

### **Week Nine History (May 11, 2016)**

The creativity and ambitious drive of **Jim Crawford** had been epitomized in the Company's expansion during the first two decades. Management had shown its commitment to consistent standards of excellence while broadening our services in unique ways, and continued acquisitions gave the company an ever-larger base of business.

Sadly, the founder of Crawford & Company® did not live to see his firm evolve into the worldwide giant it would become. His untimely death from pneumonia at age 50 on August 21, 1963, denied him the satisfaction of seeing his company grow from an American dynamo into a player on the world stage. Yet, what he had started was unstoppable. The ethics, the sense of honesty and fair play, the insistence on delivering top-quality work to the customer quickly and at a fair price, the belief in training and continued education – these basic concepts, still the foundation of Crawford & Company, are the legacy of Jim Crawford. The direction he gave the Company from its first day in existence has led it straight to the position it still enjoys today.

We can be relatively sure that Jim Crawford never visualized that the Company he founded 75 years ago would one day span the globe. In the year 2000, Crawford employed more than 10,000 people and operated 700 offices. Today, Crawford has an expansive global network serving clients in more than 70 countries, and the Company is still growing...

The international growth caused a rethinking about how the Company should be organized outside of the United States. So, in 1999, Crawford was reorganized into four regions with the head of each region reporting directly to Atlanta.

- **Mike Reeves**, based in London, was regional managing director for the United Kingdom, Continental Europe, and Africa.
- **Richard Solomon**, who maintained offices in both London and Sydney, Australia, was regional managing director for the Asia-Pacific region.
- **Jeffrey T. Bowman**, based in Atlanta, was regional managing director for the Americas, which included the Caribbean and everything in North and South America, except for the U.S.
- The United States was managed as a separate region out of Atlanta.

**Archie Meyers, Jr.**, then chairman and CEO said, "Our task as the new millennium begins is to deliver consistent service across our worldwide network of offices. We are committed to ensuring that a client will receive the same level of service from us whether they engage our Company in New York, Stockholm, Bangkok, or Sydney."

During the first quarter of 2011, Crawford changed the names of two of its reporting segments to better align with how these business units were managed within the overall Crawford organization.

- **International Operations** became "**Europe, Middle East, Africa – Asia Pacific**" or "**EMEA-A/P**" for short; and was led by **Ian V. Muress** as chief executive officer;

- **U.S. Property & Casualty** was known as “Americas,” and included Canada, the United States, and Latin America. **Kevin B. Frawley** was chief executive officer of the Americas segment;
- **Legal Settlement Administration** comprised of **The Garden City Group** was led by **David A. Isaac**, chief executive officer; and
- The **Broadspire** business unit had **Kenneth F. Martino** as its president and chief executive officer.

## Recognizing Employees’ Value and Performance

Around the world and throughout the Company’s history, programs have been implemented that acknowledge employee performance, both individually as well as for their teams. In addition to benchmarking the critical issues necessary to measure performance, occasionally these programs also prompt “friendly competition” among peers.

Following is the description of a few of these programs:

Winning the Masters Golf Tournament and being fitted with the tournament’s iconic “green jacket” may be golf’s greatest achievement; and beginning in 2005 at Crawford & Company International, the green jacket was awarded to the winner of the **Crawford International Masters** competition, a highly sought-after symbol of excellence in its own right. The year-long competition tracks each region’s performance for factors including revenue, costs, profits, and claims received. **Ian Muress**, chief executive officer, UK and Ireland, was awarded Crawford’s first green jacket commemorating the region’s achievement for best performance in 2004, compared with its results for the prior year.

In 2005, the **U.S. Circle of Excellence (COE)** was launched, which ranked U.S. branch offices based on such critical areas as quality, productivity, finances and staff turnover. Top ranking branches celebrate with a dinner program including their spouses/significant others and senior management. The program evolved to include all **U.S. Property & Casualty branches**; and the **Broadspire** organization began its own program in 2006 to recognize outstanding performance in field operations.

