

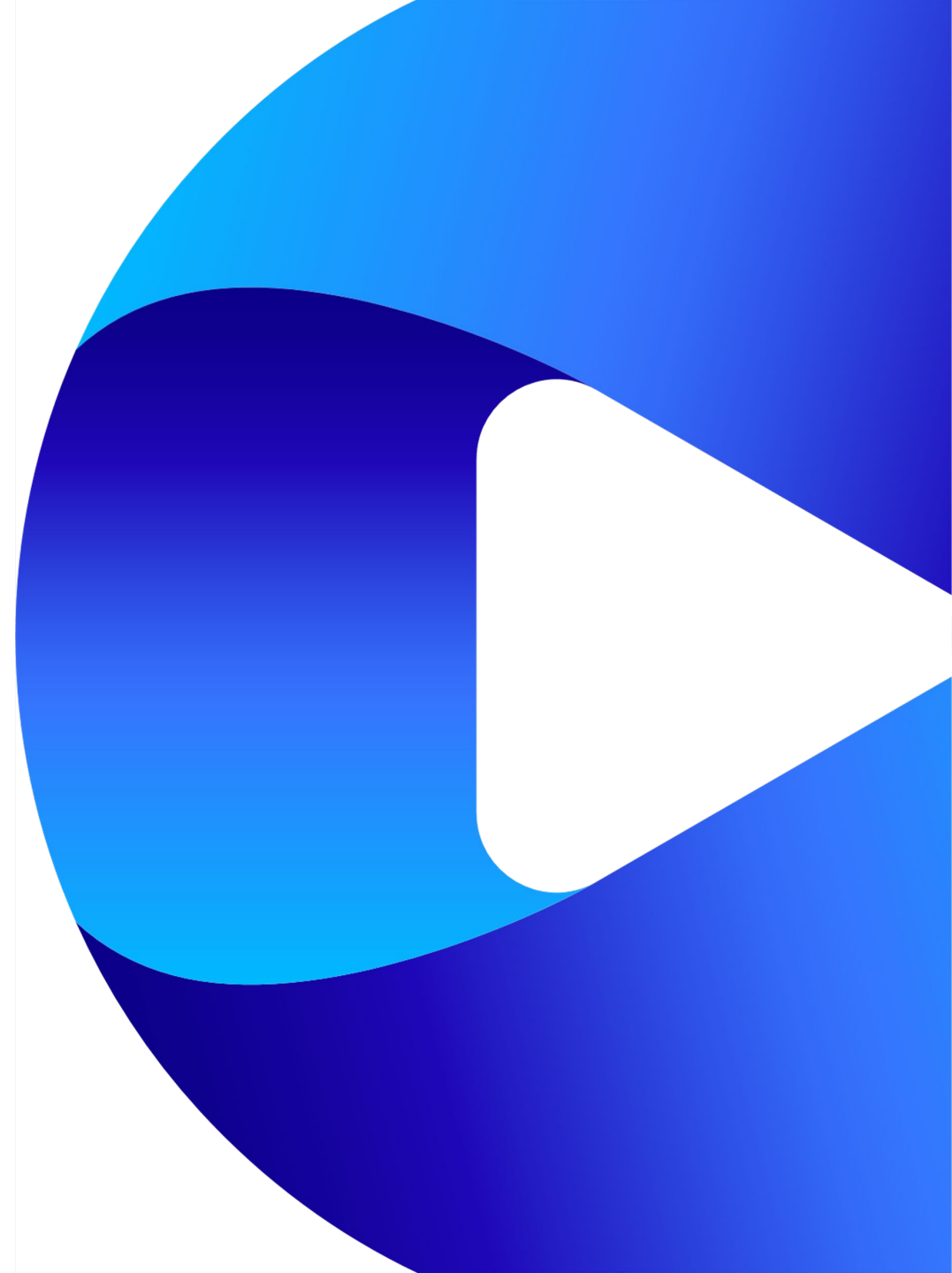


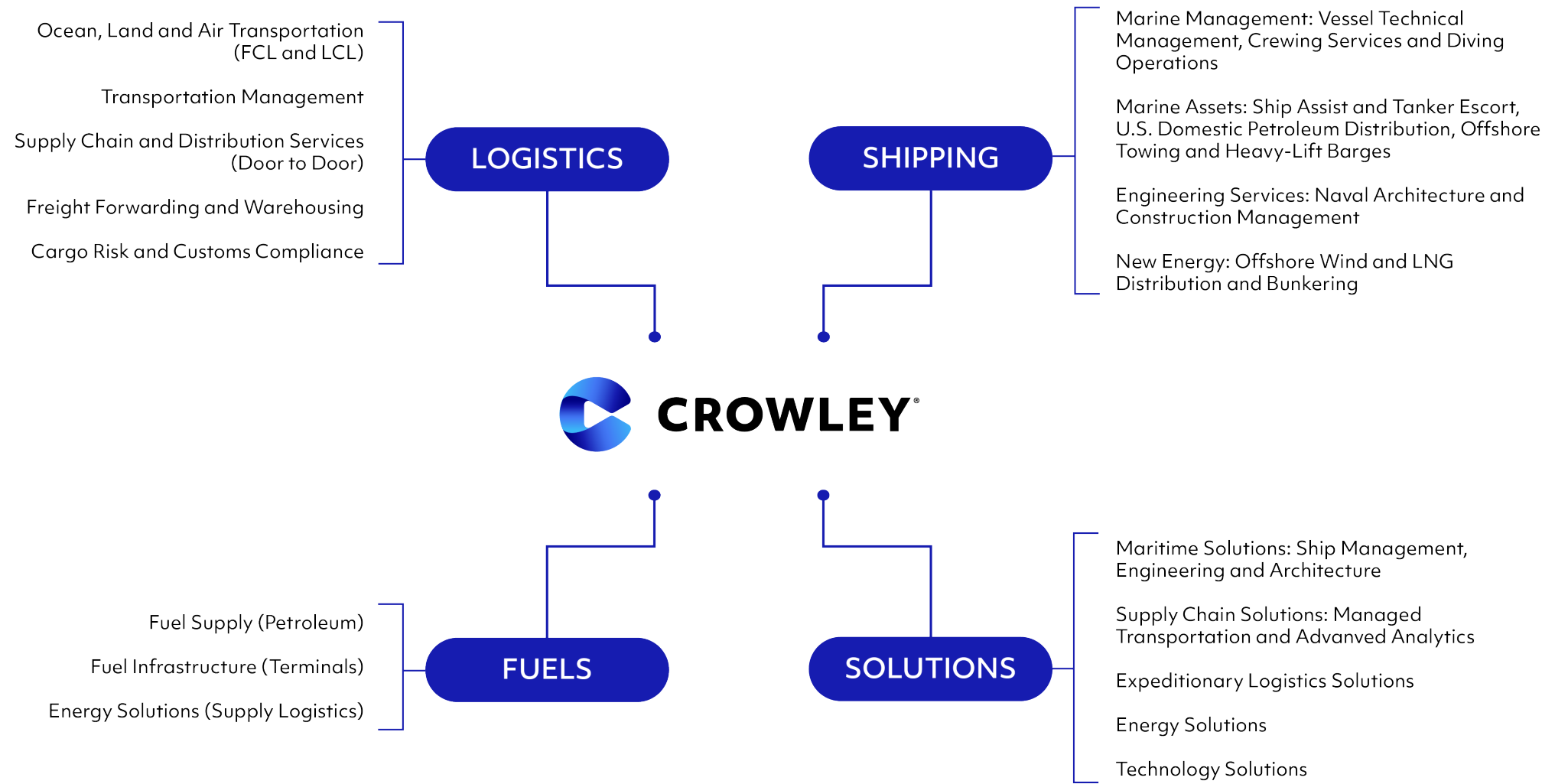
DEI Workforce Issues and the Future of Education in Maritime

Marine Board Spring Meeting

Megan Davidson, Crowley CPO

April 2022





Elevating Our People

WE ARE OPERATING IN A DYNAMIC ENVIRONMENT, WHICH REQUIRES US TO BE ADAPTIVE AND RESPONSIVE TO THE INTERNAL AND EXTERNAL FACTORS THAT IMPACT OUR PEOPLE, COMPANY AND INDUSTRY.

