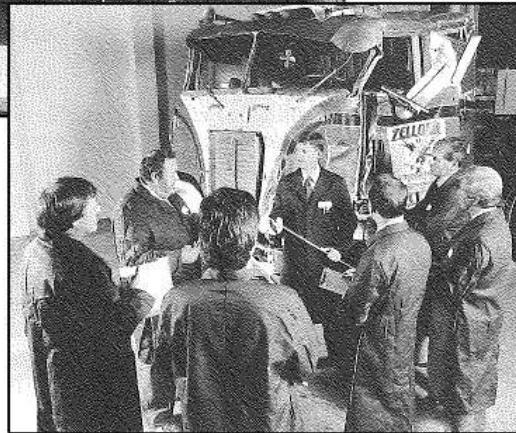
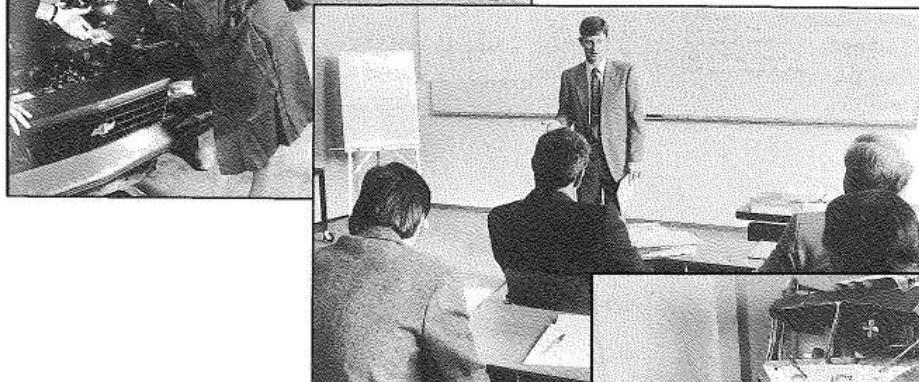


