Q&A with Alisa Praskovich, VP of Sustainability

In March 2021, Alisa Praskovich took the helm as Vice President of Sustainability. We spoke with her about what sustainability means at Crowley, the company's strategy and priorities, and the future of sustainability for the maritime industry.

WHAT DO YOU THINK THE MARITIME TRANSPORTATION AND LOGISTICS INDUSTRIES WILL LOOK LIKE 10 YEARS FROM NOW?

Taking a full ESG lens approach to this answer, I would say that, on the E side, you will see more vessels on the water in 10 years powered by alternative fuels such as methanol, hydrogen, and batteries, for example. These zero or low-emissions vessels will be transporting people and goods into increasingly electrified ports.

I would also add autonomous vessels to fleet, operating on designated shipping routes across the globe, and moving containers and equipment in the world's busiest container ports. On the Social side, you will see a more diverse, equitable, and inclusive workforce using the latest technologies to make their jobs more efficient, with real-time metrics reporting back to data centers for both customers and decision makers within the company.

As far as Governance is concerned, you will see robust climate risk modeling and fully mature operational resilience plans to make sure key business operations continue to function smoothly and efficiently. As you know, physical and transitional climate risk will only continue to increase dramatically in the next decade. To keep the world's goods and commodities moving and preserve international economic stability, our industry will need to be ready.

WHAT DO YOU SEE AS THE BIGGEST CHALLENGES AND OPPORTUNITIES FOR CROWLEY TO ACHIEVE ITS AMBITION OF BEING NET ZERO BY 2050?

In the short term, Crowley's primary challenge will be data — both automation and digitization. As a portfolio, global company operating in 36 nations and island territories with over 5,600 full-time employees as well as hundreds of vessels, trucks, and facilities, Crowley must digitally transform and automate our ESG data. Rather than getting bogged down in manual compilation of ESG data year after year, Crowley will need to heavily invest in both our people and our technology.

This is why Crowley is leveraging automation tools such as the Salesforce Net Zero Cloud, establishing deep partnerships across our entire value chain, and investing in our people to build a workforce that is well-versed in data science, analytics, and cloud computing. Ultimately, Crowley needs to produce real-time ESG data to drive decision making and accurately gauge our progress.

AS CROWLEY ACCELERATES ITS SUSTAINABILITY TRANSFORMATION, HOW DO YOU SEE THE WORKFORCE EVOLVING WITH IT?

Crowley is investing heavily in its workforce, including those we hope to recruit in the future. This is why Crowley has established a world-class partnership and endowment with the University of North Florida's Coggin School of Business to create the Crowley Center for Transportation and Logistics. The business wants to establish talent pipelines to Crowley as far upstream as possible. While investing heavily in upskilling our workforce in the digital skills of the future, Crowley can't afford to neglect equally important skills and knowledge — especially as they apply to such crucial concerns as emerging climate-related environmental and financial regulations, greenhouse gas accounting, ESG reporting, zero or low-emission alternative fuels, and the latest marine propulsion technologies.

HOW DO YOU THINK CROWLEY WILL HAVE TO EVOLVE ITS GOVERNANCE STRUCTURE TO ACHIEVE THE GOALS LAID OUT FOR EACH MATERIAL ISSUE DEFINED IN 2021?

The lines between ESG expectations for public and private companies are increasingly blurry. Crowley should expect to be held to the same standard when it comes to ESG, whether by investors, insurers, customers, or employees. This means taking a fresh look at our governance structure and how Crowley manages enterprise risk. With our topmost issues focused around GHG reductions, talent, diversity, employee safety, and innovative customer solutions, Crowley will need to implement strong governance structures to provide strategic direction and instill accountability. For this reason, in 2021 Crowley established a Sustainability Steering Committee (SSC) whose membership includes each of the company's most senior leaders.

The SSC is committed to accountability and driving ESG action across the entire enterprise to include our foremost material issues. Looking to the future, Crowley will foster a broader and more structured organization around enterprise risk that will incorporate emerging threats such as cyber, far-reaching regulations, and the physical and transitional elements of climate risk.

HOW SHOULD CUSTOMERS AND SUPPLIERS EXPECT TO BE IMPACTED BY CROWLEY'S TRANSFORMATION?

Crowley has set forth a goal of net zero by 2050 across all emission scopes aligned with 1.5 degree C science-based target goal. This commitment must be met with equal action and ambition from our stakeholders and customers. Reducing our Scope 1 emissions will result in direct Scope 3 emission reductions of our customers as part of their supply chain.

Crowley is also committed to deep engagement with our vendors and suppliers along our entire value chain. The company wants to work closely with them to determine where mutual goals around ESG can be met. This will include future deployment of globally recognized sustainability value chain evaluation tools such as EcoVadis, as well as a review of Crowley's Supplier Code of Conduct and other such terms and conditions to foster better alignment and vendor selection in the future. I overheard at a national shipping conference recently that "collaboration is the new fuel." I couldn't agree more.

Accelerating Our Sustainability Transformation

At Crowley, our purpose — bravely advancing what’s possible to elevate people and planet — guides who we are and how we operate, both today and into the future. To fulfill this purpose, we need to make every facet of our organization more sustainable. We work hard to foster our company culture that emphasizes a shared sense of responsibility as we move to earn the trust of our stakeholders and build long-term value for them.

Materiality Assessment

We conducted a materiality assessment in 2021 to identify key areas that are the most crucial to our business and our stakeholders. This study will inform the creation of our sustainability strategy and the integration of our sustainability objectives within our business growth strategy.

Stakeholder Input

Stakeholder expectations evolve rapidly. As a result, we need to constantly reassess our current priorities and ensure alignment with our stakeholders’ expectations. To create an accurate, far-reaching assessment, we conducted in-depth interviews with internal and external stakeholders; surveyed employees and customers; conducted peer

benchmarking; reviewed existing internal resources on risks, opportunities, and business strategy; and considered ESG and industry standards. We interviewed a wide range of external stakeholders, including customers, labor unions, NGOs, investors, and government agencies. Their feedback was invaluable in guiding both our material topics and future engagement opportunities.

Identifying and Managing Material Issues

We identified 18 material topics during our materiality assessment aligned to our business growth strategy. These material topics reflect the many ways Crowley impacts people and the planet. In turn, our ability to address these topics and create meaningful, lasting change will directly influence the success of our business.

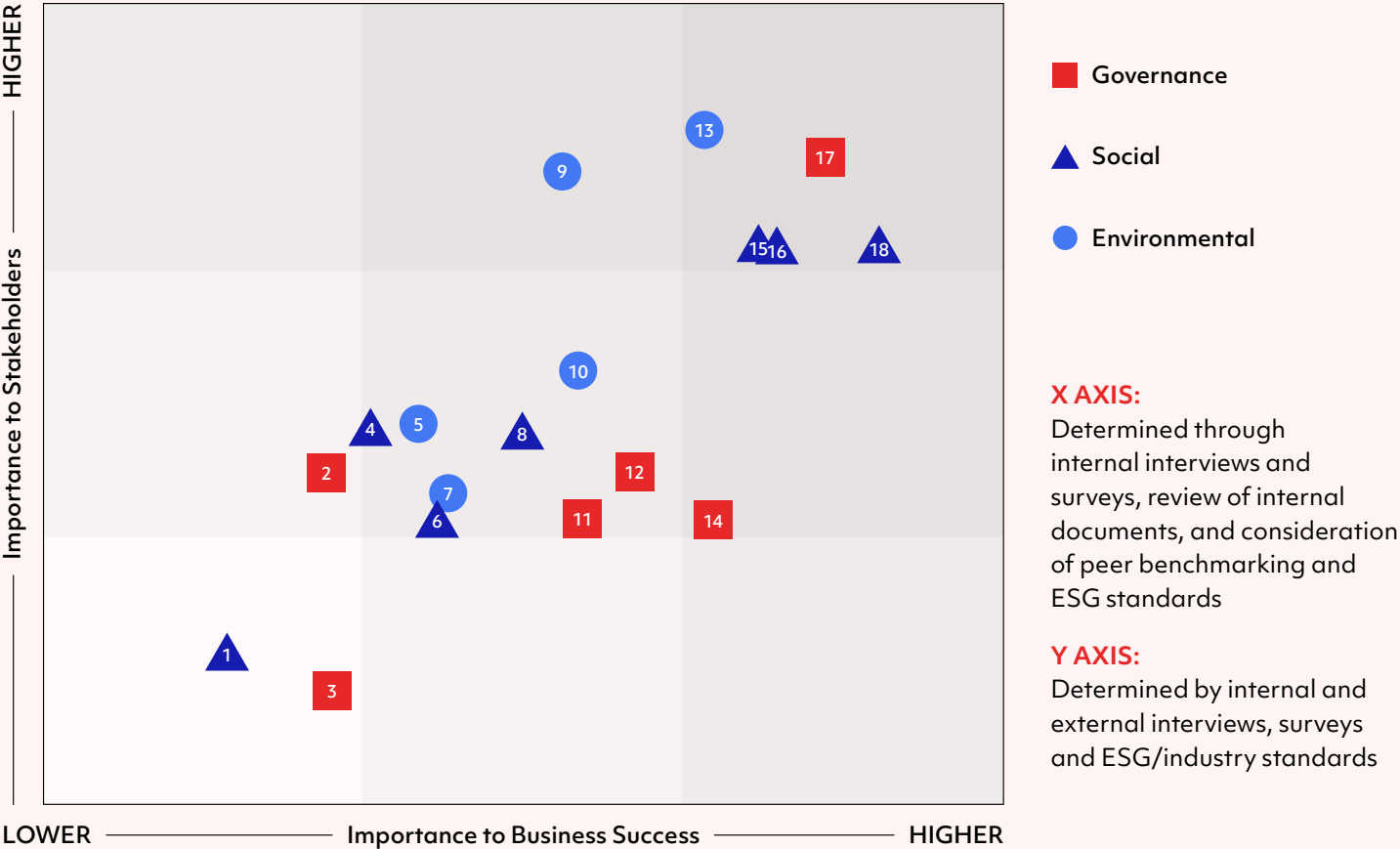
In 2021, we set goals for the highest priority material issues and identified the individuals within our organization who will oversee progress and report to senior leadership. By closely incorporating our material issues into business strategy, we’re working to ensure sustainability is ingrained across our organization. Each issue requires its own distinct management approach, which will be detailed within this report.



Crowley Material Issues		
GOVERNANCE	ENVIRONMENT	SOCIAL
CORPORATE GOVERNANCE, ETHICS, AND COMPLIANCE Implement and maintain a coordinated process across various stakeholder groups that ingrains Crowley’s culture of high ethical standards and compliance with laws and regulations among vendors, agents, business partners, customers, and employees.	GREENHOUSE GAS (GHG) AND ENERGY USE By 2050, Crowley commits to net-zero greenhouse gas emissions across all three scopes with a Science Based Target aligned interim goal for 2030 to address climate change. OCEAN HEALTH AND BIODIVERSITY IMPACTS Partner with industry, community, and government stakeholders to protect and conserve key marine and terrestrial habitats and reduce ecological impacts of ballast water, ocean noise, and ocean acidification. AIR QUALITY AND POLLUTANTS Reduce emissions of non-GHG air emissions, including nitrous oxides (NO _x), sulfur oxides (SO _x), particulates, and volatile organic compounds (VOCs). EFFLUENTS, CHEMICALS, AND HAZARDOUS WASTE Prevent spills and responsibly manage effluent disposal, chemicals, and hazardous waste. RESOURCE USE AND WASTE REDUCTION Ensure efficient use of materials and resources to include end-of-life non-hazardous waste management and recycling.	WORKPLACE HEALTH AND SAFETY Be the safest maritime and logistics company in the Americas. TALENT ATTRACTION, RETENTION, AND DEVELOPMENT Attract, develop, and retain a skilled, engaged, motivated, and diverse workforce. Reward employees with competitive compensation, flexible benefits, professional development, employee engagement, and recognition programs. DIVERSITY, EQUITY, AND INCLUSION Cultivate an inclusive company culture, pay equity, and a diverse workforce across all levels of the company. LABOR MANAGEMENT AND HUMAN RIGHTS Develop and publish a human rights policy that recognizes and protects the inherent worth and dignity of every member of our workforce and value chain. COMMUNITY ENGAGEMENT AND SUPPORT Empower our team members to take positive actions that improve the lives of the people and communities where Crowley has impact. SUPPLIER RESPONSIBILITY Meet the needs for goods and services in a way that maximizes value in terms of benefits to the organization, society, and the economy while minimizing negative social and environmental impacts.
DATA PRIVACY AND CYBER SECURITY Secure the company’s information assets to ensure confidentiality, integrity, and availability. PHYSICAL SECURITY OF ASSETS AND INFRASTRUCTURE Maintain an approach to security that supports strategic growth while securing assets and infrastructure against ever changing threats. EMERGENCY PREPAREDNESS, RESILIENCE, AND ADAPTATION Implement emergency procedures and plans to minimize the impact of disasters and manage risks to the business, including extreme weather events, pandemics, resource constraints, and geopolitical, economic, and market drivers. SUSTAINABLE CUSTOMER SOLUTIONS AND INNOVATION Be the most innovative and sustainable marine and logistics solutions provider to our customers. TRANSPARENCY AND DISCLOSURE Communicate comprehensive information about corporate performance and risks that enable stakeholders to make informed decisions.		SOCIETAL BENEFITS OF BUSINESS ACTIVITIES Maximize positive societal benefits, including inclusive and sustainable economic growth while minimizing negative societal impacts.

