

# AIDA cares

2011 Sustainability Report



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Michael Thamm, President of AIDA Cruises

## Dear readers and AIDA friends,

We believe that sustainable behavior is simply business common sense. We regard environmentally responsible behavior and positive economic results as interdependent. And that's why for AIDA Cruises, careful management of our resources means preserving the basis of our business model.

2010 was the most successful year in our corporate history. We launched our latest ship, AIDAbly, created new jobs, invested in employee training and professional development and further improved our environmental record.

As the market leader in the German cruise market, it is our duty to meet our responsibility towards our community and our environment – even where this means far exceeding the standards required by law. Protecting and preserving the maritime environment is a matter close to our heart, as is the responsible treatment of guests, employees and partners.

We have clearly defined goals for 2011, and we will pursue these systematically. We will significantly develop contact with our guests before, during and after voyages, further reduce specific emissions on our ships and increase the number of places available for professional development and training.

This will allow us to continue treating our guests to unforgettable moments on board our ships in the future.

I am delighted to present you, dear readers, with our latest sustainability report. I would like to invite you on a voyage of discovery into the world of AIDA. We welcome input and suggestions – so don't hesitate to get in touch.

Sincerely  
Michael Thamm  
President of AIDA Cruises

**Overall guest satisfaction**  
was **96%** in 2010

**Our conduct** is oriented  
towards trust, respect and mutual appreciation

We **trained over 7,600**  
travel agency employees in 2010

We have further increased our  
**recycling quota to 28.5%**

**We're continuing to invest**  
in training. Result: 50 new training and study places in 2010



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# 1. Excellent service builds trust

## Greater transparency for happy guests

The well-being and happiness of our guests are the benchmark of our success. Our motto "Home of the smile" is our promise to provide our guests with unforgettable experiences and the highest of standards. In 2010 central customer management allowed us to put the interests and requirements of our guests into focus like never before. We have, for example, expanded our presence in the social media sector and digitized our guest questionnaires so that we can respond to comments more quickly.

2010 marked the beginning of our customer management reorganization strategy. Marketing and Communications incorporates the departments of Direct Marketing, AIDA Club, Complaints Management, Quality Management, Customer Data Management and Market Research. Within the scope of the restructuring process, the Customer Care department, which deals with customer complaints and goodwill requests prior to the voyage, is to be integrated into Complaint Management by February 1, 2011. All of which brings the integrated focus of our complaint management full circle.

We look after our guests before, during and after the voyage.

What's more, we will be establishing comprehensive and open lines of communication in order to offer the best possible service to our guests before, during and after the cruise. This involves setting just the right tone for their holiday and providing support during their holiday preparations. That's why we provide a comprehensive information pack before the voyage even begins. It includes checklists, entry regulations and vaccination guidelines, not to mention information on the ship, the route and destinations. Once the cruise is over, guests receive a "Welcome home" email along with a link to the guest questionnaire.

### We learn from our guests

We grow through our guests' wishes and comments. That's why we want to record, evaluate and implement appropriate measures for improvement based on the constructive comments, ideas and criticism we receive – and even faster than ever. A core tool for recording the satisfaction levels of our guests is the guest questionnaire, which until now has been provided as a hard copy in the cabin. However, since the end of 2010 we have been sending our guest questionnaires digitally so that feedback can be evaluated even more quickly than before.

Until now, our customers were able to evaluate our services on a scale of 1 for "very satisfied" to 5 for "not satisfied at all". The new online questionnaire also allows guests to give detailed comments on individual services where they recognize room for improvement or, indeed, particularly good performance. At the end of their journey,

and ad hoc surveys. Moreover, we undertake surveys to investigate specific topics and to explore the wishes and interests of our holidaymakers to ensure that we are in a position to adapt our product to the growing needs of our guests. In addition to our online questionnaire, our guests can express their wishes and comments via our idea



The AIDA entertainment program sets standards within the international cruise market.

guests receive an email with a link to the questionnaire which is generally filled in over the following three days. This gives us access to the results shortly after the end of the voyage – significantly more quickly than with the printed questionnaires. Over and above this, the launch of the digital version saves us up to 2.8 tonnes of paper per year.