## Week Seven (April 27, 2016)



VEHICLE TRAINING CENTER

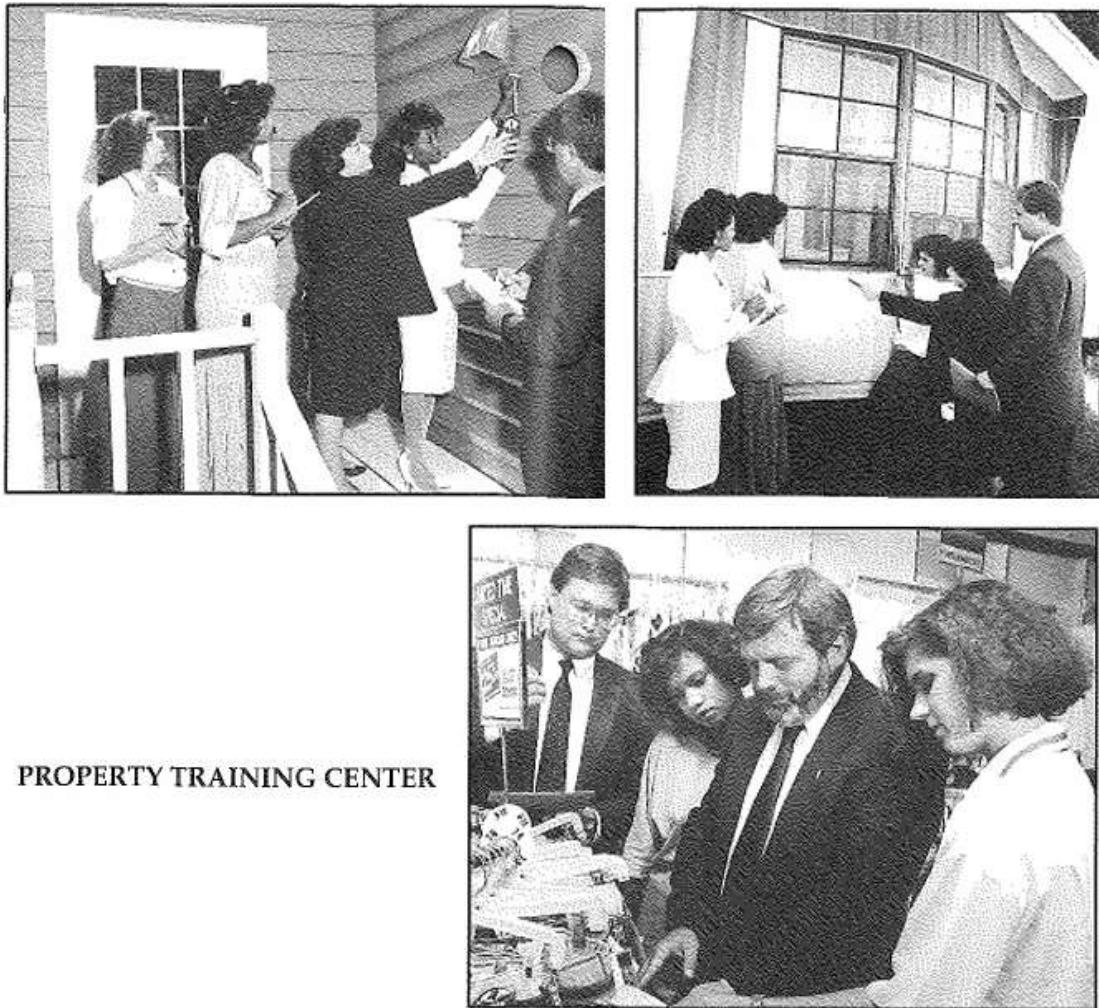


### Actual Statements – Funny but True

These are “actual” amusing statements were compiled by Alberta King in the Akron, OH office in an issue of the Crawford and Company *GRAPEVINE* employee newsletter that were published in 1966 (the company was initially called “Crawford **and** Company” – with the conjunction “and”, instead of the ampersand “&”, until 1968). These amusing statements tell “how” the accident occurred:

- The other car collided with mine, without giving any warning of its intentions.
- She suddenly saw me, lost her head, and we met.
- I blew my horn, but it would not work, as it was stolen.
- A pedestrian hit me and went under my car.
- I collided with a stationary tree. (is there any other kind?)
- To avoid a collision, I ran into the other car.
- I consider that neither vehicle was to blame, but if neither were to blame, it was the other one.
- I ran into a shop window and sustained injuries to my wife.
- I misjudged a lady crossing the street.

## Cultural Change



***(Photo of Property Training Center in 1990)***

In 1967, the Company opened three U.S. offices and two in Canada. Bangor, Maine; Columbia, Missouri; and Fargo, North Dakota were joined by Montreal, Quebec and Vancouver, British Columbia. Also in 1967, the Company found a way to enter the property adjusting field, bringing in Ivan Wilson, who had experience owning his own property adjusting company in Tennessee. Wilson overcame the reluctance of changing company culture as property adjusting was a foreign element to most Crawford managers at the time. He also understood Jim Crawford's insistence on uniform quality and with the addition of this new business area, developed a home office property school.

Property cases required a different set of skills and there was also the financial impact, since moving into a new line required an initial loss, so to embrace property meant lessened revenue

in the short term. As a result, the Company's entry to property services was not initially supported by branch managers, but Wilson promised, "I will bring....ten million dollars of property revenue in ten years." He delivered on his promise in four years when more open-minded managers were willing to learn it, staff for it, and give it a fair chance. Those managers did well by it. The stumbling move into property is significant in that it is the first instance of the "growing pains" the Company would experience repeatedly in the future. Simply getting bigger was one matter; developing into a true corporation was another.

## Going Public Plus the Origin of the “&”



### IMAGE OF STOCK CERTIFICATE

Some of the Company's steps toward becoming a full-fledged corporation were not so difficult. In 1968, Crawford & Company went public with its stock. The decision was a matter of expedience for the Crawford family. Because Jim Crawford had plowed most of his income back into the business, when he died, his family was left with an abundance of stock, but little in cash reserves. Releasing some of the stock for public trading would change that. Application was made to the Securities and Exchange Commission, and arrangements were made for Crawford stock to be listed on NASDAQ.

The family spirit that bound everyone in the Company together much more intimately than mere business relationships could was a genuine force. Consistent with the prevailing family atmosphere, the public stock offering was preceded by a gesture of appreciation to everyone in the company. Jim's widow, Virginia Crawford, wanted each employee to have a chance to buy some of the stock before it was listed and the price became subject to market conditions. Of the 225,000 shares of common stock that were to be offered, a block of 20,000 shares were set aside for purchase by the employees. With a payroll of some 1,200 people, each employee

could purchase a maximum of 17 shares. All of the 20,000 shares were sold, and as was seen, those who opted to buy the stock and keep it made a very wise decision.

