



2023  
**SUSTAINABILITY  
UPDATE**

## Summary

In 2023, Crowley continued its evolution toward a sustainable future as a diverse, growing company. Through stewardship of the planet's resources, greater inclusion of people and decisive actions on ethics and accountability, Crowley achieved milestones on our path to reaching our sustainability goals, including our commitment to reach net-zero emissions by 2050.

This update serves as an interim report on Crowley's progress supporting environmental, social and governance initiatives, summarizing key actions and providing full data disclosures on metrics and processes. The comprehensive [data disclosure table for GRI and SASB Index reporting is available here](#).

## SAFEGUARDING THE ENVIRONMENT

As a leading global maritime, energy and logistics solutions company, Crowley is committed to decarbonization throughout our value chain. Crowley continued its journey to reduce emissions in 2023, understanding that decarbonization is a long-term action that requires partnership and innovation at land and sea.

### EMPLOYEE FEATURE

*As the nation's first fully electric harbor tug, the eWolf provides 70 short tons of bollard pull alongside its zero-emissions operation — this vessel is set to redefine towing operations. Its development has been a true collaborative effort, from design to operations. I take pride in my involvement from the outset, offering insights to enhance design for safer and more efficient operations. As we undertake complex tasks in San Diego, I am excited about the eWolf and its role in shaping the future for both our environment and our industry.*



**Joshua Ferguson**  
Captain

# 2023 HIGHLIGHTS



We began constructing the first Jones Act service operations vessel, a hybrid ship that will support the development of clean energy from offshore wind starting in Virginia in 2026.



As we evaluate and develop modernization and electrification solutions at our ports and warehouses, we continue to integrate low- and zero-emission equipment, such as electric forklifts, hybrid vehicles and charging equipment.



The Chamber of Shipping of America (CSA) recognized 85 Crowley vessels and their crews for a cumulative 782 years of safe environmental practices and operations, demonstrating our commitment to safety in everything we do.



Crowley and partners began construction of the microgrid shoreside charging station with solar capabilities to provide energy to Crowley's eWolf, the first all-electric, zero-emissions ship assist tugboat in the U.S., which later began service in 2024 in San Diego, California.



Crowley achieved a score of B from CDP (formerly known as the Carbon Disclosure Project), continuing the company's improvement over past years. This score is above average in the intermodal transportation and logistics sector.



As the U.S. wind energy market develops, Crowley advanced the design and permitting to begin construction of a wind services terminal in Salem, Massachusetts, that will support offshore wind energy installations in the commonwealth and the broader region.

# ELEVATING PEOPLE

## Integrating Engagement and Corporate Citizenship into Crowley's Strategy

In 2023, we enhanced our corporate citizenship strategy to invest in partnerships that embrace four pillars: education; environmental sustainability; inclusive excellence; and health and wellness. This approach cultivates broader talent pipelines, aligns with our growth strategies and helps us better reflect the communities where we serve with a more engaged workforce.

## Crowley Impact – A Sustainability-led Engagement Platform

We implemented Crowley Impact, our sustainability engagement platform, where employees can take sustainable actions through campaigns, idea boards, giving and volunteering. As a result, employees engaged in 12,970 individual actions supporting sustainability in 2023.

## Transforming Communities Through Crowley Cares



Over **1,200** volunteers dedicated more than **8,000** hours to causes in their communities, including honoring veterans, mentoring future generations, donations for rescued dogs, donating equipment for wildlife preservation and planting trees and communal gardens.



Our employees, along with the company's 50% match, donated over **\$154,000** to **190** organizations.

## EMPLOYEE FEATURE

*By leading the Crowley Cares committee in Central America, I've helped employees contribute beyond financial aid. Crowley's commitment to community impact encourages volunteering. In my seven years at Crowley, I've been involved in corporate citizenship, meeting people where they are and making a difference in their lives, which supports my mission to leave a positive mark.*



**Maria Rosa**

Logistics Operations Supervisor,  
Central America & Crowley Cares Lead

## Evolving People-Oriented Innovation to Grow

Developing new, advanced solutions, Crowley has built partnerships and enhanced internal opportunities to provide innovative technologies that serve customers and our people in new ways.

|                                                                  |                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Crowley Innovation Expo                                          | The inaugural event hosted nearly 300 people, including over 20 startups and six companies in which Crowley has invested across five countries. Attendees connected with startups, learned about the latest market trends and explored opportunities to partner and invest.          |
| Innovation Cohort on Artificial Intelligence                     | Eighteen Crowley employees and five University of North Florida (UNF) team members identified opportunities to monetize AI products and services, resulting in three business cases approved for development.                                                                        |
| Improving Mariners' Experience with Starlink High-Speed Internet | Crowley began implementing Starlink's technology on applicable U.S. commercial, government and international vessels owned or operated by Crowley. Starlink, a SpaceX product, provides high speed network access for mariners' job duties, career development and personal welfare. |

## Elevating Engagement and Inclusion

Crowley's business resource groups are a strategic asset, enabling our people to advance their careers and businesses in concert with our diversity, equity & inclusion (DE&I) plan, which includes our strategic goals and aspirations for gender parity, Black employee representation and growth, and LGBTQ+ inclusion. Crowley enhanced its business resource groups by adding two groups, one representing Asian American Pacific Islander employees and a group representing Christian employees, bringing the total to nine groups. In addition, working with the Stronger Together LGBTQ+ group, Crowley increased inclusion by adding same-sex partners to health insurance benefits in Central America (except Nicaragua), going beyond legal requirements.



### New and Evolved Business Resource Groups



#### **Amplify AAPI | Asian American Pacific Islander (AAPI) community**

*Supported book donations and Hawaii Wildfire Relief.*



#### **By Grace | Multidenominational Christian group**

*Built community through prayer sessions and Bible studies.*



#### **Multigen Connection | Cross-generational group**

*Evolved from early-career development to promote multigenerational collaboration.*

# INTEGRITY & STEWARDSHIP

In 2023, Crowley continued to strengthen its commitment to ethics, strategic risk mitigation and accountability, contributing to our overall resilience and success. Through new initiatives and actions, we reinforced transparency, accountability and ethical conduct across our company and operations.