Material Issues Matrix

We interviewed and engaged with internal and external stakeholders to rank the topics they believed should be a high priority for Crowley going forward. Instead of simply providing a snapshot of where things stand today, we encouraged them to look toward the future. We wanted to know which issues they felt would be most crucial in the years to come. The issues that are most material to our stakeholders and business success are in the top-right quadrant. These priority issues inform and are deeply ingrained in our sustainability strategy.



1. Societal benefits of business activities

2. Transparency & disclosure

3. Physical security of assets & infrastructure

4. Supplier responsibility

5. Effluents, chemicals, & hazardous waste

6. Community engagement & support

7. Resource use & waste reduction

8. Labor management & human rights

9. Ocean health & biodiversity impacts
10. Air quality & pollutants

11. Emergency preparedness, resilience & adaptation

12. Corporate governance, ethics & compliance

13. Greenhouse gas (GHG) emissions & energy use

14. Data privacy & cybersecurity

15. Talent attraction, retention & development

16. Diversity, equity & inclusion

17. Sustainable customer solutions & innovation

18. Workplace health & safety

Alignment With the Science-Based Targets Initiative (SBTi)

In addition to our 2050 net-zero greenhouse gas (GHG) emissions goal, we developed interim goals to reduce Scope 1 and 2 GHG emissions in accordance with a 1.5-degree Celsius Intergovernmental Panel on Climate Change (IPCC) science-based pathway, and an engagement target to drive the reduction of Scope 3

emissions across our value chain. These interim targets are under review with Science Based Targets initiative (SBTi). Crowley is also a member of Business Ambition for 1.5°C — a [global coalition](#) of UN agencies, businesses, and industry leaders committed to setting science-based net-zero aligned emissions reductions targets.

Partnering for Progress

Collaboration with stakeholders is critical to our shared goal of reducing our impact on the planet. Below is a sampling of several key partners, coalitions, and organizations which Crowley engages with frequently.

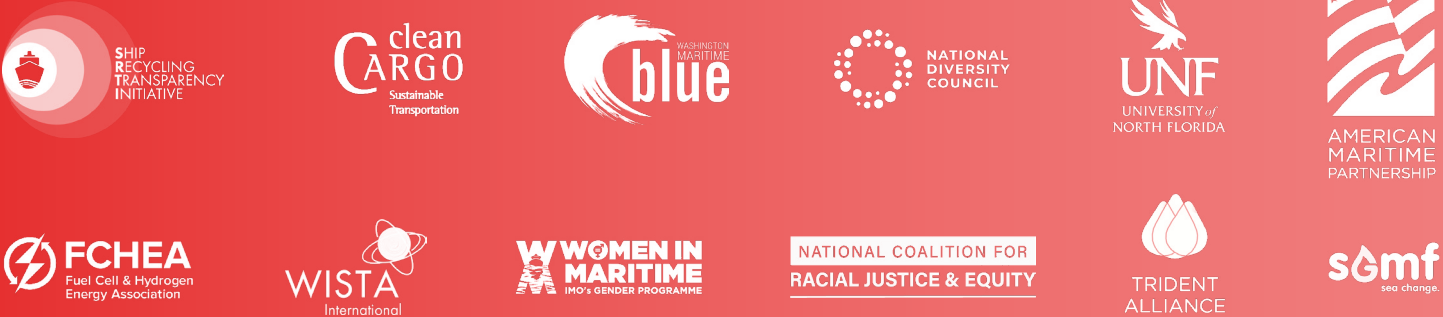
The World Shipping Council works with legislators, government agencies, and other organizations to reduce shipping's climate impact, improve air quality, prevent the spread of invasive species, and reduce marine noise. **Thomas B. Crowley, Jr. is a Board member.**

Founded in 2021, the Coalition is a not-for-profit strategic alliance committed to accelerate the transition of waterborne transportation in the United States and Canada towards net zero greenhouse gas emissions. As a partnership among industry, government, academia, research, end users, and other organizations representing all aspects of the maritime value chain in North America, Blue Sky Maritime Coalition is developing and executing a roadmap to achieve a commercially viable net zero emissions waterborne logistics sector. **Crowley is a founding member.**

Crowley Trucking was designated as a 2020 High Performer by the SmartWay Partnership under the U.S. Environmental Protection Agency (EPA). This designation recognizes trucking fleets that serve seaports, terminals, and similar locations for reducing particulate matter (PM) and nitrogen oxide (NO_x) emissions. Less than 20 percent of SmartWay-participating truck carriers have been awarded High Performer status. **Crowley has been a member since 2016.**

Crowley enlisted an EDF Climate Corps Fellow to identify GHG emissions and reduction opportunities for Crowley Fuels in the summer of 2021. The fellow focused on shipping and trucking activities related to ports, warehouses, and intermodal freight transportation; mapped carbon footprints across the company supply chain; and classified GHG emissions and related activities (Scope 1, 2, and 3) in line with the Global Logistics Emissions Council (GLEC) Framework and the Greenhouse Gas Protocol.

NOTABLE PARTNERSHIPS



Governance and Executive Leadership



Pictured: Tom Crowley with Governor of Puerto Rico, Pedro Pierluisi

Governance Structure

Our governance structure underpins our approach to sustainability. We have a four-member Board as well as a senior leadership team, led by our Chief Executive Officer and Chairman, Thomas B. Crowley, Jr., who are ultimately responsible for sustainability strategy, risk and opportunity. The Vice President and the Director of Sustainability are responsible for identifying key areas of climate-related risk and opportunity, as well as setting corporate sustainability strategy, targets, and KPIs, with the Vice President reporting to the senior leadership team. Each of our business units has dedicated leadership as well.

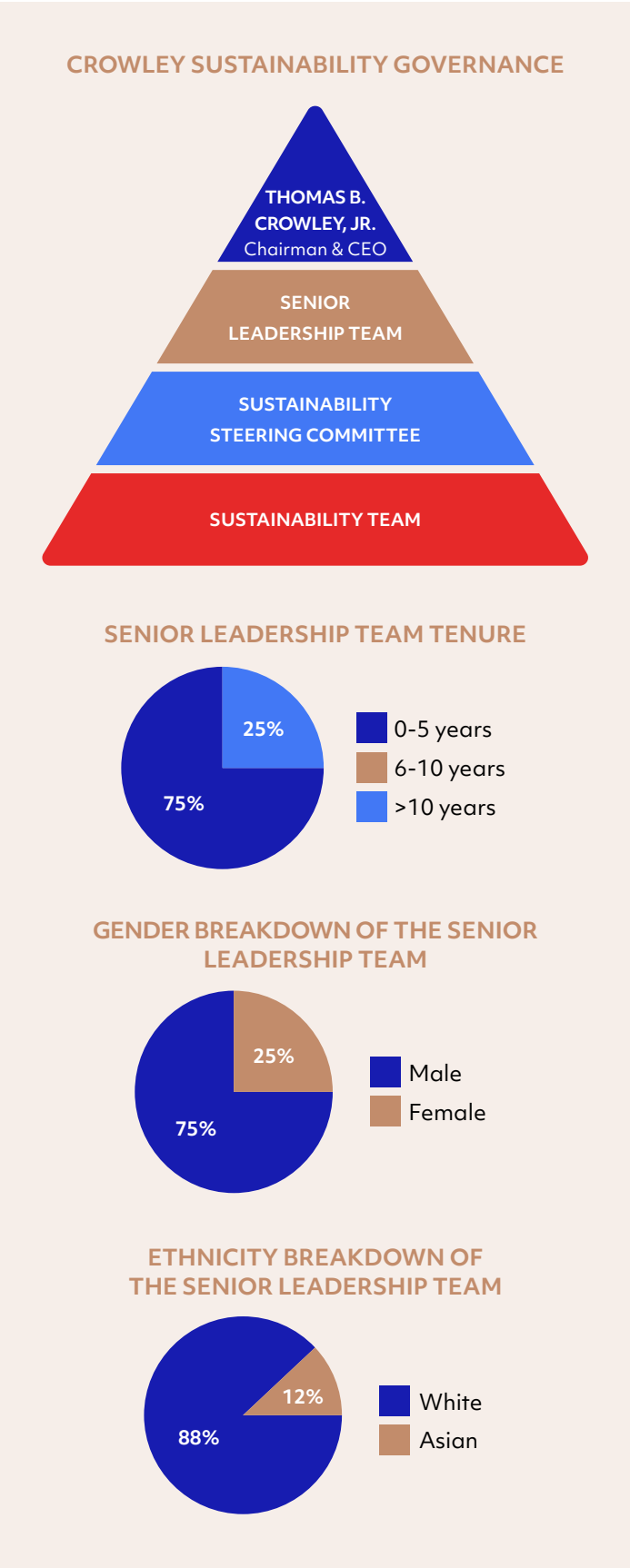
This year, we established our Sustainability Steering Committee (SSC), a multi-stakeholder group of Crowley leaders at the C-suite, Senior Vice President, Vice President, and Director levels that meets monthly. Co-chaired by the Chief Operating Officer, Chief People Officer, and Chief Legal and Risk Officer, all members of the senior leadership team are involved in the committee. In addition to oversight, the SSC shapes our sustainability strategy related to all facets of environmental, social, and governance issues, and ensures our sustainability objectives are embedded across our company.

The SSC is charged with:

- 1. Driving success in achieving our bold sustainability ambition across our organization.
- 2. Leading the design and execution of our sustainability strategy.
- 3. Monitoring progress of our sustainability initiatives.

In addition to the SSC, we have assembled a sustainability team with a passion for collaboration. They are driving resiliency by sparking change and catalyzing conversations. Our sustainability team spearheads development and execution of day-to-day operations to ensure the success of our sustainability strategy across our business. But our commitment to sustainability is not limited to upper management. It is a guiding principle shared by every Crowley employee. It is the responsibility of each member of our team to help create a more sustainable future for our company and our planet.

[LEARN MORE ABOUT OUR LEADERSHIP](#)



Our Approach to Risk Management, Ethics, and Compliance

The maritime industry faces a host of unique challenges, including employee safety and working conditions, increased exposure to natural disasters, mechanical failures, cybersecurity, and piracy. Then there are more typical business risks such as meeting constantly changing customer needs; maintaining a trained, efficient, and engaged employee base; and general ethics and compliance. And, of course, the COVID-19 pandemic has introduced another layer of unprecedented complexity and uncertainty, presenting a whole new set of challenges including global supply chain issues. Here at Crowley, we are working to find new and effective ways to manage and minimize risk across all business units.

Integrity has been a consistent core value at Crowley and is the cornerstone of our approach to governance and ethics. Our Ethics and Compliance policies and procedures promote high ethical standards within our company and among our business partners through compliance with laws and regulations; robust reporting; up-to-date and frequent training; a comprehensive code of conduct; and, when necessary, enforcement and discipline. Our VP of Internal Audit, Ethics, and Compliance leads an annual internal Enterprise Risk Management audit to ensure we address all areas of risk, and any ethical concerns can be reported

anonymously and confidentially through our EthicsPoint hotline. In 2021 we had no incidents of foreign or domestic government corruption.

The Ethics and Compliance Steering Committee is made up of leaders within key departments responsible for maintaining high ethical standards and compliance in their area of expertise, including Sustainability; Ethics and Compliance; Human Resources; Finance; Labor Relations; Legal; Internal Auditing; Technology; Procurement; Government Services; and Operations. We have an annual risk assessment process to prioritize the most critical risks Crowley is facing. This is inclusive of business, competitor, and industry-wide risks, and this year we worked to establish Risk Metrics or Key Risk Indicators as a part of our digital transformation.

We are developing automated processes to identify and monitor risk as well as bolster our analytics with internal dashboards and reporting. We established our first ethics and compliance dashboard with an automated reporting system in 2020. Today, we are replacing our manual processes to improve efficiency and more closely monitor risk in a rapidly changing landscape. With this tool, we can complete internal audits prioritized by strategic areas.



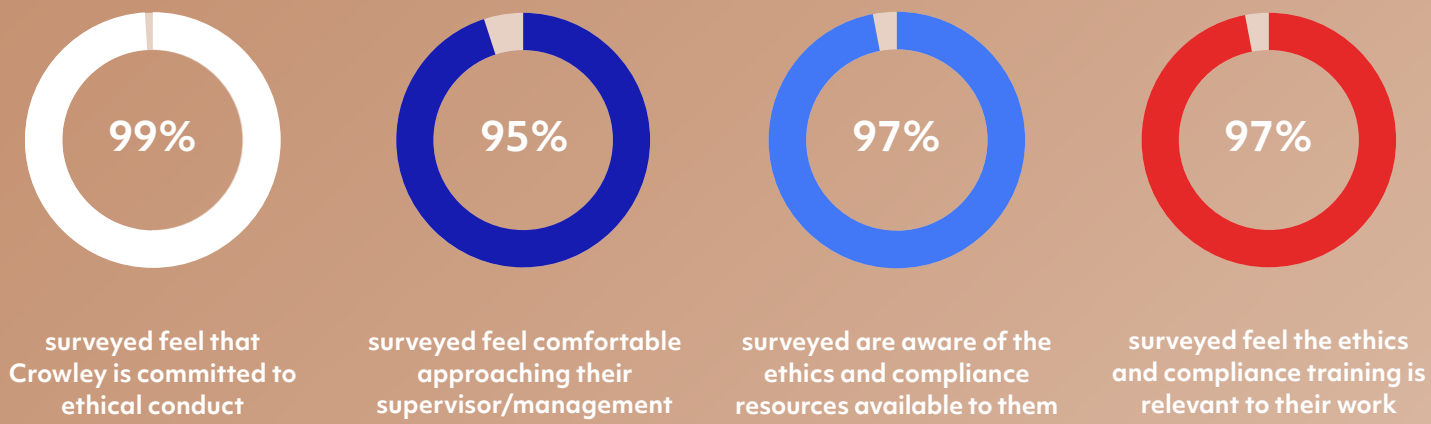
Our [Code of Conduct for Contractors and Suppliers](#) is reviewed every two years, with the latest version updated in 2021 alongside our management training procedures. Moving forward, we will continue to augment and improve our policies and processes to go beyond mere compliance.

