



2024 U.S.

IMPACT REPORT





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LEADERSHIP MESSAGE

Welcome to the Crowe 2024 U.S. Impact Report!

In this year’s report, we turn our focus to the impact we are having beyond the four walls of Crowe. Where last year’s report highlighted the culture of inclusion we are actively nurturing within our firm, this year we report on some of the ways we are striving to positively impact our clients, our communities, our profession, and our world. Many of these impacts are presented through the words and experiences of Crowe team members who have generously shared their stories to bring personal perspective and individual relevance to this report.

Crowe culture is human centered, rooted in our values, and guided by ethics. We celebrate our people and champion belonging in principle and in practice while fostering a merit-based environment where contributions and achievements are recognized and rewarded based on individual merit, skill, and dedication.

We believe that an ethical culture is especially imperative at this juncture in our global ecosystem, as artificial intelligence and machine learning increasingly intersect with issues of privacy, risk management, compliance, and independence. Beyond safeguarding our clients’ and team members’ data, Crowe embraces our obligation to enforce policies, procedures, and ethical parameters to guide the responsible application of technology solutions across our firm for the protection of the people at the heart of our business.

Our purpose as a firm is **Shaping Your Better Tomorrow. Together. Today.®** We are vigorously, unwaveringly committed to delivering on that promise both for our clients and our team.

We thank you sincerely for your interest, time, and support. We welcome your questions and invite you to reach back to us to share your thoughts and explore opportunities for collaboration in advancing a more equitable world for everyone.

Very truly yours,

Steve Strammello
Chief Executive Officer



Rachael Gibson
Chief Inclusion and Impact Officer



**SHAPING
YOUR
BETTER
TOMORROW.
TOGETHER.
TODAY.®**





ONE

Living our values: **How Crowe shows up**

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THE CROWE WAY

Crowe values are the foundation for all that we do: how we serve our clients and communities, how we support our people and our industry, and how we pursue the advancement of inclusion and belonging.

To articulate how our values translate into action, in October 2024 we unveiled firmwide standards for the ethical behaviors we expect of ourselves and to which we hold ourselves accountable. These standards are embodied in **The Crowe Way**.

The Crowe Way defines how Crowe lives our values – doing the right things, at the right time, for the right reasons. It applies to every team member, regardless of title or position.

More than just a set of goals, The Crowe Way is a guideline for how Crowe shows up, particularly in circumstances that are not clear-cut or that require a judgment call. Our new values-based, behavioral standards compel a culture of mutual respect and provide parameters for making informed and ethical decisions.



CARE

We truly, deeply care about others, ourselves, and the future.

Behaviors that show CARE

Humility:

We'll listen first.

Personalization:

We'll consider the person.

Mutual support:

We'll have each other's backs.

Constructive communication:

We'll tell it like it is. Respectfully.



TRUST

We empower our people to be leaders: to be agile, to lead with integrity, and to extend trust to others.

Behaviors that earn TRUST

Transparency:

We'll be honest and open.

Reliability:

We'll do what we said we'd do.

Quality:

We'll give our best every time.

Interdependence:

We'll work as a team.



COURAGE

We encourage our people to be bold and take action, knowing their team will support them.

Behaviors that show COURAGE

Constructive conflict:

We'll have the hard conversations.

Bold action:

We'll take measured risks.

Experimentation:

We'll try new things.

Integrity:

We'll do the right thing, even when it's hard.



STEWARDSHIP

We work hard to help our future generations thrive.

Behaviors that demonstrate STEWARDSHIP

Ownership:

We'll take responsibility.

Thoughtful investment:

We'll put the right resources in the right places.

Sustainability:

We'll think about future implications.

Adaptability:

We'll embrace positive change.



PERSONAL PRIVACY

“Crowe is in the trust business,” says Crowe Chief Compliance and Privacy Officer Pam Hrubey.

“Because we value being trustworthy, it is core to our governance principles that we firmly protect an individual’s right to decide what personal data they want to share and how that data is used.”

This imperative becomes even more acute as an increasing number of jurisdictions both within the U.S. and overseas enact comprehensive privacy laws. Our stakeholders must be able to rely on Crowe to be fully compliant with relevant privacy regulations both with respect to treating confidential information appropriately and to our obligations. In a privacy construct, data cannot be separated from the individual, which is especially important in an inclusion and belonging context. Pam says, “In order for someone to be able to say, ‘Here’s who I am, here’s what’s important to me,’ they have to feel safe and confident that the information won’t be used against them or used to embarrass them or to diminish their contributions.”

Trust means Crowe lets people show up how they want to show up. Our team members are fully able to be their authentic selves at Crowe, and when they lean into who they are, they are better at what they do, and Crowe, as a result, is also better.

“When you protect data and you protect the people that data belongs to, you open up many opportunities for your business,” Pam says. “Once you have the necessary guardrails in place to protect and secure personal data, you can drive faster to a desired result involving that data because you know where the edges of the road are. You don’t have to limit the path taken to just the middle.”

SUSTAINABILITY

In 2023, Crowe formalized our commitment to sustainability by signing the United Nations Global Compact (UNGC), a call for companies to align strategies and operations with 10 universal principles pertaining to human rights, labor, environment, and anti-corruption.

As a signatory, Crowe pledges to make the UNGC's principles part of the culture and day-to-day operations of our firm and to engage collaboratively in advancing the compact's Sustainable Development Goals (SDGs).

To focus our efforts and our resources most effectively, Crowe has embraced three specific SDGs where we believe we can have the greatest impact:

- Good health and well-being (SDG 3)
- Reduced inequalities (SDG 10)
- Responsible consumption and production (SDG 12)

These SDGs provide the framework for our inclusion and belonging initiatives, our employee volunteer programs, and our philanthropic giving.

ENVIRONMENTAL RESPONSIBILITY

Understanding that a comprehensive climate action strategy consists of measuring, reducing, and offsetting, Crowe launched efforts to assess our environmental impact. We have taken inventory of our carbon footprint across Crowe offices and have plans to continue to enhance our greenhouse gas emissions measurement practices in order to understand our consumption and determine next steps in our strategy. We intend to disclose our Scope 1 and 2 emissions inventory in the near term.



