

From the Desk of Jeffrey Bowman
To all employees in U.S. and Canada
Subject: Update on the Global Business Services Center

Creating a Global Business Services Center (GBSC) is one of the strategic initiatives outlined in Crawford & Company's 2015-2017 Strategic Plan. We have been analyzing our P&C businesses in the U.S. and Canada as well as Broadspire to identify processes that could be delivered by the GBSC. Many teams are working very hard to ensure critical dates are being met and while there is much more work to do, I am pleased with the progress made thus far and wanted to share some highlights with you.

WAVE 1 SUCCESS STORIES

- The GBSC is delivering solid performance exceeding service level agreements and achieving positive customer feedback
- GBSC platform built to support future growth

WAVE 2 PROGRESS

- Hired Manila site leader, Gigi Geronimo, who visited Atlanta and Sunrise in the past few weeks to meet our leaders and learn more about our operations
- Completed process review for Broadspire, U.S. Property & Casualty, and Canadian operations
- Permanent facility build out underway; expected completion July 2015
- Technology assessment is ongoing
- Communication strategy and plan devised
- Wave 2 transition efforts are underway with the expected go live date of August 1

We are committed to communicating as much information as practical. In the meantime, contact your manager or Human Resources representative with any questions you may have. You may also submit questions to the GBSC email box at GBSCquestions@us.crawco.com

Thank you for your support and all that you do for Crawford & Company.