We are also enhancing our due diligence practices for ethics, compliance, and auditing, which can be used for other areas

such as mergers and acquisitions and security. For example, we plan on using NAVEX's risk rate solution to robustly evaluate vendors, screening for corruption, adverse media, as well as other due diligence. It also will allow us to investigate potential partners, from customers to vendors, in real-time as partnerships develop and new business opportunities arise.

Ethics and Compliance Survey

All of our full-time management staff, inclusive of the senior leadership team, have had ethics and compliance training. We also understand the value of ongoing communication with our employees around ethics and compliance. By maintaining an open and ongoing dialogue, we can understand our strengths as well as identify potential areas of risk. In 2021, we surveyed our management employees, and while achieving a 62% response rate, we gained the following insights:



Physical Security of Assets and Infrastructure

To uphold the trust of our partners, we maintain certifications reflecting our commitment to keeping our facilities and equipment safe and secure. As a U.S. Department of Defense (DoD) contractor, we meet DoD physical security requirements for facilities performing work on classified, controlled unclassified information (CUI), and unclassified contracts. We are regulated under the Code of Federal Regulations (CFR) Title 32 Part 117 and audited by the Defense Counterintelligence and Security Agency (DCSA). In conjunction with some of these contracts, we are ISO 9000 (Quality Management Systems)

and ISO 27001 (Information Security Management) certified. Crowley also has a robust Insider Threat Program to ensure resources and safeguards are in place to maintain a safe working environment for all employees, vendors, and contractors working at our facilities.

Our U.S. port facilities fall under the Maritime Transportation Security Act (MTSA), with oversight and inspection by the U.S. Coast Guard. Our port facilities and warehouses are also Customs Trade Partnership Against Terrorism (C-TPAT) certified, and we are beginning the certification process for our trucking lines.

IT and Cybersecurity

The Crowley information technology and cybersecurity teams work together to identify and address potential risks to the security of the data we collect, store and use in our business processes. While the increased uptake of operational technology throughout the transportation ecosystem can help us operate more efficiently, it also leaves us more vulnerable to cyberattacks. Any breach, from a ransomware attack to a data leak, can be costly to resolve and may disrupt affected supply chains. Crowley is committed to safeguarding the data of our customers, partners, and employees through stringent security and privacy practices.

Our Approach to Cybersecurity

Crowley has a comprehensively designed, adaptive cybersecurity system. We monitor emerging threats and use external guidance and internal analytics to create a strong, agile environment in support of our business needs. We tailor analytics on an individual department basis and regularly partner with the Ethics and Compliance team to ensure enterprise-wide risk management, using tools such as our risk rating system. Each of our business units is empowered to make its own technology and software decisions, with oversight from a technical review board to evaluate safety and ensure consistent updates.

Prevention and Response

One of our top priorities is training employees how to use digital systems safely to prevent breaches and reduce the risk of cyberattacks. In 2021, we augmented our existing cybersecurity educational efforts by developing both targeted and automated training programs for those with access to secure information. Our commitment to data safety doesn't end there. We have a fully developed incident response protocol in place; by taking part in company-wide exercises, our employees will know just what to do in the unlikely event of a cyberattack.

Digital Transformation

As a multinational logistics company, our work requires us to safely use and transmit data to and from our vessels across borders, within our business, and with our partners. Responsible data management is a top priority as we migrate our data from paper to cyberspace, with special

consideration for data stewardship, governance, and loss prevention. We carefully control access to data by proactively identifying and limiting access to private or proprietary information. We continually engage with industry groups and government organizations involved with information sharing to ensure we stay abreast of the latest threats and best practices.



Stakeholder Engagement Approach

We work closely with a wide range of stakeholders, from customers, employees, and suppliers to government agencies, non-government organizations (NGOs), and the communities where we live and work. In order to prioritize our sustainability goals, we engage stakeholders to gain a better understanding of how their interests align with ours. As each of our stakeholders has their own unique sustainability goals, we have an active dialogue with key groups to see that their priorities are reflected in our strategy. This approach was particularly important while conducting our first materiality assessment in 2021.

Beyond our materiality assessment, we are focused on gathering iterative feedback from our employees; engaging with policymaking efforts; bolstering supplier sustainability with regards to both environmental goals and diversity; and building partnerships with NGOs and other organizations.

STAKEHOLDER GROUP	HOW WE ENGAGE
Employees	Training, Employee Resource Groups, Ethics and Compliance Survey, Employee Engagement Survey, Code of Conduct, Town Hall, Video Library
Customers	Surveys, Data Sharing, Partnerships, Customer Support
Suppliers	Supplier Survey, Code of Conduct, Supplier Portal
NGOs	Partnerships, Memberships
Government Agencies	Direct Feedback, Trade Associations, Partnerships
Communities	Volunteering, Philanthropy, Education, Crowley Cares



Responding to the COVID-19 Pandemic

The COVID-19 pandemic fueled a period of unprecedented change across our business as well as the maritime transportation and logistics industry as a whole. To address the challenge head-on, we empowered our business units to adapt and take action independently as circumstances changed with oversight provided by our senior leadership team.

Leading through Collaboration

Soon after the onset of the pandemic, Crowley's Corporate Crisis Management Team, comprised of representatives from each business unit, corporate service teams, and regional leaders, met frequently at the beginning of the pandemic to support the shift from in-office to remote work. The team developed employee protection protocols for all employees to allow operations to continue safely and continued to update these protocols as CDC guidelines evolved. This approach provided the flexibility and collaboration we needed to make decisions tailored to the needs of our business lines, customers, and employees in a dynamic, rapidly evolving global environment.

Shifting to Remote Work

While a gradual shift to hybrid work was already underway, we accelerated the process at the onset of the COVID-19 pandemic, enabling administrative employees to work from home. Our cybersecurity team secured VPNs and laptops to accelerate a transition to a virtual work environment. We quickly adopted Teams as a collaboration platform supporting the remote work environment. As the pandemic evolved, our team began to define the hybrid work environment through the establishment of remote, hybrid, and in-person guidelines. Two years into the pandemic, the shift to hybrid work has allowed us to expand our talent recruitment programs to find the best candidates, regardless of geography.

Supporting Customer Needs

While administrative processes and activities can be completed remotely, cargo handling requires an onsite presence. To ensure the safety of our operational employees, we conducted health screenings and established strict facilities standards to protect our workforce. These measures prevented widespread outbreaks in our facilities and vessels that would disrupt

the supply chain for our customers. Our focus on creating a sustainable, resilient workforce allowed our team to continue to operate efficiently and effectively.

Keeping Employees Safe

As part of the Crowley culture, safety is embedded everything we do and supports our core values. Each of our employees is encouraged to take personal responsibility for their safety and the safety of others.

During the COVID-19 pandemic, that commitment to employee safety and wellbeing has taken on a new urgency. We stepped up to support our workforce in the face of illness and long quarantine periods for both onshore and offshore employees. Onshore, employees learned new skills and took on additional roles to support colleagues in quarantine or facing other pandemic-driven challenges. Offshore, our mariners served as essential workers at sea far beyond the standard 3- to 4-month cycle, often in close quarters that heightened the risk of transmitting COVID-19. We continue to work closely with unions to appropriately respond to these unique challenges and provide aid wherever possible.

Throughout the pandemic, we have been meticulous in stocking supplies to keep employees safe. We purchased PPE and testing supplies to ensure our workers could perform their jobs safely and undertook thorough contact tracing to limit spread of the virus. Thanks to our relationships with testing partners, Crowley's U.S. employees received PCR testing results as well as access to the vaccine once it became available.

To encourage vaccination, we linked insurance premium discounts to vaccination and provided a financial incentive with proof of vaccination. Our senior executives, including our CEO, led by example, speaking to employees on the safety and efficacy of the vaccine with medical leaders. We're proud to have reached nearly full vaccination among Central American employees at 98%, with our U.S. rate exceeding 85%.

Our Value Chain



Supplier Responsibility

Shipping is the most efficient means of transport, and we are working to make it even better. As a global logistics, government, marine, and energy solutions company, we work with suppliers to create value for our customers and communities by offering tailored supply chain solutions that get goods and services where they need to go.

At Crowley, we're big believers in the power of collaboration. We must work closely with each member of our value chain to achieve our sustainability goals. Crowley



is currently building a program to ensure products and services are sourced in a socially and environmentally responsible way. To maintain a reliable, sustainable supply chain, we are also expanding the use of diverse suppliers, according to Small Business Administration (SBA) guidelines, across our entire organization.

Supplier Conduct

Our suppliers are currently required to adhere to our [Code of Conduct for Contractors and Suppliers](#), which includes detailed language on our expectations for environmental stewardship and supplier safety. At the same time, we are working to more actively engage on issues of sustainability. We know transitioning to a carbon-free supply chain won't be easy. That's why we are finding partners across the value chain to share costs and benefits.

Supplier Sustainability

Moving forward, we will use a rigorous qualitative and quantitative process to evaluate our vendors against our internal ESG goals. We are committed to the development of collaborative efforts that will make both Crowley and our supply chain partners more resilient and sustainable. Our teams will be empowered to manage sustainability-related activities and services to effectively provide decarbonization solutions.

We also work with our internal procurement teams to integrate sustainability performance into procurement decisions. Current and future vendors will go through a rigorous review process to ensure they meet the highest environmental and ethical standards, with the goal of collaborating across the value chain to drive down emissions.

Supplier Diversity

Finding diverse and small business vendors can be difficult in the maritime industry. But we remain committed to progress in this area. Currently, only 7% of our suppliers are considered diverse according to SBA guidelines. However, we hope to achieve an increase in spending to 37% with qualified diverse vendors by 2030. We have also set a 2030 procurement goal to ensure 27% of our purchases are from small businesses.

Supporting Customers

Crowley provides an elite standard of service built on decades of experience in logistics, shipping, and supply chain management. Our solutions are the most environmentally efficient mode of transport to move goods. As part of our commitment to responsive and responsible operations, we are adaption or modal solutions to help customers reduce GHG emissions in their supply chains.

More than 7,000 customers depend on Crowley each year. We transport or manage cargo for the automotive, healthcare, food, transportation, retail, hospitality, and apparel industries, with more than half a million shipments annually. We are uniquely positioned as a full-service partner to provide customers solutions across the entire supply chain linking Central America, the Caribbean, and the U.S.

Enabling Customer Decarbonization

Our customers are increasingly focused on decarbonizing their supply chains. As a trusted and experienced solutions and logistics provider, Crowley is up to the challenge. Whether spearheading logistics solutions for offshore wind development, leading the way in all-electric tug design, or retrofitting our facilities for future low- and zero-carbon

fuels, we are proud to support our partners and customers by researching and developing new solutions to reach their carbon reduction goals. For examples of projects in 2021, see the [Environment section](#) of this report.

Developing Innovative Solutions

Bringing new sustainable technology to the market requires innovation informed by a deep understanding of our customers' needs and pain points. To support our business today and strengthen our business for tomorrow, we have made substantial investments in technology to transform our digital approach and provide customers the visibility needed for their supply chains to move swiftly and responsibly. We are moving from multiple legacy systems to a single, user-friendly platform, giving our customers transparency of cargo movements, documentation exchange, pricing, and service requests. This move has simplified and standardized information while ensuring a higher level of data integrity and security.

A Trusted Partner for the Public Sector

We are committed to working with state, federal, and international regulators to help establish regulatory frameworks and standards for fuels and vessels of the future, as well as advancing public-private partnerships to move from piloting new technology to widespread implementation.

In addition to engaging the International Maritime Organization (IMO), we partner with many government stakeholders to coordinate the development and construction of critical low- or zero-carbon energy infrastructure in the communities in which we operate. For example, we have entered into a memorandum of understanding with Shell Trading (US) Company to support development of lower-emissions solutions for a shoreside charging station at the Port of San Diego, where Crowley's eWolf, the first all-electric U.S. ship assist tug, will begin service in 2023. We are also exploring the possibility of hydrogen-fueling infrastructure in the ports of Los Angeles and Long Beach as well as the development of liquefied natural gas (LNG) fueling infrastructure in the Port of Jacksonville to replace conventional diesel fuel with a low-carbon bridge alternative. Lastly, Crowley is playing a leading role in the establishment of Green Shipping Corridors within the United States which aim to provide maritime routes between major ports with zero associated GHG emissions.

The Building Blocks of our Data Transformation Journey



KEY GOVERNMENT PARTNERS



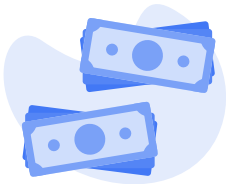
Community Outreach

Through Crowley Cares, our corporate volunteer and philanthropy program, our employees are encouraged to support those causes that are closest to their hearts. The program focuses on events and support for organizations addressing the key pillars of education, health, and wellness — from walk-run events to supporting shelters and services for people in need to youth mentoring and schooling.