For example, Crowley committed to a community benefits agreement to support the sustainability of the Massachusetts city of Salem. Under the agreement, a shared, local oversight committee will govern the long-term results of investments associated with the Salem Offshore Wind Terminal's development.

In addition, Crowley continued its focus on information and systems security. As digital threats continue to evolve, Crowley invested in advanced technologies and increased employee training and education to proactively reduce and mitigate cyber risks.

Crowley enhanced its employee compensation process to align with key business metrics, including financial performance, sustainability and DE&I. Crowley also enhanced its Code of Conduct and implemented a digital Compliance Hub to unify ethics practices, policies and procedures.

## EMPLOYEE FEATURE

*Crowley's engineering services set out to improve our quality by implementing a quality management system focused on a process-based governance model. In 2023, we achieved certification for ISO 9001:2015, widely considered the worldwide standard for quality management systems. We remain dedicated to continually improving our process to ensure consistent, high-quality outcomes and practices that reinforce our management system to be efficient, repeatable, and robust.*



**Nick Loeffler**

Director of Strategy,  
Ports and Infrastructure,  
Crowley Engineering Services

In 2023, Crowley's sustainability team led a climate risk assessment to identify critical areas for managing climate-related risks that could affect our business. The assessment identified physical impacts, such as hurricanes, sea level rise and workforce interruption.

The review also highlighted transition impacts on the company, which include capital costs of repowering assets, regulatory uncertainty and the availability and market landscape of alternative fuels. As a result, with the engagement and support of Crowley's Senior Leadership Team, the company developed a strategy that integrates sustainability into business practices, enhances business continuity, reinforces pro-active planning and emphasizes growing partnerships to build more resilience in our culture.

## General Disclosures, Activity Metrics, and Materiality

| Topic                             | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Metric Reference              |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>Organization and Reporting</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                               |
| Organization Details              | Crowley is a privately held, U.S.-owned and -operated corporation headquartered in Jacksonville, Florida with significant operations in the United States mainland and Alaska, Puerto Rico, Honduras, Costa Rica, Guatemala, El Salvador, Nicaragua and Panama. Crowley provides logistics, marine and energy solutions for commercial and government customers through five primary business units: Crowley Logistics, Crowley Shipping, Crowley Wind Services, Crowley Fuels and Crowley Land Transportation. | GRI 2-1<br>GRI 2-2<br>GRI 2-6 |
| Reporting Period                  | Crowley reports annually on our sustainability progress. This report documents performance and activities for the 2023 calendar year (January 1 – December 31, 2023).                                                                                                                                                                                                                                                                                                                                           | GRI 2-3<br>GRI 2-14           |
| Internal Review                   | The Board of Directors, CEO and Senior Leadership Team (SLT) are responsible for reviewing and approving the information shared in this sustainability report. The review process includes individual reviews of content and a review by Crowley's legal team.                                                                                                                                                                                                                                                  |                               |
| Point of Contact                  | Please reach out to sustainability@crowley.com with any comments or questions.                                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |
| External Assurance                | Crowley engages a third-party on a contractual basis to verify our greenhouse gas emissions inventory each year. For years 2000 – 2023, we have received Limited Assurance in accordance with ISO 14064-3:2006 Greenhouse Gases - Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.                                                                                                                                                                         | GRI 2-5                       |

# General Disclosures, Activity Metrics, and Materiality

| Topic              | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Metric Reference           |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>Materiality</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                            |
| Material Topics    | <p>Crowley conducted a formal materiality assessment in 2021, which included assessing the business’s economic, environmental, and social impacts, surveying internal and external audiences, benchmarking against our peers, and researching industry standards. Our materiality matrix is being refreshed in 2024 and results will be published in our 2024 report.</p>  | <p>GRI 3-1<br/>GRI 3-2</p> |

## General Disclosures, Activity Metrics, and Materiality

| Topic                         | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |           |             | Metric Reference   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|-------------|--------------------|
| Materiality                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |           |             |                    |
| Management of Material Topics | Discussion of management of Crowley’s material issues can be found in our <a href="#">2021</a> and <a href="#">2022</a> Sustainability reports. An update to material issue management will be provided in our 2024 report.                                                                                                                                                                                                                                                               |         |           |             | GRI 3-3            |
| Employees                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |           |             |                    |
| Methodology                   | In 2023, Crowley revised our methodology in how we define our employee population year over year to better reflect changes in the overall workforce landscape. Permanent employees includes all full-time and part-time admin, union mariner, non-union mariner, and union shoreside employees. This differs from previous years’ reporting where total employees included contractors. Our contractor workforce performs a variety of work including administrative and warehouse roles. |         |           |             | GRI 2-7<br>GRI 2-8 |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Regular | Temporary | Contractors |                    |
| Gender                        | Female                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1,312   | 92        | 198         |                    |
|                               | Male                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4,008   | 1,012     | 316         |                    |
| Location                      | U.S.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4,332   | 1,078     | 424         |                    |
|                               | Central America                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 984     | 22        | 86          |                    |
|                               | Australia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3       | 0         | 3           |                    |
|                               | Germany                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1       | 4         | 1           |                    |
| Totals                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 5,320   | 1,104     | 514         |                    |
| Shipboard Employees           | 1,950                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |           |             | SASB TR-MT-000.A   |