The prospectus of the original stock offering holds an interesting historical clue to the basic issue of the Company's name. Previous to the public stock offering, printed documents usually showed the organization as "Crawford **and** Company." As printed and released, the prospectus identifies the organization as "Crawford & Company." As there are no records of a decision to replace the conjunction with an ampersand, the change may well have resulted from nothing more than the habits of a typist with the broker, Courts & Company. A minor point to most, but those whose profession requires consistency of image deplore the fact that the ampersand is still, at this late date, trying to fully assert itself within the Company.

### A Multiple-Line Company



*With additional offices in:*  
Alaska (1)  
Hawaii (2)  
Puerto Rico (1)  
Virgin Islands (2)  
United Kingdom (1)

**50 years of continued growth—Crawford & Company offices, 1970**

For many years Crawford & Company was known as the biggest and best casualty adjusting firm in the world. As of June 30, 1973 Crawford had on its payroll 1,938 adjusters; 480 or 25% were fully qualified automobile appraisers and property loss adjusters. We had added a three-week property course to the list of available training, as well as a dwelling construction course and auto damage appraisal facility. As stated by Gordy Germany (then Crawford president) in the Fall 1973 issue of the employee newsletter GRAPEVINE, "We are all sitting on the threshold of some very new and exciting business times for Crawford...we don't intend to sit on the sideline and let the world pass us by so make sure that you and all of your men are fully prepared to become true multiple-line adjusters."

Germany also said, "the year 1973 will be recorded as the most successful year, from a monetary standpoint, in the history of Crawford...Over a period of 32 years short years the Company has grown from a one-man operation started by our esteemed founder, Jim Crawford, to a multi-million dollar corporation with over 3,000 employees and a gross income in excess of fifty million dollars. This is an accomplishment that justifies pride on the part of every present and past employee of Crawford & Company."



Shane Durrance's photo of the tornado that hit downtown Atlanta on March 14, 2008.

The tornado is the dark gray vertical strip on the left side of the picture.



February 5, 2008 tornado damage in Highland, AR

Photo submitted by James Warren, adjuster, CAT Services

Also in 1973, the Company moved to position itself for another opportunity. From lessons learned with Hurricane Betsy in 1965 and other disasters, Crawford President Forrest Minix realized that tremendous problems ensued when adjusters were rushed in from other locations to handle a major storm. Adjusters' personal lives were disrupted and their managers resented the transfer of productivity – and profit – from themselves to some other manager. One solution to the problem would be to develop a large body of non-employee adjusters who would be available as reserves. This group could be mobilized to the scene in whatever numbers were needed. In October, 1973, Chris Hume joined the Crawford staff from Hume & Company (Hume had met Minix while both worked on claims from Hurricane Betsy) and from his resources and experience, the Catastrophe Services unit was formed. Backed by its "Storm Troopers," many experienced adjusters available as independent contractors, the Company could now respond to major claims events forcefully.

Since then, when a natural or man-made disaster occurs, policyholders, and claimants expect fast, responsive service, and **Crawford's Catastrophe Services** (CAT) utilizes its full range of resources to prepare for and respond to catastrophic events. Crawford CAT has effectively handled significant catastrophes around the world, including the Exxon Valdez oil spill in 1989 (then the largest oil spill ever in North America); Hurricane Katrina in 2005, one of the five

[deadliest hurricanes](#) in the [history of the United States](#); Japan's 2011 catastrophic earthquake and resultant tsunami; and numerous other typhoons, cyclones, floods and the like.

Aside from the traditional claims assignments, in 2008 when officials with the U.S. National Weather Service reported a storm that damaged downtown Atlanta, Georgia was an EF-2 tornado on the Enhanced Fujita Scale, with winds of 135 mph, federal Emergency Management Agency (FEMA), the U.S. government agency tasked with disaster preparedness, response and recovery planning, performed a Preliminary Damage Assessment (PDA) to assess the extent of a disaster. Their report goes to the White House for Presidential approval of a disaster declaration. Crawford was called upon to assist with this PDA. Crawford's experienced personnel worked exhaustively for 24 hours involving assessment of damages, as well as, an analysis of how much would (likely) be uninsured. By Thursday night, the report had gone to Washington. On Friday, President George W. Bush signed the declaration. As a result, insurance company agreement for repairs and advance payments were secured to expedite necessary repairs in order to allow the insureds to resume normal operations. CAT Services has repeatedly demonstrated its ability to handle localized catastrophes as well as disasters with widespread effects and can quickly set up a full-service claims handling operation anywhere.