THE ETHICAL APPLICATION OF AI

Professional services firms are learning how to harness the potential of artificial intelligence (AI) and machine learning (ML) to improve efficiency and accuracy and speed the delivery of services. But special care must be taken to screen for any hidden bias in data inputs that could be replicated in outputs and, thus, corrupt analysis and application.

“The models are only as good as the data they are built on,” says Alison Bauter Engel, assistant director and AI studio operations leader. “Where we are building those models ourselves, we are doing the due diligence to control for bias and maintain data quality; when we’re using a third-party model where we can’t control for bias in the data, we control through policy around how the solution is used. We also train our users about their responsibilities and engage stakeholders in the development process, including the limitations on using data that could be harmful.”

The applied AI and ML team at Crowe recognized the need for a framework to guide the ethical development and application of solutions during the earliest stages of the AI revolution. With a focus on narrowing the margin for harm due to hidden bias, the team created an ethics road map charting the end-to-end product life cycle, which entails close scrutiny and forward thinking at each stage of development to support the long-term ethical application of AI and ML solutions.

“We want to be sure there are no red flags for how a solution might be used or the impact it might have on people. The goal is to build something that’s targeted and meaningful and backed by best-in-practice AI and ML,” Alison says.

People are the first line of defense for any technology. Putting people at the center of how we conceive, model, test, and deploy AI solutions validates those solutions are consistent with our firm’s values and that they advance the ethical application of technology.

* Crowe AI ethics statement

The Crowe applied AI and machine learning team cares for our teammates, our clients, our firm, and our communities by seeking to eliminate harm to individuals or groups in everything we create. We proactively identify and mitigate biases or limitations in our data, design, and model behavior. We question often and speak up immediately if our solution, directly or indirectly, fails to uphold Crowe ethical standards and industry best practices. We reject product and feature requests that fail these criteria.

* Ethics road map

- Red flag review
- Incremental ethics checklist
- Internal ethics audit
- Prelaunch ethics review
- Postlaunch ethics validation
- Ethics pull cord

* Technology guilds

One of the ways Crowe lives its purpose – **Shaping Your Better Tomorrow. Together.** Today. – is by embedding technology into our business practices, products, and services to create more value. Our technology guilds are a forum for the free flow of ideas among team members from disparate groups, to drive thought leadership about how we can best deploy technology for the benefit of our clients, our people, and our firm.

Agile Guild

Business Analyst Guild

Change Management Guild

Data Analytics Guild

Data Science Guild

Design Guild

Engineering Guild

Modern Work Guild

Product Management Guild

Product Quality Guild

Product Support Guild

Strategy Guild

DIGITAL ACCESSIBILITY

The Crowe cross-disciplinary Web Accessibility Committee is focused on how our digital portfolio can accommodate the diverse needs of employees, clients, and others, in accordance with global web content accessibility guidelines (WCAGs). We seek to remove barriers that prevent people from fully utilizing our digital products and platforms.

Allie Schulke, manager in technology and certified professional in web accessibility, leads the committee. Allie says that embracing digital accessibility is changing the culture of business, and she sees it becoming a greater priority as clients increasingly call on Crowe to provide accessibility conformance reports demonstrating our compliance with WCAG standards.

“Crowe is committed to accessibility in all its forms. There is a way forward, and I get to be part of that,” she says.

✳ Global WCAGs

WCAG standards include accommodations for:

- Blindness and low vision
- Deafness and hearing loss
- Limited movement
- Speech disabilities
- Photosensitivity
- Some cognitive disabilities





TWO

Shared purpose: **The people imperative**

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CROWE ON CAMPUS

For every college student eager and excited to land a professional internship, there is another burdened by the time and cost of commuting to a job site. And for every accounting firm competing to hire enthusiastic young talent, there is another one crowding a college job fair.

Crowe on Campus (COC) solves both problems by working with colleges to bring paid internships directly to the students where they live and study. COC simplifies the logistics of interning for the students and gives Crowe direct access to emerging talent. Students get to perform real client work while learning the ropes of client service. They also participate in video meetings with their extended Crowe teams and get to interact with visiting Crowe professionals who visit campus throughout the semester.

“Through our Crowe on Campus program we enable students to gain valuable work experience while minimizing the logistical burdens typically associated with off-campus internships. The feedback from students and university participants has been overwhelmingly positive. Our presence on campuses has strengthened our relationships with these academic communities and highlighted our commitment to developing future industry leaders. The success of COC is a great demonstration of the innovative spirit at Crowe and our dedication to nurturing talent,” says Renee Boehmer, managing director of talent acquisition.

Crowe on Campus: 2023-2024 Snapshot

COC universities

- Andrews University – Berrien Springs, MI
- Baruch College – New York, NY
- Florida A&M University (FAMU) – Tallahassee, FL
- Florida International University – Miami, FL
- Georgia State University – Atlanta, GA
- North Carolina A&T (NCAT) – Greensboro, NC
- Ohio State University – Columbus, OH
- University of Kentucky – Lexington, KY
- University of Southern California – Los Angeles, CA

Current COC interns

85

COC permanent hires

15

Current school year

53

Since program inception (2018)

“

“One thing that stood out to me was meeting the people I would be working with. I learned so much and was so lucky to have a supportive team. Getting real-world experience in the accounting industry was amazing, and learning new software was fun. I was super grateful for the opportunity and recommended to my peers that they intern with Crowe.”



MATTHEW SANCHEZ
Staff, Tax, and former
Crowe on Campus
Intern, Baruch College

“Being able to meet the CEO and the fact that he knows me by name is actually very unique. You wouldn’t get that at another firm. I have those relationships already and I haven’t even started full time with the firm yet.”



JORDAN PRICE
Crowe on Campus Intern,
FAMU M.B.A. Candidate,
Full-Time Hire 2025

* Endowments: Historically Black colleges and universities (HBCUs)

Our relationships with HBCUs are an expression of our commitment to building a robust pipeline of diverse talent to sustain our profession.

Crowe recently established \$150,000 endowments at both Florida A&M University and North Carolina A&T University.

In addition to providing financial support to students at these outstanding HBCUs, the endowments align with our commitment to the UNGC, with a focus on advancing SDG 10, reduced inequalities.