## General Disclosures, Activity Metrics, and Materiality

| Topic                                         | Response  |           |                                                                                                                                                                                                                                                                                                                                                                                                                          | Metric Reference |
|-----------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Activity Metrics                              | 2022      | 2023      |                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |
| Total Shipping Fleet                          | 108       | 121       | Includes all vessels within the scope of the corporate emissions inventory. Excludes vessels that were managed and/or crewed by Crowley entities in 2023 but for which Crowley does not contractually have operational control.                                                                                                                                                                                          | SASB TR-MT-000.E |
| Deadweight Tonnage (thousand deadweight tons) | 1,288     | 1,453     | Deadweight tonnage (DWT) is defined as the difference between the displacement and the mass of the empty vessel at any given draft and is a measure of a ship's ability to carry various items such as cargo, ballast water, and crew. Crowley's total DWT includes 107 vessels assigned a value. The remaining vessels in our inventory have not been not assigned a DWT value by their flag or classification society. | SASB TR-MT-000.D |
| Twenty-foot Equivalent Unit (TEU) Capacity    | 15,929    | 18,536    | TEU capacity includes 13 container, 2 CON-RO and 3 barge vessels that carry container cargo for Crowley.                                                                                                                                                                                                                                                                                                                 | SASB TR-MT-000.G |
| Total Distance Traveled (nautical miles)      | 2,111,897 | 3,256,160 | Includes all vessels in total shipping fleet, with the exception of ship assist and harbor escort tugs on the U.S. West Coast and barges under operational control of third-party customers.                                                                                                                                                                                                                             | SASB TR-MT-000.B |
| Operating Days                                | 22,900    | 30,274    | Includes all vessels in total shipping fleet.                                                                                                                                                                                                                                                                                                                                                                            | SASB TR-MT-000.C |
| Vessel Port Calls                             | 3,429     | 4,307     | Includes all vessels in total shipping fleet, with the exception of barges under operational control of third-party customers. Additionally, number of port calls was not available for Alaska fuel delivery tugs and barges.                                                                                                                                                                                            | SASB TR-MT-000.F |

## Environmental Action

| Topic                                      | Response                                                                                                                                                                                                               | Metric Reference               |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Greenhouse Gas (GHG) and Energy Use</b> |                                                                                                                                                                                                                        |                                |
| Energy Consumption within the organization | Conversion factors sourced from the U.S. Energy Information Administration and the American Petroleum Institute                                                                                                        | GRI 302-1<br>SASB TR-MT-110a.3 |
|                                            | <i>Energy Source</i>                                                                                                                                                                                                   |                                |
|                                            | <i>Energy Use (GJ)</i>                                                                                                                                                                                                 |                                |
|                                            |                                                                                                                                                                                                                        |                                |
|                                            | <b>2021</b>                                                                                                                                                                                                            |                                |
|                                            | <b>2022</b>                                                                                                                                                                                                            |                                |
|                                            | <b>2023</b>                                                                                                                                                                                                            |                                |
|                                            | Gasoline                                                                                                                                                                                                               |                                |
|                                            | 8,312                                                                                                                                                                                                                  |                                |
|                                            | 12,359                                                                                                                                                                                                                 |                                |
|                                            | 14,253                                                                                                                                                                                                                 |                                |
|                                            | Diesel                                                                                                                                                                                                                 |                                |
|                                            | 778,106                                                                                                                                                                                                                |                                |
|                                            | 840,569                                                                                                                                                                                                                |                                |
|                                            | 927,766                                                                                                                                                                                                                |                                |
|                                            | Jet Fuel                                                                                                                                                                                                               |                                |
|                                            | 2,896                                                                                                                                                                                                                  |                                |
|                                            | 101                                                                                                                                                                                                                    |                                |
|                                            | 107                                                                                                                                                                                                                    |                                |
|                                            | LNG                                                                                                                                                                                                                    |                                |
|                                            | 1,657,100                                                                                                                                                                                                              |                                |
|                                            | 1,480,659                                                                                                                                                                                                              |                                |
|                                            | 1,376,343                                                                                                                                                                                                              |                                |
|                                            | Marine Gasoil                                                                                                                                                                                                          |                                |
|                                            | 4,246,909                                                                                                                                                                                                              |                                |
|                                            | 4,389,536                                                                                                                                                                                                              |                                |
|                                            | 4,230,538                                                                                                                                                                                                              |                                |
|                                            | B20                                                                                                                                                                                                                    |                                |
|                                            | -                                                                                                                                                                                                                      |                                |
|                                            | -                                                                                                                                                                                                                      |                                |
|                                            | 29,323                                                                                                                                                                                                                 |                                |
|                                            | R99                                                                                                                                                                                                                    |                                |
|                                            | -                                                                                                                                                                                                                      |                                |
|                                            | -                                                                                                                                                                                                                      |                                |
|                                            | 101,678                                                                                                                                                                                                                |                                |
|                                            | Heating Oil                                                                                                                                                                                                            |                                |
|                                            | 5,596                                                                                                                                                                                                                  |                                |
|                                            | -                                                                                                                                                                                                                      |                                |
|                                            | 11,432                                                                                                                                                                                                                 |                                |
|                                            | Propane                                                                                                                                                                                                                |                                |
|                                            | 11,323                                                                                                                                                                                                                 |                                |
|                                            | 14,439                                                                                                                                                                                                                 |                                |
|                                            | 3,274                                                                                                                                                                                                                  |                                |
|                                            | Electricity                                                                                                                                                                                                            |                                |
|                                            | 282,290                                                                                                                                                                                                                |                                |
|                                            | 288,335                                                                                                                                                                                                                |                                |
|                                            | 254,955                                                                                                                                                                                                                |                                |
|                                            | Total                                                                                                                                                                                                                  |                                |
|                                            | 6,992,532                                                                                                                                                                                                              |                                |
|                                            | 7,025,998                                                                                                                                                                                                              |                                |
|                                            | 6,949,670                                                                                                                                                                                                              |                                |
| Re-issuance of verification                | The 2021 scope 1 figures have been restated as there was an incorrect conversion of energy units identified during data assurance. Please refer to the re-issued Verification Opinion on our <a href="#">website</a> . |                                |

