

General Disclosures, Activity Metrics, and Materiality

Topic	Response	Metric Reference
Organization and Reporting		
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, maritime and energy solutions for commercial and government customers.	GRI 2-1 GRI 2-2 GRI 2-6
Reporting Period	Crowley reports annually on its sustainability progress. This report documents performance and activities for the 2025 calendar year (January 1 – December 31, 2025)	GRI 2-3 GRI 2-14
Internal Review	Crowley's Chairman and CEO, along with the executive leadership are responsible for reviewing and approving the information shared in this sustainability report. This report covers the 2025 reporting period and was published in 2026. The review process includes individual reviews of content by various specialists.	
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 its greenhouse gas emissions inventory each year. For the years 2020 – 2025, Crowley 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
Materiality		
Material Topics	Crowley conducted a formal materiality assessment in 2024, which included assessing the business's economic, environmental and social impacts, surveying internal and external audiences, benchmarking against peers and researching industry standards. The list of material topics was reduced from 18 in 2021 to 9 in 2024 to enable a more focused approach.  Reducing Impact • Safety • Greenhouse Gas (GHG) Emissions • Environmental Stewardship  Growing Responsibly • Innovation • Human Rights • Talent Retention & Development  Being Accountable • Corporate Governance • Stakeholder Engagement • Supplier Responsibility	GRI 3-1 GRI 3-2

General Disclosures, Activity Metrics, and Materiality

Topic	Response			Metric Reference
Materiality				
Management of Material Topics	Following Crowley's 2024 materiality assessment with refreshed priority topics, in 2025 the company focused on embedding these priorities across the organization. A series of virtual Lunch & Learn sessions and educational campaigns were launched to build employee awareness of the updated priorities, explain how each topic is managed in practice and highlight Crowley's actions and progress. These efforts also outlined clear opportunities for employees to support and contribute to each priority through their roles. To reinforce accountability and recognition, Crowley closed out the year by recognizing three employees, one representing each pillar, for their meaningful contributions to advancing the company's material priorities in 2025.			GRI 3-3
Employees				
Methodology	Crowley's methodology for defining employee population is unchanged from 2024. Regular employees include all full-time and part-time admin, union mariner, non-union mariner, and union shoreside employees as of December 31, 2025.			GRI 2-7 GRI 2-8
		Regular	Temporary	
Employees	Totals	5,066	239	
Employees Location	U.S.	4,011	236	
	Central America	1,038	3	
	Australia	8	0	
Shipboard Employees	2,016			
Activity Metrics	2024	2025		
Total Shipping Fleet	124	137	Number based on a snapshot of Crowley's fleet on December 31, 2025, and is comprised of vessels that fall under Scope 1 and Scope 3 emissions categories, as well as vessels that do not currently have installed equipment that consumes fuel / energy. These numbers and the scoping of vessels are subject to change throughout the calendar year due to short-term time charters, divestiture of assets and changes in operational control.	
			SASB TR-MT-000.E	