In addition to volunteerism, the Crowley Cares Foundation is an employee-based, 501(c)(3) non-profit organization that encourages and enhances employee giving in the communities where they live and work. Employees can receive matching contributions up to \$2,000 annually to support qualified non-profits, and they may seek specialized financial support from the foundation.



\$188,000+
DONATED



\$65,000+
IN MATCHED EMPLOYEE
CONTRIBUTIONS



530+
TOTAL VOLUNTEER
HOURS



180+
ORGANIZATIONS
SUPPORTED

Our employees are passionately committed to their communities. To help them make an even greater impact, we implemented a Volunteer Time Off (VTO) policy in August 2021. Under this program, employees can be paid for up to 16 hours of volunteer time to a cause of their choice. In the first year of the program, Crowley employees used their eligible VTO to volunteer for organizations such as Habitat for Humanity, USO, K9 For Warriors, and various food banks.

LEARN MORE ABOUT CROWLEY CARES

To help lead the Crowley Cares program, there is currently a Crowley Cares employee ambassador in all our key locations. **Crowley Cares ambassadors are empowered to:**

- Promote and communicate the value and purpose of the Crowley Cares program
- Participate in and drive support for Crowley Cares events and campaigns
- Play a leadership role through committee meetings to set policy and establish best practices
- Connect with local non-profit leaders in the community and communicate the Crowley Cares purpose and goals

In Action: Key Partnerships

UNITED SERVICE ORGANIZATIONS (USO) FOOD PANTRY: Many of our employees are either veterans or are close to those currently serving in the United States Armed Forces. In collaboration with the American Heart Association, we sponsored a food pantry in Mayport, Florida, where Crowley employees could volunteer on the first Wednesday of each month. Nearly 50 employees in the Jacksonville office volunteered during the three months of the program.

WREATHS ACROSS AMERICA: Every year, we take part in Wreaths Across America, with about 100 employees from Jacksonville and Puerto Rico laying thousands of wreaths to pay tribute to our veterans. Not only do we enthusiastically support our employees' involvement with this incredible initiative, but we also use our shipping solutions to help transport the wreaths.

AMERICAN HEART ASSOCIATION HEART WALK: Every year, our employees in Anchorage, Alaska, Jacksonville, Florida, and other south Florida locations take part in Heart Walks hosted by the American Heart Association. Because wellness is an issue that affects us all, many of our employees choose to walk to raise money and celebrate survivors of heart disease and stroke.

JACKSONVILLE PRIDE PARADE: In 2021, Crowley's Stronger Together Employee Resource Group (ERG) created a float to participate in the Jacksonville Pride Parade, a 1.5-mile celebration through the most prominent LGBTQIA+ communities in Jacksonville and past thousands of supporters along the route.

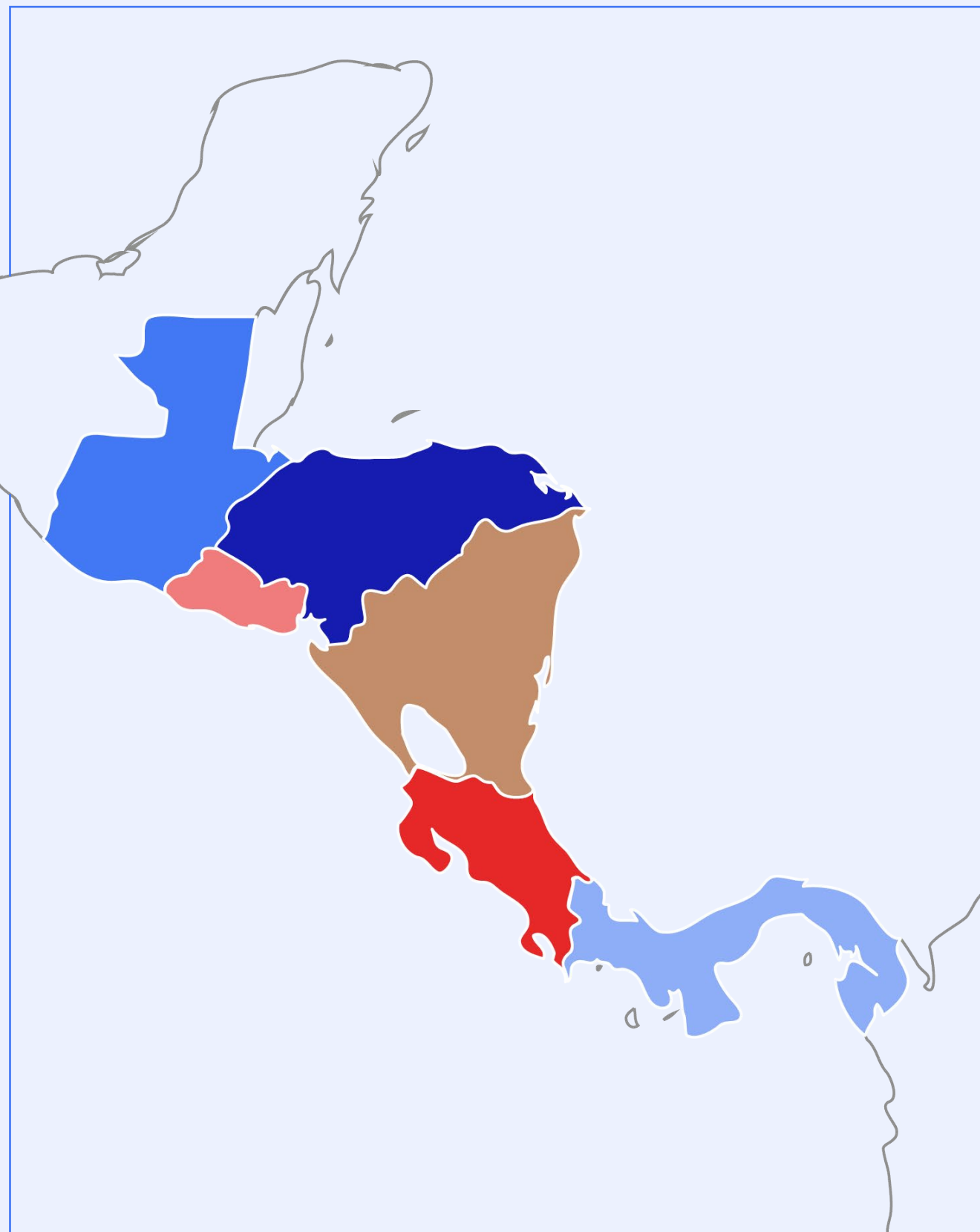
Megan Davidson,
Chief People Officer

Megan Davidson, Crowley's Chief People Officer, is responsible for Crowley's leadership as an employer of choice among its various industries and geographies, as well as furthering the company's commitment to a dynamic employee experience and talent development.



"The Crowley culture is core to our work — everyone has a role to play in our progress, and in turn we as a company have a responsibility to develop our employees so they can reach their personal and professional goals."

Initiative Highlights



GUATEMALA:

- **CABECITAS DE ALGODÁN NURSING HOME:** Support for basic necessities, utilities, and renovation of the building with construction improvements and repairs to the home that houses 54 elderly people.
- **WORKS OF FUNDACIÓN HERMANO PEDRO:** Donated diapers, basic necessities, and cleaning products to support their mission.



EL SALVADOR:

- **COMEDOR MAMA MARGARITA:** Donated basic necessities and food to the organization that supports 90 elderly people.
- **ASILO SAN ANTONIO:** Donated basic necessities and financial assistance to a facility supporting elderly residents.



HONDURAS:

- **LA FUNDACIÓN EL BUEN SAMARITANO:** Donated necessary equipment and resources to help revitalize their facility in Gualcinse, Lempira, which provides health services to low-income and disabled people.
- **LA FUNDACIÓN AMOR Y VIDA:** Donated tools for workshops, basic necessities, and cleaning products while revitalizing their facilities which provide affection, protection, and comprehensive care to economically disadvantaged children infected by HIV/AIDS.



NICARAGUA:

- **BELEN ORPHANAGE:** Contributed necessary resources such as diapers, formula, cleaning, and biosafety supplies to the home which supports more than 80 orphaned children.
- **HOSPITAL LA MASCOTA:** Donated cleaning kits and toys to benefit 60 children from the oncology ward and their parents.



COSTA RICA:

- **CHEPE SE BAÑA:** Supported the project which provides a place for people experiencing homelessness to bathe, get a haircut, and receive clean clothing.
- **ASOCIACIÓN BENEFICA VEN CONMIGO:** Donated food and cleaning supplies to support children during the pandemic in 2021.
- **HOGARCITO INFANTIL:** A virtual campaign was carried out to collect clothes and shoes for the children of the home due to the lack of resources during the pandemic.
- **APROSAM (ASSOCIATION FOR THE PROMOTION OF MENTAL HEALTH):** Electronic equipment was donated to a raffle so that the association could buy basic necessities.
- **SENASA (THE NATIONAL ANIMAL HEALTH SERVICE):** Financial support was provided for food, surgeries and medical care for needy pets during the pandemic.



PANAMA:

- **SANTA CRUZ ELEMENTARY SCHOOL:** Participated in revitalization of the school which serves 400 children.



Carmen Renderos, Analyst, Central America

Carmen Renderos heads our community engagement in Central America. In addition to organizing the region's philanthropic and volunteer work, she is directly involved in the field through the accompaniment of the

Crowley Cares Central America committee. Carmen works to strategically align all of Crowley's efforts in the region and is currently developing with the team other ways in which employees can actively participate.

"If each one of us contributes with small actions, together we will achieve a radical change in our society — social responsibility belongs to everyone."

Employee Leadership in Central America

Our employees in Central America go above and beyond in their commitment to helping others. They generously offer their time, passion, and support to the communities where they live and work — combining compassion and creativity to find unique new ways to put Crowley's resources to use in the service of others.

Just as our employees are active in serving their communities, we aim to support our employees, especially in times of need. When two hurricanes hit Honduras back-to-back in 2020, the Crowley Cares Foundation extended its resources to facilitate recovery for our employees and their communities, including shipping donations, along with additional acts of philanthropy and on-the-ground volunteer efforts. During the COVID-19 pandemic, we extended our relief efforts beyond our own people and business, delivering test kits to Central America to increase access to testing in those areas where it was desperately needed.

Enabling Education With Glasswing

We're particularly proud of the partnership our Central American team has forged with Glasswing, a Central American-focused organization doing vital work to address the root causes and consequences of violence and poverty through education and health programs that empower youth and communities. We've facilitated donations totaling \$20,000 so far through this partnership and worked with Glasswing to train 90 of our employees to provide virtual classes in everything from physics to architecture for 300 children throughout Central America. We look forward to expanding our partnership to reach as many people as possible to maximize our impact.

Supporting the Next Generation of Maritime Leaders

We believe in supporting education both within and outside of our organization. Since 1984, Crowley has provided more than \$3 million in scholarship funding for more than 1,000 students studying at maritime academies and other select institutions in the U.S., Puerto Rico, and Central America. In 1994, Crowley Chairman and CEO Tom Crowley, Jr., established the Thomas B. Crowley, Sr. Memorial Scholarship Program, in honor of his father. Crowley has also donated more than \$2 million to support additional educational programs. Beyond monetary support, we are a participant in the U.S. maritime academies' Sea Term where emerging licensed mariners serve aboard our ships.

University of North Florida Endowment

In June 2021, we agreed to donate \$2.5 million as an endowment to the University of North Florida for the creation and operation of a new center of excellence, the Crowley Center for Transportation and Logistics. Designed to be a world leader in transportation and logistics research, education, and industry engagement, the center resides in UNF's Coggin College of Business and taps the expertise of faculty from diverse disciplines across the University.

The endowment will help fund the center's operations and leadership, faculty support, visiting scholars, pertinent industry research, pursuit of federally funded grants and contracts, course development, and student recruitment in the areas of transportation, logistics, and data analytics.



Environment



Pictured: eWolf, Crowley's all-electric tugboat

Our Journey to Net Zero by 2050

As a global shipping and logistics company, we play a key role in the decarbonization of our industry and help our customers and partners decarbonize their supply chains. The International Maritime Organization's (IMO) [Fourth GHG Study](#) estimates that maritime shipping represents 2.89% of all global greenhouse gas (GHG) emissions, the primary contributor to global climate change. In response, the IMO set a goal for the international shipping industry to reduce its overall emissions by 50% by 2050.



Starting With a Bold Ambition

At Crowley, we're taking our commitment a step further. Our materiality assessment clearly demonstrated greenhouse gas emissions and energy use as the most critical material issue to our long-term business success and our stakeholders.

While shipping is the most efficient means of transport, we are committed to making it better. We are dedicated to achieving net-zero greenhouse gas emissions across all scopes by 2050, pursuing a path that tracks with the latest climate science to limit global warming to 1.5 degrees Celsius above pre-industrial levels. To reach this target, we will need to reduce overall emissions by more than 3.7 million metric tons per year. Our Decarbonization Unit — a cross-functional working group of representatives from all business units — is leading our short and long-term efforts to identify paths to decarbonize our operations and value chain.

Measuring Emissions

By quantifying Crowley's contribution to global greenhouse gases, we can better manage material risks, identify reduction opportunities, spark innovation, and become more competitive. Starting in 2020, we developed a company-wide inventory of our carbon emission equivalents to serve as the baseline for our emissions reduction efforts moving forward.