ORGANIZATIONS

Our efforts to help build a more inclusive world extend well beyond the walls of our offices and the policies that govern how we conduct our business. They filter through our people into our communities in myriad ways. One of the most meaningful and impactful is our sponsorship of external organizations like NABA Inc., Ascend, and the Association of Latino Professionals for America (ALPFA). By supporting these external groups, Crowe people across the country find opportunities to roll up their sleeves and volunteer as board members, committee chairs, organizers, presenters, and mentors.

ALPFA

James Torres leapt at the opportunity to help found the new Indianapolis chapter of ALPFA in 2022, expanding the organization's sphere of influence while simultaneously deepening the firm's support for Latinos in the workforce.

James, senior manager in consulting, serves as chapter secretary, an executive board position. He says that what he would most like people to know about Crowe support of ALPFA is that Crowe truly cares about investing in diversity of thought.

"By sponsoring ALPFA, Crowe leads by example, demonstrating the firm's commitment to contributing to the community and encouraging people to step up and volunteer. It empowers us to take initiative."

One of the ways that shows up is in Crowe support for

team members who identify opportunities for others. Latino students making the transition from high school to college, for example, often do not know what that transition should look like, James says. Crowe team members connected the dots to introduce students to internship opportunities and other resources available from three separate organizations – ALPFA, Project Stepping Stone, and the Crowe business resource group (BRG) Adelante: Latinos Leading @Crowe.

"Crowe does a great job of empowering its people to be involved and to take initiative where they see a need," James says.





Ascend

Dallas-area team members Mai Nguyen, consulting manager, and Ivy Liu, firm risk management senior manager, are both heavily engaged with the North Texas chapter of Ascend, the largest global network dedicated to advancing Pan-Asian professionals in the workplace. They recently collaborated on the chapter's first Women's Forum, "Strategically Standing Out," where Ivy introduced the speakers and Mai facilitated the Q&A.

"The topic of the Women's Forum was living your truth and being your authentic self. The panelists, including Crowe Chief Growth Officer Sheila Enriquez, shared stories of successes and challenges in their careers and encouraged other women professionals to embrace growth opportunities, build supportive relationships at work, and search for our 'why.' It was a great opportunity to connect with Asian-Pacific Islander (API) business leaders in the Dallas-Fort Worth area and have meaningful conversations with one another," Mai says.

"Most of us have parents who immigrated to the U.S. to create a safer and more stable life for their families. There's an immense sense of pride that most of us come from humble beginnings, and we've blazed our own paths to succeed in the corporate world and through entrepreneurship."

Crowe sponsorship of year-round programming and support for passionate team members who take on leadership roles in Ascend chapters around the country is an investment in helping more Crowe professionals build the connections – and the self-confidence – to achieve their own career success.

NABA Inc.

Miranda Curtis, audit and assurance senior staff, currently serves as first vice president of the NABA Inc. Dallas chapter. She has been passionate about the organization's vision since her precollege days in NABA Inc.'s Accounting Career Awareness Program for rising Black and minority high school seniors, hosted by Harris-Stowe State University in St. Louis.

"If NABA Inc. had not exposed me to the accounting profession in such an immersive way, I would not be here right now. My parents did not work in a corporate setting whatsoever, so I had no real exposure to working in corporate. You don't know what you don't know. So, if we, as an industry, want to increase the presence of minorities in the field, we have to first create exposure to it," Miranda says.

"NABA Inc. introduced me to accounting partners and professionals from different levels who looked like me. They had come out to campus to tell us about their experiences, and it brought home the reality I could do this, too. I could see myself here because I saw others who looked like me who were already doing it."

To help more students have the same opportunity, Crowe invests in NABA Inc.'s college scholarship fund and commits significant time and talent to supporting the organization's events and programs across the country, including NABA Inc.'s Annual National Convention and Expo.

Herschel Frierson, Crowe principal and strategic networks leader, has been chair of the NABA Inc. board of directors since 2020. "Our firm's work with NABA Inc. at the chapter and national levels is an investment in the future of the profession," he says.

"When I see my firm contribute to the accounting profession through underprivileged students, I am truly honored," Miranda says. "Crowe has proven its commitment to furthering the education of Black and brown students in the accounting profession. This is huge!"





THREE

Crowe cares: **Giving with intention**

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THE CROWE FOUNDATION

Crowe is deeply committed to supporting the causes that matter most to our team members. Our charitable giving is strategically aligned with our peoples' volunteer efforts. The Crowe Foundation accepts funding requests exclusively from our employees, on behalf of qualifying charitable organizations they personally support. Every member of our firm is eligible to apply for a charitable grant.



GRANTS

Volunteer grants

For every 40 hours volunteered, Crowe team members can earn \$250 for the charity of their choice. All types of volunteer hours count, including at schools and churches and on charity boards. Employees may earn up to four volunteer grants per year.

Matching grants

We match personal donations by Crowe team members to the charity of their choice, up to \$250 per employee annually.

Impact grants

Ranging from \$2,500 to \$30,000, impact grants are designed to scale up our community impact and strengthen meaningful relationships with local charitable organizations. Grant applications may be submitted by any team member holding a leadership position within a not-for-profit organization or where several Crowe colleagues volunteer locally.





Business resource group gifts

In 2024, we allocated an additional \$40,000 in impact gifts to enable each of our BRGs to award \$5,000 to a not-for-profit organization. Gifts went to organizations advancing the needs of various populations.

FY 2024 BRG gift recipients

BRG	Gift recipient	Mission
Adelante: Latinos Leading @Crowe	Project Stepping Stone	Helps Indiana’s Latino students prepare for college and beyond
Black Professionals @Crowe	Right Hand Foundation	Provides essential services and housing to single mothers in metro Atlanta
disAbilities @Crowe	TASH	Helps advance inclusive communities through advocacy, research, professional development, policy, information, and resources
Military, Veterans, and Families @Crowe	Wounded Warrior Project	Offers mental health services, career counseling, and long-term rehabilitative care to improve the lives of military veterans and their families
NextGen @Crowe	Junior Achievement	Provides lessons in financial literacy, work and career readiness, and entrepreneurship
Pan-Asian Professionals @Crowe	APIA Scholars	Helps increase access to higher education for Asian American and Pacific Islander students
Parents and Caregivers @Crowe	National Alliance on Mental Illness	Includes 600 local affiliates that work to raise awareness and provide support and education about mental health
Pride @Crowe	Dining Out for Life	Holds an annual fundraiser for community-based organizations serving people living with or impacted by HIV

CROWE CARES DAY

Crowe Cares Day is our firm's annual tribute to volunteerism. In 2024, our efforts were devoted to helping reduce food insecurity and hunger in our communities, working with Feed My Starving Children, Feeding America, and Meals on Wheels in the U.S. and with local food banks, senior homes, and orphanages in India.