## Environmental Action

| Topic                               | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |           | Metric Reference                                                                     |           |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|--------------------------------------------------------------------------------------|-----------|
| Greenhouse Gas (GHG) and Energy Use |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                   |           |                                                                                      |           |
| GHG Emissions                       | Crowley uses operational control to establish inventory boundaries. Emissions were calculated using the GHG Protocol for CO2, CH4, and N2O. Scope 1 conversion factors sourced from EPA Emission Factor Hub and Global Logistics Emissions Council Framework. Scope 1 excludes biogenic emissions from the use of biofuel. Scope 2 conversion factors sourced from EPA Emission Factor Hub, eGRID, Green-e Residual Mix and International Energy Agency. Scope 3 conversion factors sourced from EPA Emissions Factor Hub and Department for Environment, Food and Rural Affairs. |                                   |           | GRI 305-1<br>GRI 305-2<br>GRI 305-3<br>SASB TR-MT-110a.1<br>SDG 13.2.2<br>IFRS S2 29 |           |
|                                     | Emission Scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Metric Tons CO2-equivalent (CO2e) |           |                                                                                      |           |
|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2021                              | 2022      |                                                                                      | 2023      |
|                                     | Scope 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 470,334                           | 479,484   |                                                                                      | 454,534   |
|                                     | Scope 2 (Location-based)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 32,056                            | 31,987    |                                                                                      | 27,080    |
|                                     | Scope 2 (Market-based)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 33,119                            | 32,488    |                                                                                      | 27,965    |
|                                     | Scope 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,461,962                         | 3,650,927 |                                                                                      | 2,977,213 |
| Scope 3 Categories                  | Crowley has defined the following Scope 3 categories as material to business activities: Category 1 - Purchased goods and services, Category 2 - Capital goods, Category 3 - Fuel and energy related activities, Category 4 - Upstream transportation and distribution, Category 5 - Waste generated in operations, Category 6 - Business travel, Category 7 - Employee commuting, Category 11 - Use of sold products, Category 13 - Downstream leased assets, Category 15 - Investments and joint ventures                                                                       |                                   |           |                                                                                      |           |
| Emissions Intensity                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2021                              | 2022      | 2023                                                                                 | GRI 305-4 |
|                                     | Scope 1 + 2 Metric Tons CO2e per 1 Million USD Revenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 158                               | 148       | 138                                                                                  |           |
| Emissions Reduction Baseline        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2020                              |           |                                                                                      | GRI 305-5 |
|                                     | Scope 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 369,090                           |           |                                                                                      |           |
|                                     | Scope 2 (Market-based)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 29,929                            |           |                                                                                      |           |
|                                     | Scope 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,318,711                         |           |                                                                                      |           |

## Environmental Action

| Topic                                         | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Metric Reference                       |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| <b>Greenhouse Gas (GHG) and Energy Use</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |
| Average Energy Efficiency Design Index (EEDI) | EEDI is a regulatory measure that requires the shipping industry to meet increasingly ambitious energy efficiency levels for commercial vessels. A low EEDI indicates greater energy efficient. Crowley's average EEDI is 4.39 grams CO2 per tonne-mile, based on 3 applicable vessels. The remaining vessels in our fleet pre-date EEDI requirements or are excluded from EEDI requirements due to vessel type.                                                                                                                                                                                                                                                                                                                                                                            | SASB TR-MT-110a.4                      |
| Climate-Related Target                        | Crowley has committed to net-zero GHG emissions by 2050, pursuing a path aligned with science to limit global warming to 1.5 degrees Celsius. The net-zero target is an absolute reduction goal of CO2-equivalent (CO2e) emissions for scope 1, 2 and 3. This 30-year target is measured from our baseline year of 2020 with the first company-wide GHG emissions inventory. The target applies to all business units of Crowley within the boundaries of our corporate emissions inventory. Progress is monitored by tracking emissions data and reporting our GHG inventory annually. Crowley is not currently using carbon credits to offset emissions.                                                                                                                                  | IFRS S2 33<br>IFRS S2 34<br>IFRS S2 36 |
| <b>Ocean Health and Biodiversity</b>          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |
| Water Interactions                            | Crowley operates sea-going, coastal and harbor-based marine vessels. Marine vessels require discharges to the surrounding waters that are incidental to their operation and cannot be fully eliminated. Each Crowley business unit fully implements integrated safety and environmental management systems that undergo third-party audit to ensure vessels are operated in compliance with all regulatory and customer requirements and in conformity with industry standards and best practices.                                                                                                                                                                                                                                                                                          | GRI 303-1                              |
| Ballast Water                                 | Ballast water refers to any water taken onboard a vessel to control or maintain the stability of the vessel. Crowley implements ballast water management plans to prevent introduction of non-native species into waterways. For vessels within the scope of the corporate emissions inventory, 16% utilize ballast water exchange and 41% utilize ballast water treatment. Some vessels utilized ballast water exchange for a portion of the year and were retrofitted with ballast treatment systems during 2023, and have been counted under both categories. Other strategies employed for ballast water management include the use of U.S. or Canadian Public Water System water as ballast, discharge of water only in the sourced location and no use or discharge of ballast water. | SASB TR-MT-160a.2                      |

## Environmental Action

| Topic                                | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Metric Reference               |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Ocean Health and Biodiversity</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                |
| Marine Protected Areas               | Crowley vessel operations intersect with 10 habitat areas, 16 marine parks, 13 management areas, 15 outstanding water areas, 20 marine sanctuaries, 19 marine refuges, and 46 marine preserves/reserves. We meet or exceed all regulatory requirements when transiting or operating in marine protected areas. Shipping duration in marine protected areas is included in our roadmap for further digital transformation efforts.                                                                                                                                                                                            | SASB TR-MT-160a.1              |
| Waste Management                     | At Crowley, we prioritize environmental responsibility by actively seeking ways to minimize waste across all our operations. Waste prevention strategies like optimizing processes and utilizing eco-friendly materials reduce waste generation at the source. When waste is unavoidable, Crowley prioritizes responsible management through recycling, waste to energy, and proper disposal through certified partners. Through annual evaluations, Crowley ensures ongoing compliance with regulations and continually seeks opportunities to further reduce waste across its business units and individual waste streams. | GRI 306-2                      |
| Spills from Vessels                  | Crowley had zero significant spills in 2023. There were 5 releases to the environment for a total of 0.038 cubic meters of volume. This includes information for all vessels within scope of the corporate emissions inventory, with the exception of one vessel operated by a third-party where information was not available.                                                                                                                                                                                                                                                                                              | GRI 306-3<br>SASB TR-MT-160a.3 |