Started in 2009, the **R.A.V.E. U.S. Employee Recognition Program** was designed to acknowledge employees for specific contributions to the organization that support the corporate vision and mission. Winners are nominated by peers or supervisors; and R.A.V.E. awards are given *for outstanding effort and specific accomplishments* relating to the attainment of Company goals that are *over and above the normal expectations of their job descriptions*.

In the **UK, Europe, and Asia** regions the '**Q Award**' Scheme has been in operation where staff nominate other staff members for their commitment to quality and the customer. Names are

submitted to the respective leadership teams who then select the winning person or team. Their name and work is mentioned and subsequently promoted to others and each individual is awarded shopping vouchers as a special recognition and thank you. In Australia, the Crawford **Employee Recognition Award (CERA) Scheme** operates in a similar fashion to the aforementioned.

In the EMEA-A/P region, **Australian** employees have also been recognized as **champions of Crawford Know How**, for their work on the Crawford Knowledge Gateway on behalf of the business. The team in the **UK** has received **Investor in Customers (IIC) honors**, after review by a team of experts that surveyed customer perceptions, employees and management for their understanding of customer needs and development of products and services to meet those needs.

Every year the Crawford global leadership team selects individuals who have shown great potential through their work contributions, skills and leadership abilities to attend the **Emerging Leaders Program** at Crawford World Headquarters (now called Atlanta Support Center). Global participants representing our different businesses and geographies complete an intensive, week-long training program, designed to further develop the individual's strategic thinking and overall understanding of the Company's operations.

To attract and retain top talent for our Company around the globe, over the years Crawford has offered a variety of programs to acknowledge the accomplishments of our employees and to further their personal and professional development.

### **2011 Building on a solid foundation**

The year 2011 marked another milestone for Crawford & Company -- its **70<sup>th</sup> year** of operation. On May 27, 1941, **Jim Crawford** bought a secondhand desk and typewriter, hired an ex-Liberty Mutual employee, rented a small office in the Murrah Building in Columbus, Georgia, and founded Crawford & Company. As they say, the rest of the story is history and to celebrate our platinum anniversary several initiatives were held throughout the year.



About former President and CEO **Jeffrey T. Bowman**:

Jeffrey T. Bowman, Crawford president and CEO from January 2008 - August 2015, was a leader with one goal: to see Crawford become **the** claims organization of choice to work for, to do business with, and to invest in. "The key is always trying to do better," he contended. "As Winston Churchill used to say, it is no use saying we are doing our best. You have to succeed in doing what is necessary." Throughout Jeff's career, his uncompromising style, as well as his ability to recognize opportunity and staff talent, made him a principal figure in the claims industry worldwide. The results of his initial months of leadership at Crawford only further solidified that reputation.

Since becoming Crawford's president and CEO in January 2008, Jeffrey oversaw a number of similar transformative initiatives. His first priorities were focusing on expense management and working capital, creating a pay-for-performance culture in the organization and, most important, inspiring operational efficiency and providing excellent results to clients. "When we deliver on those priorities, we will continue to grow and build a stronger foundation for the corporation in the future," he said.

He also established a strategic agenda for Crawford in early 2008, instituting a new planning process with his worldwide management team to develop a global strategic plan for the next several years. Finally, he reorganized the Company's management and put in place a series of global councils designed to further cooperation across the organization's borders and continue improvements in the company's performance.

"I believe the word that describes my management style is demanding. You cannot rest on your laurels. Another Winston Churchill quote I use often is, 'I am easily satisfied with the very best,'" he said. "I believe you can achieve anything if you put your mind to it. You shouldn't do anything you don't believe in and if you do believe in it, do it right. You have to be passionate and loyal about your Company and the services you sell."

## **2015 and beyond**

Over the years Crawford & Company leadership has always kept an eye on marketplace changes, as well as evolving global weather and the developing needs of our clients. Regular, strategic reviews of our business structure are conducted, which are essential to ensure we are positioned to respond with the strength and urgency needed in the face of any challenges that we may face.