On Aug. 9, Crowe team members on both sides of the globe helped prepare and distribute 538,000 meals, representing 650,000 pounds of food, to those affected by food insecurity. Crowe team members contributed 10,800 volunteer hours to 61 not-for-profit organizations working to end hunger locally in the U.S. and India.



Crowe Cares Day Grants

Amplifying the impact of our team members' volunteer service, the Crowe Foundation awarded financial grants to the three U.S. organizations where our people elected to spend their Crowe Cares Day.

Feed My Starving Children:

\$20,200, providing daily meals for 190 kids for one year

Meals on Wheels:

\$22,100, delivering 4,420 meals to seniors

Feeding America:

\$91,000, providing 910,000 meals to families

STEWARDSHIP AMBASSADORS

Stewardship ambassadors at Crowe are the driving force behind our community engagement and volunteer efforts at the local level. Ranging from staff to partners, they are instrumental in infusing a culture of community service in Crowe offices across the country. By organizing local volunteer projects and fundraising drives and encouraging participation, they are leaders in driving our sense of purpose, service, and teamwork firmwide. And as our primary community liaisons, Crowe stewardship ambassadors amplify the ways we deliver value where we work, live, and play, by actively collaborating with external participants and service organizations to raise the bar for everyone.

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“The stewardship ambassador program has helped us create value for our local communities by empowering our employees to take active roles in addressing the unique needs of the areas where we live and work, fostering a culture of service within the firm. The program not only enhances community well-being but also strengthens relationships between our teams and local community organizations, demonstrating our commitment to meaningful social responsibility.”



DAVID BELLUCCI
Senior Staff, Consulting

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“Last year we joined forces with Branches in South Florida for a special beautification project. Branches is focused on breaking the cycle of generational poverty for hardworking families and their children. We spent the day painting and having a great time, but what made it even more special was when Branches recognized our team’s commitment and the significant progress we made in such a short amount of time. It was gratifying to know that our hard work would make a lasting impact. It brought our team closer together while also strengthening our relationship with a local organization that is making a difference in our community. I am proud to be a part of a firm that actively supports and participates in initiatives like these.”



JENNIFER SANTANA-SHALWANI
Senior Associate,
Shared Services Delivery Center

NATIONAL SERVICE

In addition to our work with local not-for-profit organizations in Crowe communities, our team members are deeply engaged with several service organizations at the national level. Boys & Girls Clubs of America and Junior Achievement are two that have a special place in our firmwide philanthropy.

Boys & Girls Clubs of America

Boys & Girls Clubs of America provides a safe place for kids and teens to learn and grow, through programming that promotes academic success, good character and leadership, and healthy lifestyles. In 2024, Crowe employees volunteered 627 hours to local Boys & Girls Clubs across the U.S., participating in skills-building and educational workshops and serving as mentors and board members. The Crowe Foundation also provided \$60,000 in direct grants.

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“The best type of events, in my opinion, are when we host an ice cream social and just hang out and read or play basketball with the kids. I believe the club kids benefit from being around positive, professional people. Financial support from Crowe helps the club provide a safe space for our community’s youth and the resources the clubs need to allow the kids to have fun and be productive at school.”



TOMAS BIRRIEL
Partner, Audit and Assurance, and
Board Member, Finance Committee,
Boys & Girls Club of Tampa Bay



Junior Achievement

Junior Achievement (JA) is the world's largest organization dedicated to giving young people the knowledge and skills they need to own their economic success, plan for their future, and make smart academic and economic choices. In 2024, Crowe employees served as classroom volunteers and board members across 16 JA sites, contributing 1,186 hours and \$17,000 in direct donations. The Crowe Foundation provided \$168,000 in additional grant funding.

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“Junior Achievement’s lessons align with national and state educational standards and are delivered to millions of students across the country with the help of our education collaborators and volunteers from the local community. ... [In] St. Joseph County, Indiana, we were able to provide a goal-breaking 13,000+ student experiences in 553 classes that engaged students with interactive programs and real-world simulations that equip them for a brighter future.”



STEPH NELSON
Manager, Tax, and Board Member,
Events Committee Cochair,
Junior Achievement of Northern
Indiana, St. Joseph County



SolarBuddy Initiative

Nearly 10% of the world's population lives in energy poverty.¹ Each night, 789 million people² are plunged into darkness because they don't have equal access to safe, clean, and reliable energy. On April 22, Earth Day 2024, which coincided with Global Volunteer Month, the Crowe environmental, social, and governance team worked with Junior Achievement in a firmwide initiative to elevate awareness about energy poverty. Nearly 700 Crowe team members assembled 1,300 SolarBuddy renewable energy light kits and wrote letters to those living in energy-impooverished communities – delivering illumination in more ways than one. This initiative directly impacted the lives of 6,500 people and helped reduce carbon dioxide emissions by over 1,600 U.S. tons while providing another platform for Crowe to execute our philanthropy by advancing all three of the UNGC SDGs.

“We were making lights for kids without access [to electricity] and bridging a gap of inequity. The lights are a tool to provide them with the ability to achieve on the same level as others.”



CORY SUGANO
Staff, Consulting

¹ “What Is Energy Poverty?” SolarBuddy, accessed Nov. 3, 2024, <https://www.solarbuddy.org/energy-poverty/>

² “Goal 7: Affordable and Clean Energy,” United Nations Development Programme, accessed Nov. 3, 2024, <https://www.undp.org/sustainable-development-goals/affordable-and-clean-energy>

FOUR

Wellness: **The whole human**

22 American Foundation for Suicide Prevention

23 Pinnacle Awards

25 Pay equity

25 Pay transparency

25 Healthcare benefits



At Crowe, wellness means caring for the well-being of our employees both in their professional and personal lives. This includes fair compensation, celebrating achievements, and supporting their health and the health of their families. Our rewards, recognition, and well-being initiatives cover mental, physical, and financial aspects of wellness. Following are some highlights.

