

People. Purpose. Progress.

2022 SUSTAINABILITY REPORT





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CHAPTER 1

Welcome





A LETTER FROM OUR CHAIRMAN AND CHIEF EXECUTIVE OFFICER, THOMAS B. CROWLEY, JR.

On behalf of the entire Crowley team, I am proud to present our second annual sustainability report to detail the progress we made in 2022 toward our ambition of being the most sustainable and innovative maritime and logistics solutions company in the Americas. We have made tremendous strides since releasing our inaugural sustainability report last year. This report highlights our efforts to support our people, build a foundation for decarbonization and position Crowley for sustained success.

INVESTING IN OUR PEOPLE

Our people are our most valuable assets and drive us on our quest for continued excellence. To better understand the employee experience at Crowley, we launched a cultural assessment in 2022, gathering information from focus groups, 1:1 interviews and our annual Gallup engagement survey to find ways to deepen the connection with our employees and enrich our culture.

We heard from our employees that they wanted greater connection to leadership and integration into decision-making. To address this, we created a new leadership model that encourages collaboration and employee development. We also launched company-wide strategy meetings, Ask-Me-Anything sessions and fireside chats with senior leaders to educate and better involve employees in Crowley's strategic direction.

To ensure every employee can bring their full self to work each day, we finalized our DE&I plan in 2022, which will go into effect in 2023, and established new strategic representation goals for 2025. These initiatives will foster a more inclusive workplace, allowing us to attract and retain the best talent.

While we recruit talent for our own needs, we recognize the importance of workforce development for the entire maritime industry. We developed a strategy that included a white paper, greater outreach and promotion on the shortage of qualified maritime workers in the talent pipeline and potential solutions. A more robust industry-wide talent pool will only make Crowley stronger and better equipped to meet the needs of our customers.

LAYING THE GROUNDWORK FOR DECARBONIZATION

In 2022, we built a foundation to decarbonize our business as we strive to reach net zero by 2050. We added sustainability into our strategic plan given its importance to Crowley's sustained success. We made great advances in creating a more sustainable fleet by testing biofuels in our vessels and transitioning part of our west coast fleet to renewable diesel. With the support of a Port Infrastructure Development Program grant, we are helping the Jacksonville Port Authority (JAXPORT) electrify and modernize to make the port more efficient and sustainable. To track our progress and ensure transparency in reducing emissions, we bolstered our internal measurement and data reporting tools.

We also continued building the eWolf, the nation's first all-electric tugboat, to maneuver vessels around the port without emissions.

We launched Crowley Wind Services to enable the growing U.S. offshore wind energy market. Through our end-to-end supply chain and logistics services, Crowley stands ready as a partner and catalyst for wind energy developers.

TRANSFORMING OUR BUSINESS FOR THE FUTURE

Underlying our sustainability goals is a mission to make our business resilient to future disruption. Our 2022 rebrand provided an opportunity to embed sustainability in how we articulate our brand. We established a new purpose statement, "Bravely Advancing What's Possible to Elevate People and Planet," to communicate our commitment to society and the environment.

We are also streamlining our governance policies and aligning policy ownership to provide structure for decision-making. Setting clear expectations and responsibilities empowers our employees to react more swiftly to the rapidly changing world. Our ongoing digital transformation will make our business more dynamic through leveraging real-time information to increase efficiency and better support customers.

Crowley is working to incorporate sustainability into everything we do. We take immense pride in our employee-driven approach to supporting our communities and protecting the environment while delivering premier service for our customers.

Thomas B. Crowley, Jr.

About Crowley

Crowley, founded in 1892, 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.¹ The company offers innovative solutions and outstanding service to companies around the world through five primary business units: [Crowley Logistics](#), [Crowley \(Government\) Solutions](#), [Crowley Shipping](#), [Crowley Wind Services](#) and [Crowley Fuels](#).

[Read more about Crowley.](#)

In early 2022, we evolved our brand to align with our renewed commitment to sustainability, innovation and technology. Our new purpose statement, “Bravely Advancing What’s Possible to Elevate People and Planet,” reflects our strategic objectives and growth. We remain focused on honoring our 130+ year legacy while ushering in this new era.

CROWLEY 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.

[Learn more about our values.](#)

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.

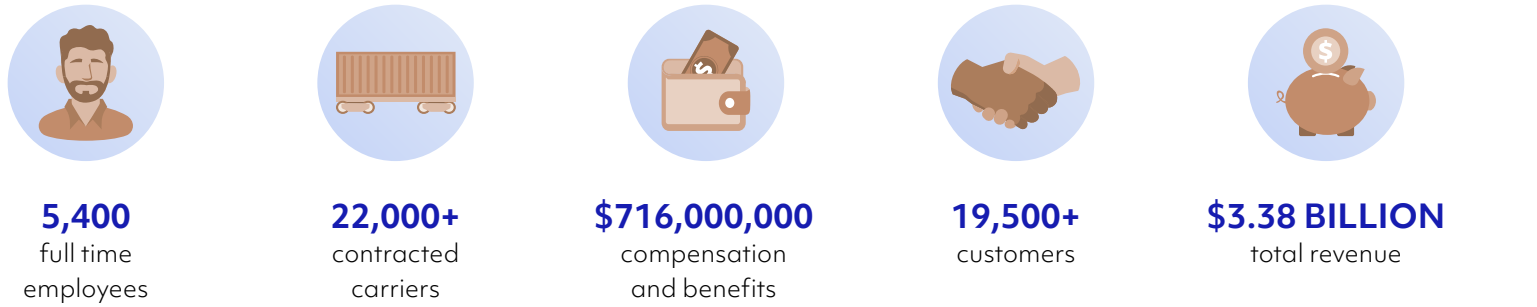
SUSTAINABILITY

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, we deliver exceptional experiences.

ECONOMIC IMPACT AT A GLANCE



¹ Significant locations are defined as any Crowley location with an employee population of over 100

About This Report

This is Crowley's second annual sustainability report. This report documents our performance and activities in the 2022 calendar year (January 1—December 31, 2022) and some activities that occurred in early 2023, where indicated. By documenting our activities and their impact, this report illustrates how we manage environmental, social and governance (ESG) issues. You can find additional sustainability materials and future reports on a companion microsite, which you can access [here](#).

This report references the 2021 Global Reporting Initiative (GRI) Standards. Additionally, for the first time, we have reported in line with the Sustainability Accounting Standards Board (SASB) framework for the marine

transportation industry. An index of these disclosures can be found [here](#).

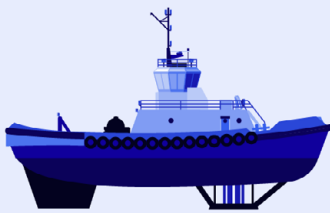
In 2022 we joined the UN Global Compact (UNGC), the largest corporate sustainability initiative that scales collective global impact through universal principles on human rights, labor, environment and anti-corruption. This document details actions to uphold the UNGC's [Ten Principles](#) as reported through our Communication on Progress Questionnaire, which we will submit for the first time in 2023.

The Board of Directors, CEO and the Senior Leadership Team formally review and approve the sustainability report. Please reach out to sustainability@crowley.com with any comments or questions.



Crowley's Vessel Fleet

Below is a sample of Crowley's global fleet—with a wide variety of vessels, we can meet customers' and partners' diverse needs.



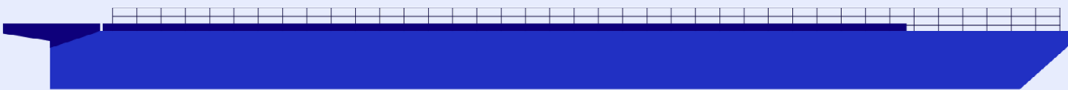
1 Ship Assist and Escort Tugboat

This renewable fuel-powered tugboat supports docking, escorting ships through waterways, offshore towing and emergency response.



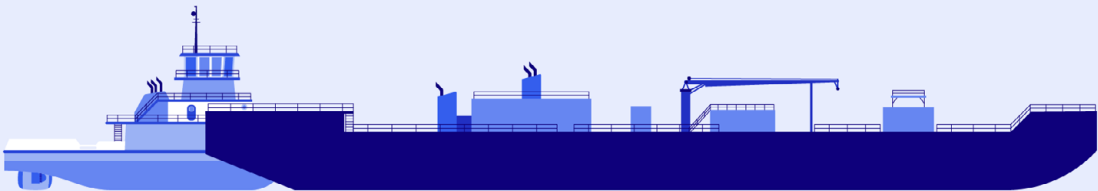
2 Ocean Going Tug / Barge Operation

This vessel transports containerized, roll-on and roll-off cargo from the U.S. to the Caribbean. Crowley's models meet EPA, IMO and North American Emission Control Area (ECA) compliance requirements for NOx and other GHG emissions, fuels and waste.



3 Flat Deck Barge Operation

This high-deck-strength barge transports large loads. Crowley has coordinated with government and industry representatives to design and implement an alternative ballast water management strategy for these vessels to prevent the spread of non-indigenous species.



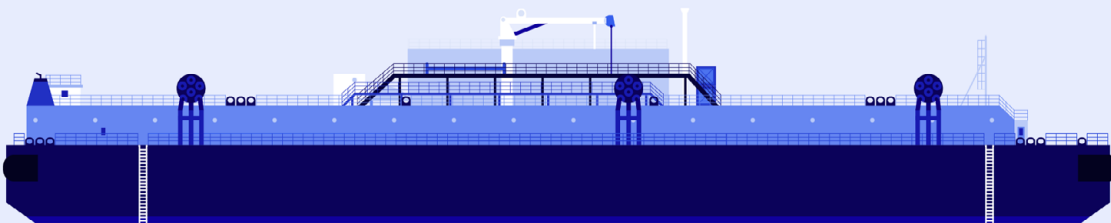
4 Polar Capable Articulated Tug and Barge Combination

This vessel transports fuel to remote regions in Alaska. To meet challenging environmental conditions, it has an optimized hull design, an EPA Tier IV engine and a system that does not require ballast water. It includes specialized features like a unique coupler system that allows the tug to serve communities with limited or no terminal support facilities.



5 Articulated Tug and Barge Combination (ATB)

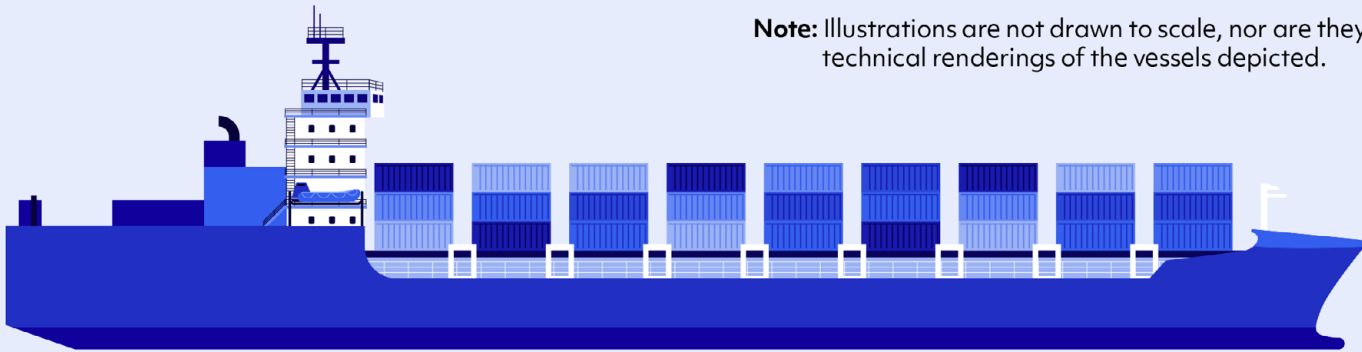
This tug and barge combination globally transports bulk liquid products. It uses renewable fuel and complies with IMO NOx emissions requirements. This vessel combination also has specialized ballast water management systems to prevent the transfer of non-indigenous species.



6 Liquefied Natural Gas (LNG) Barge

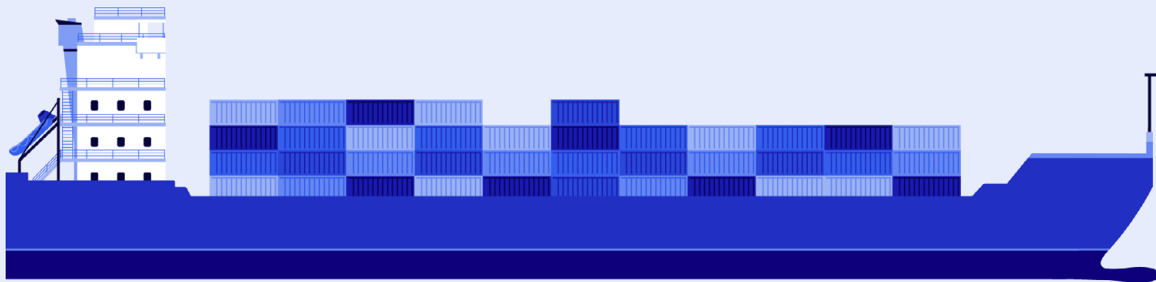
This LNG Bunker Barge provides an unparalleled range of services and flexibility. This vessel offers the services of a land-based LNG terminal. It also has a full range of specialty services and safety systems compatible with many customer vessels and loading terminals.

Note: Illustrations are not drawn to scale, nor are they technical renderings of the vessels depicted.



7 ConRo

This vessel transports containerized and roll-on/roll-off cargoes. Our ConRo is designed for Florida-Puerto Rico-based trade. It reduces emissions by operating on LNG and high-efficiency engines.



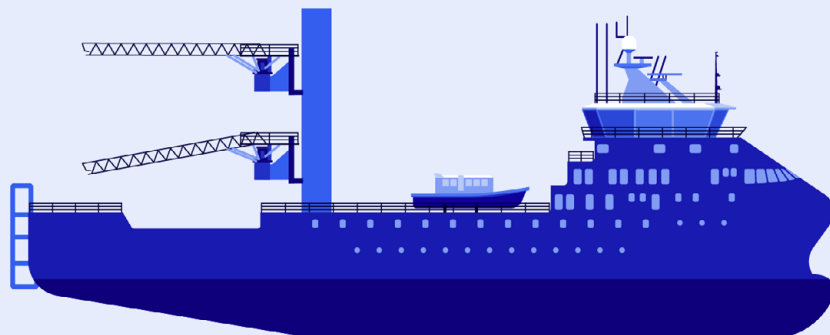
8 Container Vessel

This vessel transports containerized cargoes. Our container vessels are designed to meet IMO and MARPOL emissions standards and are carefully managed to ensure fuel efficiency.



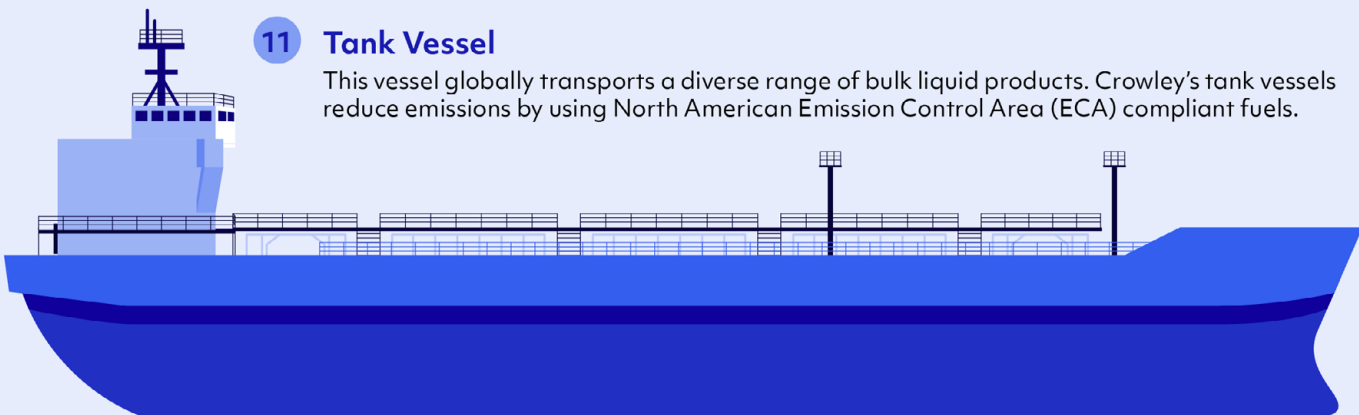
9 Electric Ship Assist and Escort Tugboat

This fully electric tugboat supports docking and escorting ships through restricted waterways while producing no emissions. Our fleet's power is generated at a charging station that integrates battery storage and solar power.



10 Service Operations Vessel (SOV)

This vessel supports the supply of wind energy to the US. With an energy-efficient design, including a diesel-electric system providing power for propulsion service capabilities, SOVs are critical to offshore wind operations.



11 Tank Vessel

This vessel globally transports a diverse range of bulk liquid products. Crowley's tank vessels reduce emissions by using North American Emission Control Area (ECA) compliant fuels.