- **CHANGING BUSINESS PORTFOLIO**
- **DIGITAL REVOLUTION**
- **SUSTAINABILITY**
- **PANDEMIC – ADAPTING TO ‘NEXT’ NORMAL**
- **GENDER & RACIAL INEQUITY**
- **POLITICAL DIVISIVENESS**
- **EMPLOYEE MUSTS – DE&I, PURPOSE, EMPLOYEE EXPERIENCE ARE EXPECTED**



People Strategy - Driven by themes, centered on values



Our people strategy hinges on three themes:

1. Cultivating our unique Crowley culture
2. Capitalizing on our organizational capability through unparalleled talent, tools, and technologies
3. Creating an employee experience that empowers our people for success, and excites them for what's next

These themes are not linear—they are dynamic, and are strengthened when approached collectively.

Our Crowley values give these themes a center of gravity and a path forward.

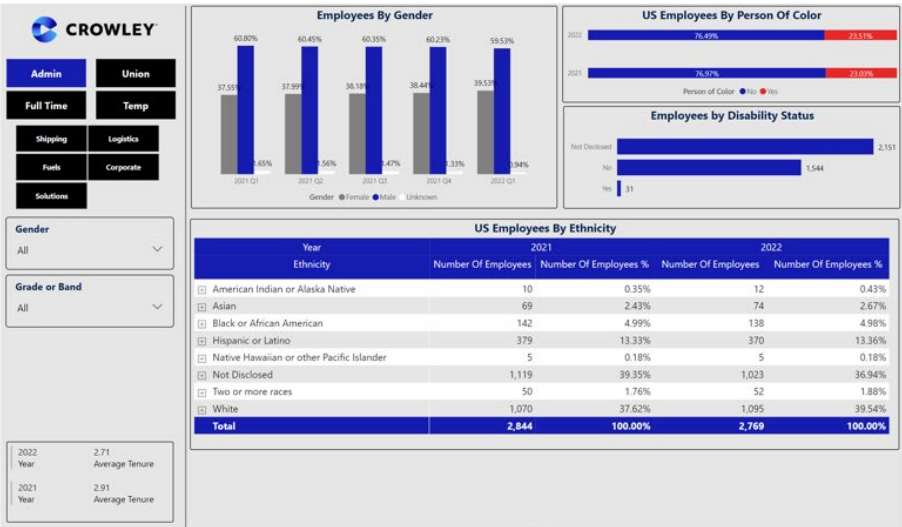
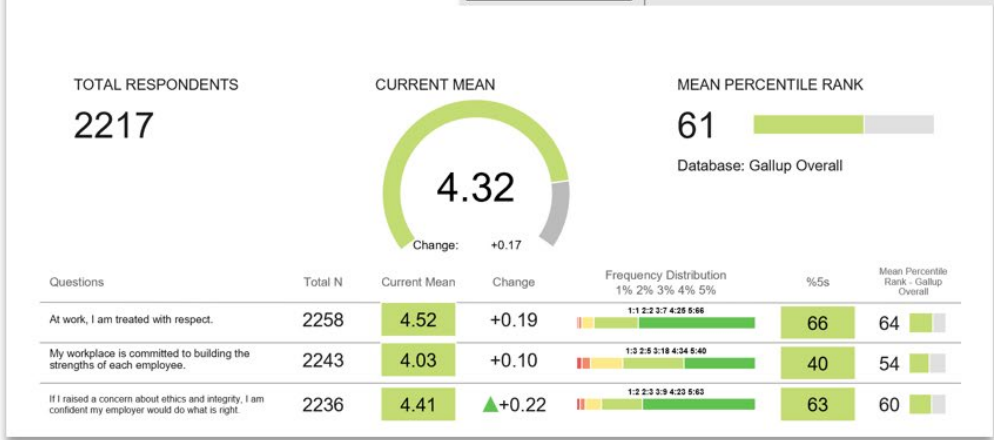
Our values are designed to collectively drive us toward our goals, while flexing to the needs of each theme:

- **Integrity** guides the culture we wish to build
- **Sustainability** gives us direction in building a superior experience
- **Drive** pushes us to expand on our tools and talents at every turn

Leadership. Accountability. Transparency.