We have also initiated [strategic partnerships](#) to both measure and reduce emissions across our value chain. Notably, Crowley is the first U.S.-based maritime company to partner with Salesforce to use Net Zero Cloud to measure and analyze carbon emissions across our full value chain. By enabling us to see our carbon footprint in real time, this tool will help us reduce our impacts faster.

Energy and GHG Emissions Metrics

Direct (Scope 1) and Indirect (Scope 2) GHG Emissions

BUSINESS UNIT	METRIC TONS CO ₂ e (SCOPE 1 & 2)	
	2020	2021
Fuels	15,890	17,835
Logistics	315,054	344,611
Shipping	66,612	73,973
Solutions	3	3
Corporate	822	808
TOTAL	398,381	437,230

EMISSION SCOPES*	METRIC TONS CO ₂ e	
	2020	2021
Scope 1	369,090	405,174
Scope 2	Location Based: 29,291	Location Based: 32,056
	Market Based: 29,929	Market Based: 33,119
Scope 3**	3,318,179	3,443,769
GRAND TOTAL	3,716,560	3,880,999

* Conversion factors sourced from the U.S. EPA Center for Corporate Climate Leadership's GHG Emission Factor Hub, eGRID, the Green-e Residual Mix, DECC's GHG Conversion Factors for Company Reporting and the International Energy Agency

** Estimated based on the Greenhouse Gas Protocol Scope 3 (Corporate Value Chain) Evaluator Tool

Energy Intensity Ratio*

YEAR	2020	2021
GJ PER 1 USD REVENUE	0.00233	0.00233

* Includes fuel and electricity use within and outside of Crowley

Emissions Intensity Ratio

YEAR	2020	2021
SCOPE 1 + 2 METRIC TONS CO₂e PER 1 MILLION USD REVENUE	160	146

Fuel Consumption

ENERGY USE (GJ)*	2020	2021
Gasoline	7,693	8,312
Diesel	717,902	778,106
Jet Fuel	5,119	2,896
Liquefied Natural Gas	1,434,363	1,657,100
Marine Gas Oil	3,392,787	4,246,909
Natural Gas	10,974	6,206
Propane	5,726	11,323
Electricity (Shore Power)	251,020	282,290
GRAND TOTAL	5,825,584	6,992,534

* Conversion factors sourced from the American Petroleum Institute and U.S. Energy Information Administration

Energy Consumption Outside the Organization

YEAR	2020	2021
ENERGY USE (GJ)	251,020	282,290

Reducing Emissions

At Crowley, we're on a mission to reduce emissions across our entire value chain. By partnering with key stakeholders on technology, conducting pilots, and designing operational efficiencies, we're confident we can help lead the decarbonization of our industry. Our approach to reducing emissions and supporting sustainable innovation is three-pronged:



1. Embed Sustainability in our Work

In addition to the work we are undertaking to reduce our emissions and bolster zero- and low-carbon customer solutions, we support our employees' continued sustainability engagement. In 2021, we began developing Sustainability Training, Assistance & Resources (STAR), a multi-faceted program that provides a series of learning experiences and educational content targeted at a variety of roles and levels across the organization.

STAR creates a shared understanding of our sustainability priorities, our approaches toward implementation, and how improved sustainable performance can ensure our collective success. We have integrated sustainability into our employee onboarding process, including training sessions that demonstrate how sustainability affects every employee. Plus, we continue to engage our team members through open forums such as virtual suggestion boxes and monthly sustainability town halls to highlight best practices across our business.

2. Lead the Way for Customers

At Crowley, we don't take our responsibility to our partners and customers lightly. We are committed to helping them realize their decarbonization goals. At the end of 2021, we provided our customers with a Global Logistics Emissions Council (GLEC)-approved GHG protocol-aligned carbon calculation for movements. We are also actively investigating innovative low- and zero-carbon transport solutions for leading cargo owners in the Americas using renewable fuels. And we will continue to partner with our customers to drive emissions reductions, support innovation, and build long-term credibility and trust.

3. Collaborate With Suppliers

Our emissions reduction goal includes our Scope 1, 2, and 3 emissions. With more than 80% of our emissions falling under Scope 3, our suppliers' sustainability programs are critically important to our own ability to reduce emissions. Crowley seeks to work with its value chain so everyone sees the value of robust sustainability strategy and goal setting. In 2022, we will continue working diligently to build collaborative systems for emissions reductions by developing vendor evaluation and reporting tools that highlight areas for potential partnerships.

Developing the Nation's First Fully Electric Tugboat

Crowley is currently developing the nation's first all-electric powered harbor tugboat, called eWolf, in collaboration with the San Diego County Air Pollution Control District, the California Air Resources Board, the Port of San Diego, the U.S. Environmental Protection Agency, and the U.S. Maritime Administration.

This new vessel, which is slated to begin operation at the Port of San Diego's Tenth Avenue Marine Terminal in 2023, and the vessels that follow will help transform America's ports, reducing emissions that currently impact nearby communities and ecosystems.

Compared to a conventional tug, eWolf will generate 178 tons less of nitrogen oxide (NO_x), 2.5 tons less of diesel particulate matter, and 3,100 tons less of carbon dioxide (CO₂) in just the first 10 years of its operation.



Improving Air Quality

The combustion of fossil fuels releases a host of harmful substances including carbon dioxide (CO₂), sulfur oxides (SO_x), nitrous oxides (NO_x), particulates (PM2.5 and PM10), and volatile organic compounds (VOC). This can result in serious damage to human and environmental health.

In January 2020, the IMO imposed [new regulations](#) limiting fuel oil sulfur to 0.050% m/m (mass by mass) for ships operating outside designated Emissions Control Areas (ECAs) — a significant reduction from the previous limit of 3.5%.

To meet these requirements, by the third quarter of 2019, Crowley had successfully converted its fleet to operate on Marine Gasoil (NGO) with the majority of the purchases being sub 15ppm sulfur, a 99.7% reduction against the minimal IMO requirements.

We are one of the first U.S.-flagged carriers to launch two LNG-powered ships capable of carrying both vehicles and containers, replacing a tug and barge operation and reducing well-to-wake carbon emissions by up to 21% compared to vessels powered by conventional marine fuels.

Crowley is also engaged in various efforts including operational considerations, equipment retrofits, and technology partnerships to ensure our fleet of owned and operated internationally certificated vessels will meet or exceed the upcoming IMO Greenhouse Gas Reduction and Carbon Intensity requirements.



Pictured: LNG Transportation

Crowley New Energy: Exploring Low- and Zero-Carbon Fuel Alternatives

Created in January 2021, Crowley's New Energy division takes our innovative spirit beyond our own ships to focus on the broader energy supply marketplace, specifically the natural gas, offshore wind, and alternative fuels industries. This division of Crowley will help our company and our energy partners develop concrete, investible projects designed to achieve affordable and clean energy for millions in communities across the Americas.

Alternative Fuels in Action: Sustainable Aviation Fuel (SAF) Transportation

In partnership with Neste, a leader in sustainable aviation fuel (SAF) development, we transported the company's first shipment of SAF from Texas to California in an upgraded product tanker ship previously used to transport traditional petroleum products. Unlike typical crude oil, SAF is sustainably sourced from 100% renewable waste and residue materials, including cooking oil and animal fats.

This partnership is an important bellwether as to what the future holds for aviation. Crowley is ideally suited to serve as a logistics and solutions provider to companies like Neste that are paving the way for the use of low- and zero-carbon fuels.

[Learn more about the partnership.](#)

Environmental Benefits of Liquefied Natural Gas (LNG)

When natural gas is cooled to a temperature of approximately -256°F at atmospheric pressure (almost twice as cold as the historic low of -128.2°F recorded in Antarctica), it condenses to form LNG. This cooling process makes the product's volume more than 600 times smaller. As a result, it's much more efficient to transport over long distances via cryogenic tanks and ships. Once delivered to its destination, LNG is converted back into its original gaseous state to produce energy.

LNG has gained importance as an alternative marine fuel over the past ten years. Not only does it meet the IMO's fuel standards for particulate pollution, it offers benefits traditional heavy fuels simply can't match, including a:

- 20-25% reduction in carbon dioxide (CO₂) emissions
- 90% reduction in nitrogen oxide (NO_x) emissions
- 100% reduction in sulfur (SO₂) and fine particle (PM2.5) emissions

As you can see [here](#), LNG is abundant, reliable, safe, and cost-competitive.

LNG presents a promising energy source between today's fuels and the low- and zero-carbon fuels of the future. Crowley offers a full suite of LNG services to help marine operators reach their carbon reduction goals. We own and operate the world's first dual fuel container/roll-on roll-off vessels. These ships carry both shipping containers and wheeled cargo, like automobiles, and can be powered by both marine gasoil fuel and LNG. In addition, we are continuing to build our expertise across all spectrums of LNG within our business units, including LNG supply, contracts, vessel design, construction management, marine bunkering, and more recently, biomethane or renewable natural gas (RNG).

LNG In Action: Fueling Puerto Rico Microgrids

Volatile climatic conditions, such as more frequent and severe storms exacerbated by climate change, impact vulnerable island and coastal communities, including their port infrastructure. Microgrids help minimize the risk posed by stronger, more frequent storms and make the broader power grid more resilient. They also improve local management of power supply and demand, and distribute more low- and zero-carbon electricity sources.

Microgrids, while often connected to the larger power grid, also have a separate source of localized energy production, often from a renewable or low-carbon energy source like wind, solar, or LNG. Microgrids can continuously power individual buildings, neighborhoods, or even entire cities independent of the surrounding power grid, lowering the risk of interruptions to operations when large-scale power outages occur.

Since 2014, Crowley has safely transported and delivered 40 million gallons of LNG from Jacksonville, Florida, to industrial and commercial customers throughout Puerto Rico. This growth was driven by microgrid users seeking a more reliable, resilient, cost-effective, and lower-emitting source of power.

What is the Benefit of Microgrids?

A standard power grid is a large electrical network which connects power sources to consumers (industries, businesses, and homes) through a series of wires. This traditional model, while largely reliable and resilient, presents challenges to vulnerable island communities susceptible to severe weather events. In the case of a power outage, everyone on the grid is disconnected from the power source.



LNG in Action: Developing the Nation's Largest LNG Bunker Barge

Crowley entered into a Time Charter Party Agreement with Shell North America LNG, LLC, ("SNALNG") to build a new LNG bunker barge, to be built by Fincantieri Marine Group, operated by Crowley and time chartered out to SNALNG. This will be the largest Jones Act-compliant vessel of its kind.

Bunker barges are vessels designed to carry marine fuel to ships, usually while in port. Cutting-edge solutions like our new bunker barge will enable our partners to meet the demand for ships fueled by LNG while contributing to lower GHG emissions for its customers.

We expect to deploy the bunker barge, which will operate along the east coast of the U.S., in 2024. We will share more information in the future on our relationship with Shell related to electrification that will help with the transition toward a low-carbon future.

[Learn more about this partnership and project.](#)

The Opportunity for Offshore Wind

The global offshore wind market has seen remarkable change and explosive growth over the last five years. These trends will continue as utilities expand into carbon-free energy sources. The increase of offshore facilities will require investments in infrastructure, technology, and expertise to meet demand. As these projects continue to emerge in the U.S., we plan to expand our offerings, becoming a lifecycle solutions provider to the industry, building on decades of experience in offshore energy development. Our solutions include:

- Transportation of turbines during construction
- Designs for industry-specific support vessels
- Shoreside terminal operations
- Supply chain services from farm construction through decommissioning

We've made a number of exciting advancements in this area through our New Energy subsidiary Crowley Wind Services; you can read about some of them below. We will continue to prioritize growth in the offshore wind sector in the coming years.

Training the Next Generation of Offshore Wind Leaders

Crowley and our industry partners are joining forces to create a first-of-its-kind training and workforce development program specifically focused on New England's offshore wind energy industry, starting at the Massachusetts Maritime Academy (MMA).

This partnership will foster the strategic and continued growth of a qualified workforce in the U.S. offshore wind industry. The academy will coordinate with Relyon Nutec, the world's largest provider of specialized instruction for energy and industrial sectors, to deliver the courses, including classes focusing on sea safety and survival instruction. The program will be certified by the Global Wind Organisation (GWO), a non-profit that sets international standards for safety training.

Through the Thomas B. Crowley Sr. Scholarship Program, we will continue to provide scholarships, internships, and hands-on learning for MMA cadets, including those at sea and at the recently created Maritime Center for Responsible Energy (MCRE) on MMA's campus.

[Learn more about the program.](#)

Supporting Specialized Port Development

Crowley has teamed up to create a public-private partnership in Massachusetts aimed at establishing Salem Harbor as the state's second major offshore wind port.

This project will create hundreds of short- and long-term employment opportunities. It also offers a useful example of how sites that once supported coal facilities can be transformed into sustainable infrastructure to support the transition to clean energy.

Under the terms of the agreement, Crowley, through our New Energy subsidiary Crowley Wind Services, will serve as the long-term offshore wind port operator for the site.