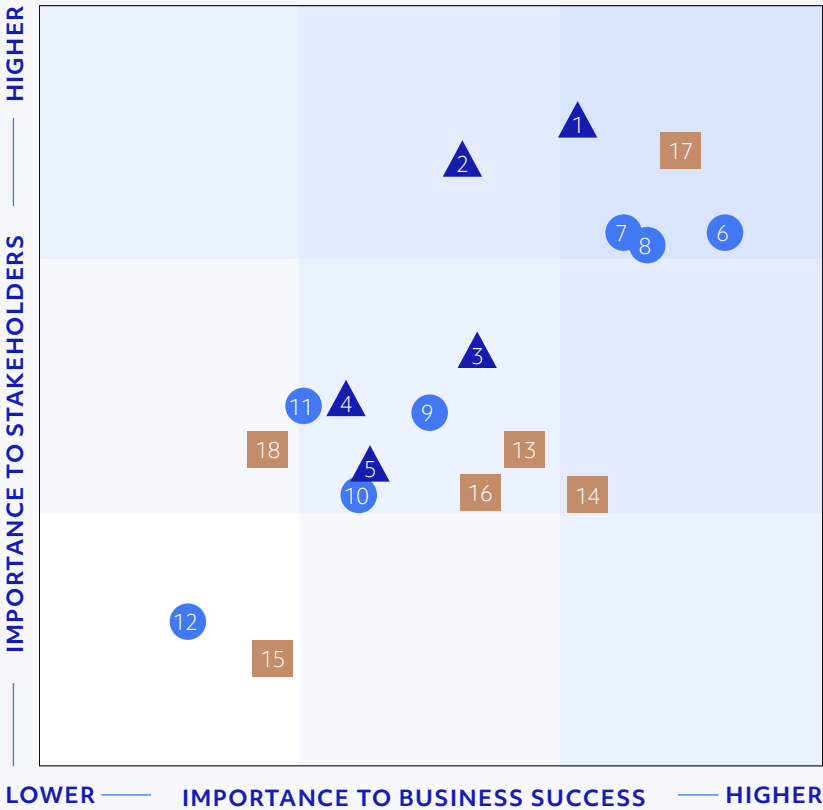
Materiality and Strategy

We conducted a formal materiality assessment in 2021 to identify the issues most crucial to our business and stakeholders. This included assessing the business’s economic, environmental and social impacts, surveying internal and external audiences, benchmarking against our peers and researching ESG and industry standards. We plan to refresh our materiality assessment every five years.

Our management approaches for each material issue help support the overarching pillars of our sustainability

strategy, which is detailed further in the [Environment](#) section of this report:

- Influence and support our stakeholders to accomplish our sustainability goals
- Increase transparency to drive organizational excellence
- Inspire our workforce to embody sustainability as our shared value



X-AXIS
Determined through internal interviews and surveys, review of internal documents and consideration of peer benchmarking and ESG standards

Y-AXIS
Determined by internal and external interviews, surveys and ESG/ industry standards

ENVIRONMENT

1. Greenhouse Gas (GHG) and Energy Use
2. Ocean Health and Biodiversity Impacts
3. Air Quality and Pollutants
4. Effluents, Chemicals and Hazardous Waste
5. Resource Use and Waste Reduction

SOCIAL

6. Workplace Health and Safety
7. Talent Attraction, Retention and Development
8. Diversity, Equity and Inclusion
9. Labor Management and Human Rights
10. Community Engagement and Support
11. Supplier Responsibility
12. Societal Benefits of Business Activities

GOVERNANCE

13. Corporate Governance, Ethics and Compliance
14. Data Privacy and Cybersecurity
15. Physical Security of Assets and Infrastructure
16. Emergency Preparedness, Resilience and Adaptation
17. Sustainable Customer Solutions and Innovation
18. Transparency and Disclosure

STAKEHOLDER ENGAGEMENT

We engage with a range of stakeholders on a regular basis to assess the impacts of our business and understand how stakeholder priorities are evolving to help inform our operations and ESG strategy. We prioritize engagement

with stakeholders who are most impacted by our work. The following chart outlines our six priority stakeholder groups and how we engage each.



EMPLOYEES

Town Halls, Business Resource Groups, Employee Engagement Survey, Ethics and Compliance Survey, Trainings, Video Library, Code of Conduct



CUSTOMERS

Partnerships, Customer Surveys, Data Sharing, Customer Support



SUPPLIERS

Supplier Survey, Supplier Portal, Code of Conduct



INDUSTRY PEERS

Partnerships, Industry Associations, Membership Organizations



GOVERNMENT AGENCIES

Partnerships, Direct Feedback, Trade Associations



COMMUNITIES

Volunteering, Philanthropy, Education, Crowley Cares



Q&A with Meaghan Atkinson, Vice President of Sustainability

“WE ARE CONNECTING THE DOTS BETWEEN OUR SUSTAINABILITY EFFORTS, BUSINESS STRATEGY AND OPERATIONAL GOALS, EMBEDDING SUSTAINABILITY AS A SEAMLESS PART OF OUR DAY-TO-DAY OPERATIONS AND DECISION-MAKING.”

Q: How would you summarize Crowley’s sustainability efforts and progress in 2022?

A: In 2021, we built a foundation to support our vision of sustainability and social progress across the organization. In 2022, we accelerated the integration of sustainability throughout the business, from our investments in next-gen clean technology to building a more diverse and inclusive workplace that connects employees to company leaders. A few specific examples come to mind that capture our progress.

We are collaborating with the Port of Salem and the Port of Jacksonville (JAXPORT). In October 2022, Crowley and the City of Salem secured federal funding through the Port Infrastructure Development Grants to develop our Salem Harbor Wind Terminal in Massachusetts. In the same month, Crowley and JAXPORT were awarded a grant by the U.S. Department of Transportation and Maritime Administration to reduce emissions at our JAXPORT terminal through new technology and electrification. As both projects progress, we will set an example for other

developers and operators and take our learnings forward to inform future terminal projects.

In 2022, we also bolstered efforts to hold our suppliers to higher environmental and social standards, working with EcoVadis to assess supplier performance. With the insights generated from supplier performance data, we can partner with other sustainability leaders in our supply chain and hold all suppliers responsible for their sustainability progress. Alongside this, we made strides in strengthening our support for small business suppliers and partners through new tools like LoadIQ.

Our 2022 mergers and acquisitions serve to support our journey to integrate sustainability throughout our business. Through identifying sustainability issues facing our business units, we have targeted partnerships and investments that can complement our work. For instance, in September 2022 we invested in Carbon Ridge, a leading developer of maritime decarbonization technologies and solutions. We took Series A investment stakes in Zero Emission Industries, a startup for developing hydrogen-propulsion technologies.

We formalized our DE&I strategy and goals, which are aimed at creating a diverse culture where everyone feels they belong at Crowley, and we transformed our employee resource groups (ERGs) into business resource groups (BRGs) to increase the impact on business strategies and decision making.

Q: What are the most exciting opportunities for Crowley in the next few years?

A: We are connecting the dots between our sustainability efforts, business strategy and operational goals as we embed sustainability into our day-to-day operations and decision making. There are three main areas that I see as critical to making this happen.

It starts with our employees. We know that our teams across the organization are eager to support our efforts, and we need to ensure we empower them to feel ownership in our progress while giving them the support they need to succeed.

Next, easy access to reliable data is critical. We are working to build decarbonization models and tools for our business units to drive their paths to decarbonization. This will include connecting disparate tools and systems to provide more transparent, real-time data on emissions, water, waste and other key areas across the organization.

Lastly, we know we cannot do it alone, and I see huge potential for new strategic partnerships and collaboration in our industry and beyond. We can work alongside customers to co-invest in new low-carbon fuels and other promising technologies, collaborate with suppliers to support small businesses and optimize our operations and team up with government partners to enable public-private partnerships.

Q: What are your plans for bolstering employee engagement around sustainability in the next year?

A: With the addition of new team members and technology, we have heavily invested in mobilizing and driving employee engagement around our sustainability goals.

For instance, we know that sustainability is a broad term. To enhance clarity and education, we formalized an onboarding process for all new employees to understand the company’s goals and strategy. This results in an understanding of sustainability as a collective effort, emphasizing how each employee’s role impacts our overall journey.

To increase transparency, we created a single digital touchpoint where employees can access information on DE&I, Crowley Cares and sustainability initiatives. Looking forward, we will use our new capabilities as a team to further build opportunities for employees to get involved with company and community initiatives.

Q: What is the greatest sustainability challenge you see on the horizon, and how is your team preparing?

A: Crowley’s challenge will be to support the transition to cleaner fuels—how do we best ensure that the right infrastructure is there, both for our operations and for our customers’ business goals? As we develop a strategy to advance port electrification, we must concurrently transition the fuel we use for our vessel fleet. Our approach includes technologies like carbon-capture and fuels like hydrogen, biofuel and LNG.

Our newest business unit, Crowley Wind Services, is an example of how we build and invest in renewable energy for our customers. We are working with local communities to create upskilling and training programs needed for this new industry. While we invest in clean energy, we will work side-by-side with regulators and state and federal governments to implement these innovative solutions.

● 2022 HIGHLIGHTS

● EMPLOYEES

● CUSTOMERS

● PARTNERS AND SUPPLIERS

● COMMUNITIES

CHAPTER 2

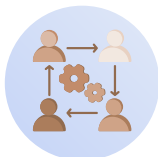
People





From our employees to our customers, suppliers and communities, it is the people we work with that drive excellence in our business. To reach our sustainability goals, we partner with each of these valued groups and equip them with the tools and resources they need to succeed: from ensuring our employees are safe and healthy, to keeping customer satisfaction high, to bolstering community engagement and volunteering.

2022 Highlights



Established our DE&I strategy and goals



Partnered with EcoVadis



Developed new leadership expectations



Embedded sustainability into procurement and capital decision making

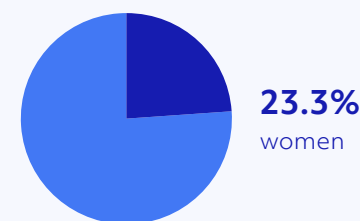
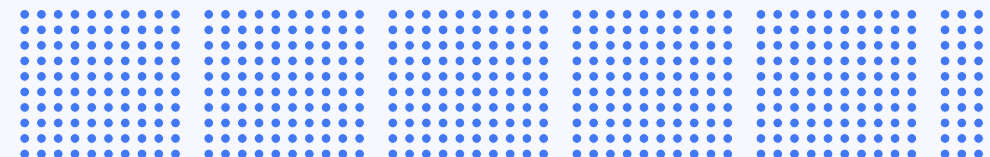


Employees

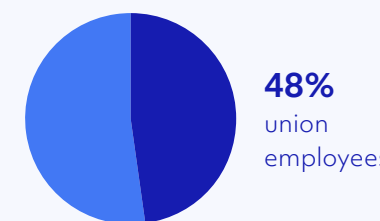
CROWLEY'S GLOBAL WORKFORCE

5,400+
full-time employees

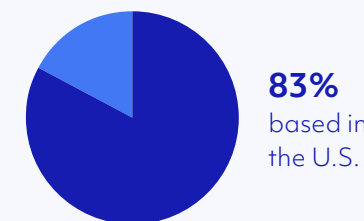
● = 10 employees



23.3%
women



48%
union
employees



83%
based in
the U.S.

At Crowley, our people are at the heart of our business. We strive to be an inclusive workplace where employees are treated equitably and everyone feels valued and respected because of their differences.

2022 was a foundational year for us to create goals, provide structure around programs and implement plans

to meet our aspirations. A significant part of this work included a culture assessment consisting of focus groups, 1:1 interviews and our annual Gallup engagement survey. As an outcome of this assessment, we identified several areas of opportunity. We will continue to weave these focus areas throughout all aspects of our business, improving how we show up for our employees.

OPPORTUNITIES & ACTION

Connect employees to leadership and decision making

We developed a **new leadership model** and expectations that **emphasize collaboration and accountability**.

Clarify Crowley's strategy

We held company-wide Strategy in Action meetings to **educate and engage with employees** in addition to fireside chats with leaders to encourage open discussion.

Create a speak-up culture

We built a **framework for performance management** that we will continue to refine so **employees know what is expected** of them and have the **agency to make decisions**.

GALLUP SURVEY HIGHLIGHTS



90%
response rate



77%
of employees feel like their
opinions matter at work



90%
of employees feel like work
expectations are clear



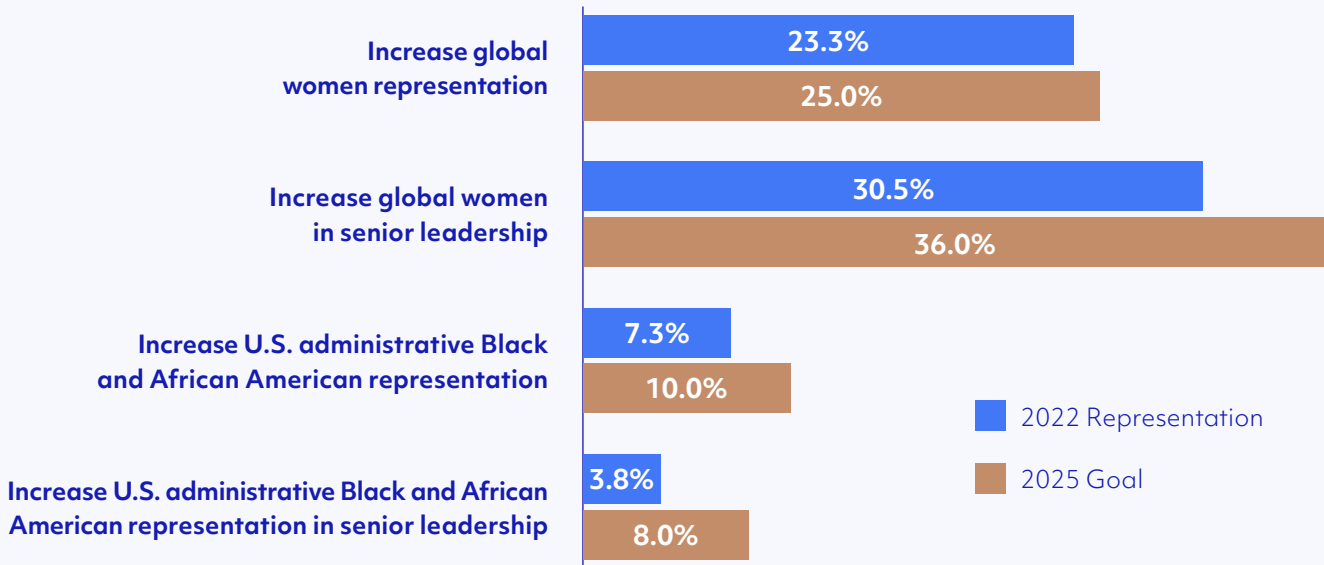
84%
of employees believe their
coworkers are committed
to quality

DIVERSITY, EQUITY & INCLUSION

We aim to create a place where each and every employee can be their authentic selves. We want our business to be innovative and collaborative, so we deliver the best solutions and services to our customers. We need diversity to help us achieve this ambition. We formalized our approach to DE&I in 2022 through a new strategic plan to implement in 2023. The plan will serve as a road map to create an inclusive workplace, and is supported by three pillars:

- **Culture:** Maximize organizational effectiveness and increase engagement by fostering an inclusive workplace.
- **Talent:** Improve our ability to attract, hire, develop and retain driven employees from a broad range of backgrounds at all levels of the organization.
- **Transparency:** Be transparent with metrics to enable us to identify and break down systemic barriers to full inclusion by embedding DE&I in policies and practices.

After assessing our global workforce, we set strategic representation goals for 2025 to measure progress from our 2022 baseline:



As part of our plan, we aim to complete our first-ever Self ID campaign in 2023 to capture the composition of our global workforce, including gender identity, sexual orientation, veteran status, disability and race. We also seek to establish and implement comprehensive policies, benefits, training and practices that ensure greater equity for LGBTQ+ workers and their families.

All Crowley employees are expected to maintain an environment that is safe and respectful, where everyone is treated with dignity. Our Senior Leadership Team and other leaders across the organization have a responsibility

to model behavior, champion our DE&I strategy and call out acts of discrimination and inequity. Our DE&I Team and DE&I Council, an evolution of our IDEA Council, are responsible for overseeing strategic collaboration, leveraging data to drive best practices, implementing programs and educating employees on DE&I initiatives. The success of these initiatives is dependent on our collective support.

We have already started our work on this DE&I plan by transitioning our Employee Resource Groups (ERGs) to Business Resource Groups (BRGs) and integrating them into our strategic plan and decision-making.



CÉSAR VÁSQUEZ (HE/HIM)
BUSINESS TECHNOLOGY ANALYST, CO-CHAIR OF CROWLEY'S
STRONGER TOGETHER: LGBTQ+ ALLIANCE BRG

César oversees the ongoing development of key business systems in the logistics field and is focused on their long-term evolution. He plays a critical role in driving digital transformation through the implementation of innovative solutions, collaborating closely with diverse stakeholders. In addition, he is responsible for optimizing delivery processes for technical implementations to ensure their effectiveness.

“DE&I at Crowley is essential to fostering belonging, advancing our commitment to elevate people and planet by empowering everyone to thrive. Everyone deserves to be valued, seen, heard and safe being who they authentically are. Advancing workplace equality and inclusion is a global matter that requires our collective commitment and action.”