- Visible leadership
- Bold ambitions
- Communication on current state and progress
- DEI embedded into Performance & Reward structures

Crowley Inclusion Index



Attraction



Marketing campaigns



Education, Association, &
Union partnerships

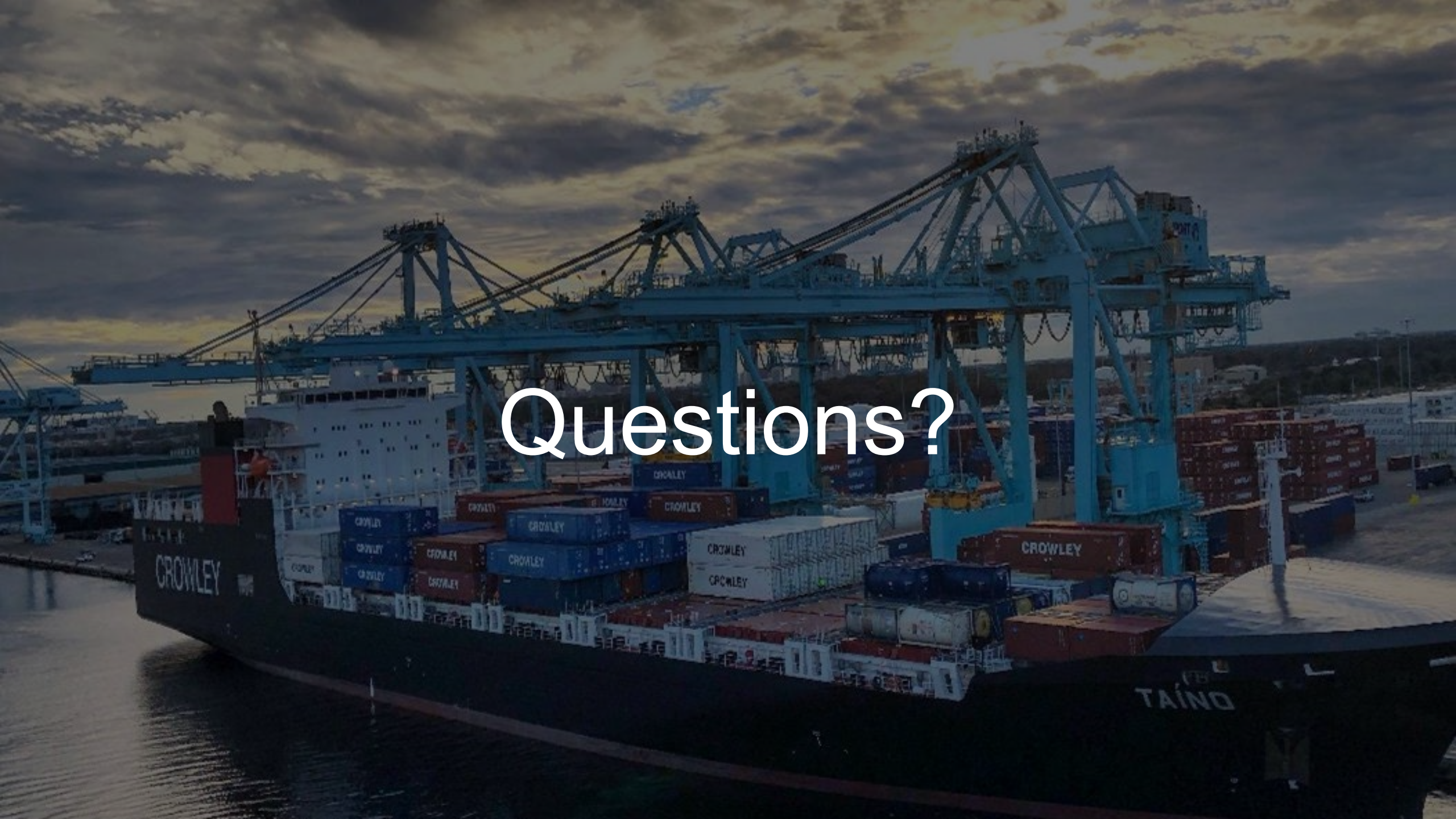


Leveraging Employee
Resource Groups (ERGs)



Identifying bias in hiring
processes and practices





Questions?