AMERICAN FOUNDATION FOR SUICIDE PREVENTION

The American Foundation for Suicide Prevention (AFSP) is doing some of the most urgently needed work in public health today. Suicide is now the 11th leading cause of death in the U.S.,³ and AFSP's prevention, education, and research initiatives are driving hard to reverse this tragic reality. Crowe is immensely proud to support AFSP's outstanding programs through board service, employee volunteerism, information-sharing, and support groups. In a Crowe tradition that started in 2023, more than 500 Crowe team members across the country lace up their sneakers to participate in AFSP's local Out of the Darkness Walks, a national campaign to raise awareness and much-needed funds for suicide prevention – a visible demonstration of the organization's essential message that **no one is alone**. Each fall, Crowe also collaborates with AFSP to provide "Talk Saves Lives: Suicide Prevention in

the Workplace" training. This program incorporates diversity and inclusion throughout, from design elements to shared data. In September 2023, more than 1,200 Crowe team members in the U.S. participated in this training.

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“We are creating opportunities for our people to connect and share. I think the more engaged they are in taking care of each other, the more they will be able to take care of themselves.”



DANICE CRANEY
Manager, Talent Solutions

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“As a firm, we’re committed to supporting the well-being of our people, as well as the well-being of our families and the broader communities to which we all belong. And to truly support our collective well-being, it’s vital that we start having more frequent and open conversations around mental health in our workplaces, in our homes, and through public forums like the AFSP Out of the Darkness Walks. By working with AFSP and sponsoring walks across the U.S., Crowe continues to work to elevate mental health conversations and make an impact within the firm’s walls and beyond. Together, we’re bringing light to the darkness of suicide by breaking down stigmas and creating safe spaces – so individuals know they’re not alone and help is available.”



MARK BAER
Immediate Past Crowe CEO
and AFSP Board Member

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“At the AFSP, we often say suicide prevention is everyone’s business. This includes integrating mental health and suicide prevention into the culture of workplaces. Crowe understands that preventing suicide starts with a caring conversation and linking those in emotional distress with resources that can help. We applaud the company for its commitment to mental wellness, as well as for supporting employees who have tragically lost a loved one to suicide. We are grateful for the many ways Crowe is setting an example for its industry and for other workplaces through its involvement, its investment in suicide prevention, and for saving lives and bringing hope to those affected by suicide.”

ROBERT GEBBIA
CEO, American Foundation
for Suicide Prevention

³ “Suicide Statistics,” American Foundation for Suicide Prevention, May 11, 2024, <https://afsp.org/suicide-statistics/>

PINNACLE AWARDS

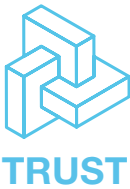
The Pinnacle Awards were introduced in 2023-2024 to recognize Crowe employees and partners who truly represent our values. All employees in the U.S. and India are eligible for nomination, and they can nominate any of their colleagues. At their essence, the Pinnacle Awards honor those whose behaviors elevate our values by modeling the standards of integrity to which we hold ourselves accountable. More than 500 nominations were submitted in this inaugural year.

Crowe value

Pinnacle Awards recognize someone who...



... Share[s] their knowledge ... expecting the highest level of quality, ethics, and integrity of self and others while leading with empathy and listening to learn.



... Demonstrates a strong sense of shared success by upholding the highest standards, extending trust to others, and nurturing valued partnerships.



... Is known for their innovative mindset ... delivering solutions that result in differentiated and outperforming value.



... Leads by example ... mentoring others on the importance of giving back personally to ensure the success of the whole ... leaving things better than they found them.

2024 Pinnacle Award Winners



Alison Bauter Engel
Assistant Director,
AI Studio Operations Leader



Sushant Kumar
Senior Manager, Consulting, Crowe
Horwath IT Services LLP



Gideon Sanders
Senior Manager, Tax



Grant Ludema,
Senior Manager, Consulting



Elaine Malott,
Senior Associate, Tax



Aaron Foster
Managing Director, Tax



Angela Frazier
Assistant Director, Talent
Solutions, and Co-Lead of Black
Professionals @Crowe



Joan Nicolas
Senior Manager,
Audit and Assurance

Partner Awards



Ann Suding
Partner, Consulting



Mike Percy
Partner, Consulting



Alicia Antonetti-Tricker
Principal, Consulting



Lara Thompson
Partner, Tax

Crowe Legacy Award



Carl Bossung
Former National Financial
Institutions Practice Leader,
Chair of the Strategic Planning
and Visioning Committee, and
First Chair of the Board of Directors



PAY EQUITY

Core to our culture of inclusion, Crowe is committed to pay equity across all levels of the firm. We work with subject matter experts to understand the factors that might affect compensation and the ways in which we can continue to enhance our annual compensation process to eliminate potential inequities in pay. As a merit-based organization, decisions related to compensation are based on an individual's abilities, performance, skills, and contributions. In 2024, we created a new U.S. compensation policy and a compensation tool kit to increase workforce understanding of our compensation philosophy and approach. Crowe is committed to the ongoing evolution of our policies and practices to promote consistency at all levels.

PAY TRANSPARENCY

With more states passing laws calling for salary transparency, Crowe is increasing awareness and education around compensation. We are preparing for nationwide salary transparency in all job postings as well as for current employees. As a first step, our new U.S. compensation tool kit helped demystify the process and enabled employees to better understand the factors that influence compensation and when compensation might change. The tool kit provides visibility into how salary ranges are set for specific positions and the factors influencing those ranges locally, such as cost of labor in each Crowe market.

In 2025, this process transparency (the “how”) will be expanded with outcome transparency (the “what”), enabling U.S. job candidates and current team members to see their individual salary ranges, regardless of where they live.

HEALTHCARE BENEFITS

For Crowe, providing inclusive healthcare benefits reflecting industry best practices that truly meet the needs of our diverse employee population is not merely a matter of checking the boxes. To ensure that our benefits are not just comprehensive, but consequential, we listen.

We are committed to understanding our employees' nuanced healthcare concerns and making sure that our benefits policies are progressive and continuously updated to accommodate employees' changing and emerging healthcare priorities.

Our open-door culture gives employees a seat at the table with our healthcare benefits leaders when policy decisions are made. And our benefits team is fully empowered to make the right decisions.