BLACK RESOURCEFUL INDIVIDUALS DEDICATED TO GROWTH AND EDUCATION (BRIDGE) BIG BROTHERS BIG SISTERS PROGRAM

Our BRIDGE BRG, which empowers and inspires Black team members to achieve their full potential, has done valuable work with the Big Brothers Big Sisters program for Junior ROTC members at a local high school in Jacksonville, Florida. Employees across the organization, including some from the leadership team, participate in this initiative to provide a safe space for students to get help and guidance for any issues they face. The program also provides opportunities for students to hear speakers, engage with recruiters, develop interviewing skills, learn about mental wellness and improve financial literacy, among many other career-building and life skills. As an added benefit, students experience Crowley's culture, impact and job opportunities. Through this program, the Big Brothers Big Sisters staff have reported that students apply themselves more in school and are developing into young leaders.

WOMEN EMPOWERED

Our Women Empowered business resource group's mission is to grow the leadership and development of women within the organization. As a BRG, they are establishing coaching, development and mentoring around four areas: Career Development; Leadership Development; Stewardship; and Skills Development.



In 2022, the BRG organized a Women's History Month celebration with the theme "Breaking Bias," including a blog series highlighting women's leadership in the industry and facts shared with the organization about the accomplishments of outstanding strong women. Additionally, the BRG attended the "Defiant Women" conference to support Women Empowered member Giesy Escobar, who represented Crowley and presented her experience navigating a male-dominated field.

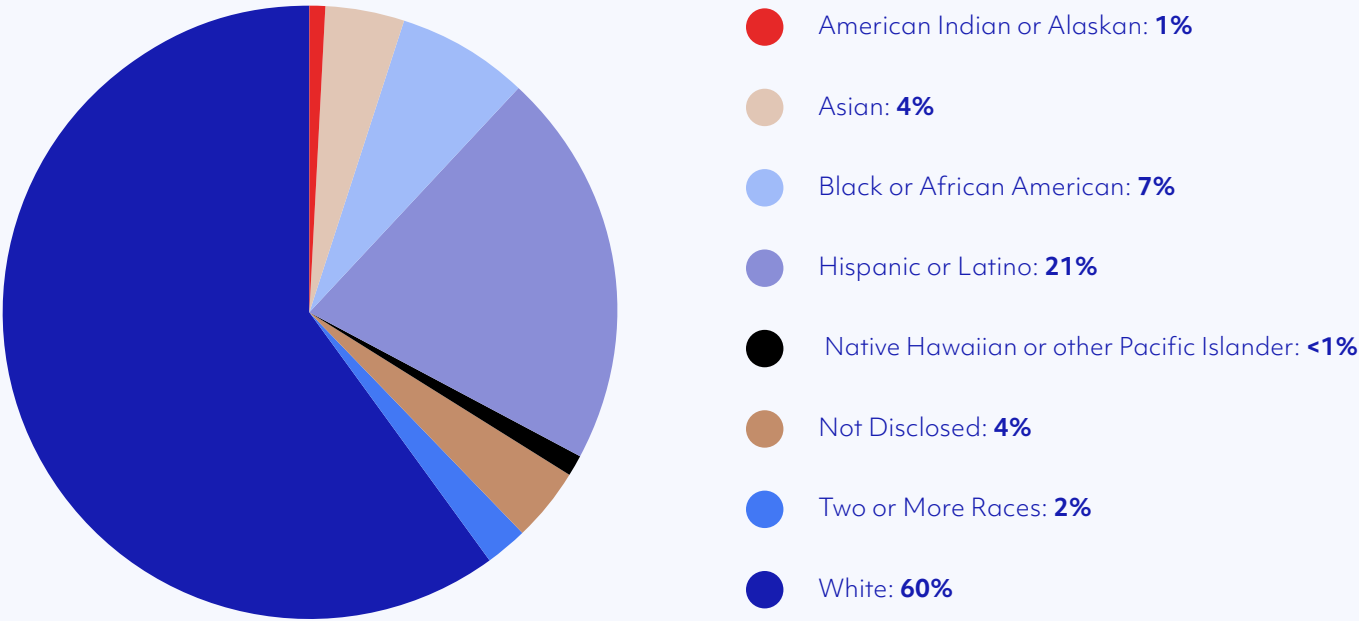


LATOYA WALKER
PROJECT MANAGER,
SUPPLY CHAIN (GOVERNMENT
SOLUTIONS BUSINESS UNIT)

LaToya Walker works in partnership with the Big Brothers Big Sisters Program. In her day-to-day job as the FEMA Project Manager, she builds and manages the FEMA Program through external and internal relationship management, operations support and oversight of our existing contracts that have been awarded to the Crowley Government Solutions Division.

Working with the Big Brothers Big Sisters program has been very uplifting and life-impacting. When I first signed up, I was looking to make a difference in someone's life, but the opposite happened and I am better for it. Working with our BRIDGE BRG has been a phenomenal experience. I have been able to work with colleagues who I ordinarily would not and together we have made an impact, breaking barriers not only in the company, but within the community.

U.S. ADMINISTRATIVE, FULL-TIME EMPLOYEES BY ETHNICITY



CAREER DEVELOPMENT AND LEADERSHIP

Our people are passionate, committed and proud to work at Crowley. They are what make Crowley's culture unique in our industry, and beyond.

Recruitment and Retention

Recruiting and retaining qualified diverse talent is an essential part of our strategy. Our people-first culture recognizes our employees' value and the importance of meeting their needs. Through BRGs, our people can access dedicated employee development and training focused on advancing their careers and strengthening relationships. Additionally, our strategic DE&I plan outlines how we create a diverse, inclusive workplace that attracts and supports talent.

We hire thoughtfully to meet both our current and future needs. Our talent acquisition strategy includes targeted college and DE&I recruiting initiatives to enhance our diverse talent pipeline. To ensure new hires fit within our Crowley culture, we incorporate Crowley's core values and leadership expectations into standardized interview guides and scorecards. Our talent acquisition and development teams also partner to identify internal talent for any key roles.

However, there is a significant gap in the talent pipeline to foster a qualified mariner workforce. As such, our approach to recruitment focuses not only on our needs, but also on the needs of the entire industry. To explore this issue, we created a whitepaper in 2022 to engage labor unions, the U.S. Maritime Administration and other government agencies and help identify solutions. This paper detailed opportunities for partnerships to build capacity in support of the following goals:

- Improving mariner retention through competitive benefits, safe work environments and financial support for career progression.
- Training and credentialing mariners with a simplified credentialing process for career progression, having transparent requirements and training on emerging technologies.
- Cultivating the next generation through improved education on the value and impact of the maritime industry, including more robust outreach programs to educate students on career opportunities.

We also initiated partnerships with other operators and government agencies to develop a survey, which will launch in 2023, to understand how the broader industry is experiencing this gap.

Training and Development

In 2022, our employees completed over 92,000 hours of training. New this past year, we provided employees with the opportunity to use digital platforms to build skills outside of their core responsibilities. Our employees have access to the entire catalog of courses provided by LinkedIn Learning, with Crowley’s recommendations for learning paths on topics such as leadership and DE&I. Through Coursera, our employees can develop skills in technology competencies such as data science, data analysis and data engineering. We also created an online learning program, Data X, to train employees on critical data skills, and partnered with the University of North Florida on an Advanced Citizen Data Science Program (ACDS). This year, we had our first graduating cohort of 12 Crowley employees as a part of this program. ACDS upskills motivated employees as part of our digital transformation, which you can read more about in our [Technology](#) section.

We continue to support four [development programs](#) targeted at employees across all levels. This includes our Internship Program, our Rotational Development Program, our Leadership Development Program and our Executive Leadership Development Program. Our Leadership Development Project results in a capstone project that requires participants to examine a real business need, opportunity or challenge and present their recommendations to senior leadership. In 2022, we graduated a cohort of participants from the program,

which included capstone projects that were so impactful to how Crowley operates that we have decided to implement them in our business.

Leadership and Performance

Changes to our leadership team in the last few years have brought fresh ideas and an even better connection between senior leaders and the broader organization. To encourage leadership support and transparency, we developed a framework to assess leadership competencies in 2022 that we will implement in 2023. Our senior executives, including our Chief Executive Officer, are evaluated on key objectives that include strengthening our core values of Integrity, Sustainability and Drive and creating a diverse and inclusive culture as part of their performance and compensation reviews. Starting in 2023, executive remuneration will be tied directly to the outcomes of selected ESG targets which include sustainability, safety and diversity, ensuring the organization’s positive impact on the economy, environment and people. In conjunction, we have designed a formal review process for employees, empowering them to set priorities and understand expectations.

As a significant change to how we compensate employees, we reevaluated our bonus structure in early 2023 to better align with our values and strategic goals. This overhaul will consider DE&I, sustainability and safety performance alongside financial metrics and career-specific performance evaluation.

LEADERSHIP DEVELOPMENT CAPSTONE PROJECTS



Modern Workplace

This team developed a modern workplace strategy for the next generation. Recommendations included ways to embrace flexibility, build a sense of community, inspire culture and develop leaders. Their project provided actionable ways Crowley can leverage and improve both in-person and virtual environments to create a more inclusive, values-driven workplace.



Measuring Success

This project focused on measuring and delivering on Crowley’s purpose and values. The team created a framework aligned with Crowley’s strategic growth model to select meaningful metrics for improving the organization’s engagement and a sense of purpose. This solution empowers Crowley employees to make data-driven decisions and contribute to Crowley’s strategic goals.



Integrated Financial Services Platform

The focus of this team was using automation to enhance the payment processing and collections process. They proposed a web-based financial portal for secure payment, among other financial services, to improve auditing, reporting, efficiency and customer experience.



MARCIA BROWN (SHE/HER)
 DIRECTOR, FREIGHT SERVICES

Marcia provides leadership and oversight for Import and Export employees, guidelines and procedures for all U.S. Ports that service International or Domestic Port Calls. This role also allows for the opportunity to foster employee engagement, development and mentorship while keeping a focus on financial impacts.

“Transportation and Logistics is a career that is exhilarating, fast-paced, demanding and regulations driven, with an emphasis on customer-centricity. Therefore, I encourage those looking to join the industry to keep your mind agile and let your journey’s light be ignited by your commitment to carrying the world forward. Be great, excel and never sit on the sideline and maintain the status quo. This motto has sustained me with a rewarding 35 years with Crowley.”



SHEILA JURADO (SHE/HER)
 MAINTENANCE MANAGER

As Maintenance Manager, Sheila oversees all aspects related to facilities at San Juan Terminal. Responsibilities range from coordinating and managing routine facility maintenance, to the coordination, procurement and management of new projects, reconstruction and/or renovation.

“Having a leadership position in an area that has historically been dominated by men, I believe first and foremost gives visibility to the girls and women in the communities we serve. They can imagine having a career in the industry and believe that it is possible, which helps to break existing biases. Crowley has given me the opportunity to participate in programs that I am passionate about, including the advancement of DE&I and volunteerism initiatives. It makes me proud to work for an organization that takes DE&I seriously and embeds DE&I in its culture.”



EMPLOYEE HEALTH AND SAFETY

Our employees’ health and safety is essential to our success. Through enhanced benefits, new policies and targeted communication, we support our employees across all facets of wellbeing.

Leading with Safety

Safety is embedded across our core values as we cultivate a speak-up culture through established programs like proactive injury prevention, management site safety visits and safety leadership training. Everyone on a Crowley site, including all employees and contractors, has stop-work authority and an obligation to stop unsafe practices.

To promote a safer workplace, we have safety protocols that are data- and expert-driven. All employees undergo both general and role-specific training tailored to specific job hazards. Business unit leaders identify goals and milestones, with plans reviewed quarterly to hold stakeholders accountable alongside monthly enterprise continuous improvement meetings to share successes and work on new initiatives as an organization. Tracking our KPIs and continuously evaluating safety at Crowley allows us to prevent incidents. We have incorporated all leading safety indicators to monitor the success of our proactive programs that drive injury prevention. Our safety performance scorecard, published monthly, is visible to all employees.

We evaluate incidents against a severity matrix based on the Occupational Safety and Health Administration

(OSHA) classification framework to determine the appropriate level of business response. Incident response is a collaboration among relevant departments, business units, enterprise safety leaders and a corporate crisis management team. The senior leadership & company officers, corporate safety, legal, risk management, marketing & communications and purchasing teams along with a corporate crisis management team are notified and activated of serious safety-related events. In addition, each business unit has its own requirements and methods for reporting near misses and hazards. Employees have access to systems to either self-report or speak with their supervisor who may make the report on their behalf. These reports are managed by HSSE leadership in the organization and corrective actions are initiated as appropriate. Remediation of hazards is done through our Correction Action Preventive Action (CAPAs) program and progress on these is reported monthly to the corporate safety team.

Wellness Initiatives

This year, we enhanced our benefit offerings to include LGBTQ+ needs and services, expanded coverage and travel benefits for employees seeking care outside of their own state and changed healthcare advocacy programs to provide employees a single point of contact for all benefit and healthcare questions. Knowing that our workforce in Alaska often faces difficult conditions, we have specific benefit additions, such as housing allowances, to eliminate travel complications over long distances. We have also expanded our healthcare coverage to allow all employees to receive second opinions, improving peace of mind.

To encourage employees to live healthier lifestyles, we have implemented the GO. THRIVE. incentive program. This allows full-time administrative employees to document their current health status, goals and progress toward actions to improve their health and quality of life. By completing the following steps, employees can earn a reward in 2024.

- Vitality Health Review (online health questionnaire)
- Vitality Check (biometric screening)
- Earn 6,000 total points through the Vitality app to achieve Gold status

GO.THRIVE.

GO.THRIVE. is Crowley’s inclusive, innovative, supportive and holistic health and well-being program. GO.THRIVE. supports our employees through the following five pillars: Mindset & Resilience, Physical Health & Lifestyle, Money & Prosperity, Social Connection & Community and Sense of Purpose & Contribution.

Crowley has partnered with Vitality to bring easy access to health and well-being benefits using a digital platform where employees can create a personalized pathway to good health and take advantage of Crowley benefits to help all thrive in everyday life while also earning rewards.

LABOR RELATIONS

Our relationship with our employees, unions and union managers is built on creating long-term partnerships. We respect our employees’ right to form, join or not join a labor union without fear of reprisal, intimidation or harassment. 48% of our full-time employees are covered by collective bargaining agreements. Where employees are represented by a legally recognized union, we are committed to establishing a constructive dialogue with their freely chosen representatives. We are committed to bargaining in good faith with such representatives and are proud that Crowley and union leadership have been able to negotiate on behalf of workers to prevent any work actions in the past twenty years.

HUMAN RIGHTS

As a global shipping company, it is our responsibility to recognize all signs of human rights abuse across different continents and cultures. Our Human Rights Statement is



aligned with the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights. It applies to all employees, entities and facilities which are owned, controlled or managed by Crowley.

Crowley prohibits the holding of any person in slavery or servitude, the use of all forms of forced, bonded or compulsory labor and engagement in human trafficking, as well as child labor. All employees, crewmembers, contractors and representatives are bound by this policy. The enforcement of the human trafficking policy is the responsibility of the Senior Leadership Team, and it is the responsibility of all employees to report any suspicion or knowledge of human trafficking activity. We are committed to identifying and preventing any adverse human rights impacts concerning our business activities through human rights due diligence and preventive compliance processes.

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.

Our employees can ask questions or report potential violations to local management, the People & Culture Department, Internal Audit/Ethics & Compliance or the Legal Department. Alternatively, employees can choose to report any potential violations of this policy by using Crowley’s Ethics and Compliance hotline which will, if desired, allow for concerns to be reported anonymously. Crowley is committed to investigating, addressing and responding to the employees’ concerns and taking appropriate corrective action in response to any violation.

Preventing Harassment and Discrimination

All employees receive training at least once a year on harassment, sexual harassment and discrimination. Employees are educated on our principles of civil treatment and expected behavior towards others through our Code of Conduct.

Additionally, managers and shipboard leaders participate in a variety of different leadership training programs that focus on treating all employees with dignity and respect.

Crowley is also enrolled in the Every Mariner Builds a Respectful Culture (EMBARC) program through the Maritime Administration. This program requires that all our vessels have crews fully trained on harassment and discrimination, multiple avenues for reporting incidents, timelines for performing investigations and visible placarding and posters with further information on these subjects.

Customers

We ensure our business units work side-by-side to enhance value for customers by providing single-source, full-cycle supply chain solutions. With our 130+ year track record, Crowley brings a personalized approach to sustainability, data transparency and technological innovation to meet our customers' needs.

Crowley works with more than 19,500 companies across 36 nations and island territories. We are committed to delivering agile insights and solutions to shape our customers' paths toward efficient, digital and sustainable supply chains. From working with lower-carbon fuels to providing supply chain efficiencies, we are positioned to provide best-in-class solutions to our customers and partners.

We have seen meaningful impacts from our newly implemented digital strategies and operations. The maritime logistics industry will continue to depend on digital solutions, requiring innovation for transparent, data-driven supply chains.

Crowley seeks to advance our industry in the digital frontier, both within and outside the company's ecosystem. Developing LoadIQ, a digital platform that helps small-business owners efficiently manage their freight operations, is one example of how we give our customers, partners and the industry the right tools for digital innovation and growth.



BETH ANN BOND
MAINTENANCE SUPERVISOR

Beth is responsible for overseeing refrigerated container maintenance at the Port of Jacksonville, which includes planning loads and working with the operations teams to ensure customers' vessels receive proper maintenance on time. She also supervises cargo moved between vessels and trains, oversees the work needed to cover the port gate and manages employee payroll.

I enjoy the daily challenge and problem-solving involved in supervising vessel maintenance. A huge part of our job is to provide excellent customer service to meet their standards and needs. When I work with my team, I feel a sense of pride when we successfully complete vessel maintenance.