[Learn more about the partnership and project.](#)

Pictured: Aerial shot of the Massachusetts Maritime Academy campus



Climate Change Impacts, Risks, and Opportunities

The implications of a warming climate are serious — especially for the health and safety of our oceans and coastal communities. According to the Intergovernmental Panel on Climate Change's (IPCC) [Sixth Assessment Report](#), global warming reaching 1.5 degrees Celsius in the near-term would cause unavoidable increases in multiple climate hazards, with severe risks both to the biosphere and mankind. This could potentially lead to high biodiversity loss for many terrestrial, freshwater, coastal, and marine ecosystems. Continued and accelerating sea level rise and the growing frequency and intensification of extreme weather events also pose a direct threat to coastal communities and infrastructure.

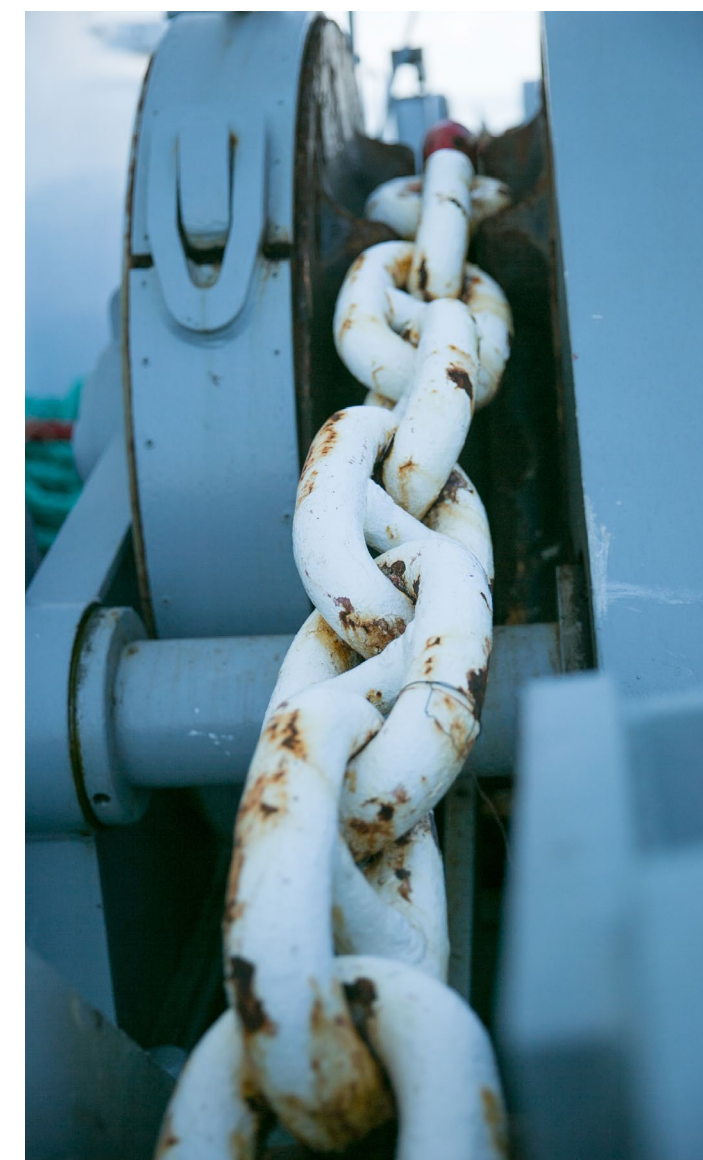
Risks

- Climate change impacts, including more frequent extreme weather events and rising sea levels, could disrupt transportation routes; damage company vessels, machinery, and/or cargo; and require significant infrastructure changes for coastal facilities.
- Regulations mandating operational efficiency requirements for global fleets could result in significant costs for Crowley's existing assets.
- Customers who have set their own GHG reduction goals could expect accelerated action on decarbonization efforts, and fully embrace the transition to a low-carbon economy. If goals are not met, it could result in a significant revenue risk across the businesses.
- Year-over-year declining demand for liquid petroleum fuels due to greater fuel efficiency coupled with increased demand for low-carbon fuels could reduce the profitability of Crowley Fuels and Shipping.
- The threat of ransomware attacks on systems that control operations for ocean-going vessels, along with increased and changing storm patterns associated with climate change, are more critical than ever.

Opportunities

- The decarbonization of our business and the broader maritime transportation industry can drive decarbonization for businesses around the world.
- New zero- and low-carbon fuels could bring substantial development gains and reduce risks from the price volatility of liquid petroleum fuels.

- Positive progress toward achieving our GHG reduction goals can increase confidence among our partners and customers, potentially leading to more partnership opportunities and greater revenue.
- Refurbishing and retrofitting existing vessels to transport next generation bio- and renewable fuels could ensure the continued relevance of our vessel assets to assist in the new energy economy.
- Contributing to microgrids for island communities, such as our current project in Puerto Rico, can mitigate the physical risks of extreme weather events in vulnerable locations.
- Increased U.S. interest in offshore wind infrastructure could provide an opportunity for us to leverage our expertise in maritime and logistics solutions to support the development of large-scale offshore wind projects.



Waste Management and Reduction

We are fully invested in developing an industry best-in-class program aimed at eliminating and reducing waste, ensuring the responsible management of contaminants, and improving the natural environment in our areas of operations. In the short term, we are working to establish our baseline of both hazardous and non-hazardous waste to help reach targets for waste reduction across all facilities.

Waste Management Partnership

At many of our locations, we utilize Waste Management's Diversion and Recycling Tracking Tool (DART), which enables us to track construction materials diversion and impact from our recycling programs. With the help of Waste Management's monthly reports, we track material diversion trends over time and optimize our processes to minimize waste.

Responsible Ship Recycling

As the operator of more than 170 commercial and public-sector vessels around the world, including container ships, tank vessels, tugboats, and barges, it is up to us to manage our ships responsibly and sustainably from construction to disposal.

Ship recycling — the process in which ships are completely or partially dismantled at a ship recycling facility — poses its own special set of challenges. To ensure ships at the end of their operational lives do not pose any unnecessary risk to human health and safety or to the environment, Crowley has established a Vessel Recycling Policy and accompanying framework to ensure the responsible recycling of Crowley-owned ships.

Crowley subsidiaries implement practices when selling vessels likely to be recycled that ensure these vessels are recycled at facilities demonstrating compliance with the requirements outlined in the [Hong Kong Convention](#) and the Guidelines for Safe and Environmentally Sound Recycling of Ships — or, at our discretion, demonstrating substantial compliance with standards consistent with the Hong Kong Convention.

Crowley is the first U.S.-owned and the thirteenth global ship owner-operator to publicly disclose its ship recycling policies, practices, and processes through the Ship Recycling Transparency Initiative (SRTI) [website](#). SRTI is an independent platform hosted by the Sustainable Shipping Initiative (SSI). Launched in 2018, SRTI is focused

on safe and responsible ship recycling when vessels are decommissioned as well as improving transparency in the ship supply chain. We will continue to update our Ship Recycling Policy with SRTI best-in-class practices.

Solid Waste

Whenever possible, we work to minimize waste as early in the process as possible. When waste is generated, we dispose of it through suitable facilities, prioritizing recycling, composting, and energy recovery by incineration where permitted by law. All Crowley subsidiaries establish, implement, and maintain procedures to comply with federal and state regulations on waste management. Any waste generated on vessels is separated based on material and stored in secure containers until it can be properly disposed of at port in approved reception facilities.

Bilge Water

Crowley uses reputable and vetted waste reception services to ensure all ocean vessel oily bilge water is responsibly pumped and landed ashore to approved reception trucks and facilities.

Ballast Water

We follow ballast water management plans to safely reduce the risk of transporting invasive species in and on our vessels. Our cargo crews must avoid the discharge or uptake of ballast water in areas within, or that may directly affect, marine sanctuaries, marine preserves, marine parks, shellfish beds, coral reefs, and protected waters. They must also follow strict guidelines on ballast water uptake to minimize or avoid uptake in harmful conditions or areas and ensure all ballast water is discharged directly into receiving waters where possible.

Spill Prevention and Remediation

We take great pains to prevent all manner of spills in vessels and landside operations. We comply with all rules and regulations governing the areas in which we operate and have policies and dedicated teams in place on every vessel to prevent spills and address them quickly if they occur. This includes strict adherence to the Environmental Protection Agencies' stormwater requirements for our land-based facilities.

Ocean Health and Biodiversity

Oceans play a central role in regulating the global climate by distributing heat and moisture around the globe, regulating the concentration of CO₂ in the atmosphere, and shaping global weather systems. They also produce more than half of the planet's oxygen through aquatic plants, including phytoplankton, kelp, and algal plankton. As if that weren't enough, more than 3 billion people depend on our oceans for their livelihoods through industries such as tourism, fishing, global trade, and transportation.

Today, the health of our oceans is rapidly declining due to human activity, which has directly contributed to overfishing, habitat loss, pollution, and rising ocean temperatures. These changes are not just having a devastating impact on global marine environments; they also pose a direct threat to the health and livelihoods of people all over the world.

As a leading force in the maritime industry, we are making it our mission to champion initiatives and partnerships that protect and restore oceanic and terrestrial biodiversity. Drawing upon best-in-class scientific research and resources, we began to analyze our shipping routes in 2021 to optimize efficiency and reduce impact on the environment.

We have also partnered with the Marine Science Research Institute at Jacksonville University to support oceanic research device deployment and usage in the Atlantic as well as marine education, sea life research, and sustainable use of our waterways.

Exploring the Seas Through Investment in Saildrone

Crowley has partnered with Saildrone Inc. to meet the rapidly increasing demand for ocean data for climate, mapping, and security purposes. Saildrone is the emerging market leader in ocean data and maritime intelligence solutions which will help inform our response to changing ocean conditions. By participating in the company's \$100 million Series-C raise in 2021, we will help Saildrone grow its data insights teams and scale operations.

Powered primarily by solar and wind energy to minimize their carbon footprint, Saildrone's uncrewed surface vehicles (USVs) are equipped with advanced sensors and technology to deliver critical insights from any ocean.

[Learn more about the investment.](#)



Our People



Human Capital Management

While the transportation and logistics sector may be defined by movement and machines, we are first and foremost a people-driven business. The progress we've made in the last year toward becoming a more sustainable company is thanks to our teams of innovative, dedicated individuals who bring that spirit to work every day. Our employees are the reason we excel at bringing goods and services where they're needed.

We have more than 5,600 full-time and 2,100 contingent and contracted team members serving 36 countries and island territories who draw from their unique perspectives to perform at their best each day. We understand the importance of recruiting and retaining team members who support our ambition to be the most sustainable and innovative maritime and logistics solutions company in the Americas. Our approach to human capital management hinges on the following themes.

CULTIVATE OUR UNIQUE CROWLEY CULTURE

- **Say, then do.** We define the behaviors that make our work successful, then show how these align to our vision and strategy.
- **Empower leaders today.** We ensure our leaders are strong advocates for our culture, and that they act as role models and champion our values and behaviors.
- **Cultivate leaders of tomorrow.** We build strong leaders who are authentic and empathetic, who show courage in making difficult decisions, and who empower and value our employees.
- **All-inclusive.** All of us nurture an engaging and inclusive culture through collaborative and innovative ways of working.
- **Shared vision.** When we work together towards a common purpose, we can better deliver on organizational priorities.

CAPITALIZE ON OUR ORGANIZATIONAL CAPABILITY THROUGH UNPARALLELED TALENT, TOOLS, AND TECHNOLOGIES

- **Hire thoughtfully.** We seek highly capable, diverse talent that can deliver our strategic priorities and grow to meet our future needs.
- **Align goals with people.** We provide organizational design capability to align the operating model around our strategic growth areas.
- **Empowerment and autonomy.** We foster a learning culture that is underpinned by a robust L&D framework and where employees feel ownership over their development.

- **Plan ahead.** We build rigorous talent and succession tools and foster transparent discussions to support future and aspiring talent.
- **Tech-ready.** We leverage digitally enabled solutions and embrace agility and efficient ways of working.
- **Measure progress and learn from others.** We learn from other organizations/industries, benchmark our performance, evaluate against KPIs, and identify and leverage best practices.