To further demonstrate its global reach, in 2011 Suncorp Group, considered the largest homeowners' insurer in Australia, requested assistance from Crawford and we responded, first mobilizing Australian adjusters, then supplemented by a team which quickly grew from six to 56 CAT adjusters from the U.S. (as of February 14, 2011); and we continued to introduce resources as required. Crawford CAT-dispatched Americans travelled to the land 'Down Under' to help gauge the extent of the damage from Cyclone Yasi in north Queensland, Melbourne and parts of regional Victoria. After the worst floods in the state's history in January, Australia was ravaged by Cyclone Yasi on February 4, which devastated a widespread area with anticipated losses expected to reach \$1 billion. It is fair to say that the Australian insurance industry continues to experience the most extraordinary time in its history through the frequency and severity of natural disasters.

**PHOTOS Gordon Dunagan and Gordy Germany**

GORDON DUNAGAN



GORDY GERMANY



"When an individual or a group of people – or a company – **wants** to do something, it gets done. Want to turn out a work product that reflects your best. Above all, be willing to deliver "Top Quality, Promptly." Our company has been built, out of pride in this motto, by a group of dedicated employees. 1972 will be the best year in our history."

Gordon Dunagan

Crawford President, 1971 – 1972

"It is impossible to single out any one individual as being responsible for the growth and success of Crawford & Company to date, and, although it sounds corny, I have got to put it down as a real team effort. Jim Crawford would, indeed, be proud of his company today – and of each and every one of you."

Gordy Germany

Crawford President, 1973 – 1981

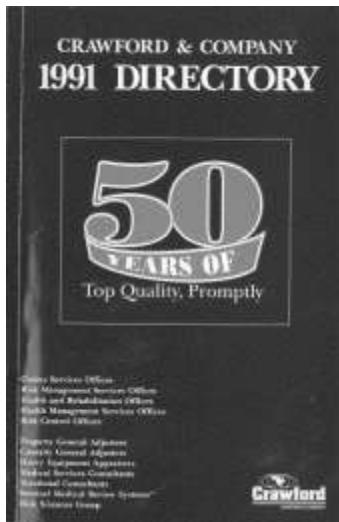
Chairman, 1981 - 1987

### **Through many seasons: Veteran staffers helped company mature**

In 1991, Crawford & Company was a growing and profitable international operation, traded on the New York Stock Exchange and profiled in *Fortune* magazine. Dot Sawyer and Juanita Crawford, two employees with the most home office tenure at the time recalled when it wasn't always a highly profitable corporation.

When 40-year veteran Juanita Crawford was a home office bookkeeper in the early 1950s, a daily trek to the bank to make a deposit was essential to keep the wolf away from the Company's Walton Street door. "I had to go to the bank every day. If I didn't, we wouldn't have had enough money to make payroll, she remembered. She worked closely with founder Jim Crawford, and kept him informed of the Company's financial situation. "I would write down that day's deposit on my desk calendar and he would come check it to make sure we had enough money in the bank. People never knew why he was always staring at my desk." As the 1950s progressed, the small Georgia company slowly began to turn a profit. "I realized we were doing well the first time I put \$22,000 in the bank in one day, the accounting analyst said. "Mr. Crawford was so excited. He met me at the bank and gave me a \$50 bonus."

Dot Sawyer, then a 34-year home office veteran, said she sometimes missed the camaraderie that existed in the early years. It was a time when everyone knew the boss and the Company was small enough for Jim Crawford to speak to all his employees regularly. "He worked through lunch, so every day on the way back from the bank, I would stop off at Brooks Drugstore and get him a pimento cheese sandwich with the crust cut off," Dot recalled. By 1991, Dot had become manager of settlement accounting and said the Company had grown and become more fast-paced, "it has lost something." She explained that keeping track of Crawford's functions is "harder now that it has diversified so much. And I miss having time to help people on a one-to-one basis. Work was more fun then, because we all pitched in and did different things," Dot said. Juanita agreed, "Back then we did anything that needed doing. For example, each day at 4:00 p.m. we quit what we were doing to sort the mail."