CUSTOMER HIGHLIGHTS

SHIPPING



SHELL

In 2022, we signed an MOU with Shell to support alternative energy solutions for the future of shoreside and terminal operations. This includes advancing our port electrification vision through a shoreside charging station at the Port of San Diego for our newly developed, all-electric eTuq.

LOGISTICS



THE HOME DEPOT

Crowley was honored as Offshore Carrier of the Year by The Home Depot for the speed and efficiency of our shipping and supply chain service in Puerto Rico and the U.S. Virgin Islands in 2022. The Home Depot cited Crowley's reliability, innovative strategies and surge capabilities during emergencies, specifically noting our support during Hurricane Fiona. Besides Crowley's containerized products and supplies shipping and logistics, we provided Home Depot with fuel to continue operations so customers impacted by the storm could acquire supplies.

SOLUTIONS



DEFENSE LOGISTICS AGENCY

Defense Freight Transportation Services (DFTS), managed by Crowley Solutions, offers the Department of Defense and other government agencies, customers and vendors a single touch point for transportation services. As the federal government's primary contractor, our digital systems and strategies help optimize the government's supply chain and freight costs to deliver best-in-class service, while offering solutions for a diverse range of defense needs.

Life of a Container

This graphic describes the "Life of a Container," illustrating a shipping container's journey from shipping request through delivery. It highlights the long, complex chain of events involved in moving goods throughout the world. We depict two possible pathways to the port of origin to show how we can maximize efficiency through different transportation options.



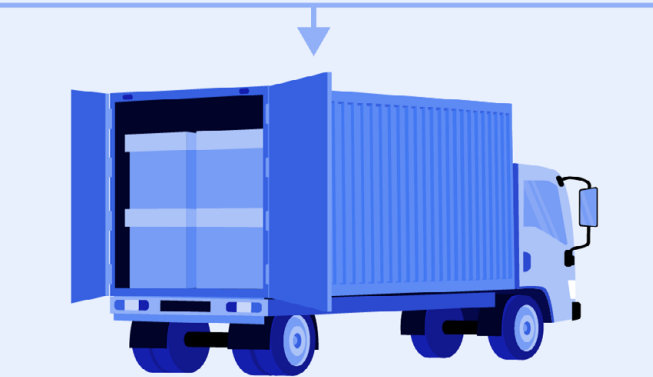
1. A customer submits a request for cargo shipment through an online platform that allows them to track the process from start to finish.



2. A Crowley support team member receives the request and assigns the resources necessary for the shipment to be delivered to the customer on time and safely.



3. Each shipment requires import/export or regulatory paperwork and can be subject to audits that delay delivery times.



4A. An empty container arrives at the customer facility and is loaded and sealed following customs or other guidelines.



5A. A driver takes the container to the nearest railyard, where it is lifted off the chassis and placed on a train.



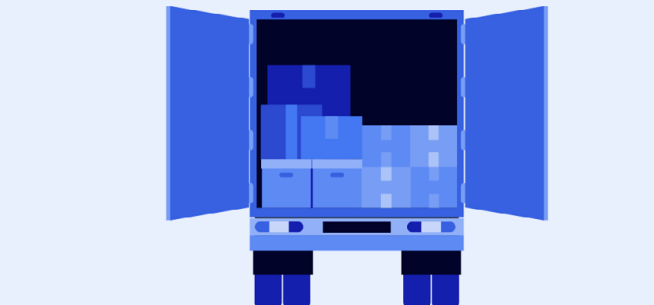
6A. The container travels by rail to the port of origin, minimizing emissions compared to road transport.



7A. The container arrives directly at the port via on-dock rail, increasing efficiency and preventing further emissions by removing an extra truck transportation step.



4B. A driver receives routing optimized by advanced data analytics for cargo pickups at multiple customer locations.



5B. A truck arrives with a partially filled container at a customer's facility to be loaded with more cargo, helping to maximize the truck's capacity and reduce emissions.



6B. The truck arrives at a cross dock facility where the customer's cargo is immediately transferred from the truck's container to an ocean container, expediting delivery by bypassing the storage process.



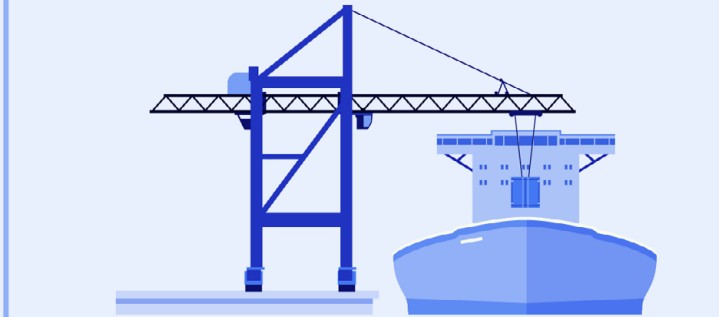
7B. The ocean container arrives at the port of origin and is checked into the facility before it is sealed off.



8. A customs agent at port reviews paperwork for the container to ensure all regulations are being followed. The container number is validated against the booking number.



9. Once approved, the container is placed in a stack organized by destination, container type and cargo type.



10. The container is loaded onto the vessel, triggering a status update alert for the customer and our customer support team.



11. The container finally arrives to the port of destination where, once emptied, the process starts again in the opposite direction, ending when the empty container is returned.

Partners and Suppliers

Partnerships are crucial to realize our long-term goals and build the Crowley of the future. As a global logistics, government, marine and energy solutions company, we work with suppliers and partners to serve our customers, communities and the environment.

We have strategically invested in partnerships to accelerate decarbonization and support our ambition to lead the maritime industry. To effectively decarbonize our business, we are collaborating with like-minded players with a focus on sustainability. One way we are doing this is by investing in new businesses and technology.

- **Carbon Ridge:** We have invested in [Carbon Ridge](#), a company developing onboard carbon capture and storage solutions.
- **Saildrone:** We have continued to partner with [Saildrone](#) on a variety of projects, including mapping the seabed for offshore wind projects through their environmentally sustainable drones.
- **Zero Emissions Industries (ZEI):** We have provided funding for ZEI to help electrify ports through hydrogen fuel cells and refueling systems.

PARTNERS IN CENTRAL AMERICA

It is critical for us to work with stakeholders across Central America, including governments, investors and industry

associations. We work alongside other private companies to provide a trained workforce and stable infrastructure and engage with the Think HUGE Business and Investment Council representing Honduras, the U.S., Guatemala and El Salvador. This partnership aims to generate sustainable jobs and sponsor regional infrastructure projects to improve the region's competitiveness.

Our engagement with local and international investors ensures capacity for new ventures such as nearshoring, the process by which companies bring manufacturing closer to customers, reducing transit times and emissions and increasing supply chain resiliency. Central America is well positioned to increase manufacturing capacity, as it is geographically close to the U.S. with negligible time zone differences, supports a wide breadth of industries and markets and has certified ports as well as a working relationship between the private sector and governments.

We are working with companies and governments throughout the Northern Triangle (the region of Central America consisting of Guatemala, Honduras and El Salvador) to enhance manufacturing capabilities to support nearshoring. This will simplify the supply chain and help decrease emissions by reducing transportation distances. Our current suppliers in Central America source 96% of our products locally, reducing fuel and energy use in third-party transportation of goods.

Rendering from Carbon Ridge



SUPPLIER RESPONSIBILITY

Shipping is the most efficient means of transport, and we are working to continue improving it by championing responsible stewardship. In 2022, we partnered with EcoVadis to assess our suppliers' ESG efforts. Leveraging EcoVadis's technology capabilities, we will receive assessments of our suppliers' current sustainability performance. EcoVadis will provide strategic guidance to each supplier on how to set, improve and reach ESG goals based on the findings of each assessment. Our suppliers must adhere to our [Code of Conduct for Contractors and Suppliers](#), which includes detailed language on our expectations for environmental stewardship and supplier safety.

Internally, we have made strides in sustainable procurement. We have embedded sustainability in all decision-making regarding suppliers, including having sustainability criteria listed in our RFPs and setting expectations and requirements for sustainability in our Code of Conduct.

We remain committed to continued progress for diverse and small business suppliers. In 2022, we used our public-private partnerships to build relationships with small businesses in

the U.S., connecting with local Small Business Associations (SBA) in each state. In establishing partnerships between small businesses and the government, a cycle of support and collaboration has led to us exceeding our small business procurement goals. By intentionally increasing our procurement from small business, we diversify the supply chain while reducing risk.

	Small Business Suppliers	Diverse Suppliers
2022 Percentage of Procurement Spend	40%	9%
2030 Target	37%	37%

We expanded our offerings to small business owners in 2022 when we introduced LoadIQ, a digital platform to help small business owners efficiently manage their freight operations and sustainability footprint. Crowley developed LoadIQ in response to the growing need among our small business partners for better access to digital tools to manage their freight operations, grow their businesses and measure their sustainability impact.

KEY GOVERNMENT PARTNERS

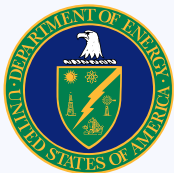
As a trusted partner for the public sector, we are committed to working with state, federal and international regulators to help establish regulatory frameworks and standards for fuels and vessels of the future, as well as advancing public-private partnerships to move from piloting new technology to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



Department of Transportation



Department of Defense



Department of Energy



Environmental Protection Agency



Maritime Administration



United States Coast Guard



State of California Energy Commission



Territory of Puerto Rico



State of Florida



California Air Resources Board

ORGANIZATIONS WE SUPPORT

Collaboration with stakeholders is critical to our shared goal of building a more sustainable and inclusive future. Below is a sampling of key partners, coalitions and organizations which Crowley engages with frequently.



Communities

Our sustainability ambition can only be achieved by listening to and investing in our communities. As we work to deliver industry-leading solutions, we also foster engagement in the communities where we live and work.

KEY INITIATIVES

University of North Florida Partnership

We believe in supporting education to train the next generation of maritime leaders. Since 1984, Crowley has provided more than \$3 million in scholarship funding to more than 1,000 students studying at maritime academies and other select institutions in the U.S., Puerto Rico and Central America. Previously, we donated a \$2.5M endowment to the University of North Florida (UNF) to create the Crowley Center for Transportation and Logistics (CCTL). In 2022, we deepened our partnership with UNF through research opportunities within digital technology for students and upskilling our employees through an Advanced Citizen Data

Science Program. This program aims to create citizen data scientists who turn their ideas into logistics reality.

Wreaths Across America

For the fourth consecutive year of sponsorship, we expanded our support for Wreaths Across America, with volunteer and in-kind shipping donations. Additionally, we had the honor of co-hosting a wreath-laying ceremony in Puerto Rico to celebrate baseball Hall-of-Famer and U.S. Marine Corps Reserve veteran Roberto Enrique Clemente Walker for the 50th anniversary of his passing.

Crowley Cares

Through the Crowley Cares program, we encourage our employees to make impactful and positive change where it matters most—within the communities Crowley serves across the Americas. Crowley Cares provides a coordinated initiative to support employee volunteering and a foundation for charitable giving.



RON HUNNICUTT
TERMINAL FOREMAN

Ron oversees all day-to-day operations in our Kotzebue, Alaska Terminal including our commercial and residential fuel deliveries and our airport fueling operation. He also works with senior administrators to make sure we comply with the Alaska Department of Environmental Conservation (ADEC), Coast Guard regulations, and any other operational requirements.

“I have worked with Crowley for over 18 years and am very proud to serve the residents of our community and the surrounding villages with all their fuel needs. Kotzebue is my hometown. I was born and raised here in our native culture which focuses on living off the land, hunting, fishing and a subsistence way of life, as well as helping family members and other Elders in the community. I am very thankful for the local team we have here—we all work well together and do what we can to help the community.”



SHIRLEY VASQUEZ (SHE/HER)
FINANCIAL ADMINISTRATOR

In her day-to-day job, Shirley assists our financial manager in Central America to coordinate legal and banking requirements and monitors exemption documents with suppliers and government entities. Additionally, she is a Lead Ambassador for Crowley Cares, and a junior quality auditor and Safety Leader.

“Ever since I joined Crowley 7 years ago, I wanted to be part of Crowley Cares. I understood, from the beginning, that if I managed to share with my colleagues my enormous desire to help others, we could achieve wonderful things—and this happened at an even higher level than expected. Thanks to the commitment of my peers and the endorsement of Crowley, we have created a positive impact in diverse social areas, providing real opportunities to those who need them most.”

Crowley in the Community: Helping Our Neighbors

Crowley is committed to the communities it serves. Our local impact work spans the regions where we live and includes on-the-ground employee engagement with humanitarian, health and service programs and organizations.



GUATEMALA
Crowley supported the **Adolfo Vides Urrutia Official Infant School No. 19** by painting one of its buildings, which benefited 150+ children, teachers and administrative staff.



PUERTO RICO
Crowley donated much-needed supplies to **Hospital del Niño** in San Juan to improve the living conditions of children residing in the hospital.



PANAMA
Crowley helped revitalize the **José Domingo Espinar** school by renovating various facilities, benefiting 800+ students and 40+ teachers and administrative staff.



HONDURAS
Crowley supported the **El Buen Samaritano Center**, which houses and cares for patients by cleaning the center and donating food and other necessities.

Crowley supported the **Amor y Vida** organization in Honduras by caring for children and youth with HIV and AIDS.

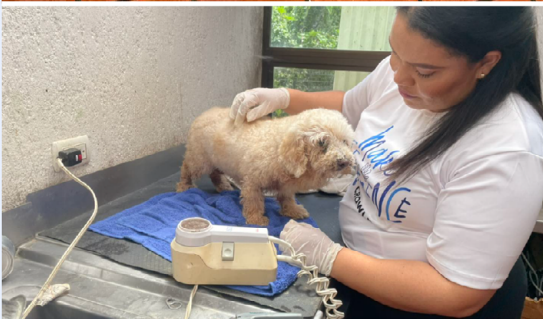


EL SALVADOR
Crowley joined forces with the **Hogar Remar** organization, which cares for children in situations of abuse, abandonment and need. The Crowley team helped renovate the library and donated a bakery oven to improve the organization's self-sustainability project.

Crowley supported the **Sara Zaldívar Nursing Home** by helping care for senior citizens and donating supplies for the community.



UKRAINE
Crowley Cares created the **Ukraine Humanitarian Support Campaign**, composed of pre-vetted non-profits committed to providing humanitarian aid to Ukrainians. Employees donated \$28,000+ to provide resources to refugees and victims of the war.



COSTA RICA
Crowley volunteered with the **Animales de Asís center**, which shelters vulnerable dogs and cats, caring for the animals and helping clean the facility.

FORT LAUDERDALE, FLORIDA

Crowley supported environmental efforts in South Florida by volunteering in beach clean-ups at a Fort Lauderdale beach.



ALASKA

Crowley partnered with the **Alaska Community Foundation** to support victims of Typhoon Merboc.

Crowley helped support wildfire relief efforts by donating \$5,000 to the **American Red Cross**.

JACKSONVILLE, FLORIDA

Crowley worked with the **First Coast Hispanic Chamber of Commerce**, **Three Grains of Rice** and other organizations to support the Jacksonville community in a mobile food drive.

Crowley contributed 4,000+ meals through **Feeding Northeast Florida** to help address food insecurity in the state.

Crowley worked with **Kamala's Kloset** to provide transgender, non-binary and gender non-conforming individuals better access to clothing by sorting donations received during their annual shoe drive.

Crowley participated in a clean-up day with **Jacksonville University's Marine Science Research Institute** to prepare the future site of a new research and OCEARCH facility in Mayport.

Crowley volunteers walked in the **River City Pride Parade** to celebrate LGBTQ+ pride.

Crowley employees walked at the **Leukemia & Lymphoma Light the Night** to raise funds to support access to treatments for blood cancer patients and fund life-saving research.

Crowley supported the **Boys and Girls Clubs of NEFL** by helping to provide permits for their new building construction.

Crowley volunteers mentored students through the **Big Brothers & Big Sisters' Beyond School Walls** program, encouraging personal and academic achievement among local youth.

WASHINGTON

Crowley supported the **Low-Income Housing Institute** in Seattle by providing volunteer labor to build houses.



Wreaths Across America: In Jacksonville, Philadelphia and Puerto Rico, Crowley volunteers supported Wreaths Across America by sponsoring and transporting veterans' wreaths to be laid at the nearby National Cemeteries to honor and remember servicemen and women.



Hurricane Ian Relief: Crowley supported the Hurricane Ian Relief and Recovery Campaign by donating \$8,400 to identify qualified non-profit organizations providing storm relief aid.



American Red Cross: Crowley's Honduras and Costa Rica employees participated in blood drives to help provide blood to local communities.



American Heart Association Heart Walk: In Jacksonville and Anchorage, Crowley volunteers walked at the American Heart Association Heart Walk to help raise money to fund lifesaving research and programs to combat cardiovascular disease and defects.