## Elevating People

| Topic                              | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Metric Reference       |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Workplace Health and Safety</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                        |
| Hazard Identification              | Hazards are identified through proactive measures, such as training, site visits, and near miss reporting, and reactive measures, such as incident response and CAPAs (corrective and preventative actions). Risks are identified using a severity matrix, addressed through the creation of business unit goals, and monitored through a monthly scorecard, quarterly reviews, and continuous improvement meetings.                                                                                                                                                                                                          | GRI 403-2<br>GRI 403-7 |
| Employee Reporting                 | Our speak-up culture ensures employees can directly report hazards through established systems, including through their supervisor, designated person ashore (DPA), or anonymously through our Ethics Hotline. Additionally, our dedicated system for near miss reporting allows us to address potential hazards before incidents occur. Crowley prohibits retaliation against anyone reporting hazards or stopping unsafe work. With our stop-work authority program, everyone has the right to stop unsafe practices without fear of repercussions.                                                                         |                        |
| Supporting Policies                | Policies supporting our Safety Management Systems include: Code of Conduct, Non-Discrimination and Anti-Harassment, Internal Investigation, Whistleblower Protection Policy and Procedure, Foreign Corrupt Practices Act Policy, Relationships in the Workplace. Crowley's policies align with the principles set forth in the UN Global Compact                                                                                                                                                                                                                                                                              |                        |
| Confidentiality                    | Crowley ensures the confidentiality of the health-related information of workers and their participation in occupational health services through strict adherence to HIPAA regulations and internal policies. We implement strict access controls and secure storage measures, conduct regular audits, obtain informed consent, prohibit discrimination based on health status, and provide ongoing training to employees.                                                                                                                                                                                                    | GRI 403-3              |
| Feedback                           | Crowley fosters worker participation in occupational health and safety through structured processes for input and feedback. Our Lead with Safety program provides opportunity for front line workers to engage directly with leadership to provide feedback on areas of improvement and success in workplace safety. Crowley also conducts learning teams where we bring together a diverse group including front-line workers, supervisors, and managers to discuss work practices and incidents. This collaborative approach ensures a variety of perspectives and insights are considered and enhances our safety culture. | GRI 403-4              |

## Elevating People

| Topic                                | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Metric Reference           |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------|------|----------------------|---|---|-------------------------------|---|---|-------------------------------------|----|----|-----------------------|------|------|-------------------------------|-----|-----|------------------------|-----|------|--------------------------------------|----------------------------|----------------------------|--------------------|------------|------------|----------------------------------------------------------------------------------|
| <b>Workplace Health and Safety</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Training                             | Crowley conducts safety training specific to position requirements ensuring that all employees receive appropriate training on hazardous activities and situations, empowering them to work safely and effectively in their respective roles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GRI 403-5                  |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Work-Related Injuries                | <p>Data is for Crowley employees only. Rates are calculated based on 200,000 hours worked. All injuries are classified according to OSHA standards.</p> <table> <tr> <th></th><th>2022</th><th>2023</th></tr> <tr> <td>Number of fatalities</td><td>0</td><td>0</td></tr> <tr> <td>Number of road traffic deaths</td><td>-</td><td>0</td></tr> <tr> <td>Number of high-consequence injuries</td><td>79</td><td>53</td></tr> <tr> <td>Lost-time injury rate</td><td>1.13</td><td>0.75</td></tr> <tr> <td>Number of recordable injuries</td><td>196</td><td>134</td></tr> <tr> <td>Recordable injury rate</td><td>2.8</td><td>1.91</td></tr> <tr> <td>Rate of non-fatal injuries by gender</td><td>Female: 3.96<br/>Male: 1.86</td><td>Female: 3.42<br/>Male: 1.56</td></tr> <tr> <td>Total hours worked</td><td>12,370,663</td><td>14,042,492</td></tr> </table> |                            | 2022 | 2023 | Number of fatalities | 0 | 0 | Number of road traffic deaths | - | 0 | Number of high-consequence injuries | 79 | 53 | Lost-time injury rate | 1.13 | 0.75 | Number of recordable injuries | 196 | 134 | Recordable injury rate | 2.8 | 1.91 | Rate of non-fatal injuries by gender | Female: 3.96<br>Male: 1.86 | Female: 3.42<br>Male: 1.56 | Total hours worked | 12,370,663 | 14,042,492 | <p>GRI 403-9<br/>SASB TR-MT-320a.1<br/>SDG 3.6.1<br/>SDG 6.2.1<br/>SGD 8.8.1</p> |
|                                      | 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2023                       |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Number of fatalities                 | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0                          |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Number of road traffic deaths        | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 0                          |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Number of high-consequence injuries  | 79                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 53                         |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Lost-time injury rate                | 1.13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0.75                       |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Number of recordable injuries        | 196                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 134                        |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Recordable injury rate               | 2.8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1.91                       |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Rate of non-fatal injuries by gender | Female: 3.96<br>Male: 1.86                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Female: 3.42<br>Male: 1.56 |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Total hours worked                   | 12,370,663                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 14,042,492                 |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Main Types of Injuries               | Contusion, Sprain / Strain / Tear, Laceration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                            |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| High-Consequence Injuries            | Contusion, Sprain / Strain / Tear, Fracture                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Hazard Determination                 | Hazards are determined through incident reporting & investigations, management site visits, data-driven protocols, and employee training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                            |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |
| Preventative Measures                | Actions taken to minimize risks of hazards include proactive injury prevention through engineering and administrative controls; use of personal protective equipment (PPE); maintaining risk registers; data analysis to identify frequently occurring hazards; and management site visits. 100% of facilities where employees are present have safely managed sanitation services and hand-washing facilities with soap and water.                                                                                                                                                                                                                                                                                                                                                                                                                             |                            |      |      |                      |   |   |                               |   |   |                                     |    |    |                       |      |      |                               |     |     |                        |     |      |                                      |                            |                            |                    |            |            |                                                                                  |