### Our online guest questionnaire was launched in 2010.

The results of the guest questionnaires are compiled for individual ships and our fleet as a whole within a quality reporting framework using a defined performance indicator system. This information is presented on a monthly basis to both the management and the operational departments. In addition to this we continually carry out market research

cards whilst they are on board. These suggestions are evaluated immediately and, where possible, implemented directly. This allows us to even respond during the cruise. Over and above this, we also regularly make use of "mystery guests". Independent experts from the hospitality industry test the quality of our services and appraise their findings based on a comprehensive catalog of criteria drawn from our service and standards. The results of these various mechanisms are analyzed with great care. Following consultation with the operational departments, these are then turned into practical responses and followed up.

### Customer satisfaction rises again

In order to increase customer satisfaction transparency, 2010 saw the publication of guest evaluations on our website, making good our promise from the previous year. Ratings for each and every route can be viewed online. Furthermore, we have also

compared customer satisfaction for the winter and summer season. Overall satisfaction for winter season 2009/2010 was 1.57 and 1.49 for summer season 2010, giving both a rating of "very good". Overall satisfaction achieved a rating of 96% which meant that we achieved our goal of further increasing customer satisfaction on the previous year. Our high service standards play a key role in ensuring that our guests feel good on board.

## Customer satisfaction rated "very good".

Our strict hygiene standards are one example of this and our compliance to them has been confirmed by the United States Public Health Service. Last year the AIDA luna scored 96 out of 100 in hygiene inspections during its North American voyages.

Although we have realized our goal of increasing customer satisfaction in 2010, we have not succeeded in bringing the complaint rate below 1.9%. This can be attributed to

unforeseeable events. For example the Eyjafjallajökull volcanic eruption had an impact on the Iceland route and shore time in ports. Our goal for 2011 is to maintain customer satisfaction at its high level and reduce the number of customer complaints.

We aim to process complaints in under 10 working days – regardless of whether they are on board or ashore. Furthermore, in future we are setting out two indicators for the complaint rate:

- Basic product: including all performance parameters such as arrival and departure
- Ship: applies exclusively to the sea voyage

### AIDA Club

The AIDA frequent traveler program demonstrates how much we value our particularly loyal customers. And in 2011, this program will be revamped under the name AIDA Club. Members gain entitlement to various services within a tiered system. Anyone who has spent at least 10 days aboard over the last five years is eligible for membership. Exclusive information, surprises and invitations to AIDA events await members in

the AIDA Club portal, not to mention special offers from our Club partners. Based on their status, Club members on board can, for example, receive vouchers for use on board, invitations to a gathering with the Club director, a reception with the captain, or even invitations to our à la carte restaurants.

### Online community management

Our guests are our most important partners. The dialog we share helps us to improve the quality of our products. And in order to intensify communication we also introduced a series of new platforms in 2010. The AIDA web lounge has been set up as an element of our online community management. Here the Captains and Club Directors, for example, update blogs that report on events on board and tell stories from the holiday world of AIDA. Our guests can add their own holiday reports, videos and photos, and share their holiday experiences. Last year 26,500 members contributed to the AIDA web lounge. We hope to increase this figure over 2011. Community members can also help to actively shape the content of the AIDA fan cruises.

AIDA Cruises is also represented in the social media world with its own YouTube



## Susanne Thiel

AIDA guest since 2004

### What for you are the essential components of a successful cruise and a great holiday experience?

As an enthusiastic cruise traveler, for me it's all in the mix. A successful cruise must include relaxation and cultural experiences, professional entertainment and wellness amenities. Success stands or falls with the ship and its facilities. The reason I choose AIDA year after year is that I always feel at home on the ships – anytime, anyplace.

### AIDA Cruises has numerous environmental protection measures in place. Did you find out about these during your travels?