● SUSTAINABILITY
STRATEGY AND GOALS

● 2022 HIGHLIGHTS

● SUSTAINABILITY
STRATEGY PILLARS

● CLIMATE CHANGE IMPACTS:
RISKS AND OPPORTUNITIES

● DECARBONIZATION AND
EMISSIONS REDUCTION

● WASTE MANAGEMENT
AND REDUCTION

● OCEAN HEALTH
AND BIODIVERSITY

CHAPTER 3

Environment



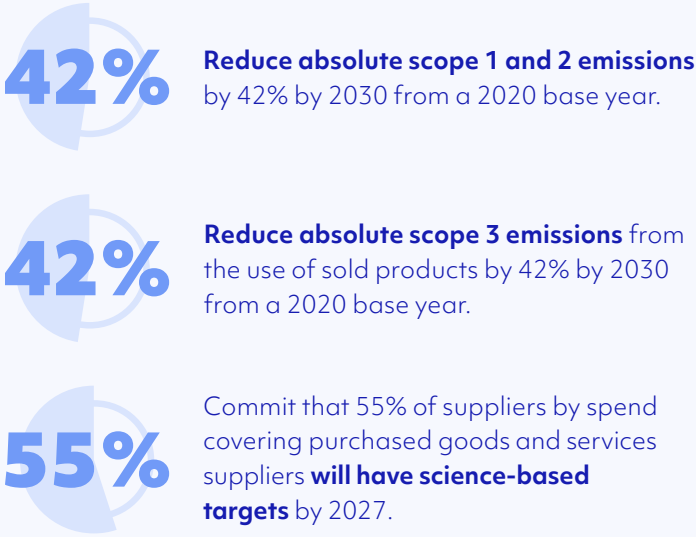
As a leading global shipping and logistics company, we remain dedicated to decarbonizing our operations and reducing emissions across our value chain. Though shipping is the most efficient mode of transport today, Crowley is finding ways to improve.

Sustainability Strategy and Goals

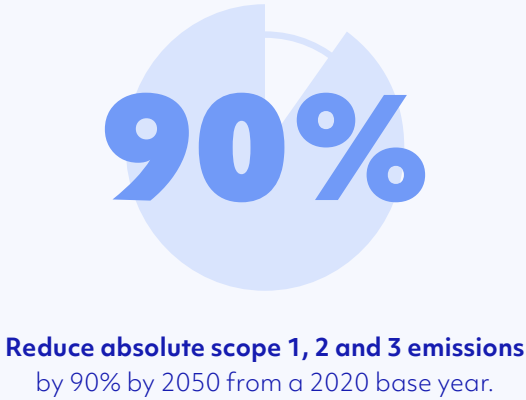
Crowley has committed to achieving net-zero greenhouse gas emissions across all scopes by 2050, on a path that aligns with science to limit global warming to 1.5 degrees Celsius above pre-industrial levels. As we pursue our goal of achieving net-zero by 2050, we recognize the

importance of interim targets. As such, we set near-term and long-term science-aligned emissions reduction targets. In addition to reducing carbon emissions, our efforts will reduce criteria pollutants to improve air quality near the places we live and work.

NEAR-TERM GOALS:



LONG-TERM GOALS:



2022 Highlights

We are proud of the strides we have made over the past year to create a more sustainable Crowley. Through our dedicated workforce and key industry partnerships, we made tremendous progress in 2022 that will continue in 2023 and in the years to come.



Received a grant to electrify JAXPORT



Piloted the use of biodiesel on vessels



Opened an LNG loading terminal in Puerto Rico



Co-designed a hybrid-electric passenger vehicle ferry

Sustainability Strategy Pillars

Crowley recognizes that ushering in a more sustainable future requires significant investment and collaboration. To guide us on our journey, we follow three pillars to help us achieve our sustainability ambition:

• **Influence and support our stakeholders to accomplish our sustainability goals.**

We understand that our sustainability journey is a team effort that requires collaboration both inside and outside our business. We are building a decarbonization model to identify customized pathways for each business unit. We are piloting alternative technologies and fuels that will reduce emissions and prioritizing partnerships to help reach our ambition. These include technologies such as port-side electrification, truck efficiency improvements and alternative fuel options, such as biodiesel, renewable diesel and hydrogen. We have already made progress in reducing GHG emissions by using JAXPORT's on-dock rail. In 2022 alone, we reduced GHG emissions by 621 metric tons of CO₂ by replacing 10,000 dray truck moves and 150,000 truck miles.

• **Increase transparency to drive organizational excellence.**

Crowley believes that accountability toward our goals is paramount for our stakeholders, so we have developed a roadmap to enhance transparency as we advance on our journey. Communicating the progress of our decarbonization efforts, internally and externally, is a top priority. Additionally, we are automating our Scope 1 and Scope 2 data in Salesforce Net Zero Cloud and plan to begin automating our Scope 3 data in 2023. Crowley obtained third-party assurance of its GHG inventory for the first time in 2021, and is currently going through the assurance process for 2022 data. This will ensure we report high-quality emissions data, establishing confidence in Crowley's digital expertise and commitment to decarbonization.

• **Inspire our workforce to embody sustainability as our shared value.**

We strive to connect every employee's effort to Crowley's sustainability mission. We are implementing an integrated employee engagement platform to build greater awareness and involvement in our sustainability, in addition to our DE&I and Crowley Cares initiatives.



Climate Change Impacts: Risks and Opportunities

RISKS:



Extreme weather events caused by climate change could cause **operational and supply chain disruption**.



Failing to make adequate progress on decarbonization could lead to a **loss in business**.



A disaster impacting one of our vessels could cause **reputational damage** to our company.

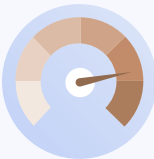


Regulations mandating operational efficiency requirements for global fleets could result in **significant changes for Crowley's existing assets**.



Consumer preferences shifting to renewable energy could **reduce the demand for LNG and petroleum**.

OPPORTUNITIES:



Decarbonizing our business will **encourage others in our value chain to follow suit**, accelerating towards a more sustainable future.



The increasing demand for low and zero-carbon fuel alternatives can provide **new business opportunities** for Crowley.



Documenting progress against our decarbonization goals will **increase confidence among our partners and customers**, potentially leading to more partnership opportunities.



As carbon capture becomes more common, demand for carbon transport will grow, presenting Crowley with a **potential new market**.



Becoming a partner of choice to support nearshoring in Central America could **increase business from the region** and contribute to a stronger Central American economy.



Our offshore wind capabilities put us in a position to **lead the shift** toward this promising renewable energy source.



Decarbonization and Emissions Reduction

We are committed to making the efficiency improvements necessary to minimize our operational footprint and reduce emissions while continuously striving to improve service. In tandem, we are also enhancing our measurement and data systems and last year began work to comply with new IMO regulations regarding the Energy Efficiency Existing Ship Index (EEXI) and the Carbon Intensity Indicator (CII) rating.

VESSEL EFFICIENCY ENHANCEMENTS

In 2022, we started monitoring vessel emissions on a per-voyage basis to identify ways to reduce fuel burn, improve efficiency and reduce emissions in 2023. We have also transitioned to exclusively using water-based paints when performing maintenance on dry containers to avoid the use of solvents that release volatile organic compounds (VOCs). Additionally, we are experimenting with new hull coatings to increase the efficiency of our vessels.

ELECTRIC VEHICLES AND FORKLIFTS

To further reduce land-side emissions, we are in the process of converting all our propane-powered forklifts to electric. We purchased new outdoor electric light-duty forklifts in 2022 to support our refrigerated container operations on our U.S. terminals. We are also working with companies that are developing electric yard trucks as part of a Port Infrastructure Development Grant through the U.S. Maritime Administration.

ENERGY CONSERVATION

We have several ongoing initiatives to improve energy conservation. These include installing LED lighting and smart thermostats with timers throughout our facilities and replacing outdated appliances with more energy efficient units.

LOW-SULFUR FUELS

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 (MGO) with the majority of the purchases being sub 15ppm sulfur, a 99.7% reduction against the minimal IMO requirements.

HARNESSING THE POWER OF LIQUID NATURAL GAS (LNG)

We are taking advantage of LNG as a transition fuel to bridge the gap between higher-emitting fuels and renewables. LNG is a highly efficient fuel, contributing less emissions than traditional marine fuels, enabling Crowley to provide the energy necessary to power the economy while reducing emissions. Our capabilities range from supplying small-scale LNG to integrating LNG into microgrids and providing end-to-end LNG supply chain solutions.

In 2022, we announced plans for four new modern LNG-powered container feeder ships, helping to expand our LNG operations by connecting U.S. markets to manufacturing hubs in Central America. These new, state-of-the-art vessels are critical to our nearshoring efforts as we seek to ensure supply chain resiliency while reducing emissions. The ships will be equipped with the latest technologies to reduce methane slippage, making these vessels the most environmentally efficient in their category.

Additionally, under contract with Crowley, Fincantieri Bay Shipbuilding started construction in 2022 on the largest LNG bunkering barge ever built in the United States. Crowley is responsible for designing the barge and, in partnership with Shell, will operate the vessel under a long-term charter. The barge will have the capacity to hold more than 3 million gallons of LNG, making it the largest Jones Act-compliant vessel of its kind.

LNG IN ACTION: POWERING PUERTO RICO

As an island that has been battered by the effects of climate change, Puerto Rico needs reliable energy to help drive economic growth. LNG provides an ideal fuel option to help transition to a low-carbon energy economy. In 2022, we opened an LNG Loading Terminal in Peñuelas to support the island’s economy by powering microgrids throughout the territory with a more sustainable energy source.

At full capacity, the new loading terminal will help provide a total 120MW of cleaner and more reliable energy to spur economic activity. The LNG Loading Terminal will allow industrial and commercial clients on the island to plan, monitor and produce their own energy while protecting their business from potential threats such as power outages or natural disasters.

LNG microgrids support smaller areas and use less infrastructure to provide power to fewer homes and businesses than traditional power grids. Their size and scale makes communities more resilient to storms and other disruptions because microgrids can be brought back online more quickly as people do not have to rely on repairs to distant parts of the grid to restore local power. Microgrids will be especially important to Puerto Rico’s resilience as the frequency and severity of storms will likely increase.

PORT MODERNIZATION

Modernizing the ports where we operate through electrification, rightsizing facilities, investing in alternative fuel equipment and building renewable energy capacity can help reduce our emissions. For instance, we partnered with Entergy Louisiana to connect our vessels operating out of the Port of Lake Charles to electricity instead of fossil fuel-powered generators while idling. The port estimates the transition will reduce emissions by more than 500 metric tons per year, equivalent to eliminating almost 1,300,000 miles driven by the average gasoline-powered passenger vehicle.

Additionally, in partnership with JAXPORT, we have received a federal grant under the Port Infrastructure

Development Program to support a \$14.6 million project to reduce emissions and add electric power to Crowley’s terminal. The grant, which will cover half the project’s costs, highlights the success of our strategic partnerships in mobilizing funding for necessary infrastructure. The JAXPORT project will add nearly two dozen pieces of zero-emission cargo handling equipment, including specialty yard tractors and forklifts, as well as charging stations for our supply chain services. The grant will also cover 160 new refrigerated cargo charging stations to replace fossil fuel-powered generators, improving air quality for workers and port-side communities.



KYLE CAMPEAU
CAPTAIN, MV TAÍNO

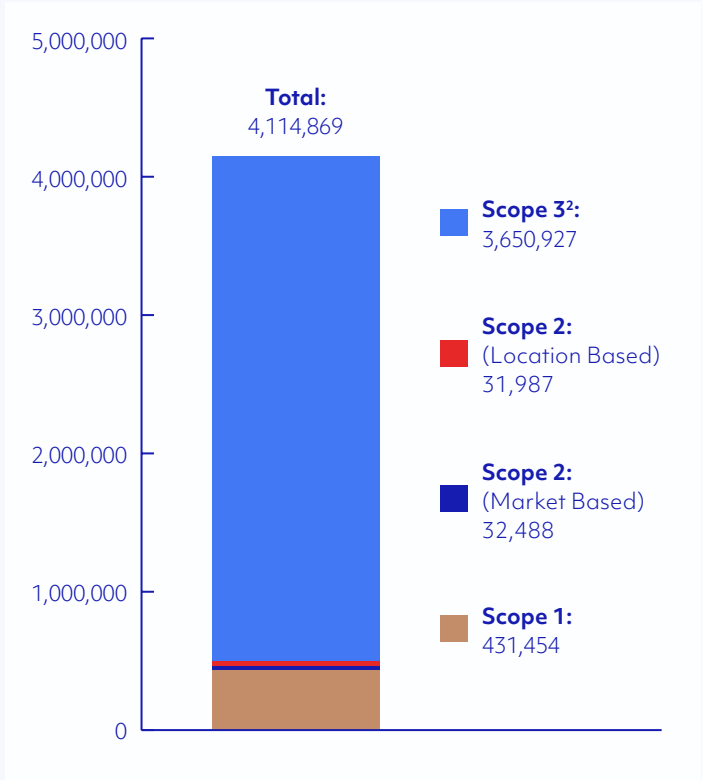
Kyle’s primary responsibility as Captain is to make sure the crew, the ship, the cargo and the environment are always kept safe.

“My main sustainability focus is fuel consumption. The deck officers and I frequently engage with our terminal managers to keep cargo operations moving as efficiently as possible. Once we sail, I manage vessel speed to meet our customer expectations while also reducing fuel consumption—continuing our path towards net zero carbon emissions. Taíno’s engineering officers are intimately familiar with the complications of our LNG fuel system and have maintained an “On Gas” percentage that is truly second to none.

ENERGY AND GHG EMISSIONS METRICS

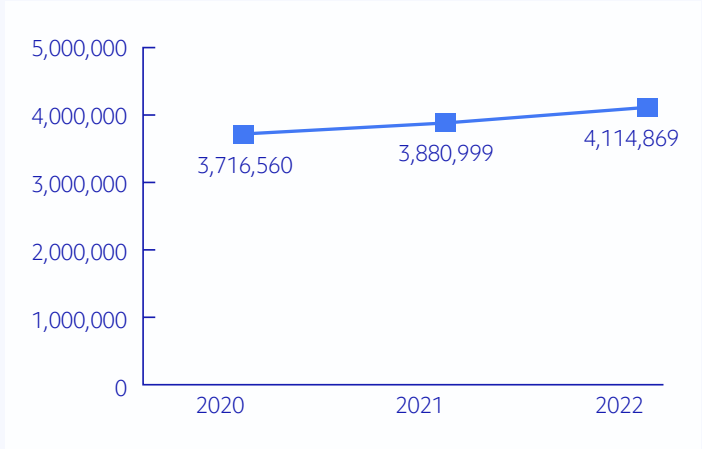
2022 Emissions by Scope¹

Metric Tons CO₂e



Year over Year Total Emissions

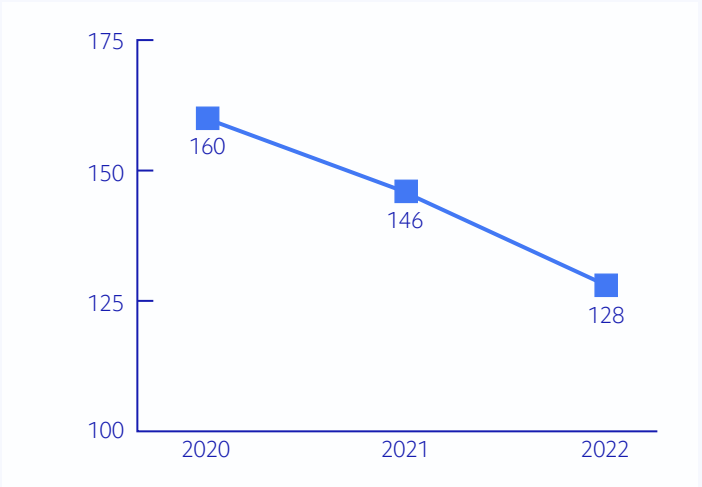
Metric Tons CO₂e



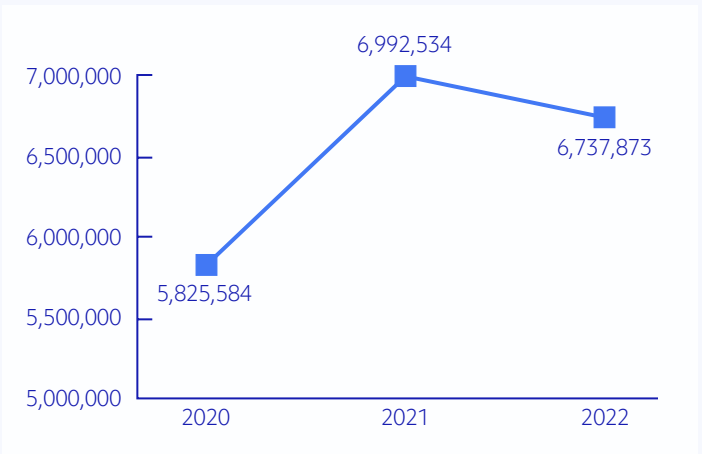
1. Conversion factors sourced from the U.S. EPA Center for Corporate Climate Leadership’s GHG Emission Factor Hub, eGRID, the Green-e Residual Mix, DECC’s GHG Conversion Factors for Company Reporting and the International Energy Agency
2. Estimated based on the Greenhouse Gas Protocol Scope 3 (Corporate Value Chain) Evaluator Tool
3. Conversion factors sourced from the American Petroleum Institute and U.S. Energy Information Administration
4. Includes fuel and electricity use within and outside of Crowley

Year over Year Emissions Intensity Ratio

Scope 1+2 Metric Tons CO₂e per 1 Million USD Revenue

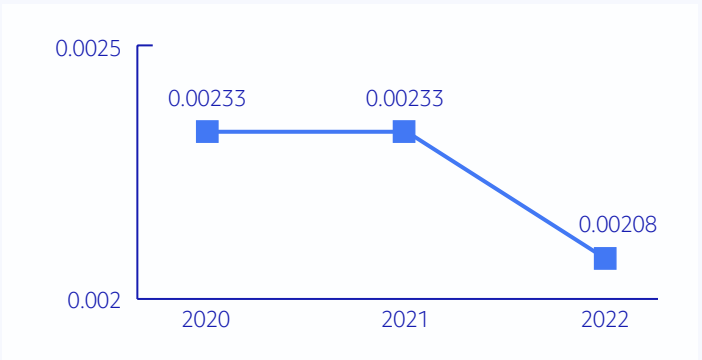


Year over Year Total Energy Use (GJ)³



Year over Year Energy Intensity Ratio⁴

GJ per 1 USD Revenue



The Port of the Future: Envisioning Optimized and Low-Emission Port Infrastructure

This graphic portrays what may one day be included in a "port of the future," illustrating how new zero- and low-emission technologies and sustainability could be integrated throughout to optimize performance, enhance efficiency and reduce climate impact.