As such, in August 2015 when **Harsha V. Agadi** was appointed Crawford's interim president and chief executive officer, he immediately held in-depth conversations with Crawford employees, managers, business heads, and clients around the world to better understand the existing challenges facing our Company and to develop strategies to unlock the earnings power of the Company over the near term. He recognized the resiliency of our employees, who had faced an extremely challenging market environment over the past several years, as well as the strength of our client relationships for our well-respected global brand and continuing competitive position. To reach corporate objectives, the leadership team optimistically concluded that the time was right to refocus our discipline on cost management to drive profitability and earnings in order to reduce our dependence on severe weather.

To capitalize on Crawford's competitive position; enhance the firm's profitability; and align with the global market for insurance companies, reinsurers, brokers, Lloyd's and the London market as well as self-insured corporations, the decision was made to restructure our business segments into a new simplified operating structure.

The Company's business segments became:

- **Crawford U.S. Services**, headed by **Larry Thomas**, EVP & CEO;
- **International**, headed by **Ian Muress**, EVP & CEO;
- **Broadspire**, headed by **Danielle Lisenbey**, EVP & CEO; and
- **Garden City Group**, now headed by **Kenneth Cutshaw**, EVP & CEO.

In February 2016, further organizational changes took place, crucial to the Crawford's ability to stay fluid, nimble, and dynamic – all key to increasing revenue and assuring the Company's continued growth.

A new International Management Team structure was revealed in March 2016, with a fully aligned 'G6' executive team and shared services leadership in place. The new structure ensures that each aspect of our international business is fully represented at the executive level, enabling rapid decision-making and tactical implementation up and down the chain of command.

Crawford International's new management structure is as follows:

- **G6—Andrew Bart**, CEO, Asia Pacific; **John Jenner**, commercial director, International; **Clive Nicholls**, CEO, UK & Ireland; **Stephen Pearsall**, finance director, International; **Kieran Rigby**, CEO, Europe & Latin America; and **Pat Van Bakel**, CEO, Canada.
- **International Shared Services—Benedict Burke**, chief client officer, International; **Phil Churchman**, chief information officer, International; **Pauline Holroyd**, vice president of human resources, International; **Mike Jones**, chief operating officer, UK & Ireland; and **Chris Pinney**, general counsel, International.

For a company as dynamic as Crawford, changes are inevitable, but necessary, in order to continue moving ahead toward our corporate objectives.

### **Our Vision, Values, and Culture**

Our Company's Vision, Values, and Culture are clear and guide our relationships with our valued stakeholders – including our clients, our shareholders, and each other.

#### **OUR VISION**

To be the world's leading provider of claim services, business process outsourcing, and consulting solutions. We will inspire our organization to develop world-class technology and innovative solutions to clients; to employ the best and brightest people; and to deliver a strong financial performance.

#### **OUR VALUES**

- **Integrity** – Do the right thing, always
- **Quality** – What we do, we do well
- **Innovation** – Change is constant
- **Communication** – Engage and be in the know
- **Leadership** – Leaders lead
- **Collaboration** – Leverage collective genius
- **Accountability** – If it's to be, it's up to me
- **Passion** – Committed in heart and mind
- **Diversity** – As inclusive as our services

#### **OUR CULTURE**

Crawford & Company employees are innovative, dedicated, hardworking, and reliable. We are resilient, collaborative, fast-acting, and share a passion to succeed. We hail from more than 70 countries and speak dozens of languages reflecting the global audience we serve. With ongoing investments in technology and a laser focus on implementation, our technologists have improved efficiencies and earned industry recognition and awards for their work. Crawford employs the best and the brightest individuals in the niche markets they serve, specialists who possess unmatched experience in difficult situations when our clients need us most. After all, at the end of the day we are in business to help people.

Crawford's talented employees pursue a wide range of interests, often taking time to give back to their communities in a multitude of unique ways. From serving as directors of non-profit organizations, to initiating fundraising drives, to running marathons, mountain climbing and participating in cross-continent, off-road cycling adventures to raise money for charities, we are visible in our communities and passionate about improving them.

#### **CODE OF BUSINESS CONDUCT AND ETHICS**

Crawford & Company is committed to conducting its business, not only in accordance with applicable law, but also with the highest integrity. Our Code of Business Conduct and Ethics sets forth the standards of ethical conduct that is expected of each of us. The Code is the foundational document of the Company's compliance and ethics program.