General Disclosures, Activity Metrics, and Materiality

Topic	Response			Metric Reference
Activity Metrics	2024	2025		
Deadweight Tonnage (thousand deadweight tons)	1,674	1,922	Number based on a snapshot of Crowley’s fleet on December 31, 2025, and is comprised of vessels that fall under Scope 1 and Scope 3 emissions categories, as well as vessels that do not currently have installed equipment that consumes fuel / energy. These numbers and the scoping of vessels are subject to change throughout the calendar year due to short-term time charters, divestiture of assets and changes in operational control. DWT data includes 113 vessels that are assigned a DWT value; the remaining vessels are not assigned a DWT value because of their vessel type.	SASB TR-MT-000.D
Twenty-foot Equivalent Unit (TEU) Capacity	17,434	23,646	Number based on a snapshot of Crowley’s fleet on December 31, 2025, and is comprised of vessels which fall under Scope 1 and Scope 3 emissions categories, as well as vessels that do not currently have installed equipment that consumes fuel / energy. These numbers and the scoping of vessels are subject to change throughout the calendar year due to short-term time charters, divestiture of assets and changes in operational control. 21 vessels have a listed TEU capacity, including 2 CONROs, 3 barges, and 16 container vessels; other vessels do not carry containers. The increase compared to prior years is attributed to new container vessels acquired in 2025.	SASB TR-MT-000.G
Total Distance Traveled (nautical miles)	2,104,988	1,653,815	Total distance traveled includes information for all vessels that were part of the 2025 emissions inventory, where such data is available. Distance traveled is not tracked for ocean-going tugs and barges with no installed consumers that operate on charter to third-party companies, ship assist, harbor escort and bunkering operation tugs; additionally, no distance traveled is included for barges under Crowley operation, rather the distance traveled is only counted under the tug moving the barges because the barge consumes no fuel to move that distance. The reduction compared to prior years is attributed to unavailable data for vessels transferred during the creation and transition related to the Fairwater Holdings LLC joint venture.	SASB TR-MT-000.B
Operating Days	26,917	16,281	Operating days include information for all vessels that formed part of the 2025 emissions inventory where that data is available. The reduction compared to prior years is attributed to unavailable data for vessels transferred during the Fairwater Holdings LLC joint venture.	SASB TR-MT-000.C
Vessel Port Calls	4,886	1,827	Number of port calls includes information for all vessels that formed part of the 2025 emissions inventory where that data is available. The reduction compared to prior years is attributed to unavailable data for vessels transferred during the Fairwater Holdings LLC joint venture.	SASB TR-MT-000.F

Environmental Action

Topic	Response	Metric Reference
Greenhouse Gas (GHG) and Energy Use		
Energy Consumption within the organization	Conversion factors sourced from the U.S. Energy Information Administration, UK Department for Environment, Food & Rural Affairs (DEFRA) and Global Logistics Emissions Council (GLEC).	
	<i>Energy Source</i>	<i>Energy Use (GJ)</i>
		2025
	Gasoline	12,652
	Diesel	748,481
	LNG	3,075,195. The increase from previous years is attributed to the 5 new LNG-powered vessels that joined the fleet in 2025.
	Marine Gasoil	2,584,402
	Ultra Low Sulfur Fuel Oil (ULSFO)	136,136
	Very Low Sulfur Fuel Oil (VLSFO)	1,180,744
	R99	117,026
	Heating Oil	36,885
	Propane	1,038
	Electricity	86,128
	Natural Gas	7,983
	Total Energy Usage	7,986,669
	GRI 302-1 SASB TR-MT-110a.3	

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 the EPA Emission Factor Hub and the Global Logistics Emissions Council Framework. Scope 1 excludes biogenic emissions from renewable fuel use. 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 the EPA Emissions Factor Hub and the Global Logistics Emissions Council Framework.			GRI 305-1 GRI 305-2 GRI 305-3 SASB TR-MT-110a.1 SDG 13.2.2 IFRS S2 29	
	Emission Scope	Metric Tons CO2-equivalent (CO2e)			
		2023	2024		2025
	Scope 1	454,534	453,673		585,966
	Scope 2 (Location-based)	27,080	9,618		10,374
	Scope 2 (Market-based)	27,965	9,988		10,407
	Scope 3	2,977,213	2,937,805		2,691,522
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		2023	2024	2025	GRI 305-4
	Scope 1 + 2 Metric Tons CO2e per 1 Million USD Revenue	138	138	191	
	The changes in revenue are attributable to the impact of a joint venture and adjustments in accounting practices				
Emissions Reduction Baseline		2020			GRI 305-5
	Scope 1	383,455			
	Scope 2 (Market-based)	29,929			
	Scope 3	3,318,711			