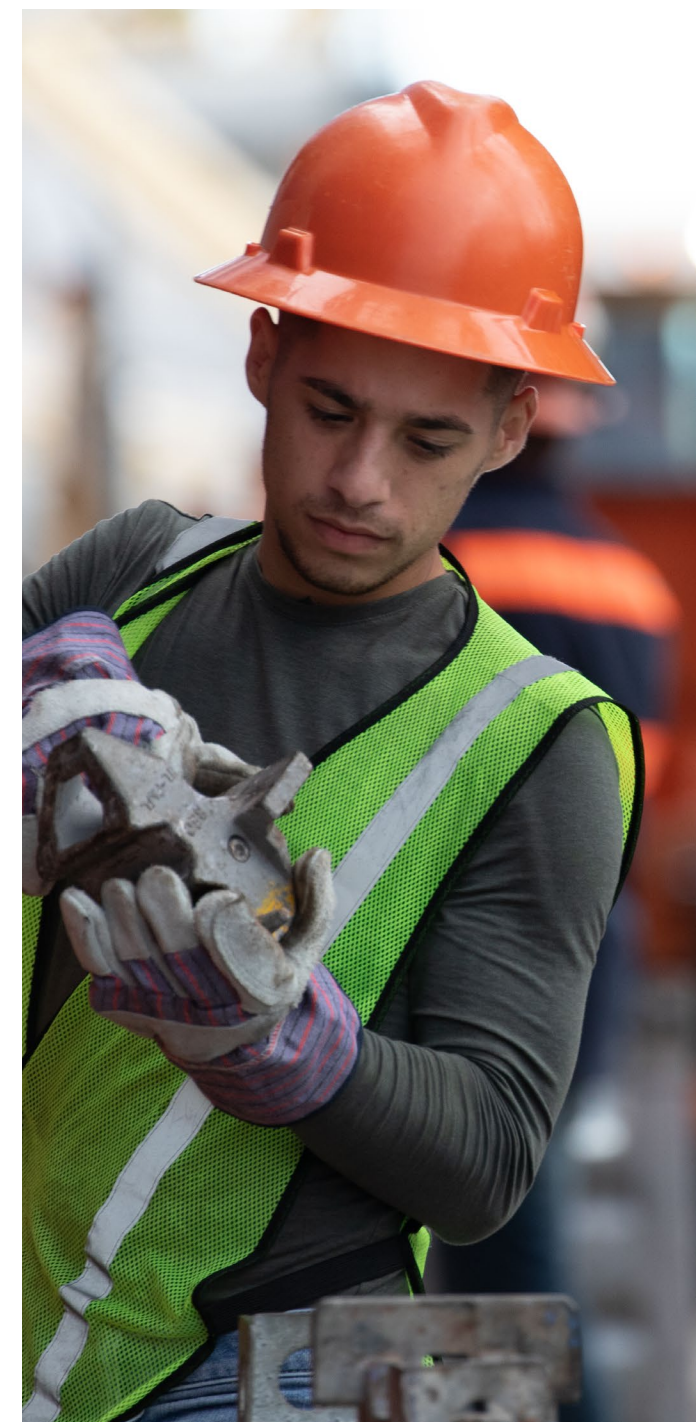
CREATE AN EMPLOYEE EXPERIENCE THAT EMPOWERS OUR PEOPLE FOR SUCCESS, AND EXCITES THEM FOR WHAT'S NEXT

- **Strengthened by difference.** We embrace a culture that is inclusive, respectful, and equitable; where success is shared and celebrated, and employees are recognized for their contributions.
- **Wellbeing is essential.** We promote a working environment where the health and wellbeing of our employees is valued and prioritized.
- **Appealing inside and out.** We create a compelling employee value proposition built from collective input and aligned to our core values.
- **Added incentive.** We provide affordable, valuable, and easy-to-understand rewards and benefits that promote performance and support our talent attraction and retention.
- **Every voice elevated.** We cultivate an engaged workforce where everyone feels valued, listened to, and informed of the direction of the business, and employees can provide meaningful, constructive feedback.

Employee Health and Safety

At Crowley, safety is not silent. We recognize and correct potential hazards. Anyone on a Crowley site, including employees and contractors, has stop-work authority and an obligation to speak up if they encounter unsafe practices.

We want to create a culture of informed safety for all members of our team. That's why we've combined bottom-up and top-down programs to ensure employees at every level take responsibility for keeping themselves and others as safe as possible.



Maximizing Safety at Sea and on Land

Our work in transportation and logistics comes with many risks, especially for our mariners and at our transportation and distribution sites onshore. Conditions are often hazardous at sea, on the road, and at our terminals. The equipment our people use to do their jobs, from ships to trucks and other types of machinery, pose potential dangers, especially when coupled with the threat of unpredictable external conditions.

We don't compromise when it comes to the safety of our employees, which is why we provide both proactive injury prevention programs, personal protective equipment, and safety leadership training. We have also instituted incident response protocols designed with these hazards in mind. Crowley adopts Human and Organizational Principles (HOP) as the foundation of our management systems and continual improvement. Bringing frontline workers and shoreside staff together, we continue to remove barriers to prevent incidents and injury while maturing our safety culture.

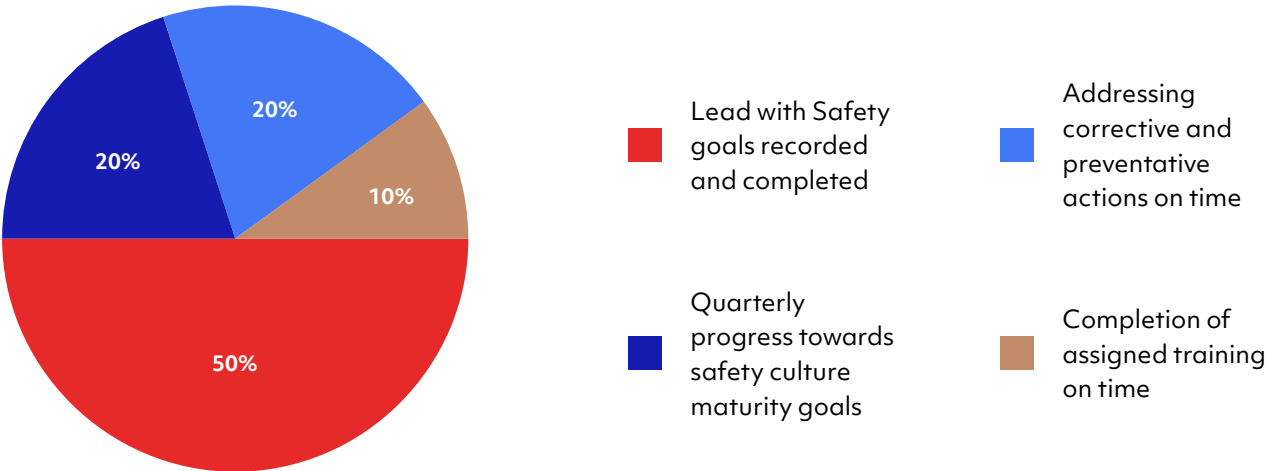
A Safer Workplace Through Learning and Leading

To promote a safer workplace, all employees are required to undergo both general training and additional training tailored to their specific jobs. Our employees completed over 69,000 hours of training in 2021. At Crowley, we encourage every meeting and vessel shift change to start with a safety moment. It's a pause to share thoughts, tips, or anecdotes about how to improve our safety and way of working. Not only do these moments give each employee a chance to bring forward new ideas, but they also reinforce the role that safety plays every day in our performance as a company.

Simultaneously, we recognize that safety goes beyond individual employees. Through our Lead with Safety initiative, our leaders are trained to do more than merely follow guidelines — they encourage best practices via engaged onsite leadership visits, as well as simulation training for all of our captains and new hires. We are also placing more responsibility on managers to ensure their teams are properly prepared to operate safely.

Data- and Expert-Driven Progress

Our safety protocols are data- and expert-driven. We realize a goal of eliminating incidents may have the unintended result of discouraging transparency. So, we've focused instead on building a solid proactive foundation of safety, measured against KPIs which target reducing incidents as much as possible and responding effectively when incidents do occur. In 2021, we initiated and have completed a major transition from using lagging to 100% leading safety indicators for assessing performance, although injuries and incidents are still monitored. Our safety performance scorecard and various dashboards are visible by any employee across the company. Our weighted Safety Performance Index Score is calculated using these key KPIs:



This new digitized system enables us to be more proactive in our safety approach and encourages transparency among all Crowley employees. By tracking our KPIs and continuously evaluating the culture of safety at Crowley, we strive to prevent incidents rather than respond after the fact.



We are continually building upon a robust reporting and response framework to learn from past incidents and prevent repeat occurrences. Since 2015, Crowley has consulted with an organizational psychologist with high-risk industry experience to help us develop safety protocols and educational programs. Every two years, each Crowley business unit and corporate services team completes a detailed safety culture assessment to identify opportunities for improvement and map out specific action times that can help improve safety and ensure safety is a part of way of working in all we do.

Integrated Incident Response

We evaluate any incidents against a severity matrix based on the OSHA (Occupational Safety and Health Administration) classification framework to determine the appropriate level of business response. This prioritization allows us to nimbly identify the most critical incidents, giving us the ability to respond more quickly and effectively. The response process is dependent on the severity of the incident, with serious incidents requiring action within six hours of report. Incident response is a collaboration among relevant departments, business units, and the core safety leadership team. Each business unit has an incident response team and processes specific to their area of operations. In the case of interrupting events, such as natural disasters and civil unrest, business continuity plans are enacted to ensure we continue to operate safely even in areas where normal service is interrupted. Our team is in the process of developing training drills to test and refine our response processes. We organize learning teams after the immediate incident response to identify lessons learned, review processes, and update procedures as needed.

Employee Health and Wellbeing

Our people are the reason for our success, and this is why we cultivate a company-wide culture of safety and encourage our employees to take good care of themselves. To improve their overall health and wellbeing, we move beyond addressing potential health risks their jobs may entail to incentivizing healthy lifestyle choices. Crowley offers all employees a sponsored health insurance plan and automatically provides short- and long-term disability coverage. We also recognize the importance of privacy when it comes to the health of our employees, and our programs provide the care and support they need while protecting employees' personal health information.

Gjay Narvasa, CPS Vessel Safety Champion

Gjay Narvasa was named Vessel Safety Champion for Crowley Petroleum Services (CPS) in 2021. As a Tankerman, Gjay is responsible for ensuring Crowley's barges — and any equipment, cargo, and personnel on them — are as they should be. He believes safety is not only fundamental to guarantee this, but to ensure everyone who steps aboard a vessel makes it home to their family. Since Gjay started with Crowley in 2019, he attributes his recognition as a Vessel Safety Champion to being a good shipmate, leading by example, and staying vigilant to proactively address incidents before they occur.



"We need to be sure everyone is comfortable speaking up to stop work and take action ourselves if we see something wrong, especially when one mistake could lead to injury."

Parental Leave

Crowley's parental leave policy for U.S. employees applies to all full-time stateside administrative employees who have been employed full-time with Crowley for a minimum of 12 months prior to the birth or adoption of the child. Crowley will provide up to twelve weeks of paid parental leave to employees following the birth of an employee's child or the placement of a child with an employee in connection with adoption or foster care.

Crowley also provides parental leave policy for full-time administrative employees in our Central American offices who have been employed full-time with Crowley for a minimum of 12 months prior to the birth or adoption of the child. Policies differ from country to country.

Live Well Program

Healthy employees are productive employees. Crowley's Live Well program offers an array of valuable tools and resources designed to promote a healthy lifestyle and workplace culture that nurtures all dimensions of wellness.

Through our wellness incentive program, employees can reduce the cost of their medical contributions by participating in wellness-related activities. Crowley's 2021 program offered an array of valuable tools and is expanding in 2022 and beyond.

Diversity, Equity, and Inclusion (DEI)

In an increasingly competitive and transparent supply chain sector, it's our people — rather than technology or capital investment — that are often the source of our biggest breakthroughs and innovative advancements. This requires unlocking the power of their diverse backgrounds, experiences, and points of view. To leverage this diversity, we must foster inclusion in recruitment and beyond to ensure that we attract — and retain — unique talent.

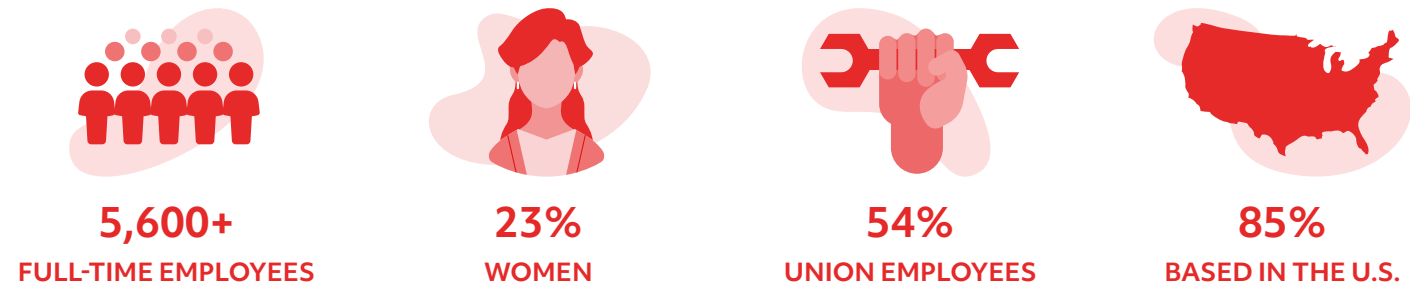
We are proud to have received multiple awards in 2021 that reflect our dedication to creating an inclusive workplace. The U.S. Department of Labor's Platinum 2021 HIRE Vets Medallion award recognizes our efforts to increase veteran representation through hiring, ongoing training, and integration programs for the second year in a row. Similarly, the 2021 Top Company for Women to Work for in Transportation award from the Women in Trucking Association's magazine reflects our ambition to create a corporate environment where women can not only thrive but assume key leadership positions.

At Crowley, we are creating a workplace where everyone can be themselves. Our goal is to foster a culture that mirrors our values — one that attracts the best talent and champions diversity of experiences and inclusion of perspectives while encouraging innovation.

DEI Recruiting Practices

In 2021, we implemented a new recruiting system for the Thomas B. Crowley Sr. Scholarship Fund with a heavy emphasis on evaluating new cadets through a more holistic application process. By requiring essays as part of their

CROWLEY'S GLOBAL WORKFORCE



applications, recruits can demonstrate their knowledge of DEI in the maritime industry through the lens of their own personal background and experiences. Last year, the percentage of female cadets amongst winners jumped from 6% to 40%.

IDEA Council

Fostering a culture that truly reflects our values — one that attracts diverse talent, provides for equitable opportunities, and welcomes different perspectives — is vital to encouraging innovation and achieving our sustainability aspirations.

Crowley's IDEA Council (Inclusion, Diversity, and Equity in Action) includes members representing a wide range of career levels, locations, experiences, and departments.