## Elevating People

| Topic                            | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     | Metric Reference       |                   |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-------|---------------------|------------------------|-------------------|
| Workplace Health and Safety      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     |                        |                   |
| Marine Casualties                | 23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Crowley defines a marine causality as an event that requires an official report to the U.S. Coast Guard on form 2692. Of the marine casualties in 2023, 0% are classified as very serious.                                                                                                                                                        |      |     |       |                     |                        | SASB TR-MT-540a.1 |
| Conditions of Class              | 167                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Includes all vessels in total shipping fleet, with the exception of barges under operational control of third-party customers.                                                                                                                                                                                                                    |      |     |       |                     |                        | SASB TR-MT-540a.2 |
| Port State Control Deficiencies  | 74                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Vessels undergo inspections upon arrival and prior to departure from port to ensure the vessel is being maintained according to international conventions. A deficiency is an issue identified during an inspection that must be resolved prior to port departure. Detention occurs when the issue is severe enough to delay scheduled departure. |      |     |       |                     |                        | SASB TR-MT-540a.3 |
| Port State Detentions            | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     |                        |                   |
| Diversity, Equity, and Inclusion |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     |                        |                   |
| Diversity of Employees           | In 2023, Crowley implemented a series of projects that will improve our data quality and ensure accurate representation of our employees. Due to these ongoing projects, our diversity metrics for reporting years 2023 - 2024 will exclude our mariner population. Leadership positions are defined as manager level or above.                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     | GRI 405-1<br>SDG 5.5.2 |                   |
|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Gender                                                                                                                                                                                                                                                                                                                                            |      | Age |       | Diversity Indicator |                        |                   |
|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Female                                                                                                                                                                                                                                                                                                                                            | Male | <30 | 30-50 | >50                 |                        | Person of Color   |
|                                  | Admin                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 43%                                                                                                                                                                                                                                                                                                                                               | 57%  | 16% | 57%   | 27%                 |                        | 26%               |
| Governance Diversity             | SLT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 29%                                                                                                                                                                                                                                                                                                                                               | 71%  | 0%  | 38%   | 62%                 | 23%                    |                   |
|                                  | Leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 17%                                                                                                                                                                                                                                                                                                                                               | 83%  | -   | -     | -                   | -                      |                   |
| Remuneration Policy              | 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. Executive remuneration is 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. |                                                                                                                                                                                                                                                                                                                                                   |      |     |       |                     | GRI 2-19               |                   |

## Elevating People

| Topic                                        | Response                                                                                                                                                                                                                                                                                                                                |                     |                         | Metric Reference    |                         |           |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|---------------------|-------------------------|-----------|
| Diversity, Equity, and Inclusion             |                                                                                                                                                                                                                                                                                                                                         |                     |                         |                     |                         |           |
| Remuneration                                 | Ratio of remuneration of women to men; includes women and men in senior management positions at director level and above                                                                                                                                                                                                                |                     |                         | GRI 405-2           |                         |           |
|                                              |                                                                                                                                                                                                                                                                                                                                         | 2022                | 2023                    |                     |                         |           |
|                                              | Salary Ratio                                                                                                                                                                                                                                                                                                                            | 87%                 | 89%                     |                     |                         |           |
|                                              | Remuneration Ratio                                                                                                                                                                                                                                                                                                                      | 85%                 | 85%                     |                     |                         |           |
| Annual Compensation                          | The logic for our annual compensation ratio matured in 2023 to allow for annualizing total compensation for any permanent full-time or part-time employees who did not work for the entire fiscal year.                                                                                                                                 |                     |                         | GRI 2-21            |                         |           |
|                                              |                                                                                                                                                                                                                                                                                                                                         | 2022                | 2023                    |                     |                         |           |
|                                              | Ratio                                                                                                                                                                                                                                                                                                                                   | 80:1                | 59:1                    |                     |                         |           |
|                                              | Ratio of total compensation of the highest paid individual to the median total compensation of all other employees.                                                                                                                                                                                                                     |                     |                         |                     |                         |           |
| Essential Health Coverage                    | The percentage of our employee population covered by company provided health insurance is 79%. This is primarily driven by administrative employee elections of health coverage and does not include coverage outside of company provided benefits. Our union employee population is 100% covered by company provided health insurance. |                     |                         | SDG 3.8.1           |                         |           |
| Talent Attraction, Retention and Development |                                                                                                                                                                                                                                                                                                                                         |                     |                         |                     |                         |           |
| New Hires and Turnover                       |                                                                                                                                                                                                                                                                                                                                         | Number of New Hires | Percentage of New Hires | Number of Turnovers | Percentage of Turnovers | GRI 401-1 |
|                                              | Female                                                                                                                                                                                                                                                                                                                                  | 196                 | 20%                     | 185                 | 15%                     |           |
|                                              | Male                                                                                                                                                                                                                                                                                                                                    | 763                 | 80%                     | 1042                | 85%                     |           |
|                                              |                                                                                                                                                                                                                                                                                                                                         |                     |                         |                     |                         |           |
|                                              | U.S.                                                                                                                                                                                                                                                                                                                                    | 880                 | 92%                     | 1159                | 95%                     |           |
|                                              | Central America                                                                                                                                                                                                                                                                                                                         | 74                  | 7%                      | 65                  | 4%                      |           |
|                                              | Australia                                                                                                                                                                                                                                                                                                                               | 4                   | <1%                     | 2                   | <1%                     |           |
|                                              | Germany                                                                                                                                                                                                                                                                                                                                 | 1                   | <1%                     | 1                   | <1%                     |           |
|                                              |                                                                                                                                                                                                                                                                                                                                         |                     |                         |                     |                         |           |