Environmental Action

Topic	Response	Metric Reference
Greenhouse Gas (GHG) and Energy Use		
Average Energy Efficiency Design Index (EEDI)	8.14 gCO₂/t-nm. This value is based on the average EEDI value for vessels that are required to calculate and verify EEDI in accordance with IMO Guidelines on the Method of Calculation of the Attained Energy Efficiency Design Index (EEDI) for New Ships, which were included in Crowley's fleet / emissions inventory as of December 31, 2025. The value increase from 2024 can be attributed to 8 new vessels being added to the emissions inventory in 2025.	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 for CO ₂ -equivalent (CO ₂ e) emissions across scopes 1, 2 and 3. This 30-year target is measured from the 2020 baseline, the year of Crowley's first company-wide GHG emissions inventory. The target applies to all Crowley business units within the boundaries of its corporate emissions inventory. Progress is monitored by tracking emissions data and reporting the GHG inventory annually. Crowley is not currently using carbon credits to offset emissions.	IFRS S2 33 IFRS S2 34 IFRS S2 36
Ocean Health and Biodiversity		
Water Interactions	Crowley operates sea-going, coastal and harbor-based marine vessels. Marine vessels often require uptake and discharge to the surrounding waters that are incidental to their operation and cannot be fully eliminated, but Crowley endeavors to retrofit new technologies to minimize the impact of incidental discharges and to incorporate the minimization and / or elimination of these discharges at the design and construction phase of new vessels. Crowley 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. For applicable landside operations, Crowley meets stormwater compliance requirements including the EPA NPDES general permit or meeting non-exposure.	GRI 303-1
Ballast Water	Based on 137 vessels that formed part of the Crowley fleet in 2025: 3 vessels utilized exchange / alternate management methods and treatment at different times during the year due to commissioning of the treatment system; this is reflected in the % implementation in both categories. Percentage of fleet implementing ballast water exchange: 2.19% Percentage of fleet implementing ballast water treatment: 54.01% 46.72% of the fleet (65 vessels) utilize alternative ballast water management methods including the use of PWS, no discharge, discharge only in the uptake location and carriage of no ballast onboard at all.	SASB TR-MT-160a.2

Environmental Action

Topic	Response	Metric Reference
Ocean Health and Biodiversity		
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. The company meets or exceeds all regulatory requirements when transiting or operating in marine protected areas. Shipping duration in marine protected areas is included in Crowley's roadmap for further digital transformation efforts.	SASB TR-MT-160a.1
Waste Management	Demonstrating a commitment to environmental responsibility, Crowley actively minimizes waste generation throughout its operations and value chain. This focus extends beyond simply complying with EPA and state regulations for hazardous waste. By implementing circularity measures like promoting reuse programs, Crowley extends the lifespan of materials. Additionally, 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. Crowley utilizes master services agreements with companies utilized for waste management services which include providing evidence of meeting regulatory obligations and periodic audits around compliance with requirements. Waste related data is based on Waste Management monthly KPI for non-hazardous waste where appropriate. EPA Hazardous Waste Manifests are utilized to collect hazardous waste data.	GRI 306-2
Spills	Aggregate volume of spills and releases to the environment: 2,787.57m ³ . In 2025, Crowley included disclosure data for spills to the environment from marine vessel and land-side / terminal operations. There is a significant increase in volume due to a cargo release of 2,784.66 m ³ as a result of an allision with a Crowley vessel at anchor.	GRI 306-3 SASB TR-MT-160a.3