Our goal is to provide healthcare benefits that are as responsive, appropriate, and as generous as possible.

New in 2024

- **Caregiving leave**
 - Increased from six weeks to 12 weeks
 - Renamed using inclusive language
 - Expanded to loved ones beyond immediate family to acknowledge diverse family structures
- **Family planning**
 - In vitro fertilization: Expanded to include unlimited smart cycles to support family formation
 - Surrogacy: Introduced new \$75,000 lifetime benefit to support all paths to parenthood
- **Breastfeeding support**
 - Breast milk shipping program for employees who are traveling

“

“We want to make hard times easier. We are thinking not just about our employees but the other people in their orbit they might be caring for, the impact that has on our people, and how we can make sure our benefits support them and our organization.”



KRISTEN CONNELLY
Managing Director, Talent Solutions



* Surrogacy

For same-sex couples and others wanting to start a family, steep financial barriers to biological parenthood can keep the dream out of reach, says Breyer Conroy-Salmassy, a consulting senior manager.

In collaboration with our Benefits Committee, Kristen Connelly, who leads efforts for rewards, recognition, and well-being, recognized the potential value of a gestational surrogacy benefit, removing a significant portion of the financial barrier to having a family for many Crowe employees.

“Crowe aims to provide multiple options and paths to parenthood while striving to minimize cost barriers and other limitations,” Kristen says.

The \$75,000 lifetime surrogacy benefit alleviates a significant portion of the financial pressure on Crowe employees pursuing this avenue to family formation. Given the significant cost of surrogacy, often more than \$100,000, this lifetime benefit is structured to be flexible, enabling employees to use the full amount at once or in several instances, according to their needs.

“This benefit literally makes it possible, in the much closer future, for me to trade in my ‘world’s coolest uncle’ T-shirt for a ‘world’s greatest dad’ shirt. As a gay couple, we have had to choose between financial stability and creating a family. The firm’s family-building and surrogacy benefits break that paradigm,” Breyer says.

“It’s decisions like this that demonstrate each of the firm’s core values and make people like me want to call Crowe my work home for many years to come. This is an investment in our people, our well-being, and our culture. Thank you, Crowe, for making it possible for me to create my own little junior consultant-in-training.”



FIVE

Advancing the vision: **Inclusion and belonging inside and outside the walls of our firm**

28 Accounting+

29 Women's leadership

30 Inclusion and belonging learning and development

31 Business resource groups



ACCOUNTING+

Accounting+ is a national campaign by the Center for Audit Quality (CAQ) to raise awareness of accounting careers among Black and Latino students at the high school and early college levels. It is an effort to counter the steady decline of accounting majors and the lack of diversity across the shrinking pipeline by engaging with students.

Crowe is a founding member of CAQ, which is focused on enhancing the foundations of public accounting, including the flow of diverse talent needed to sustain the profession.

During Hispanic Heritage Month, which runs from mid-September through mid-October, members of Adelante: Latinos Leading @Crowe volunteered to share their personal journeys about why they chose careers in accounting and how the profession supports their culture and helps them leave a legacy they are proud of.

“Accounting is the language of business. In order to understand how a business truly operates and what the ins and outs of the business are, you have to understand the accounting behind it,” said Raymond De La Paz, senior staff in audit and assurance. “I come from a family of cattle ranchers and farmers in Mexico, but I wanted to do something outside of the typical family line of business, so received my degree in accounting. With my career in accounting, I am able to give back to my family in Mexico and show them what the possibilities are if you get an education in something you love and follow it through.”

ELEVATING WOMEN'S LEADERSHIP IN THE MARKET

The path to the pinnacle for women in male-dominated industries remains a steep climb. But Genna Williams and Shannon Moskal, two leaders in our consulting business unit, have not been deterred. In their diverse client work, ranging from Genna's industrial manufacturers to Shannon's banks and financial services providers, they both witnessed the unrecognized contributions of women. Determined to change this narrative, they spearheaded market-facing initiatives to address these disparities. Through their innovative programs, they sought to shine a spotlight on women's achievements, elevating and amplifying their contributions across these industries.

Crowe Financial Services TogetherHER is Shannon's initiative to inspire, teach, mentor, and connect present and future leaders in financial services through events that feature women trailblazers through client events.

"Most of my banking clients are women in internal audit who are really the heart and soul of compliance. Very often it is women who make things happen, but they aren't necessarily getting the credit for it they deserve," said Shannon, a consulting principal.

Crowe ChampionHER was launched by the Crowe team to illuminate the contributions of women in the workplace and foster an environment of empowerment and collaboration.

"Let's talk about your experience and what you're doing that's making you successful and what's sticky and what's gritty for you and how you navigate that," Genna said. "Our goal is to create a safe space for women to explore how they can be successful and meet their potential and do it in a way that gives participants tactical insights they can apply on their path to success."

In April 2024, the Crowe team took Crowe ChampionHER on the road to an industry conference in Las Vegas. It was a platform for women in technology to connect and feel recognized in an industry dominated by men.

"The first person who showed up was a man. And we thought, 'Come on in, this is how it feels to be the only one'," Genna said.

The sponsoring organization has invited Crowe ChampionHER to host an event at its annual national conference.

* Crowe Financial Services TogetherHER highlights

- **The Power of &:** The intersectionality of women leaders who are members of more than one minority (racial, religious, ethnic, ability, caretaking, or others)
- **The Power of Mentorship:** Featuring Kimberly Ellison-Taylor, multiple-time honoree as one of the most powerful women in accounting
- **Women in Regulatory Law Networking Connections:** Women-to-women referral networks for attorneys specializing in financial services compliance, litigation, and white-collar crime



* Crowe ChampionHER highlights

- Annual technology conference
- Crowe gala and silent auction, September 2024
- Monthly meetups

INCLUSION AND BELONGING LEARNING AND DEVELOPMENT

In FY 2024, we expanded our inclusion and belonging learning and development offerings to keep workplace inclusion front and center.