Note: This graphic is not drawn to scale, nor does it reflect a formal plan for a single terminal. Its purpose is to illustrate future possibilities in the maritime industry.

Solar panels found throughout the port provide zero-emission electricity to the microgrid.

More solar panels sit atop refrigerated containers to maximize solar output.

Charging stations use electricity from the microgrid to fuel electric trucks and cargo handling equipment (CHE) that service the port.

The microgrid powers the port with minimal emissions through electricity derived from solar, methanol, Liquefied Natural Gas (LNG) and hydrogen.

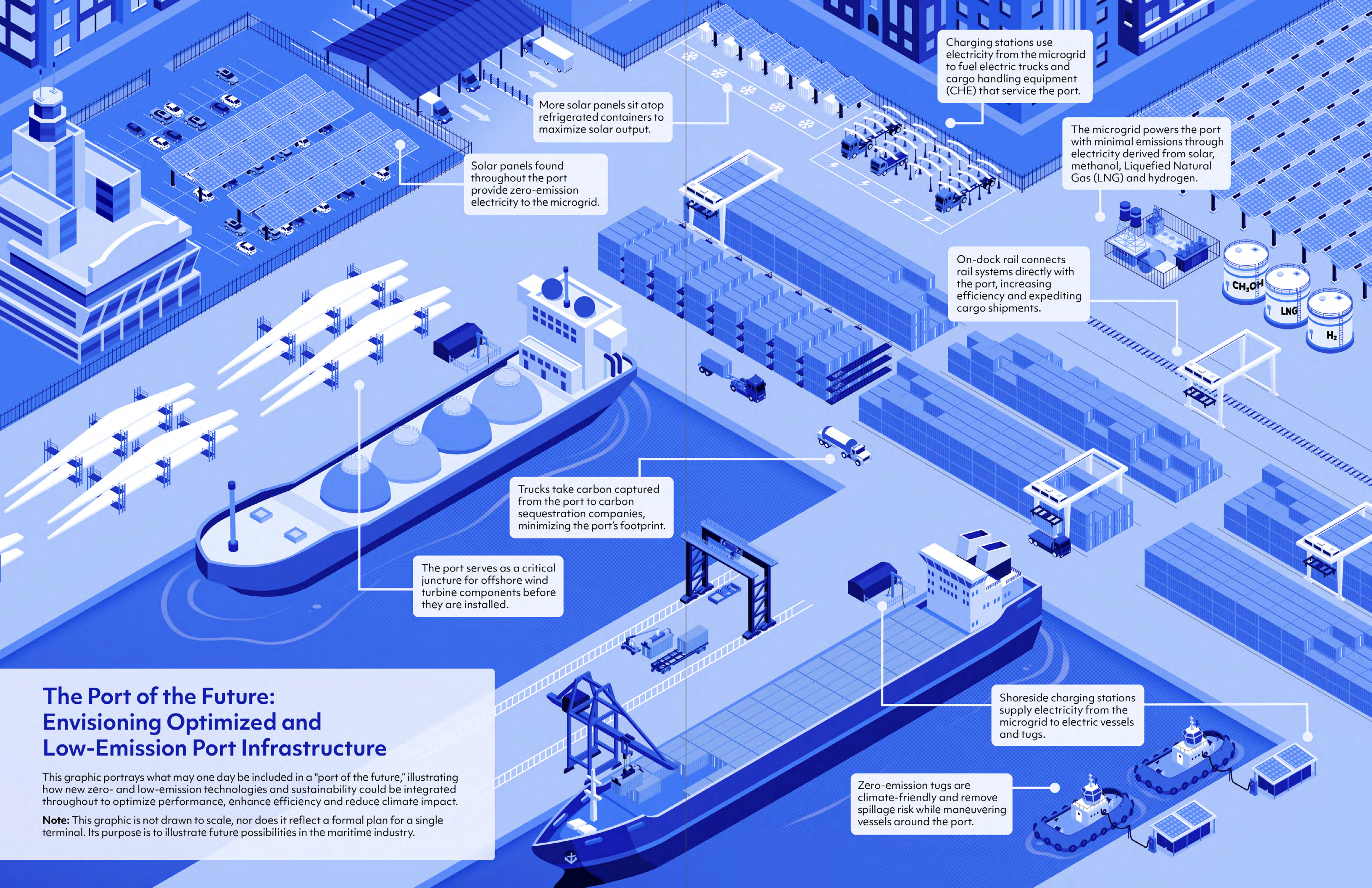
On-dock rail connects rail systems directly with the port, increasing efficiency and expediting cargo shipments.

Trucks take carbon captured from the port to carbon sequestration companies, minimizing the port's footprint.

The port serves as a critical juncture for offshore wind turbine components before they are installed.

Shoreside charging stations supply electricity from the microgrid to electric vessels and tugs.

Zero-emission tugs are climate-friendly and remove spillage risk while maneuvering vessels around the port.



WIND ENERGY DEVELOPMENT

There is great potential in the U.S. wind energy market given the government’s commitment and private sector initiatives to increase the country’s clean energy supply. It is expected that there will need to be around \$100 billion of investment by 2030 to reach the U.S.’s national offshore wind target. Crowley can enable this undertaking by offering full-service logistics and transportation services from start to finish. With a fleet of Jones Act-

compliant vessels, we can deliver wind turbine components, foundations and related supplies to nearshore and offshore project sites safely and efficiently, and support turbine installation and maintenance with specialized teams.

We have launched Crowley Wind Services to take advantage of the immense opportunity that wind energy offers through a 5-pillar strategy:



MARINE TERMINALS

Control & operate highly utilized and automated terminal facilities for key tenants while leveraging the real estate to warehouse components and support offshore wind services.



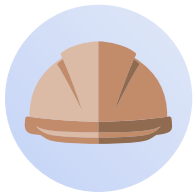
SUPPLY CHAIN MANAGEMENT SERVICES

Provide both supply chain solutions and lifecycle management through digital platforms and data analytics, including procurement and marine management.



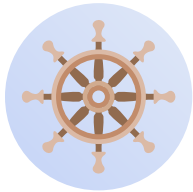
MARINE TRANSPORT & OPERATIONS

Leverage Crowley land and sea assets to provide specialized transport of construction and maintenance components.



CONSTRUCTION & INSTALLATION SOLUTIONS

Leverage Crowley capabilities to support the construction and development of offshore wind farms focusing on project management and execution.



OPERATIONS & MAINTENANCE (O&M) SOLUTIONS

Invest in and operate O&M marine transport fleet (SOVs) as the entry point to broader O&M support which will leverage the lifecycle management platform and talent pipeline partnerships.

To champion this burgeoning industry, Crowley is helping to build the workforce necessary to support offshore wind projects, through partnerships with local universities and high schools in areas where we are developing terminals. In Humboldt Bay, CA, we have partnered with the College of

the Redwoods and California Polytechnic State University, and in Salem, Massachusetts, we have partnered with the Massachusetts Maritime Academy to provide early career and training opportunities. We are committed to serving as partners to these communities by training the workforce of the future.



ARKETA HOWARD
 DIRECTOR, BUSINESS DEVELOPMENT
 CROWLEY WIND SERVICES

Arketa is responsible for leading initiatives that build and execute the Crowley Wind Services brand, strengthen marketing and communications, foster strategic partnerships and expand relationships with policymakers, industry leaders and other influencers and stakeholders.

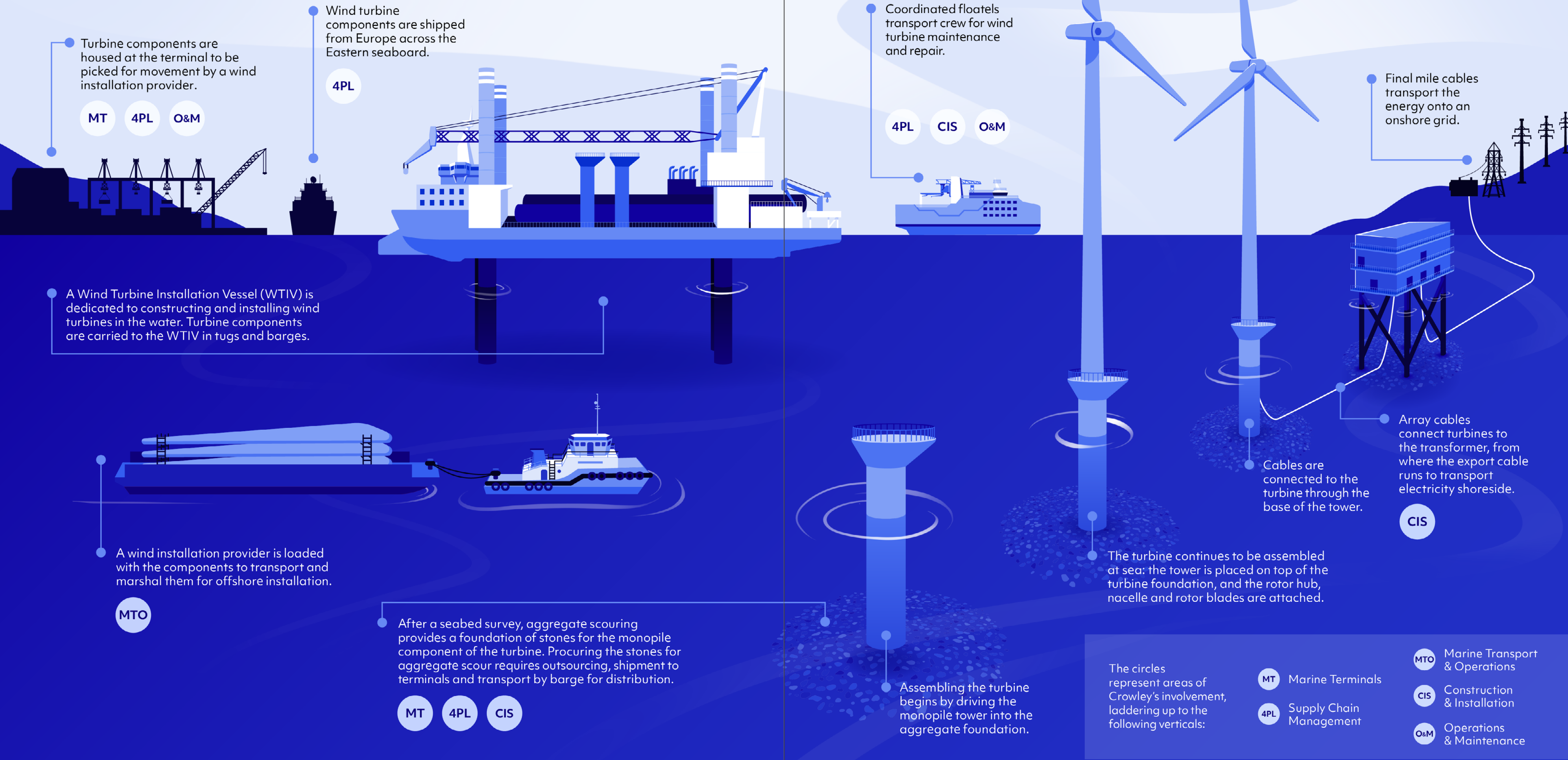
“Over the last 130 years, Crowley has continuously met the moment and offshore wind is no different. We are best positioned and uniquely aligned to succeed in the offshore wind space due to our ability to leverage existing relationships, services, assets, products and expertise while remaining agile. The ongoing evolution of this new industry continues to provide opportunities to expand the Crowley footprint across the nation and beyond.”



Crowley Wind Services: Charting the Way for New Clean Energy

This illustration demonstrates the process of offshore wind turbine assembly and installation. Crowley manages and executes integral supply chain and service operations for the rapidly expanding clean energy business and is closely involved in many of the illustrated steps. As a champion of this developing industry, Crowley Wind Services operates in five areas of offshore wind development: Marine Terminals, Marine Transport & Operations, Supply Chain Management, Operations & Maintenance and Construction & Installation.

Note: This illustration is not drawn to scale. It captures the installation process of one offshore wind turbine and the elements of Crowley Wind Services that are involved.



Waste Management & Reduction

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

TIRE RETREADING

We are proud to have partnered with [Vipal Rubber](#) to retread 50,000 tires over the past 6 years, extending the lives of the tires on our trucks' chassis. This will keep tires out of landfills, and is also the equivalent of saving around 2 million liters of oil and 300 tons of steel. Once Crowley's tires reach the end of life, they are sent to recycling companies for reuse in other materials. Retreading also helps lower costs by reducing how frequently we need to buy new tires.



Ocean Health and Biodiversity

To protect ocean health and biodiversity in the ecosystems in which we operate, we are committed to preventing and mitigating environmental impacts. We are devoted to preparing our staff to effectively manage vessel disasters that could harm the environment. We conduct yearly exercises in different locations to provide our employees with realistic scenarios of how a disaster might unfold so they can practice executing their roles and responsibilities. In 2022, we ran a worst-case-scenario oil spill simulation in Valdez, Alaska, with 150 in-person participants and about 350 additional virtual participants. The exercise helped bring to light the need to secure the services of more strategic vendors to ensure we are well-positioned for quick deployment should an emergency occur.

We also began onboarding International Bird Rescue, an international nonprofit that rehabilitates oiled wildlife, as a strategic partner in 2022 to train officers on how to minimize damage to marine ecosystems from an oil spill.

BALLAST WATER & BIOFOULING MANAGEMENT

When traveling between locations, vessels can unintentionally transport invasive species to new habitats through ballast water systems, disrupting local ecosystems and threatening native species. To prevent this contamination and protect biodiversity, Crowley uses various ballast water management strategies, including ballast water treatment, across applicable vessels. We also take great care to prevent biofouling, the accumulation of aquatic organisms on vessels and other machinery. All of Crowley's ATBs and owned and joint venture tankers voluntarily follow IMO guidelines on biofouling, regardless of regional requirements. Through these efforts, we go beyond compliance with regional and international regulations to protect biodiversity.

SUSTAINABILITY INVESTMENTS IN HONDURAS

Our facilities in Honduras undertook several sustainability initiatives in 2022. We converted a 20-foot container into a warehouse equipped with solar panels to provide the team with electricity while saving fuel and being environmentally friendly. To further improve lighting efficiency in our



GIESY ESCOBAR
LAND TRANSPORTATION MANAGER,
CROWLEY HONDURAS

Giesy is responsible for the entire land transportation operation of Honduras. She manages the relationships between local unions and carriers, leading all land cargo from Honduras to the entire Central American region and Mexico. She also ensures full compliance of the entire service chain from its point of origin to its destination.

Through my 20-year career with Crowley, I've worked on providing the most cost-efficient and sustainable solutions. For example, more efficient routes make the most out of fuel and our time on the road. Having a broad overview of each cargo movement optimizes the fleet and avoids unnecessary movements that generate extra costs and greenhouse gas emissions. I have learned that there is always a way to be both cost efficient and sustainable.

Honduran operations, we switched to LED lights throughout our facilities, helping reduce energy consumption. By collecting and revitalizing used rocker arms, we prevented 4.31 tons of steel waste. Lastly, our teams worked to recover refrigerant gas from reefer units, to prevent release of ozone-depleting substances and GHG emissions.