Elevating People

Topic	Response	Metric Reference
Workplace Health and Safety		
Hazard Identification	Hazards are identified through proactive measures such as risk assessments, pre-job risk analyses, site visits, audits, and near-miss reporting, and reactive measures, such as incident response and investigations, learning teams and CAPAs (corrective and preventive actions). Hazards and the associated risks are defined and classified using a severity matrix, addressed through the creation of business unit-specific procedures and work instructions, and monitored through a monthly scorecard, quarterly reviews, and continuous improvement discussions at all levels of the organization. Crowley's proactive safety culture ensures employees are trained in hazard recognition and the above processes to a level appropriate to their roles. Employees are enabled to directly report hazards through established systems.	GRI 403-2 GRI 403-7
Employee Reporting	Crowley's proactive safety culture ensures employees are trained in hazard recognition to a level appropriate to their role; all employees are enabled to directly report hazards through established systems including through their supervisor, business unit-specific reporting tools, the designated person ashore (DPA), or anonymously through the Ethics Hotline. Crowley prohibits retaliation against anyone reporting hazards or stopping unsafe work. The company fully supports stop work authority for all employees and business partners, ensuring everyone is empowered to stop unsafe practices without fear of repercussions.	
Supporting Policies	Policies supporting Crowley's integrated Safety Management System include: Code of Conduct, Non-Discrimination and Anti-Harassment, Internal Investigation, Whistleblower Protection Policy and Procedure, Foreign Corrupt Practices Act Policy, and Relationships in the Workplace. Crowley's policies align with the principles set forth in the UN Global Compact, and in 2025, the company obtained enterprise-wide ISO 9001, 14001, and 45001 certifications.	
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. The company implements strict access controls and secure storage measures, conducts regular audits, obtains informed consent, prohibits discrimination based on health status, and provides ongoing training to employees. Employees are also provided with multiple opportunities through company-sponsored events to obtain preventative care as well as occupational health-related testing (e.g. audiometry, etc.)	GRI 403-3
Feedback	Crowley encourages worker participation in occupational health and safety through structured processes for input and feedback. The company's Lead with Safety program provides opportunities for all employees and business partners to engage directly with leadership to provide feedback on successes related to workplace safety, areas for potential improvement, and barriers to success. Crowley companies hold recurring safety meetings (monthly, quarterly, etc.) to turn safety from a one time message into a continuous conversation. They engage employees in identifying hazards, sharing lessons learned, and taking ownership of safer work practices. Crowley companies also utilize formal Safety Committees to further drive and integrate employee engagement in health and safety related processes. Crowley also conducts learning teams where the company brings 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 the company's safety culture and management system.	GRI 403-4

Elevating People

Topic	Response	Metric Reference		
Workplace Health and Safety				
Safety Training	Crowley conducts occupational health and safety training specific to personnel roles, responsibilities, activities, and work locations based on regulatory requirements and industry best practices using a risk-based approach. This ensures that all employees receive training appropriate to the hazards and associated risks they may encounter, empowering them to work safely and effectively in their respective roles.	GRI 403-5		
Work-Related Injuries	Data is for Crowley employees only. Rates are calculated based on 200,000 hours worked. All injuries are classified according to OSHA standards.		GRI 403-9 SASB TR-MT-320a.1 SDG 3.6.1 SDG 6.2.1 SGD 8.8.1	
		2024		2025
	Number of fatalities	0		0
	Number of road traffic deaths	0		0
	Number of high-consequence injuries	39		49
	Lost-time injury rate	0.39		0.55
	Number of recordable injuries	162		189
	Recordable injury rate	1.63		1.95
	Rate of non-fatal injuries by gender	-		Injury and safety performance data are collected and reported at the workforce level to support consistent, reliable, and decision-useful safety metrics. At this time, injury data are not reported at a gender-disaggregated level.
Total hours worked	19,884,884	17,828,530		
In 2024, we aligned with marine industry standards to calculate work hours for marine vessel personnel 24 hours per day for live-aboard vessel.				