Traveling on board a ship which makes environmental protection a priority is extremely enjoyable. As an interested guest, you come into contact with this topic time and again – whether it's an article in the AIDA magazine, during a conversation with other guests or when taking the AIDA insider tour which allows guests an exclusive peek behind the scenes.

There is always something new to discover. As a small business owner, I was particularly impressed by the AIDA personnel management in last year's AIDA cares. The promotion of young talent and in-house employee training programs are also practices that I welcome from personal experience.

impressed by the AIDA personnel management in last year's AIDA cares. The promotion of young talent and in-house employee training programs are also practices that I welcome from personal experience.

### We ask our guests to give us hints as to how we could improve or develop our product. Have you taken us up on this?

I always fill in the ideas card. Even when I'm completely satisfied with my AIDA holiday, there's always something that comes to mind. Over the years my experiences have given me a new perspective. So I was all the happier when I saw one of my suggestions put into practice on my next trip. During dinner the cloth napkins were replaced and tables were set attractively for guests who arrived later. Thank you!

channel and Facebook page, which receives around 100,000 visitors every month. Users of the page were able to participate in the selection of the AIDA's godmother, for example.

## AIDA captains blog about life at sea.

The use of social media encourages dialog between guests. It also allows them to directly experience the AIDA world both before and after the voyage and as such is now a part of the holiday experience. For this reason we are planning to build on our activities in all the relevant social media channels over the course of 2011. We intend to network YouTube, the AIDA web lounge and Facebook more closely and, via links, afford users a comprehensive insight into the virtual AIDA world. Furthermore, we hope to pick up on suggestions and criticism in evaluation forums and our web lounge and include them in our quality reporting system.



On AIDA TV, crew members report, for example, on the activities available on board.



Our cuisine is just as international as our crew.



With us, data protection is priority number 1.

## The strictest of data protection requirements

Protection of personal data and the responsible handling of the information our guests entrust to us are matters we take seriously. AIDA Cruises therefore only collects, processes and uses personal data in compliance with statutory requirements, first and foremost the EU data protection guidelines and the German Federal Data Protection Act. Personal data is requested, stored and processed for the following reasons:

- For the booking and processing of a journey
- For customer service purposes
- For access to services on our website
- For market research
- To fulfill statutory requirements

As a rule, personal data is only further processed with our customers' prior personal consent. Our existing data protection guidelines were extended in 2010 to include new legal stipulations.

## Our data protection is certified.

Guidelines are binding for all employees. Our data protection officer monitors adherence to data protection regulations for AIDA Cruises. He provides advice and support to all operational departments for any questions on this subject. This is primarily applicable to the introduction of automated procedures for the processing of personal data. Training courses are given by our data protection officer every three months. These

are provided for employees who work with personal data, and cover both applicable legislation and our own guidelines. The data protection officer can be reached at the following email address: [datenschutz@aida.de](mailto:datenschutz@aida.de). Our guests can make use of their right to information and right to object here. AIDA Cruises' compliance with data protection regulations is certified by TÜV Süd. In the report period there were no infringements of data protection regulations.

## Our destinations in 2010



### THE AMAZON

Travel season: October/November 2010  
Ship: AIDAvita

Port destinations:  
Barbados, Belem, Dominica, Dominican Republic/La Romana, Ile Royale, Manaus, Santarém, St. Maarten, Trinidad

### SOUTH AMERICA

Travel season: November/December 2010  
Ship: AIDAcara

Port destinations:  
Angra dos Reis, Armação dos Búzios, Buenos Aires, Falkland Islands, Ilhabela, Ilhéus, Itajai, Mar del Plata, Montevideo, Puerto Madryn, Punta Arenas, Punta del Este, Praia, Recife, Rio de Janeiro, Salvador, Santos, Ushuaia

## Destinations

AIDA Cruises called at 160 ports in over 60 countries in 2010. Our travel destinations include the Baltic Sea, Northern and Western Europe, the Canary Islands, the Mediterranean, the Persian Gulf, Southeast Asia, North and South America and the Caribbean. And in 2010 we were able to add the Amazon and South America to our destinations. In 2011 we will also be offering our guests trips to the Black and the Red Sea for the first time.