● KEY GLOBAL AND INDUSTRY DRIVERS

● STRATEGIC PRIORITIES

● 2022 HIGHLIGHTS

● GOVERNANCE FRAMEWORK

● RISK MANAGEMENT

● ETHICS AND COMPLIANCE

● TECHNOLOGY AND
DIGITAL TRANSFORMATION

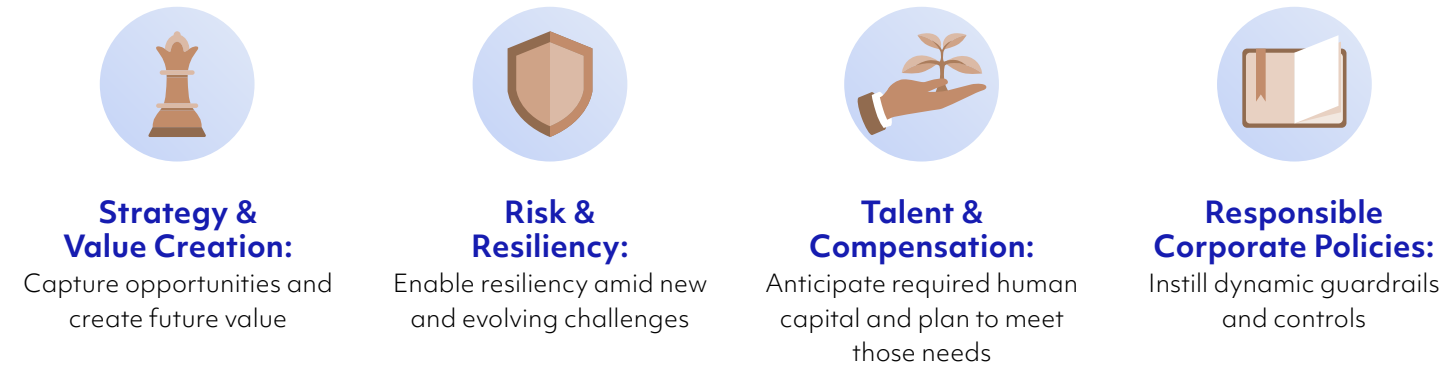
CHAPTER 4

Governance



Our values of integrity, sustainability and drive underpin our Board and Senior Leadership Team's approach to ESG oversight and management. We ingrain our culture of high ethical standards and compliance with laws and regulations into all business interactions, decision making and relationships. We stand up for the safety and welfare of our people in everything we do, treating them with honesty, fairness and respect. We do not shy away from challenges to transform and optimize our operations to exceed our customers' expectations.

Four core governance functions inform Crowley's approach to enterprise-wide governance:



Key Global and Industry Drivers

In 2022, several key risks, opportunities and macroeconomic trends informed our operations and decision-making. Labor shortages across our industry continue to present challenges to daily operations. Revolutionizing our IT systems and teams to consolidate information has required a great deal of coordination and labor to minimize disruptions and risk. Persistent inflation and forecasts of economic weakness informed our actions around financial management and our engagement with key customers and vendors. Anticipating a

potential recession, we focused on reducing costs by finding efficiencies and boosting productivity. We also anticipate continually shifting environmental regulations, which will impact the costs of compliance and could affect our business's viability in certain markets. At the same time, we see great opportunities to thrive in the long term, including the shift from globalization to regionalization and the resulting need for nearshoring solutions in Central America to optimize a global supply chain.



Strategic Priorities

In 2022, we expanded our strategic business priorities to include sustainability as a top focus across the organization. Below are our business priorities, which will continue through 2023 and beyond.



2022 Highlights



Governance Framework

We are currently evaluating our governance framework to maximize effectiveness and creating Advisory Boards to get outside input into each Business Unit’s strategic objectives.

CHAIRMAN AND CEO

Thomas B. Crowley, Jr.

BOARD OF DIRECTORS

Engagement: Defines critical company issues that require board oversight and clarifies risk management approaches

Structure: Allocates roles between the board and committees while remaining fluid based on company needs

Operations: Verifies that meeting schedules and agendas are formalized and tailored to needs of the company

Decision-Making: Maintains delegated authority matrix and specifies approval requirements

SENIOR LEADERSHIP TEAM

Ensures corporate governance KPIs are monitored and considered during informed decision-making.

Chief Operating Officer: Ray Fitzgerald

Chief People Officer: Megan Davidson

Chief Financial Officer: Dan Warner

Chief Legal and Risk Officer, Corporate Secretary: Parker Harrison

Chief Marketing Officer: John Claybrooks

Chief Strategy Officer: Deepak Arora

Chief Information Officer: Erika Grazioso

Senior Vice President and General Manager, Crowley Solutions: Shiju Zacharia

Senior Vice President and General Manager, Crowley Logistics: Brett Bennett

Senior Vice President and General Manager, Crowley Shipping: Matt Yacavone

Senior Vice President and General Manager, Crowley Wind Services: Bob Karl

CORPORATE OFFICERS

Vice President and Treasurer: Steve Himes, Jr.

Vice President, Tax, and Assistant Treasurer: Richard Lamb, Jr.

Vice President and Controller: Tony Otero

Vice President, General Counsel and Assistant Corporate Secretary: Reece Alford

Vice President & Acting General Manager, Crowley Fuels: Kathy Fontaine

BUSINESS UNIT ADVISORY BOARDS

(Chaired by Business Unit General Managers)

Provide industry expertise and challenges management on decision-making.

Current Advisory Boards

Solutions: 3 members, with a goal of 5

Logistics: 5 members

Advisory Boards in Development

Shipping: 4-5 members

Wind: 4-5 members

BUSINESS UNITS

Responsible for executing on business strategy, managing operations and generating revenue/controlling costs.

Solutions

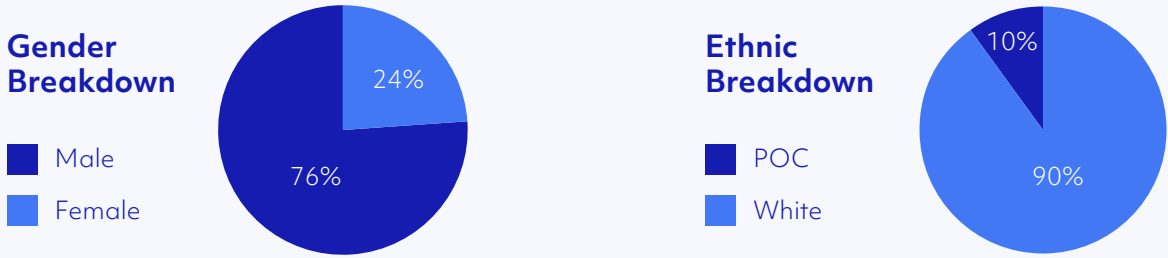
Logistics

Shipping

Wind

Fuels

SENIOR LEADERSHIP TEAM DIVERSITY



GOVERNANCE ROLES AND RESPONSIBILITIES

Senior Leadership Team (SLT) members are educated on ESG matters through regular Sustainability Steering Committee (SSC) meetings to help advance the team’s collective knowledge, skills and experience in sustainable development. In 2023, we plan to engage

members of the SLT in a climate risk workshop to further bolster their expertise.

The SSC meets monthly to report on progress and discuss challenges and feedback. SLT business unit reviews occur twice each year, which provide Business Unit leaders an opportunity to share sustainability updates. Outside of these meetings, the Business Units and SLT stay in close contact through regular meetings and digital correspondence.

TEAMS, ROLES, AND THEIR RESPONSIBILITIES



Risk Management

Crowley performs an enterprise risk assessment annually to identify, prioritize and align resources to address the most critical risks facing the company. Identifying our top risks starts with peer benchmarking, industry research and identification of internal risk. The list is refined through discussions between our Enterprise Risk Committee, finance team, business unit leaders and Senior Leadership Team, resulting in a final list of risks and associated risk events and drivers, which are updated throughout the year.

This assessment helps corporate departments align their plans and activities to mitigate risk. In 2022, our Enterprise Risk Governance Committee engaged the Crowley business units and the Corporate Strategy Department to incorporate risk discussions in their strategic planning and management practices. Treating this as our baseline, we will continue to improve our risk management function to automate our processes, create more frequent risk assessments and better leverage risk analysis in strategic planning.

The risk assessment will be performed semi-annually, starting in 2023. It will identify our top 10 enterprise risks, which will be assigned to specific owners in the SLT. Our newly created Risk Committee will convene quarterly to monitor risk mitigation efforts and redirect resources as necessary as the risk landscape evolves.

Ethics and Compliance

Our core value of Integrity shapes every interaction between Crowley employees, customers, suppliers and other key stakeholders. We go beyond compliance to protect our employees and our environment. We leverage our diversity of people and ideas and treat each other with decency and respect.

The Crowley Code of Conduct governs all Crowley employees' actions and decisions, and our Supplier Code of Conduct applies to our contracted partners and vendors. All full-time management staff receive ethics and compliance training. If any employee or other stakeholder has a question or needs to report an issue or complaint, they can visit the EthicsPoint portal or call directly.

To uphold the integrity of our business, we have strict policies and procedures in place to prevent bribery and corruption. We prohibit all employees from giving, offering or promising anything of value, directly or indirectly, to or for the benefit of any public official with the intent to influence any public act or to influence any public official to



HARSH VORA (HE/HIM)

PRINCIPAL DATA SCIENTIST

Harsh is responsible for developing advanced analytics and automation products that enable data-driven decision-making across operations and commercial teams. Additionally, Harsh and his analytics team grow and maintain Crowley's data and analytics platforms to democratize digital innovation and self-service analytics in the enterprise.

Our goal is to become a data-driven organization that leverages automated decision-making to improve operations, enhance the customer experience, increase agility and reduce barriers to innovation. We seek to empower every employee to develop digital products and disrupt the supply chain industry.

commit or aid in the commission of any act in the violation of the law. All employees are subject to the U.S. Foreign Corrupt Practices Act (FCPA) as well as any other anti-corruption laws in the locations where Crowley operates. All Crowley employees have received communication on the organization's anti-corruption policies.

We also offer employees guidance on managing conflicts of interest to ensure they always act in the company's best interest. We provide a series of questions for our employees to consider when faced with a potential conflict of interest. If an employee feels they are engaged in a conflict of interest, they are instructed to disclose the conflict to the Ethics & Compliance SharePoint site or by contacting the Internal Audit, Ethics & Compliance Department.

Technology and Digital Transformation

Crowley's data and technology power some of the world's most critical supply chains. Our ongoing digital transformation will help us better leverage real-time information from one end of the logistics supply chain to the other, and provide customers with the visibility they need for their supply chains to move with agility.

Our digital transformation has three objectives:

- **Centralize data from operational, commercial and sustainability into a data warehouse.**
- **Use a singular platform to develop predictive and prescriptive analytics that enable all users through no-code, low-code and full-code capabilities.**
- **Democratize data engineering and machine learning activities through employee upskilling programs.**

In 2022, we made progress toward these objectives by hiring a Chief Information Officer and unifying disparate IT management processes and organizations. This transformation will allow us to create a strategic direction for the deployment of technology, which will help us meet customer needs more efficiently and improve internal transparency.

WORKFORCE DEVELOPMENT

With any significant business transformation comes accompanying talent development, training and culture change. Consolidating our technology teams into one organization allows us to identify opportunities for employees to grow their careers across the broader organization and learn new skills, bolstering retention. As part of Crowley's digital transformation progress, our Talent and Development team has created an online learning program, Data X, to train employees on critical data skills. In partnership with the Coursera learning platform, Data X offers virtual courses in business analytics, data science, computer systems and machine learning taught by instructors from leading universities and organizations.

In addition to Data X, Crowley's Advanced Citizen Data Scientist Program (ACDS), in partnership with the University of North Florida (UNF), helps to bridge the gap between operational and advanced analytics. The program is ideal for Crowley employees who want to dive into data analysis and improve existing processes, even if their primary function remains outside of analytics and statistics.

DATA PRIVACY AND CYBERSECURITY

Crowley is committed to safeguarding the data of our customers, partners and employees through stringent security and privacy practices. Through our adaptive cybersecurity system, we monitor emerging threats and use external guidance and internal analytics to remain agile in support of shifting 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.

One of our top priorities is training employees to use digital systems safely to prevent breaches and reduce the risk of cyberattacks. In 2022, we continued to increase the level of maturity around cybersecurity and our risk posture, thanks to the adoption of innovative software and an internal education and upskilling campaign to help employees recognize the various methods of potential threats. Our commitment to data safety does not end there. We have a fully developed incident response protocol that will allow key employees to act quickly in the unlikely event of a cyberattack.



CHAPTER 5

ESG Reporting Indices

● GRI INDEX

● SASB INDEX



Global Reporting Initiative (GRI) Disclosures

Crowley has reported the information cited in the content index below for the period from January 1, 2022 to December 31, 2022 with reference to the GRI Standards.

GRI Disclosure	Disclosure Description	Location or Relevant Information			
2-1	Organizational details	Welcome, pg. 06			
2-3	Reporting period, frequency and contact point	About This Report, pg. 09			
2-4	Restatements of information	2021 emissions data has been updated from our 2021 Sustainability Report to more accurately reflect our data. In 2022, Crowley went through a methodology refinement process and limited assurance by a third-party, resulting in these changes.			
2-5	External assurance	Crowley is currently working with Ruby Canyon Environmental (RCE) to verify our 2022 GHG emissions inventory. In 2022, we received verification with a limited level of assurance from RCE for 2021 GHG emissions data.			
2-6	Activities, value chain and other business relationships	Welcome, pg. 06 Partners and Suppliers, pg. 32			
2-7	Employees	All figures included below are as of EOY, 12/31/2022.			
		Employee Categories			
		Category	Permanent/Full-Time Personnel	Temporary Personnel	Total Global Personnel <i>Permanent/Full-time + Temporary</i>
		Total	5,483	1,808	7,291
		Gender			
		Female	1,276	418	1,694
		Male	4,207	1,390	5,597
		Region			
		U.S.	4,535	1,499	6,034
		Central America	946	306	1,252
		Australia	1	1	2
		Germany	1	2	3
		Notes: In 2021, our Permanent/Full-Time Personnel total only included Full-Time Administrative (Admin) employees. This year’s number includes that plus permanent Union-Mariners, Non-Union-Mariners and Shoreside.			
		Overall headcount decreased by 15% compared to 2021. This is mostly due to a 37% decrease in Union-Mariner headcount, because 11 vessels were decommissioned (sold or no longer contracted with Crowley).			

GRI Disclosure	Disclosure Description	Location or Relevant Information	
2-7 (cont'd)	Employees	Key Definitions	
		Permanent/ Full-Time Personnel	Includes all active full-time/permanent admin, union mariners, non-union mariners and shoreside personnel
		Temporary Personnel	Includes only active temporary personnel
2-9	Governance structure and composition	Governance Framework, pg. 60	
2-11	Chair of the highest governance body	Thomas B. Crowley, Jr. is the Chief Executive Officer and Chairman of the Board of Directors, pg. 06	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance Roles and Responsibilities, pg. 61	
2-13	Delegation of responsibility for managing impacts	Governance Roles and Responsibilities, pg. 61	
2-14	Role of the highest governance body in sustainability reporting	The Board of Directors, CEO and Senior Leadership Team are responsible for reviewing and approving the information shared in this sustainability report. The review process includes individual reviews of content, a review by Crowley's legal team and meetings to discuss the content and direction of the report.	
2-15	Conflicts of interest	Ethics and Compliance, pg. 62 Our cross-functional Ethics & Compliance Steering Committee shares information and reviews reporting, investigations, legal actions and other such activities that relate to conflicts of interest.	
2-16	Communication of critical concerns	Critical concerns are communicated to Crowley's Senior Leadership Team through defined policies and protocols in the Company's governance. In addition, Crowley utilizes an incident management response plan that requires formal serious incident notifications to be issued, including Senior Leadership. In the event that an incident management team is required, Crowley requires an information officer to monitor and report critical concerns, threats and communicate inquiries of a critical nature to Senior Leadership. Ethics and Compliance, pg. 62	
2-17	Collective knowledge of the highest governance body	Governance Roles and Responsibilities, pg. 61	
2-19	Remuneration policies	Leadership and Performance, pg. 24	
2-21	Annual total compensation ratio	The ratio of the annual total compensation for the highest-paid individual to median annual total compensation (excluding the highest-paid individual) was 80:1. The ratio of the percentage increase in annual total compensation to median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) was 3:1.	

GRI Disclosure	Disclosure Description	Location or Relevant Information
2-22	Statement on sustainable development strategy	A Letter from Thomas B. Crowley, Jr., Chairman and Chief Executive Officer, pg. 06
2-23	Policy commitments	Ethics and Compliance, pg. 62 Human Rights, pg. 27
2-26	Mechanisms for seeking advice and raising concerns	Ethics and Compliance, pg. 62
2-28	Membership associations	Organizations We Support, pg. 34
2-29	Approach to stakeholder engagement	Stakeholder Engagement, pg. 13
2-30	Collective bargaining agreements	Labor Relations, pg. 27
3-1	Process to determine material topics	Materiality and Strategy, pg. 12
3-2	List of material topics	Materiality and Strategy, pg. 12
GOVERNANCE		
Corporate Governance, Ethics & Compliance		
3-3	Management of material topics	Governance Framework, pg. 60
205-2	Communication and training about anti-corruption policies and procedures	Ethics and Compliance, pg. 62
205-3	Confirmed incidents of corruption and actions taken	There have been zero confirmed incidents of corruption.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There have been zero legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which Crowley has been identified as a participant.
415-1	Political contributions	Crowley does not use corporate funds to make direct contributions to candidates for federal office, political parties, political action committees (PACs), super PACs, political committees, 527 groups, ballot question committees or 501(c)(4) organizations, or to pay for independent expenditures. We maintain a federal PAC, which allows eligible Crowley employees to pool their resources and support candidates whose positions are consistent with Crowley's. We report all Crowley PAC contributions to federal candidates to the Federal Election Commission as required by law.