Elevating People

Topic	Response		Metric Reference
Workplace Health and Safety			
Main Types of Injuries	Sprains / Strains, Contusions, Lacerations, Foreign Objects, Fractures		GRI 403-9 SASB TR-MT-320a.1 SDG 3.6.1 SDG 6.2.1 SGD 8.8.1
High-Consequence Injuries	Contusion, Sprain / Strain / Tear, Fracture Crowley defines high consequence injuries as lost time injuries according to OSHA standards.		
Hazard Determination	Hazards are identified through proactive measures such as risk assessments, site visits, and near miss reporting, and reactive measures, such as incident response and investigations, learning teams, and CAPAs (corrective and preventative actions). Hazards and the associated risks are defined and classified using a severity matrix, addressed through the creation of business unit specific procedures and work instructions, and monitored through a monthly scorecard, quarterly reviews, and continuous improvement discussions at all levels of the organization. Crowley’s proactive safety culture ensures employees are trained in hazard recognition and the above processes to a level appropriate to their role; employees are empowered to directly report hazards through established systems		
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 and audits. 100% of facilities where employees are present have safely managed sanitation services and hand-washing facilities with soap and water.		
Marine Casualties	31	Crowley defines a marine casualty as an event that requires an official report to the U.S. Coast Guard on form 2692.	SASB TR-MT-540a.1
Conditions of Class	180	Includes only vessels that are part of the emissions inventory.	SASB TR-MT-540a.2
Port State Control Deficiencies	78	A deficiency is defined as a condition found non-compliant with the requirements of one or more of several international conventions.	SASB TR-MT-540a.3
Port State Detentions	3	A detention is defined as an intervention action by a port state, taken if the condition of a ship or its crew does not substantially adhere to the applicable conventions.	

Elevating People

Topic	Response	Metric Reference
Talent and Culture		
Remuneration Policy	Crowley's senior executives, including the Chairman and CEO, are evaluated on key objectives that include strengthening the company's core values of Integrity, Sustainability and Drive as part of their performance and compensation reviews. Executive remuneration is tied directly to the outcomes of sustainability and safety targets to ensure the company has a positive impact on the economy, environment and people.	GRI 2-19
Annual Compensation	77:1 The YOY difference can be attributed to the facts that: Primarily, on the Annual Total Compensation Ratio, YOY EBITDA company performance payout % was 80% paid in 2024 compared to the 127% paid in 2025. Additionally, the Annual Compensation Ratio (YOY Pct Inc) merit budget was 4%.	GRI 2-21
Essential Health Coverage	The percentage of Crowley's employee population covered by company-provided health insurance is 89%. This is primarily driven by administrative employee choices of health coverage and does not include coverage outside of company-provided benefits. Crowley's 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
	U.S.	2,156	94.7%	2,876	54%	
	Central America	114	5%	105	2%	
	Australia	5	0.3%	2	0.03%	
Parental Leave				2025		GRI 401-3
	Eligible Employees - Admin			1,518		
	Took Leave			68		
	Returned After Leave			68		
	Post-Leave Retention			100%		

Elevating People

Topic	Response		Metric Reference	
Talent Attraction, Retention and Development				
Training	Includes only trainings recorded in Elevate in 2025. Most Union-Shoreside trainings are not yet implemented in the LMS. Union-shoreside numbers under reporting for 2025, only 131 union-shoreside included and it was largely in the Fuels division.		GRI 404-1	
		Average Hours of Training Completed		
	Admin	8.6		
	Union Mariner	21.5		
	Union Shoreside	18.2		
Sustainability Training and Engagement	Crowley's sustainability engagement platform had 1,600 participating users. The platform enabled employees with learning and engaging opportunities at work, at home and close communities. In 2025, the company partnered with 245 organizations across the U.S., Central America, Puerto Rico, and the U.S. Virgin Islands within three key focus areas: Education & Career Readiness, Community Well Being and Sustainability.		SDG 13.3.1	
Performance Reviews		Review Offered	Review Completed	GRI 404-3
	Total	100	100	
Labor Management and Human Rights				
Human Rights	Crowley's Human Rights policy is guided by the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights. This ensures alignment with the universal principles on human rights, labor, environment and anti-corruption. The company's policy applies to all of Crowley and extends to suppliers through a Supplier Code of Conduct. The policy commitments include respect for human rights and human rights due diligence to identify and prevent adverse human rights impacts in business activities. The Code of Conduct further enforces ethical business conduct and human rights for all Crowley employees.		GRI 2-23	
Collective Bargaining	Crowley can demonstrate the right to free association and collective bargaining through relationships with 7 unions covering 40 separate collective bargaining agreements, with 48% of Crowley employees covered by collective bargaining agreements in 2025. The agreements may influence but do not determine the benefits provided to non-union employees. Crowley encourages reporting of any violations of the company's Human Rights policy or other policies through Crowley's Ethics Hotline. All reports through the Ethics Hotline are promptly investigated.		GRI 407-1 GRI 2-30 SDG 8.8.2	