# 2. Acting sustainably for our environment



## Our values and the AIDA motto

As an international company, we work with numerous partners from around the globe. These include our guests, suppliers, shipyards, port agencies, travel agencies and trade associations, not to mention our political, economic and research partners – at regional and international level. We conduct our business activities responsibly and strive to bring these in line with the interests of our partners. We take our motto and our guidelines as our point of departure.

Our conduct is oriented towards trust, respect and mutual appreciation. The AIDA motto, “Home of the smile” means, for example:

- We are committed. Every day, we scrutinize our performance and our services.
- We are aware of our responsibility. Careful management of resources and the environment is a matter close to our heart – because we are aware of the responsibility we have for our future.
- We work cooperatively with our partners. And that also means that we support each other. We are in a position to offer constructive criticism – and to take it on board.

All procedures are laid down in the Safety Management Manual. Independent experts have commended our systematic approach to ship safety.

### Integrated Management System

AIDA Cruises has set itself quality, environmental and safety standards which exceed those required by law. An Integrated Management System (IMS) helps us to continuously

## Our ships' safety is certified by experts.

improve our performance. What's more, we fulfill the Germanischer Lloyd GLC MSR.

This international standard is a comprehensive instrument to uphold humane working conditions in companies. The focus is on ensuring the rights of employees and suppliers. Every year, the Germanischer Lloyd confirms that the GLC MSR and ISO standards are upheld and certifies AIDA Cruises.

### Our political and social dialog

Responsible company management means timely preparation for challenges and developments. In conjunction with political, economic and community partners, we aim to make our position clear and develop solutions for future challenges. The EU Regulation on the rights of passengers when traveling by sea and inland waterway was adopted in July 2010. This Regulation is seen by the Eu-

## International guidelines

In addition to upholding the standards that we set ourselves, we also ensure that we respect both national and international rules and regulations. We implement new regulations as quickly as possible – often exceeding the required standards. At European level, the framework is defined by the European Commission's Integrated Maritime Policy and its Marine Strategy Framework Directive.

Internationally, the guidelines set by the Marine Environment Protection Committee (MEPC) and the International Maritime Organization (IMO) are central. Their most important regulations include the International Ship and Port Facility Security Code (ISPS) and the International Safety Management Code (ISM). These guarantee safety in ports and operational safety. IMO regulations also include the SOLAS convention (Safety of Life at Sea). It defines standards for the building, fit-out and operation of ships.

On board our ships, our safety officers ensure that international regulations and our internal guidelines are upheld. The crew receive regular training and perform exercises to demonstrate that they are able to react professionally to potential emergencies, and that life-saving equipment is operational. Specially trained fire teams are present on every ship to ensure the safety of guests in the event of fire.

### Our most important stakeholders

<b>Guests</b>	<b>Employees</b>
<b>Trade associations</b>	<b>Companies</b>
Cruise Lines International Association (CLIA)	Waste disposal companies
Deutscher ReiseVerband e. V. (DRV), German Travel Association)	Port authorities
European Community Shipowners' Associations (ECSA)	Travel agencies
European Cruise Council (ECC)	Insurance companies
Verband Deutscher Reeder (VDR), German Shipowners' Association)	Shipyards
<b>International organizations</b>	Certification bodies
Helsinki Commission (HELCOM)	Suppliers
International Maritime Organization (IMO)	<b>Research partners</b>
United Nations Environmental Program (UNEP)	Campus of Excellence
<b>Politics and administration</b>	Deutsche Gesellschaft für Ernährung [DGE, German Nutrition Society]
European Commission	Universities of Applied Sciences
German federal government and ministries	<b>Social and cultural institutions</b>
Regional government of Mecklenburg-West Pomerania	Non-profit associations
Hanseatic city of Rostock	Children's aid organizations
Hanseatic city of Hamburg	Cultural institutions



We prevent corruption thanks to regular training sessions for our employees.