## 50<sup>th</sup> Anniversary

### From tiny acorns...we grew from seedling to giant in five decades

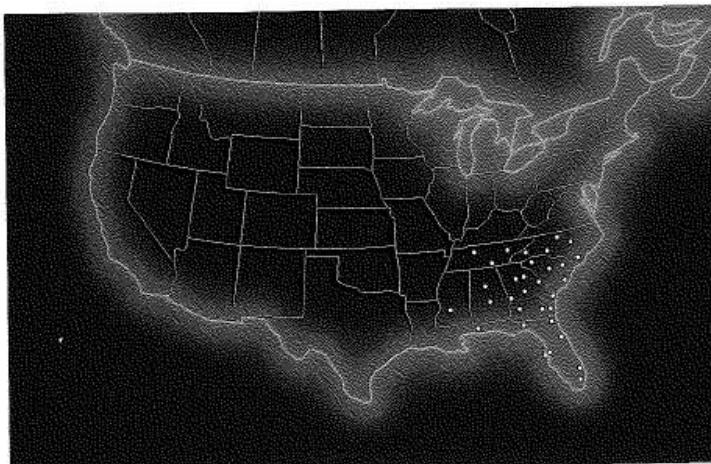
During 1991, Crawford & Company celebrated its 50<sup>th</sup> anniversary as a service provider to the insurance industry, delivering "Top Quality, Promptly." President **Forrest Minix**, (Crawford president 1988 – 1995; and 1998 - 1999) said "The 1990s will bring a decade of new opportunity and challenge to the Company. We are indebted to our clients and our employees for our past success, and we are committed to serving the needs of both groups in the future. If we are successful in achieving this, our future will be as bright as our past."

As the industry and Crawford's clients' needs changed, the Company expanded its services from auto casualty adjusting to a comprehensive array of claims administration, healthcare management and risk control services for both the insurance company and the self-insured markets. Crawford expanded from a small regional firm to a New York Stock Exchange-listed company with the most extensive North American service network in the industry. The acquisition of **Graham Miller Group**, made Crawford truly international in the scope of its operations, and was the most significant geographic expansion since operations began in Canada 23 years prior. In 1990, revenue from services provided totaled \$449.2 million and earnings per share were \$0.91. Significant revenue gains were achieved in healthcare management services as both insurance companies and employers sought to control their rising health care costs. As a result, Crawford achieved substantial growth in health and rehabilitation services as well as in its newer healthcare cost containment services, such as utilization review for employer-sponsored group medical plans and Sentinel Medical Review Systems™ for workers compensation-related medical fees in regulated states.

The September 1990 acquisition of **The FPE Group** expanded Crawford's risk control capabilities by the addition of their highly qualified and experienced staff, with the belief that increased concerns about the environment and safety in the workplace would stimulate future demands for risk control services and positioned us to capitalize on that trend.

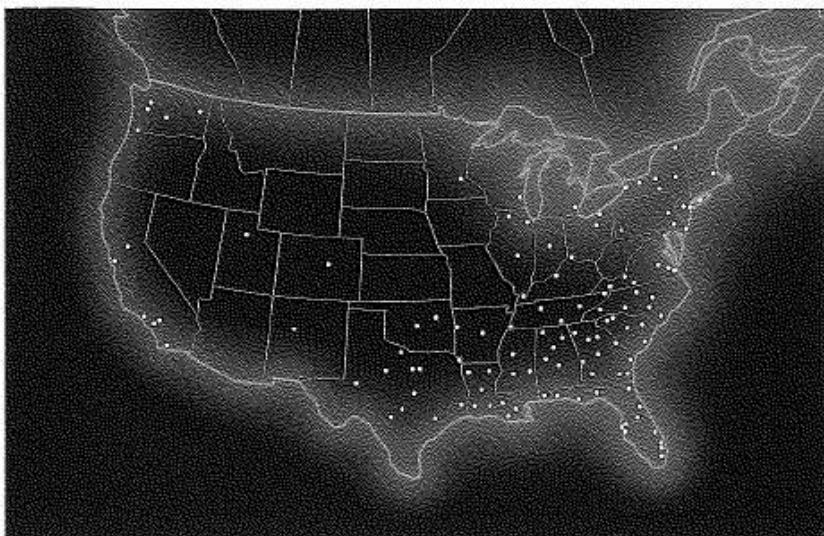
The secret of the success Crawford & Company achieved during its first 50 years was contained in the motto founder Jim Crawford adopted for Crawford's service – **“Top Quality, Promptly.”** Each succeeding generation of Crawford management has emphasized this tradition of excellence, and top quality was even more important in 1991 than it was in 1941. Minix stated that he believed, “any service company which is not dedicated to a high level of customer satisfaction will lose the competitive race in the 1990s.” He added, “we are committed to carrying on Crawford’s tradition of excellence, so that our next 50 years will be as successful as our first 50.”