Elevating People

Topic	Response			Metric Reference
Labor Management and Human Rights				
Critical Concern Communication	Critical concerns are communicated to the Board of Directors and the Audit Committee semiannually, with additional reporting as warranted. Additionally, the Company conducts periodic enterprise risk assessments to identify and evaluate key risks, escalating them to senior leadership as appropriate to support timely oversight and decision-making.			GRI 2-16
Raising Concerns	Every employee is expected to report actual and suspected violations of Crowley's Code of Conduct. Concerns can be raised through several mechanisms, including through management, Designated Persons Ashore (DPA), any member of the company's Safety and Environmental Assurance team, any member of Human Resources and Legal Departments, or EthicsPoint, Crowley's 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 employees is over 18. The company also incorporate the requirement to follow applicable labor laws into Crowley's Supplier Code of Conduct, PO and Contract terms and conditions.			GRI 408-1
Child and Forced Labor: Suppliers	Crowley identifies 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 the company's supplier evaluation, it is ensured that all bidders/suppliers agree to follow the Supplier Code of Conduct prohibiting child and forced labor. Sustainability Scorecard identifies percentage of assessed suppliers by industry and geography that have no evidence of labor environmental, safety and health policies. Those suppliers that offer no evidence of labor safety practices would be considered a significant supply chain risk.			
Supplier Responsibility				
Supplier Assessment		Social Impacts	Environmental Impacts	GRI 414-1 GRI 308-2
	Percentage New Suppliers Screened	42.44 %	42.44%	
	Total Number of Suppliers Assessed	499	499	
	Number of Suppliers with Identified Significant Impacts <i>High increase from 2024 data is attributed to changes in Crowley's qualification model where the areas were unified for ESG, providing a single outcome.</i>	162	162	
	Improvement Plans	0	0	
	Terminated Relationships	0	0	
Local Suppliers	13% of the 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 in the same state as the requester's site location.			GRI 204-1

Elevating People

Topic	Response	Metric Reference
Community Engagement and Support		
Industry Associations	UNF, Women Offshore, Clean Cargo, SmartWay, Washington Maritime Blue, Chamber of Shipping of America (CSA), American Waterways Operators (AWO), World Shipping Council (WSC), Society for Gas as a Marine Fuel (SGMF), Blue Sky Maritime Coalition (BSMC), National Safety Council Waterborne Transport Group, Ship Recycling Transparency Initiative, Think HUGE, U.S. Chamber of Commerce, U.S. Department of Energy.	GRI 2-28

Integrity and Stewardship

Topic	Response	Metric Reference
Corporate Governance, Ethics, and Compliance		
Chairman and CEO	Thomas B. Crowley, Jr.	GRI 2-9 GRI 2-11
Senior Leadership Team	As of December 31, 2025: Chairman and CEO: Thomas B. Crowley, Jr. Chief Operating Officer: Ray Fitzgerald Chief People and Regulatory Officer: Megan Davidson Chief Financial Officer: Jenny Fuss Chief Strategy Officer: Deepak Arora Chief Information Officer: Erika Grazioso Senior Vice President and General Manager, Crowley Logistics: Brett Bennett Senior Vice President and General Manager, Crowley Shipping: James Fowler Senior Vice President and General Manager, Crowley Wind Services: Bob Karl Senior Vice President and General Manager, Crowley Fuels: Kollin Fencil Senior Vice President and General Manager, Crowley Land Transportation: Phil Shook	
Corporate Officers	As of December 31, 2025: Chairman and CEO: Thomas B. Crowley, Jr. Chief Operating Officer: Ray Fitzgerald Chief People and Regulatory Officer: Megan Davidson Chief Financial Officer: Jenny Fuss Vice President and Treasurer: Steve Himes, Jr. Vice President and Controller: Toni Gleeson Vice President, General Counsel and Corporate Secretary: Reece Alford Vice President, Tax, and Assistant Treasurer: Richard Lamb, Jr. Assistant Treasurer: Robert Jefferson	
Business Unit Advisory Boards	Crowley had no advisory boards in 2025.	