European Parliament as a way of strengthening consumer rights, particularly those of passengers with limited mobility. We supported the elaboration of these consumer rights and we ensure that they are systematically put into practice. Carnival Corporation & plc

European Community Shipowners' Associations (ECSA) and the European Cruise Council (ECC) are particularly important for us. Michael Thamm, President of AIDA Cruises, has been a member of the ECC Executive Committee since the end of 2010. In Germany, we are an active member of the Deutscher ReiseVerband e.V. (DRV) and the Verband Deutscher Reeder (VDR).

#### Fair practices with business partners

With our Code of Business Conduct and Ethics, we undertake to ensure fair business practices with our business partners, suppliers and competitors, and accuracy and integrity when transacting business. This should avoid any conflicts of interest. To prevent corruption, we sensitize employees to these issues in training sessions and familiarize them with the anti-corruption guidelines of Carnival Corporation & plc. Our anti-corruption policy establishes that all business rela-

tions with port agencies, suppliers and other third parties must be developed in accordance with the US Foreign Corrupt Practices Act (FCPA) and German anti-corruption laws. Infringements can be reported to Carnival Corporation & plc via a hotline. In the report period for 2010, there were no infringements of any legal regulations.

## We are committed to pioneering industry standards.

represents the political interests of the whole group. You can read more about its principles on the websites of the cruise associations.

#### Memberships

AIDA Cruises belongs to numerous economic corporations and associations. The Cruise Lines International Association (CLIA), the

### The EU Baltic Sea Strategy

The European Union has adopted a Strategy for the Baltic Sea Region. The economic, cultural and ecological future of the region is being addressed under the leadership of the Baltic Sea states. We are responsible for a landmark project that aims to strengthen sustainable cruise tourism in the Baltic Sea. Our efforts are coordinated through the newly created position of Director of HESS (Health, Environmental, Safety & Security) Policy & Compliance. He coordinates our commitment to the environment, safety, and occupational health and safety.

## Goals and reporting

We will be establishing a sustainability fund in Spring 2011, which will be used to pool financial support for research and projects in the fields of social responsibility, environment and employees.

compare the reports and allows us to summarize key indicators at Group level. These are recorded centrally in the areas of Controlling, Energy & Environment and the Personnel department.

#### Our sustainability report

The AIDA cares sustainability strategy contains the guidelines for our business practices, accompanying and influencing our daily work. Sustainability Management is in constant contact with the relevant corporate departments. These departments establish which partners are to be taken into consideration in business. The Communications department regularly reports to management on the status of AIDA cares.

## Our sustainability report complies with the provisions of the Global Reporting Initiative.

As the frame of reference for our sustainability report, we used the Global Reporting Initiative (GRI) which sets out an internationally recognized reporting framework for sustainability reports. All economic, ecological and social conditions and facts relevant to us have been appraised on the basis of the GRI guidelines. The Carnival Group as a whole defined and introduced comparable indicators in 2009. This makes it easier to

In the annual sustainability report, we document how we fulfill our responsibilities, and the extent to which we have achieved the relevant goals. We also detail the future challenges we will face. The previous report covered fiscal year 2009 and was published in April 2010. The present sustainability report contains all relevant information from the 2010 fiscal year. All parts of the AIDA Cruises company are included. In the event that only part of the company is referred to, this is clearly specified.



### Statement by Markus Wohsmann

Director of Communications at AIDA Cruises

**Sustainability is the number one priority for AIDA in daily operations and the development of new ships.** We are aware of our ecological responsibility to protect the maritime environment and we want to document what we do in this regard in a concrete, transparent way. We regard ourselves as a pioneer in our industry in terms of our efforts to protect the environment – but we're also aware that we still have a long way to go. Our commitment to sustainability is part of the AIDA Cruises success story. This includes showing our guests and the general public that we do more than just provide amazing holidays.

We are intensely involved in the **research and development of environmentally friendly technologies**, such as fuel cell technology and liquid gas.