They are charged with researching, developing, and proposing programs and initiatives that will help create a supportive and inclusive work environment where people are empowered to succeed. Their work is focused on three main objectives:

- Growth:** Enhancing customer experiences and our ability to operate effectively in new and existing markets.
- Performance and Innovation:** Increasing productivity and efficiency by building a workplace culture that champions inclusiveness.
- Talent:** Improving our ability to attract, develop, and retain high-performing employees at all levels of the organization from diverse backgrounds.

Andrew Miller, Captain of Empire State, Co-chair of Mariners Resource Group



After the summer of 2020, when the murder of George Floyd sparked protests and expanded activism in support of the Black Lives Matter (BLM) movement, Captain Drew led the drive to increase diversity and inspire conversation within Crowley, specifically within the vessel fleets. He emphasized the need for broader diversity training for all employees and encouraged internal discussion across the whole company, on and off the ships.

"We need to have tough conversations and listen to each other, especially in our industry where safety and trust are incredibly important."



Global Full-Time Employees

EMPLOYEE DESIGNATION	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES
Management	2,644	46%
Union — Mariner	2,432	43%
Union — Shoreside	602	11%
GRAND TOTAL	5,678	100%

EMPLOYEE GENDER	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES
Management		
Female	1,095	19%
Male	1,549	27%
Union — Mariner		
Female	165	3%
Male	2,267	40%
Union — Shoreside		
Female	33	1%
Male	569	10%
GRAND TOTAL	5,678	100%

U.S. Full-Time Administrative Employees

EMPLOYEE ETHNICITY	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES
American Indian or Alaska Native	10	1%
Asian	67	4%
Black or African American	140	8%
Hispanic or Latino	367	21%
Native Hawaiian or other Pacific Islander	5	0%
Not Disclosed	78	5%
Two or More Races	47	3%
White	1,009	59%
GRAND TOTAL	1,723	100%

EMPLOYEE AGE	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES
Management		
<30	432	8%
30-50	1487	26%
>50	725	13%
Union — Mariner		
<30	603	11%
30-50	1059	19%
>50	770	14%
Union — Shoreside		
<30	40	1%
30-50	268	5%
>50	294	5%
GRAND TOTAL	5,678	100%



Karla Lenchoni,
Analyst, Employee Experience

Karla Lenchoni is a member of Crowley's Employee Experience team. She is excited to be able to take part in Crowley's cultural transformation process by participating in Employee Resource Groups (ERGs)

which are key ingredients to ensure inclusion and equity across the organization. Karla also works on innovative projects such as Crowley's cultural assessment, allowing the organization to reach new levels of empowerment and exceptional employee experience by creating a cycle of active participation and feedback. At Crowley, Karla knows her opinion matters, and her feedback is put to action.

"It has been proven that innovation and creativity thrive in a diverse culture, which is why it is important to retain diverse talent across all levels of the company."

Building an Inclusive and Safe Work Environment

Crowley's Equal Employment Opportunity, Non-Discrimination and Anti-Harassment Policy applies to all employees, officers, business partners, applicants, and third parties at all locations. Crowley stands firmly against all forms of discrimination, harassment, and retaliation in the workplace.

Preventing Sexual Assault and Sexual Harassment

Crowley is a proud member of Every Mariner Builds a Respectful Culture (EMBARC). EMBARC's mission is to protect mariners and cadets from sexual assault and sexual harassment. EMBARC includes compliance procedures, sexual assault and sexual harassment (SASH) prevention, and response standards that all commercial vessel operators should implement.

Employee Resource Groups (ERGs)

Crowley's ERGs are voluntary, employee-led groups that provide developmental guidance on specific topics and encourage a diverse, inclusive workplace aligned with our values, core competencies, and goals.

These ERGs are an important part of our holistic, global inclusion and diversity strategy. They offer support, understanding, and resource sharing to help ensure the collective success of all who take part.



ERG MISSION



To advance a diverse and inclusive work environment, focusing on empowering and inspiring Black team members to achieve their fullest potential at Crowley.



To develop and retain hardworking individuals while encouraging them to use their skills to their highest potential.



To create a space where colleagues can support their career paths through improved English language skills.



To support those employees who are nearing the end of their career by offering resources on common topics and support from recently retired Crowley employees.



To support a diverse and inclusive mariner workforce through resources, education, career development, and community.



To develop the cultural intelligence of its members and Crowley colleagues, fostering multilevel cultural exchange among Hispanics and other cultures to develop awareness and provide educational resources that sustain inclusive networks.



To highlight the valuable contributions by Crowley's LGBTQ+ employees while promoting diversity and development through education, communication, and community outreach.



To grow the leadership and development of women within the organization.



To integrate the experience, values, and knowledge of veterans and active service members.

Gathering Employee Feedback

For many years, Crowley has surveyed employees to gain insights into their experience at Crowley, and in 2021, we conducted our first global Gallup Employee Engagement Survey among management employees. We received a response rate of 90%, with an overall satisfaction rate of 85% across genders and ethnicity groups. We are encouraged by these survey results and are motivated to keep finding opportunities to further our areas of improvement.

GALLUP EMPLOYEE ENGAGEMENT SURVEY HIGHLIGHTS



Ginelle Piovanetti, Sr. Specialist, Corporate Communications

Ginelle Piovanetti is a member of Crowley's Corporate Marketing and Communications team. She is responsible for producing engaging multimedia content to support the company's brand, communications, and corporate culture strategies. To honor her Puerto Rican roots, she is also taking the lead as a co-chair of Crowley's Hispanic employee resource group, Mi Gente, where her role and involvement has helped develop initiatives to increase engagement, representation, and participation of the Hispanic community within the organization.



"I'm proud to be part of Crowley's culture where we celebrate the diversity of our people. As a Puerto Rican, to support the representation and visibility of Hispanics at the workplace is very meaningful."



Training and Career Development

At Crowley, we are committed to the growth and development of our employees. In 2021, Crowley employees completed over 69,000 hours of training. If we want to continue to provide innovative solutions to our customers, our employees must have the latest knowledge and skills to keep us at the forefront of our industry.

Crowley's internal training programs offer many opportunities to employees who want to continue to learn and grow. Specifically, we have developed four cross-functional training programs detailed below to help employees reach their goals and realize their potential. As an organization, we also support external training and have several resources and recommendations available to our employees.

Internship Program

This three-month program is for junior- or senior-level college students actively pursuing a bachelor's or master's degree. This program includes weekly one-on-one learning, goal setting, development sessions, and an introduction to operations, culture, and employee resource groups within Crowley.

Rotational Development Program

The Rotational Development Program is an 18-month-long track open to upcoming B.S./M.S. graduates. Participants in this program will work alongside different business units and undertake customized assignments that match their background and interests with current business needs. They will receive quarterly training and development opportunities, access to our Early Career Development ERG, and the possibility of a full-time offer upon the completion of the program.

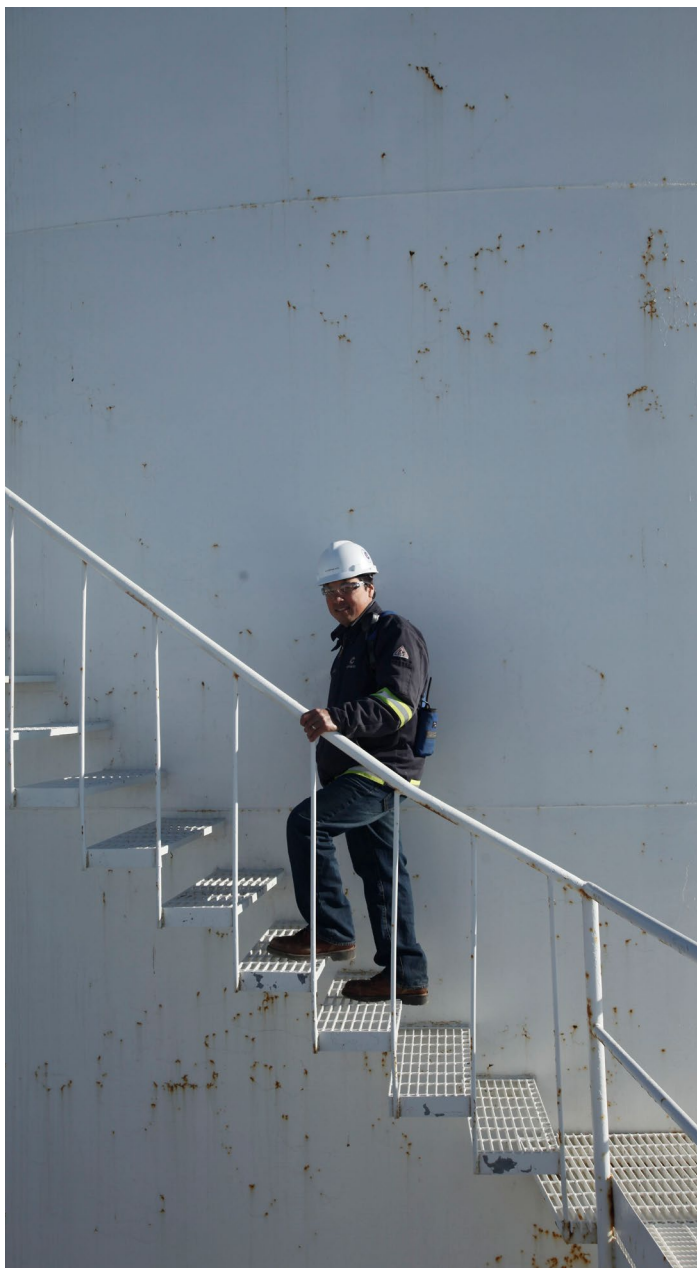
Leadership Development Program

The Leadership Development Program is open to all managers or high-potential individual contributors who have been with Crowley for more than two years. Participants have access to quarterly learning events, personal leadership assessments, customized development plans, interactive learning, group coaching, and individual mentoring to acquire the skills they need to move up in the organization.

Executive Leadership Development Program

This six-month program is open to all directors and vice presidents who have been with Crowley for at least two years. In addition to access to a personal leadership assessment, participants take part in peer coaching that provides a strong support system, strengthens cross-functional networks, creates innovative solutions through questioning and discovery, and helps broaden understanding of functions and organizational business issues. Individuals are put into small groups to solve real-world, enterprise-wide problems, which benefits the organization while developing the next generation of leaders.

LEARN MORE ABOUT EMPLOYEE DEVELOPMENT AND TRAINING



Labor Relations

Our relationship with our employees, unions, and union managers is built on the belief of creating long-term viable strategic partnerships. We have collective bargaining agreements with seven different unions representing just over 50% of our full-time employees. We are immensely proud that Crowley leadership and union managers have been able to negotiate on behalf of workers to prevent any work actions in the past twenty years.

In response to the pandemic, we made several adjustments with our union managers to keep workers employed and safe on and off the vessels, including modifying contractual work requirements where needed and developing and implementing COVID-19 safety protocols at our work sites. We also worked closely with unions to communicate with regulators and help mariners and terminal workers gain earlier access to testing and vaccinations.



Jenny Johnson,
Director, Labor
Experience &
Recruitment

Jenny Johnson is the driving force behind the Mariner ERG program across Crowley. She has developed and created a new recruiting pipeline using ESG metrics to identify diverse

candidates who would bring unique perspectives and experiences to the company. Jenny also bolstered our pipeline of new cadets by offering promising candidates financial assistance to certain maritime academic and training programs. Plus, she spearheaded the effort to make Crowley an official partner of Safer Waves, an organization providing support to merchant seafarers who have experienced sexual assault, sexual harassment, or gender discrimination on board.

"Having an inclusive community starts with recruitment, and we're aiming to build diverse talent pools to ensure we have representation across the company."

Human Rights

As a global shipping company, it is our responsibility to recognize all signs of human rights abuse across different continents and cultures given the unique, transnational nature of our ocean and land transportation services. Our human trafficking policy applies to all employees, crewmembers, contractors, and representatives. The enforcement of the human trafficking policy is the responsibility of the Senior Leadership Team. It is the responsibility of all employees to report any suspicion or knowledge of human traffic activity. We are currently implementing region-specific trainings to recognize signs of human trafficking as well as general company-wide training to detect the universal signs of trafficked individuals.

We expect our suppliers to respect all human rights throughout their business activities. As the policies in our [Code of Conduct for Contractors and Suppliers](#) make clear, human trafficking, the use of child/forced labor, unsafe working conditions, and discrimination against protected classes are strictly prohibited.

Child Labor

Suppliers must employ only workers who meet the applicable minimum legal age. Suppliers must also comply with all other applicable child labor laws.

Forced Labor

Suppliers are prohibited from engaging in any form of involuntary labor, including human trafficking, prison labor, debt bondage, and the use of forced labor, whether through governments or private enterprise.

Contract Labor

Suppliers that recruit or employ foreign contract workers must ensure that these workers are treated fairly and on an equal basis with their local (i.e., not foreign) contract workers, in accordance with applicable law.

All Crowley employees can report suspected questionable behavior via Crowley's Ethics Hotline. The phone line and website are operated by NAVEX, a third-party company. Both are available in multiple languages. Individuals filing complaints may remain anonymous where allowed by law.

Additional Resources

We welcome feedback on our ESG performance and the contents covered in this report. Please share your questions or comments with our team at sustainability@crowley.com.

Additional information on sustainability at Crowley can be found at <https://crowley.com/sustainabilityreport>

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