## Elevating People

| Topic                                        | Response                                                                                                                                                                                                                                                                                                                                                                               |                                     |      | Metric Reference |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------|------------------|
| Talent Attraction, Retention and Development |                                                                                                                                                                                                                                                                                                                                                                                        |                                     |      |                  |
| Parental Leave                               |                                                                                                                                                                                                                                                                                                                                                                                        | Female                              | Male | GRI 401-3        |
|                                              | Eligible Employees - Admin                                                                                                                                                                                                                                                                                                                                                             | 590                                 | 935  |                  |
|                                              | Eligible Employees - Union                                                                                                                                                                                                                                                                                                                                                             | 9                                   | 365  |                  |
|                                              | Took Leave                                                                                                                                                                                                                                                                                                                                                                             | 12                                  | 26   |                  |
|                                              | Returned After Leave                                                                                                                                                                                                                                                                                                                                                                   | 12                                  | 26   |                  |
|                                              | Post-Leave Retention                                                                                                                                                                                                                                                                                                                                                                   | 100%                                | 100% |                  |
| Training                                     |                                                                                                                                                                                                                                                                                                                                                                                        | Average Hours of Training Completed |      | GRI 404-1        |
|                                              | Female                                                                                                                                                                                                                                                                                                                                                                                 | 15                                  |      |                  |
|                                              | Male                                                                                                                                                                                                                                                                                                                                                                                   | 7                                   |      |                  |
|                                              | Average hours only represents training hours captured in our PureSafety required training platform.                                                                                                                                                                                                                                                                                    |                                     |      |                  |
| Sustainability Training and Engagement       | Our sustainability engagement platform had 1,842 participating users. The platform enabled employees with learning and engaging opportunities at work, at home and through the communities we serve. A total of 190 non-profit organizations were impacted through our volunteering and giving engagements within the U.S., Central America, Puerto Rico, and the U.S. Virgin Islands. |                                     |      | SDG 13.3.1       |

## Elevating People

| Topic                                        | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                  | Metric Reference                   |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------|------------------------------------|
| Talent Attraction, Retention and Development |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                  |                                    |
| Performance Reviews                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Review Offered | Review Completed | GRI 404-3                          |
|                                              | Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%           | 97%              |                                    |
| Labor Management and Human Rights            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                  |                                    |
| Human Rights                                 | Crowley's Human Rights policy is committed to the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights. This ensures our alignment with the universal principles on human rights, labor, environment and anti-corruption. Our policy applies to all of Crowley and extends to our suppliers through our Supplier Guiding Principles.                                                                                                                                                      |                |                  | GRI 2-23                           |
| Collective Bargaining                        | Crowley can demonstrate the right to free association and collective bargaining through our relationships with 7 unions covering 40 separate collective bargaining agreements, with 48% of our employees covered by collective bargaining agreements in 2023. Our agreements may influence but do not determine the benefits provided to non-union employees. We encourage reporting of any violations of our Human Rights policy or others through our Ethics Hotline. All reports through the Ethics Hotline are promptly investigated. |                |                  | GRI 407-1<br>GRI 2-30<br>SDG 8.8.2 |
| Critical Concern Communication               | Critical concerns are presented to the Board and Audit Committee twice yearly. The enterprise risk committee, which includes key leadership team members, meets regularly and enterprise risks are assessed twice yearly.                                                                                                                                                                                                                                                                                                                 |                |                  | GRI 2-16                           |

## Elevating People

| Topic                              | Response                                                                                                                                                                                                                                                                                                                                                                                                 | Metric Reference |                       |                        |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|------------------------|
| Labor Management and Human Rights  |                                                                                                                                                                                                                                                                                                                                                                                                          |                  |                       |                        |
| Raising Concerns                   | Every employee is expected to report actual and suspected violations of our code of conduct. Concerns can be raised through several mechanisms, including through management, Designated Persons Ashore (DPA), any member of our Safety and Environmental Assurance team, any member of our Human Resources and Legal Department, or EthicsPoint, our confidential business ethics hotline.              | GRI 2-26         |                       |                        |
| Child and Forced Labor: Operations | Crowley performs documentation checks, such as I-9 e-verification, to confirm the age of our employees is over 18. We also incorporate the requirement to follow applicable labor laws into our Supplier Code of Conduct, PO and Contract terms and conditions.                                                                                                                                          | GRI 408-1        |                       |                        |
| Child and Forced Labor: Suppliers  | Crowley identifies our purchased goods and products at high risk for child and forced labor across the world using the U.S. Department of Labor International Bureau of Labor Affairs (ILAB) List of Goods Produced by Child Labor or Forced Labor. As part of our supplier evaluation, we ensure all bidders/suppliers agree to follow our Supplier Code of Conduct prohibiting child and forced labor. |                  |                       |                        |
| Supplier Responsibility            |                                                                                                                                                                                                                                                                                                                                                                                                          |                  |                       |                        |
| Supplier Assessment                |                                                                                                                                                                                                                                                                                                                                                                                                          | Social Impacts   | Environmental Impacts | GRI 414-1<br>GRI 308-2 |
|                                    | Percentage New Suppliers Screened                                                                                                                                                                                                                                                                                                                                                                        | 97.60%           | 97.60%                |                        |
|                                    | Total Number of Suppliers Assessed                                                                                                                                                                                                                                                                                                                                                                       | 639              | 639                   |                        |
|                                    | Number of Suppliers with Identified Significant Impacts                                                                                                                                                                                                                                                                                                                                                  | 11               | 6                     |                        |
|                                    | Improvement Plans                                                                                                                                                                                                                                                                                                                                                                                        | 0                | 17                    |                        |
|                                    | Terminated Relationships                                                                                                                                                                                                                                                                                                                                                                                 | 0                | 0                     |                        |
| Local Suppliers                    | 7.64% of our procurement budget at significant locations of operation was spent with local suppliers. Significant locations are those with >100 people in office. Suppliers are considered local when the vendor distribution center or headquarters is located in the same state as the requester’s site location.                                                                                      |                  |                       | GRI 204-1              |