GRI Disclosure	Disclosure Description	Location or Relevant Information
Data Privacy and Cyber Security		
3-3	Management of material topics	Data Privacy and Cybersecurity, pg. 63
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There have been zero substantiated complaints concerning breaches of customer privacy and losses of customer data.
Physical Security of Assets and Infrastructure		
3-3	Management of material topics	<p>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.</p> <p>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.</p>
Emergency Preparedness, Resilience and Adaptation		
3-3	Management of material topics	<p>Each Crowley business is responsible for maintaining emergency preparedness, response and business continuity plans. They each identify by name an incident commander and alternate for each emergency response plan or business continuity plan. Every business conducts drills, exercises and training in accordance with a defined schedule for each emergency response and business continuity plan. Crowley personnel must be trained to respond to hazards, incidents and emergency situations involving employees and business partners working on Crowley properties and owned or managed assets.</p> <p>A more complete management approach inclusive of resilience and adaptation is currently in development.</p>
201-2	Financial implications and other risks and opportunities due to climate change	We are conducting this analysis now and will report on this information in the 2023 sustainability report.
Sustainable Customer Solutions and Innovation		
3-3	Management of material topics	Customers, pg. 28

GRI Disclosure	Disclosure Description	Location or Relevant Information			
ENVIRONMENT					
Greenhouse Gas and Energy Use					
3-3	Management of material topics	Decarbonization and Emissions Reduction, pg. 45			
302-1	Energy consumption within the organization	Energy and GHG Emissions Metrics, pg. 47			
		Energy Source	Energy Use (GJ) ⁱ		
			2020	2021	2022
		Gasoline	7,693	8,312	12,359
		Diesel	717,902	778,106	840,569
		Jet Fuel	5,119	2,896	101
		Liquefied Natural Gas	1,434,363	1,657,100	1,480,659
		Marine Gasoil	3,392,787	4,246,909	4,389,536
		Heating Oil	10,974	6,206	18,640
		Propane	5,726	44,323	14,439
		Electricity	251,020	282,290	288,335
		Total	5,825,584	6,993,142	7,044,638
		302-2	Energy consumption outside of the organization	Energy consumption outside of the organization: 288,335 GJ	
	2020			2021	2022
Energy Use (GJ)	251,020			282,290	288,335
302-3	Energy intensity	Energy and GHG Emissions Metrics, pg. 47			
305-1	Direct (Scope 1) GHG emissions	Energy and GHG Emissions Metrics, pg. 47			
		Emission Scope ⁱⁱ	Metric Tons CO ₂ e ⁱⁱⁱ		
		Scope 1	2020	2021	2022
			369,090	405,174	431,454

GRI Disclosure	Disclosure Description	Location or Relevant Information			
305-2	Energy indirect (Scope 2) GHG emissions	Energy and GHG Emissions Metrics, pg. 47			
		Emission Scope ⁱⁱ	Metric Tons CO ₂ e ⁱⁱⁱ		
		Scope 2	2020	2021	2022
			Location Based: 29,291	Location Based: 32,056	Location Based: 31,987
		Market Based: 29,929	Market Based: 33,119	Market Based: 32,488	
305-3	Other indirect (Scope 3) GHG emissions	Energy and GHG Emissions Metrics, pg. 47			
		Emission Scope ⁱⁱ	Metric Tons CO ₂ e ⁱⁱⁱ		
		Scope 3 ^{iv}	2020	2021	2022
			3,318,179	3,443,769	3,650,927
305-4	GHG emissions intensity	Energy and GHG Emissions Metrics, pg. 47			
			2020	2021	2022
		Scope 1 + 2 Metric Tons CO ₂ e Per 1	160	146	128
		Million USD Revenue			
305-5	Reduction of GHG emissions	Decarbonization and Emissions Reduction, pg. 45			
Ocean Health and Biodiversity Impacts					
3-3	Management of material topics	Ocean Health and Biodiversity, pg. 55			
303-1	Interactions with water as a shared resource	Ballast water management systems are installed on a vast majority of our vessels to minimize the transfer and release of invasive species into the surrounding environment. 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.			
		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 Agency's stormwater requirements for our land-based facilities.			

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

ii. 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.

iii. Gases included in Scope 1, 2 and 3 disclosures: CO₂, CH₄, N₂O.

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

GRI Disclosure	Disclosure Description	Location or Relevant Information
Air Quality and Pollutants		
3-3	Management of material topics	Decarbonization and Emissions Reduction, pg. 45
Effluents, Chemicals, and Hazardous Waste		
3-3	Management of material topics	Many of our vessels are equipped with onboard United States Coast Guard-approved oily water separators to safely discharge bilge water into the sea. For Crowley vessels without oily water separators, we use reputable and vetted waste reception services to ensure their oily bilge water is responsibly pumped and landed ashore to approved reception trucks and facilities.
303-2	Management of water discharge-related impacts	Crowley vessels operate in waters that are regulated under international, federal, regional, state and / or local water quality regulations. Vessel operational effluent discharge standards are established based on these regulations.
306-3	Waste Generated	Crowley had zero significant spills in 2022.
Resource Use and Waste Reduction		
3-3	Management of material topics	Waste Management and Reduction, pg. 54
306-2	Management of water discharge-related impacts	Waste Management and Reduction, pg. 54
SOCIAL		
Workplace Health and Safety		
3-3	Management of material topics	Employee Health and Safety, pg. 26
403-1	Occupational health and safety management system	Employee Health and Safety, pg. 26
403-2	Hazard identification, risk assessment, and incident investigation	Employee Health and Safety, pg. 26
403-3	Occupational health services	Employee Health and Safety, pg. 26
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety, pg. 26

GRI Disclosure	Disclosure Description	Location or Relevant Information																
403-5	Worker training on occupational health and safety	Employee Health and Safety, pg. 26																
403-6	Promotion of worker health	Employee Health and Safety, pg. 26																
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety, pg. 26																
403-9	Work-related injuries	<table><tr><th>Outcome from Assessments</th><th>Response</th></tr><tr><td>Number of fatalities as a result of work-related injury</td><td>0</td></tr><tr><td>Number of high-consequence work-related injuries</td><td>79</td></tr><tr><td>Rate of high-consequence work-related injuries</td><td>1.13</td></tr><tr><td>Number of recordable work-related injuries</td><td>196</td></tr><tr><td>Rate of recordable work-related injuries</td><td>2.8</td></tr><tr><td>Top three types of work-related injury</td><td>Sprain/strain/tear, contusion, laceration</td></tr><tr><td>Number of hours worked</td><td>12,370,663 hours</td></tr></table>	Outcome from Assessments	Response	Number of fatalities as a result of work-related injury	0	Number of high-consequence work-related injuries	79	Rate of high-consequence work-related injuries	1.13	Number of recordable work-related injuries	196	Rate of recordable work-related injuries	2.8	Top three types of work-related injury	Sprain/strain/tear, contusion, laceration	Number of hours worked	12,370,663 hours
		Outcome from Assessments	Response															
		Number of fatalities as a result of work-related injury	0															
		Number of high-consequence work-related injuries	79															
		Rate of high-consequence work-related injuries	1.13															
		Number of recordable work-related injuries	196															
		Rate of recordable work-related injuries	2.8															
		Top three types of work-related injury	Sprain/strain/tear, contusion, laceration															
		Number of hours worked	12,370,663 hours															
		Crowley businesses identify health, safety and environmental (HSE) risks and create and maintain one or more registers to include identified personal, operational and process safety risks. Crowley maintains systems and processes to mitigate risks identified in the register(s) and maintains trained and competent personnel capable of reporting, recording and investigating incidents, including near misses. Crowley implements, as appropriate, management worksite safety visits and Peer to Peer safety observation systems alongside a control of work system including the requirement to stop unsafe work. System requirements are monitored and managed through a management safety meeting held at least quarterly.																
Rates were calculated based on 200,000 hours worked. No workers have been excluded from this disclosure. Internally all injuries are classified and work hours are collected as per OSHA standards.																		
For more information, see Employee Health and Safety, pg. 26																		
Talent Attraction, Retention, and Development																		
3-3	Management of material topics	Recruitment and Retention, pg. 23																

GRI Disclosure	Disclosure Description	Location or Relevant Information					
401-1	New employee hires and employee turnover	The 2022 data below includes Full-Time Admin employees, plus permanent Union-Mariners, Non-Union Mariners and Shoreside.					
		Category	# of New Hires	New Hire Rate	Employee Turnover	Turnover Rate	
		Overall	882	16.08%	553	10.08%	
		Age Group					
		<30	298	33.79%	120	21.70%	
		30–50	447	50.68%	285	51.54%	
		>50	137	15.53%	148	26.76%	
		Gender					
		Female	223	25.28%	135	24.41%	
		Male	659	74.72%	418	75.59%	
		Region					
		U.S.	749	84.92%	468	15.37%	
		Central America	129	14.97%	85	84.63%	
		Australia	1	0.11%	0	0.0%	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Health and Safety, pg. 26 Crowley Employee Benefits					
401-3	Parental leave	All figures included below are as of EOY, 12/31/2022.					
		Category			Total	Female	Male
		Number of Employees Entitled to Parental Leave			1,855	718	1,137
		Number of Employees who Took Parental Leave			45	17	28
		Number of Employees who Returned to Work After Parental Leave			39	16	23
404-1	Average hours of training per year per employee	Category		Average Hours of Training			
		Gender					
		Female		27			
		Male		14			

GRI Disclosure	Disclosure Description	Location or Relevant Information	
404-1 (cont'd)	Average hours of training per year per employee	Category	
		Average Hours of Training	
		Employee Type	
		Admin	29
		Union-Mariner	4
		Union-Shoreside	3
		Non-Union Mariner	0.4
404-2	Programs for upgrading employee skills and transition assistance programs	Career Development and Leadership, pg. 23	
404-3	Percentage of employees receiving regular performance and career development reviews	In 2022, Union-Mariners were the only person group at Crowley with required performance and career development reviews.	
		Crowley's 2022 performance management process for Admin consisted of ongoing employee-supervisor conversations. Admin were encouraged to discuss performance with their manager at least once per month and document these check-ins. The number and frequency of check-ins is flexible. Guidance on the performance management process and expectations were provided via the company's intranet.	
		Crowley's People and Culture team is currently redesigning the performance management process for 2023 and beyond to include a regular year-end performance appraisal that will be standard for administrative employees.	
		Category	Percentage of Employees Represented, of Those who Received a Regular Performance and Career Development Review in 2022
		Gender	
		Female	36%
		Male	64%
		Employee Type	
		Admin	74%
		Non-Union Mariner	0%
		Union-Mariner	21%
		Union-Shoreside	0%
Diversity, Equity and Inclusion			
3-3	Management of material topics	Diversity, Equity and Inclusion, pg. 20	
405-1	Diversity of governance bodies and employees	Diversity, Equity and Inclusion, pg. 20	

GRI Disclosure	Disclosure Description	Location or Relevant Information
405-2	Ratio of basic salary and remuneration of women to men	Women to men in Senior Management, Director level and above: 85%
Labor Management and Human Rights		
3-3	Management of material topics	Labor Relations, pg. 27 Human Rights, pg. 27
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Code of Conduct for Contractors and Suppliers Labor Relations, pg. 27 Human Rights, pg. 27 Supplier Responsibility, pg. 33
408-1	Operations and suppliers at significant risk for incidents of child labor	We do not have operations or suppliers at significant risk for incidents of child labor or young workers exposed to hazardous work. We comply with all federal, state and local child labor laws regarding the hiring of and work conditions for individuals who are under 18 years of age. Crowley's Code of Conduct for Contractors and Suppliers , as well as its policies and business terms, reflect these principles by prohibiting human trafficking and the use of child or forced labor.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We prohibit the holding of any person in slavery or servitude, the use of all forms of forced, bonded or compulsory labor and the engagement in human trafficking. Code of Conduct for Contractors and Suppliers
Community Engagement and Support		
3-3	Management of material topics	Communities, pg. 34
Supplier Responsibility		
3-3	Management of material topics	Supplier Responsibility, pg. 33

GRI Disclosure	Disclosure Description	Location or Relevant Information												
204-1	Proportion of spending on local suppliers	9% of Crowley's procurement budget used for significant locations of operation is spent on suppliers local to that operation. Locally sourced is defined as the vendor distribution center or headquarters located within 50 miles of the requestors of significant site location. Locally sourced is also defined as sourced within the same state in the US where distance from significant site location is not available.												
308-2	Negative environmental impacts in the supply chain and actions taken	183 suppliers were assessed for environmental impacts either through EcoVadis or an internal assessment. Suppliers were assessed based on adherence to laws and alignment with sustainability goals.												
		<table><tr><th>Outcome from Assessments</th><th>Response</th></tr><tr><td>Numbers of suppliers assessed for environmental impacts</td><td>183</td></tr><tr><td>Number of suppliers identified as having potential negative environmental impacts</td><td>14</td></tr><tr><td>Number of suppliers identified as having actual negative environmental impacts</td><td>0</td></tr><tr><td>Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment</td><td>24%</td></tr><tr><td>Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why</td><td>0%</td></tr></table>	Outcome from Assessments	Response	Numbers of suppliers assessed for environmental impacts	183	Number of suppliers identified as having potential negative environmental impacts	14	Number of suppliers identified as having actual negative environmental impacts	0	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	24%	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why	0%
		Outcome from Assessments	Response											
		Numbers of suppliers assessed for environmental impacts	183											
		Number of suppliers identified as having potential negative environmental impacts	14											
		Number of suppliers identified as having actual negative environmental impacts	0											
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	24%													
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why	0%													
Societal Benefits of Business Activities														
3-3	Management of material topics	A Letter from Thomas B. Crowley, Jr., Chairman and Chief Executive Officer, pg. 06 About Crowley, pg. 08												
203-2	Infrastructure investments and services supported	Economic Impact, pg. 08 Communities, pg. 34 Decarbonization and Emissions Reduction, pg. 45												

Sustainability Accounting Standards Board (SASB) Disclosures

SASB Code	Metric	Disclosure / Explanation
SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS		
Greenhouse Gas Emissions		
TR-MT-110a.1	Gross global Scope 1 emissions	Gross global Scope 1 emissions: 431,454 Metric tons (t) CO ₂ -e
TR-MT-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Environment, pg. 42
TR-MT-110a.3	(1) Total energy consumed (2) percentage heavy fuel oil (3) percentage renewable	Total energy consumed: 7,044,638 GJ 100% of energy consumed was heavy fuel oil. 0% was renewable.
TR-MT-110a.4	Average Energy Efficiency Design Index (EEDI) for new ships	The average EEDI for new ships was 4.64 Grams of CO ₂ per ton-nautical mile.
Air Quality		
TR-MT-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	These metrics are not tracked at this time
Ecological Impacts		
TR-MT-160a.1	Lost time incident rate (LTIR)	This metric is not available at this time.
TR-MT-160a.2	Percentage of fleet implementing ballast water (1) exchange and (2) treatment	29% of Crowley's fleet implements ballast water exchange and 39% of Crowley's fleet implements ballast water treatment. 22% of Crowley's fleet does not use ballast water. These numbers do not sum to 100% due to alternative ballast water management strategies. Alternative ballast water management strategies include using U.S. or Canadian public potable water as ballast, not discharging ballast water or discharging ballast water only in the location where it was sourced. Work began in 2022 to ensure the Crowley vessels are compliant with new IMO regulations regarding ballast water treatment. Water treatment capabilities will be installed on all applicable vessels that are required by international and domestic regulations.
TR-MT-160a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	Crowley had zero spills in 2022. As there were zero spills, the aggregate volume was also zero.

SASB Code	Metric	Disclosure / Explanation
SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS		
Employee Health & Safety Business Ethics		
TR-MT-320a.1	Lost time incident rate (LTIR)	Crowley's lost time incident rate was 1.13.
TR-MT-510a.1	Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	There were 34 calls at ports in countries that have the 20 lowest rankings in the Transparency International's Corruption Perception Index.
TR-MT-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Crowley lost \$0 as a result of legal proceedings associated with bribery or corruption.
Accident & Safety Management		
TR-MT-540a.1	Number of marine casualties, percentage classified as very serious	Crowley is currently standardizing how we measure marine casualties across the organization and will report this metric in our 2023 report. This information is measured differently in each region based on varying regulations. For further health and safety data, see GRI disclosure 403-9. Employee Health and Safety, pg. 26
TR-MT-540a.2	Number of Conditions of Class or Recommendations	There were 138 Conditions of Class or Recommendations in 2022. This number includes all owned (fully and joint-ventured) classed vessels that are operating under a Document of Compliance that is associated with a Crowley entity. This number is not available for in-chartered vessels.
TR-MT-540a.3	Number of port state control (1) deficiencies and (2) detentions	There were 24 port state control deficiencies and 1 port state control detention in 2022. This number is not available for in-chartered vessels.
ACTIVITY METRICS		
TR-MT-000.A	Number of shipboard employees	Non-Union Mariner: 35 Union Mariner: 2,047 Total number of shipboard employees: 2,082
TR-MT-000.B	Total distance traveled by vessels	Vessels traveled 2,111,896.7 nm in 2022. This number includes distance travelled for 69% of the fleet, including all owned and operated container and tanker vessels. It does not include our harbor or offshore towing vessels.
TR-MT-000.C	Operating days	There were 22,900 operating days in 2022.
TR-MT-000.D	Deadweight tonnage	Deadweight tonnage: 1,288,772 thousand deadweight tons This represents DWT for 88% of our shipping fleet. There are 13 vessels that are not assigned DWT.
TR-MT-000.E	Number of vessels in total shipping fleet	Within Crowley's fleet, 108 vessels are inside the greenhouse gas inventory boundaries and are the basis for data provided in the Activity Metrics.
TR-MT-000.F	Number of vessel port calls	There were 3,429 vessel port calls.
TR-MT-000.G	Twenty-foot equivalent unit (TEU) capacity	15,929 TEU capacity