



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.