## Elevating People

| Topic                                   | Response                                                                                                                                                                                                                                                                                                                                                           | Metric Reference |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>Community Engagement and Support</b> |                                                                                                                                                                                                                                                                                                                                                                    |                  |
| Industry Associations                   | Environmental Defense Fund, WISTA International, National Diversity Council, University of North Florida, World Shipping Council, Women in Maritime, SGMF, FCHEA, Ship Recycling Transparency Initiative, Clean Cargo, SmartWay, American Maritime Partnership, Washington Maritime Blue, California Air Resources Board, San Diego Air Pollution Control District | GRI 2-28         |

## Integrity and Stewardship

| Topic                                               | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Metric Reference    |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Corporate Governance, Ethics, and Compliance</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |
| Chairman and CEO                                    | Thomas B. Crowley, Jr.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GRI 2-9<br>GRI 2-11 |
| Senior Leadership Team                              | Chief Operating Officer: Ray Fitzgerald<br>Chief People Officer: Megan Davidson<br>Chief Financial Officer: Dan Warner<br>Chief Strategy Officer: Deepak Arora<br>Chief Information Officer: Erika Grazioso<br>Senior Vice President and General Manager, Crowley Logistics: Brett Bennett<br>Senior Vice President and General Manager, Crowley Shipping: James Fowler<br>Senior Vice President and General Manager, Crowley Wind Services: Bob Karl<br>Senior Vice President and General Manager, Crowley Fuels: Kollin Fencil |                     |
| Corporate Officers                                  | Vice President and Treasurer: Steve Himes, Jr.<br>Vice President and Controller: Tony Otero<br>Vice President, General Counsel and Corporate Secretary: Reece Alford<br>Vice President, Tax, and Assistant Treasurer: Richard Lamb, Jr.                                                                                                                                                                                                                                                                                          |                     |
| Business Unit Advisory Boards                       | The Logistics advisory board was active and included 5 members. Our other business units are in the process of reassessing their advisory boards.                                                                                                                                                                                                                                                                                                                                                                                |                     |

## Integrity and Stewardship

| Topic                                               | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Metric Reference                                                                    |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Corporate Governance, Ethics, and Compliance</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     |
| Conflicts of Interest                               | Employees are required to report potential conflicts of interest in Crowley's Compliance Hub annually. The cross-functional Ethics and Compliance Committee reviews reporting, investigations and other actions related to conflicts of interest.                                                                                                                                                                                                                                                                                                                                             | GRI 2-15                                                                            |
| Corruption Risks                                    | All of Crowley's operations are assessed for risks, including corruption, on an annual basis. Through the annual assessment in 2023, we identified volatility and economic uncertainty to be potential risk factors for corruption. Governance body members and employees have received communication on our anti-corruption policies through our code of conduct. Suppliers receive communication on our anti-corruption policy through our supplier code of conduct.                                                                                                                        | GRI 205-1<br>GRI 205-2<br>GRI 205-3<br>GRI 206-1<br>SASB TR-MT-510a.2<br>SDG 16.5.1 |
| Incidents                                           | There have been no confirmed incidents of corruption, contracts canceled due to corruption, public legal cases, monetary losses due to corruption, payments of bribes to public officials, or anti-trust actions pending in 2023.                                                                                                                                                                                                                                                                                                                                                             |                                                                                     |
| Corruption Training                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     |
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Percent Completed</b>                                                            |
|                                                     | U.S.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 83%                                                                                 |
|                                                     | Central America                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 93%                                                                                 |
| Port Calls                                          | Crowley made 20 calls at ports in countries that fall within the 20 lowest rankings in the Transparency International's Corruption Perception Index.                                                                                                                                                                                                                                                                                                                                                                                                                                          | SASB TR-MT-510a.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 415-1                                                                           |
| <b>Data Privacy and Cybersecurity</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     |
| Privacy and Data Loss                               | Crowley had zero substantiated complaints concerning breaches of customer privacy nor had any identified leaks, thefts, or losses of customer data. Crowley's Enterprise Information Security Solutions Team has an adaptive defense-in-depth cybersecurity solution and an ongoing Cyber Security Awareness Program ensuring all employees are culturally trained to identify and report suspicious activity.                                                                                                                                                                                | GRI 418-1                                                                           |

## Integrity and Stewardship

| Topic                                                 | Response                                                                                                                                                                                                                                                                                                 | Metric Reference        |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Emergency Preparedness, Resilience, Adaptation</b> |                                                                                                                                                                                                                                                                                                          |                         |
| Climate-related physical risks                        | A recent assessment estimated >90% of Crowley assets and business activities are vulnerable to climate-related physical risks, which include increased strength of hurricanes, earthquakes, flooding, landslides, sea level rise, emergencies or disruptive incidents impacting employees and customers. | GRI 201-2<br>IFRS S2 29 |
| Climate-related transition risks                      | Transition risks to Crowley include regulatory uncertainty, local economic instability, infrastructure instability, political unrest, capital expenditure required for repowering assets, alternative fuel availability, customer demand for emissions reductions.                                       |                         |
| Impacts of climate-related risks                      | Potential impacts of climate-related risks to Crowley's operations include disruption of transport of goods, stuck cargo, changes to operational capacity, and change in useful life of assets.                                                                                                          |                         |
| Climate-related risk mitigation                       | Crowley is engaging in a number of mitigation strategies including, but not limited to, seeking grant funding opportunities such as IRA and Clean Ports, business continuity planning, and contingency planning for operations.                                                                          |                         |
| Climate-related opportunities                         | Crowley recognizes climate-related opportunities in the following areas: microgrids, electrification, port modernization, LNG, offshore wind, and alternative fuels.                                                                                                                                     |                         |