Integrity and Stewardship

Topic	Response	Metric Reference
Corporate Governance, Ethics, and Compliance		
Conflicts of Interest	Crowley's Code of Conduct fosters an ethical culture while ensuring compliance with internal policies, and applicable laws and regulations. When a conflict occurs, or if an employee is uncertain if a relationship or outside interest might create a conflict or the appearance of a conflict, the Code of Conduct directs employees to make a prompt full disclosure to the company of all the facts and circumstances of the situation. Conflict disclosures can be made by completing a disclosure form located on Crowley's Compliance Hub or by contacting the Ethics and Compliance department. All conflict situations must be reviewed by Ethics and Compliance, who will consult with senior management and take actions as necessary.	GRI 2-15
Corruption Risks	Crowley's Anti-Bribery and Anti-Corruption (ABAC) Policy and Guidelines define the requirements, roles and responsibilities, and training to ensure compliance with the FCPA and all anti-corruption laws in the jurisdictions where Crowley operates. Training on the topic is provided to all Crowley employees. Approval by Compliance or Legal is required before making payments to foreign officials or for a foreign official's lodging or travel expenses. In dealing with third parties, Crowley requires anti-corruption representations and warranties in all contracts, signed annual anti-corruption certifications, and audit rights. Prior to engagement with a third party, due diligence is performed which includes history of compliance with anti-corruption laws. The same due diligence is performed prior to mergers, acquisitions and joint ventures. Crowley has a Corporate Ethics and Compliance program which encompasses anti-corruption compliance oversight. Allegations of corruption can be reported through the ethics hotline, and are investigated by Compliance and/or Employee Relations.	GRI 205-1 GRI 205-2 GRI 205-3 GRI 206-1 SASB TR-MT-510a.2 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 2025.	
Port Calls	Crowley made 15 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. The company maintains a federal PAC, which allows eligible Crowley employees to pool their resources and support candidates whose positions are consistent with Crowley's. All Crowley PAC contributions are reported to federal candidates to the Federal Election Commission as required by law.	GRI 415-1

Integrity and Stewardship

Topic	Response	Metric Reference
Data Privacy and Cybersecurity		
Privacy and Data Loss	Crowley is committed to protecting the privacy of customer information. Like many organizations, Crowley occasionally encounter attempts to access data without authorization. While the company takes these matters seriously and respond appropriately, the specific details related to such events remain confidential.	GRI 418-1
Emergency Preparedness, Resilience, Adaptation		
In 2025, Crowley conducted a new Climate Risks assessment. For full details, refer to Crowley's 2025 Climate Risk Report		GRI 201-2 IFRS S2 29
Climate-related physical risks	Physical risks identified in this new assessment include sea level rise, increased severity and intensity of weather events and changes in climate.	
Climate-related transition risks	Transition risks identified in this new assessment include increased regulatory and business pressures to adopt low-and zero-emissions technology and remaining uncertainty about future industry standard for clean tech/fuels.	
Impacts of climate-related risks	Potential impacts of climate-related risks identified in this new assessment include operational challenges especially in ports, supply chain disruptions, increased operational and contingency costs and reputational risks.	
Climate-related risk mitigation	Climate-related risk mitigation strategies identified in this new assessment include investment in infrastructure resilience and in long-term planning.	
Climate-related opportunities	Climate-related opportunities identified in this new assessment include growth opportunities for Crowley's services as an energy provider and reinforcement of its role in sustainable shipping.	