The 50<sup>th</sup> anniversary edition of The Standard, an employee publication published on May 27, 1991, included accounts that captured the spirit and essence of the company’s origin.



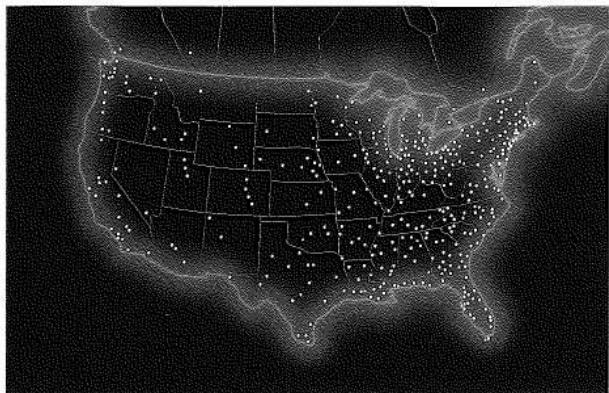
50 years of continued growth—Crawford & Company offices, 1950

*50 years ago,  
Crawford & Company began  
with one man’s idea—of  
delivering a quality service—  
and today we are gratefully  
celebrating the fulfillment of  
the American dream, of  
prosperity for a job well done.*



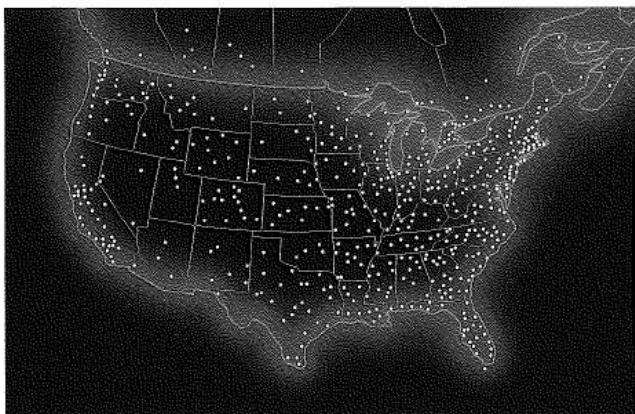
*With additional offices in:  
Alaska (1)*

50 years of continued growth—Crawford & Company offices, 1960



*With additional offices in:*  
Alaska (1)  
Hawaii (2)  
Puerto Rico (1)  
Virgin Islands (2)  
United Kingdom (1)

## 50 years of continued growth—Crawford & Company offices, 1970



*With additional offices in:*

Alaska (2)	Malta (1)
Austria (1)	Mexico (1)
Barbados (1)	Netherlands (1)
Belgium (1)	New Zealand (1)
Brunei (1)	Nigeria (1)
Channel Islands (1)	Peru (1)
Chile (1)	Puerto Rico (1)
Colombia (2)	Saudi Arabia (2)
Ecuador (1)	Singapore (1)
France (2)	South Korea (1)
Germany (1)	Spain (2)
Gibraltar (1)	Switzerland (1)
Greece (1)	Taiwan (1)
Hawaii (4)	Thailand (1)
Hong Kong (1)	Turkey (1)
Indonesia (1)	United Kingdom (8)
Iran (1)	United Arab
Italy (2)	Emirates (1)
Jamaica (2)	Uruguay (1)
Lesotho (1)	Venezuela (1)
Malaysia (3)	Virgin Islands (1)

## 50 years of continued growth—Crawford & Company offices, 1990