We have moved in line with demographic change and take this into account both for our employees and for our guests. And our efforts have paid off. While the average age in the Federal Republic of Germany is rising, AIDA guests are getting younger and younger. We've got just the right mix of generations on board and we are confident that guest numbers will continue to grow.

AIDA is also committed to **supporting young talent** and investing in training.

An **AIDA sustainability fund** will allow us to provide targeted support to environmental, educational and community projects. In this way, we can continue our support of numerous initiatives in 2011 and pool our funds in order to work even more effectively.

#### AIDA Cruises certifications



The aim of this quality management system is to further improve the quality of products and services.



The Occupational Health and Safety Management System helps to prevent occupational accidents.



The environmental management system helps us to further reduce environmental impacts.



We guarantee high food safety with this standard.

# 3. Shaping long-term growth responsibly



## AIDA Cruises continues on course for success

AIDA Cruises continued to grow in 2010, further consolidating its position as a market leader in Germany and Europe. We owe our economic success to our responsible and sustainable growth and our adherence to legislative and ethical standards. This is something that we achieve through constant investment in our product and a strong partner network.

As in previous years, the European cruise industry once again registered significant growth in 2010. According to the European Cruise Council (ECC) the number of cruise passengers in Europe rose to over 4.9 million. This represents an increase of 12% on the previous year. As such, European cruises accounted for 30% of the market as a whole in 2010.

The German cruise market, which is the third largest internationally – surpassed only by the USA and the UK – experienced double-digit growth last year. In 2009 cruise bookings exceeded one million for the first time in Germany; by 2010 this figure had already reached 1.2 million. Of this, 511,400 people traveled with AIDA, which represents an increase of 23.5% on 2009 figures.

Growing passenger numbers have prompted cruise ship operators to increase their levels of investment. According to the European Cruise Council €34 billion was invested in goods and services in Europe alone in 2009 – an increase of 6%. The cruise industry in Germany can account for €1.9 billion of this total through direct expenditure. The market continues to show great potential for growth in the coming years too. To date only 1.5% of the German population has booked a cruise. We expect a sustained high rate of growth of around 10-15% p.a.

### Market leader in Germany

We rank among the leading cruise operators in Europe. In Germany we hold pole position. In addition, we are also active in the Austrian, Swiss and Benelux markets.

AIDA Cruises has been a 100% subsidiary of Costa Crociere S.p.A since 2004 and as such belongs to Carnival Corporation & plc – the global leader among cruise operators. Carnival Corporation & plc has been listed in the FTSE4Good Global sustainability index since 2005 and regularly publishes its results. As a result, the individual cruise ship brands do not publish their financial figures.

**We employ 5,600 people from 25 countries.**

AIDA Cruises' senior management comprises Michael Thamm (President), Paul Soulsby (Senior Vice President & CFO), Michael Ungerer (Senior Vice President Operations) and Jörg Eichler (Senior Vice President Marketing & Sales). Management is remunerated according to individual responsibilities and performance.

### The most modern cruise fleet in the world

Our fleet currently comprises 8 ships (March 31, 2011) and is one of the youngest fleets in the world. The AIDAblu was put into service in February 2010. In April 2011 we will christen our eighth ship, the AIDA Sol. We will also continue to expand our fleet in the future. We will be putting a new ship into service in both 2012 and 2013 – this will in turn increase our overall capacity from 12,000 to 16,400 beds. As a matter of course, we operate our ships in accordance with the

highest quality, environmental, safety, service and social standards.

Over the past few years, the team at AIDA Cruises has continued to grow – and the launch of the AIDAblu in February 2010 saw the creation of 600 additional jobs. We currently have 5,600 employees (March 31, 2011) from 25 countries – 5,100 of whom work on board.

The Operations, Newbuildings, Marketing, Sales, Administration, Finance and Human Resources departments are located at headquarters in Rostock, where 500 employees work.