- Speaker series: Disability Awareness
 - Ableism and Its Implications in the Workforce
 - The Power of Inclusive Language
 - Removing Barriers and Driving Positive Change
- Inclusive Leadership: How to effectively lead diverse teams and create an environment where all individuals feel valued and empowered
- Difficult Conversations: Psychological safety and how to effectively conduct a difficult conversation
- Navigating Change: Managing change style preferences
- Micro Learnings: Tracks covering allyship, ageism, LGBTQ+ inclusion, and disability
- Inclusion and Belonging Library: Curated collection of reference resources on various inclusion and belonging topics



BUSINESS RESOURCE GROUPS

Our business resource groups (BRGs) continue to be open to all our employees, which includes employees from allies and supporters. BRGs are dedicated to creating a strong sense of belonging at our firm and are guided by executive champions whose role is to strengthen the relationship between our executive leadership team and the communities our people identify with. Our executive champions underscore the firm's commitment to allyship at an organizational level by elevating and amplifying the voices of BRG members.

* BRGs

Adelante: Latinos Leading @Crowe

Black Professionals @Crowe

disAbilities @Crowe

Military, Veterans, and Families @Crowe

NextGen @Crowe

Pan-Asian Professionals @Crowe

Parents and Caregivers @Crowe

Pride @Crowe

disAbilities @Crowe



"I feel very privileged to be in this position. I have gained an incredible amount of knowledge about disabilities, even after living with one for over 20 years. It has given me new perspective, which allows me to advocate for this community even more. As an executive champion and member of disAbilities @Crowe, I've found that I have more opportunities to tell my story, so that others find the courage to share theirs. Being in this BRG allows others to realize we can all use some assistance to help us function at our top level. We just need to be able to communicate those needs because every person and every disability is unique."



KEITH-ANN W. STEED
Office Managing Partner, Austin

Military, Veterans, and Families @Crowe



"Being connected and helping the group succeed provides another way for me to give back to fellow veterans, active duty members, and their families. They have had experiences, both good and bad, that only other members of that community will ever understand. Creating that support within Crowe provides a sense of belonging that veterans might miss and creates loyalty stemming from the firm's empathy and compassion."



WALTER SPINRAD
Managing Director, Consulting

NextGen @Crowe



"Through these efforts, we strengthen our next generation, but we also foster a culture where individuals feel valued and committed to the collective growth and accomplishments of Crowe. ... By providing young professionals with these opportunities and resources, we are empowering them to be confident, authentic, and innovative leaders who can drive change and growth. By investing in them and learning from them, we are securing the future of Crowe."



KATHRYN TURNER
Partner, Audit and Assurance

Pride @Crowe



"Taking on this role has given me the exposure to learn from the most diverse and passionate thought leaders in our firm and the platform to use those insights to enact real change. I like to think that I'm making intentional choices that will positively impact LGBTQ+ individuals at Crowe. But time and time again what I hear the loudest is that my simply existing as a queer person in executive leadership is what gives people the confidence to embrace their own identities and helps them to visualize a successful career here at Crowe, where their authentic selves can thrive."



CAITLIN ALYSE NELSON
Principal, Technology

SIX

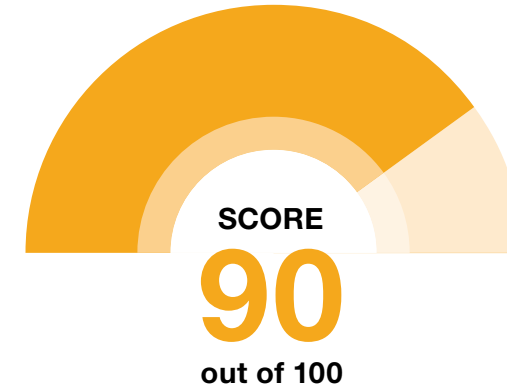
Measuring up:
How we rank

The firm's priority is providing a workplace where everyone is valued, respected, and inspired to reach their full potential. We are committed to nurturing a culture where every individual can bring their authentic self to work every day. Crowe submits to several independent rankings that measure corporate performance on a range of indicators. In 2023-2024, we added two more to our portfolio of performance metrics, in key diversity, equity, and inclusion categories.

**2024 Fortune®
100 Best
Companies
to Work For®⁴**

**Glassdoor 2024
Employees'
Choice Awards –
Best Places to Work**

Disability Equality Index®



In our first-ever submission, Crowe was honored to receive a score of 90 out of 100 on the 2024 Disability Equality Index, earning us designation by a joint initiative of Disability:IN® and the American Association of People with Disabilities as a “Best Place to Work for Disability Inclusion.”

The index provides a baseline measure of inclusion in a variety of categories, including culture and leadership, enterprisewide access, employment practices, community engagement, supplier diversity, and responsible procurement.

An action team of 15 Crowe team members who attended the 2024 Disability:IN conference has been deployed to implement our learning from event workshops. Our sights are set on earning a score of 100 in next year's index, consistent with our goal of being accessible to everyone and empowering all Crowe people to be their best selves at work.

Corporate Equality Index



The Human Rights Campaign Foundation's annual Corporate Equality Index (CEI) is the nation's foremost benchmarking survey measuring corporate policies and practices related to LGBTQ+ workplace inclusion. The CEI evaluates companies using detailed criteria deriving from four central pillars: nondiscrimination policies, equitable benefits for LGBTQ+ workers and their families, supporting an inclusive culture, and corporate social responsibility.

In the latest CEI, announced in January 2025, Crowe received the maximum score of 100, an assessment of our performance over the previous 12 months. This acknowledgement of our commitment to workplace inclusion for our LGBTQ+ team members was a gratifying follow-on to our prior score of 95 in the 2024 CEI, our first year of participation.

⁴ From Fortune. ©2024 Fortune Media IP Limited. All rights reserved. Used under license.



SEVEN

Engagement: **What our people think**



Our firm's values-based culture manifests in how our team members feel about working at our firm. If our employees do not feel positively engaged in our value system and fulfilled in their careers, we cannot deliver on our brand promise to them or to our clients. The results of our FY 2025 annual employee engagement survey, conducted by an independent research firm in November 2024, provide gratifying evidence that we are making good – and making good progress – on that promise.

“How happy are you working at Crowe?”

“I would recommend Crowe as a great place to work.”

72%

Employees responded favorably to both items.

73%

Our overall employee engagement score for 2024, based on how employees rated Crowe on a scale of 1 to 5 for both questions⁵

⁵ Glint survey, November 2023.



Highlights

We continue to solicit feedback from our employees on our annual pulse surveys. Some of the highlights from this year’s survey include the following:

Engagement category	Engagement topic	2024 Crowe engagement score (0-100)
Care	“At work, I feel cared about as a person.”	75
Empowerment	“I feel empowered to make decisions regarding my work.”	75
Growth	“I have good opportunities for professional development and growth at Crowe.”	73
Well-being	“Crowe takes a genuine interest in my well-being.”	72
Belonging	“I feel a sense of belonging at Crowe.”	72
Purpose	“The work that I do at Crowe is meaningful to me.”	74
Communication	“Crowe does a good job of communicating with people at our firm.”	66
Work-life balance	“I am able to successfully balance my work and personal life.”	70
Equal opportunity	“Regardless of background, everyone at Crowe has an equal opportunity to succeed.”	79





EIGHT

Working as one:
Crowe Global



Crowe LLP is a member of Crowe Global, a network of more than 200 independent accounting and advisory firms in more than 140 countries. Leveraging their extensive knowledge of local laws, customs, and business practices, Crowe Global member firms assist multinational clients across borders. The network's leaders also actively work with governments, regulatory bodies, and industry groups to support the future of the accounting profession on a global scale.

Country highlights

Crowe Macro Brasil At-risk youth

Two organizations serving highly vulnerable São Paulo youth are both near and dear to the heart of Crowe Brasil. CEAP Pedreira (Vocational Assistance Educational Center) and Unibes (Brazilian-Israeli Union of Social Welfare) work closely with the Crowe team, which is deeply engaged with the organizations on multiple levels. In addition to volunteer service and financial sponsorship, Crowe provides professional training and mentorship, preparing at-risk young adults for career success. More than 200 interns have advanced through the program on their way to becoming high-level professionals.

Crowe Malaysia Yayasan Generasi Gemilang: Super Sarapan

A nutritious meal start to the day (sarapan) is essential for a child's ability to focus and learn. For children from impoverished families in Malaysia, the promise of a good breakfast is a powerful incentive to attend school. Crowe Malaysia works with Generasi Gemilang (GG) to entice more children to the classroom by providing full

meals at the start of each school day. GG is a community organization working to close the education gap for underserved children by improving literacy and nutrition. As of July 31, 2024, 90% of students participating in Crowe Malaysia and GG's Super Sarapan campaign achieved a school attendance rate of 70%, a significant improvement.

Crowe Soberman (Canada) Diverse Pride: Voices Amplified

Diverse Pride: Voices Amplified is a compelling podcast series produced by Crowe Soberman to celebrate the rich tapestry of identities within the 2SLGBTQIA+ community.⁶ The podcasts amplify the voices of colleagues, clients, and allies, offering a platform for diverse perspectives and experiences. The series not only enriches the conversation around inclusivity but also promotes understanding of the unique challenges faced by the 2SLGBTQIA+ community.

⁶ 2SLGBTQIA+ includes reference to two-spirit sexual orientation and gender identity in Native American communities. "Two-Spirit," Indian Health Service, accessed Nov. 3, 2024.

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“At Crowe Global, we believe that true impact extends beyond our client engagements. This belief is a key pillar in our core purpose. The work of Crowe LLP and other Crowe Global member firms, as showcased in this report, exemplifies our shared commitment to making a positive difference in the communities we serve. This dedication to responsible citizenship closely aligns with our ‘Working As One’ vision, where collaboration and a shared sense of purpose drive meaningful change. We aim to inspire others across our global network and beyond to embrace their own opportunities to contribute to a more sustainable and equitable future.”



KAMEL ABOUCHACRA
CEO Crowe Global



NINE

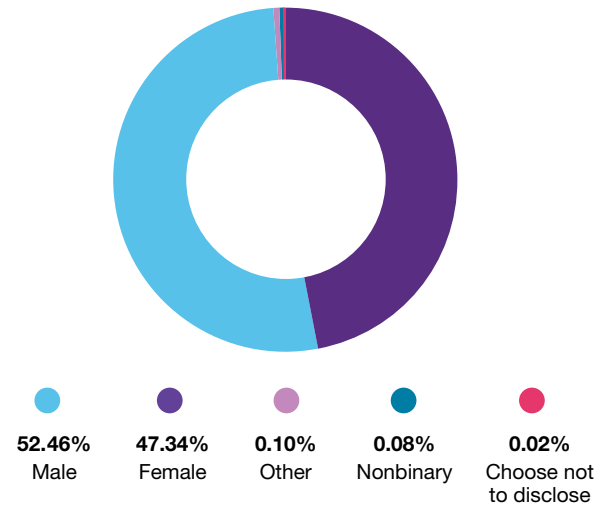
Demographics: **Who we are**

TOTAL WORKFORCE

5,416

Total headcount

Total workforce: Gender
4/1/2024

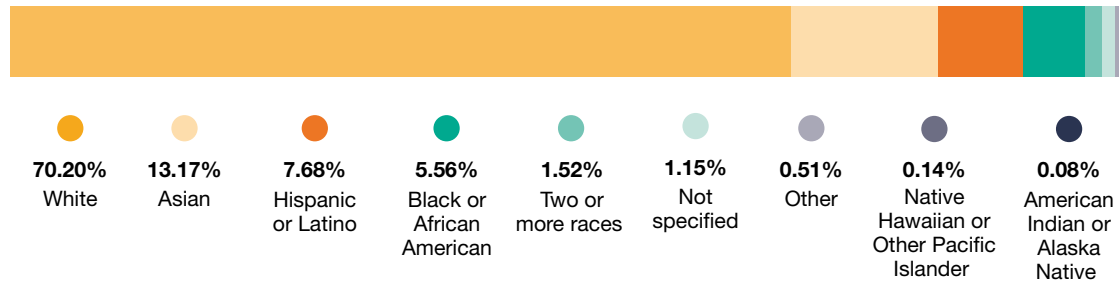


TOTAL WORKFORCE

Total workforce: Generations 4/1/2024



Race & ethnicity 4/1/2024



TOTAL WORKFORCE: VETERANS, PEOPLE WITH DISABILITIES, LGBTQ+⁷ 4/1/2024

1.63%
Veterans

5.99%
People with disabilities

1.34%
LGBTQ+

⁷ Crowe encourages self-identification as a part of bringing your whole self to work. Veteran, disability, and LGBTQ+ representation is voluntarily self-reported. Data might not reflect actual representation in each of these areas.



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