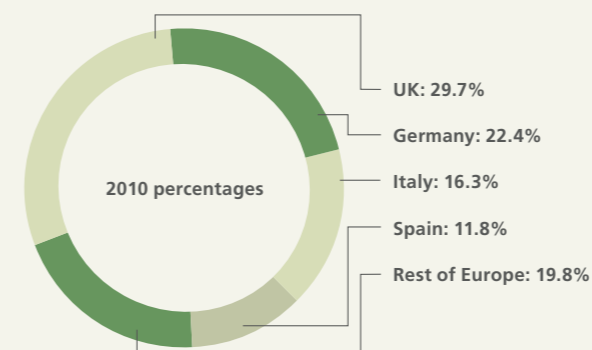
### AIDA as a driver of employment

AIDA Cruises is one of the strongest-growing tourist companies in Germany. This allows us to create economic stability and secure jobs – both on a national and international level. We are one of the most important employers in Mecklenburg-West Pomerania. Our sustained growth not only strengthens our competitiveness, but also has a positive impact on all the other sectors and branches of trade connected to the cruise industry.

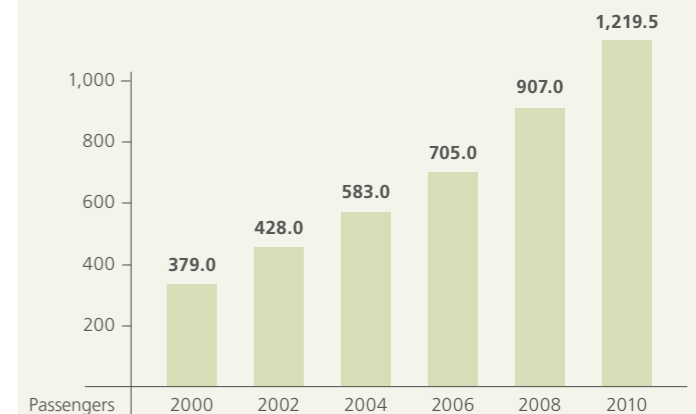
We have been investing heavily since 2007 and have put a new ship into service each year. The overall investment in our 7 new builds accounts for €2.3 billion.

Thanks to contracts for partner firms, each of our new builds will secure over 5,000 jobs in

Passenger figures for the European cruise market



Passenger growth in the German cruise market in thousands



shipyards and the supply sector across Germany until 2013. Over 31,000 people are employed in the cruise industry in Germany – this includes not only cruise operator employees but also the employees of service providers, engineering firms, consumer goods manufacturers and tour operators.

Over 31,000 people are employed in the cruise industry in Germany.

## International partner network

We work with over 14,500 partners worldwide from the following industries:

- 12,200 travel agencies in Germany, Austria, Switzerland and the Benelux countries
- 410 suppliers for the hotel, food, wellness and tour sectors
- 1,700 partners in the new build and shipyard sectors
- 230 port agencies and tour operators

To guarantee that our high standards of quality are fulfilled, we request that our partners complete a self-disclosure form. This allows us to ask about the extent to which they follow their own guidelines in terms of quality, the environment, hygiene, occupational health, health and safety, and social responsibility. Moreover, our partners inform us whether they make use of management systems for quality and environmental standards.

Entertainment, edutainment, animation and events are all handled by SeeLive Tivoli

Entertainment & Consulting GmbH, a jointly-owned company founded in 2001 by AIDA Cruises and Schmidt's Tivoli. Being a joint venture, this company holds a special position among our partners.

### AIDA PartnerShip support network

The AIDA PartnerShip program, created by AIDA in 2008, is a program that we have been able to develop in a targeted manner in conjunction with our travel agency partners.

We trained over 7,600 travel agency employees in 2010.

Each and every PartnerShip agency is supported either by our external or our internal sales service. In addition to attractive commissions, preferential service and first hand product knowledge, we also make promotional material and advertising subsidies available, for example, for campaigns and advertisements. What's more, we also offer voyages with favorable conditions and pro-



Our ships are built in Germany.

vide our partners with the opportunity of exclusively getting to know our newest ship. The more successful a travel agency is in selling AIDA cruises, the more services it can benefit from.

In addition to travel agency chain and external sales training for office managers and

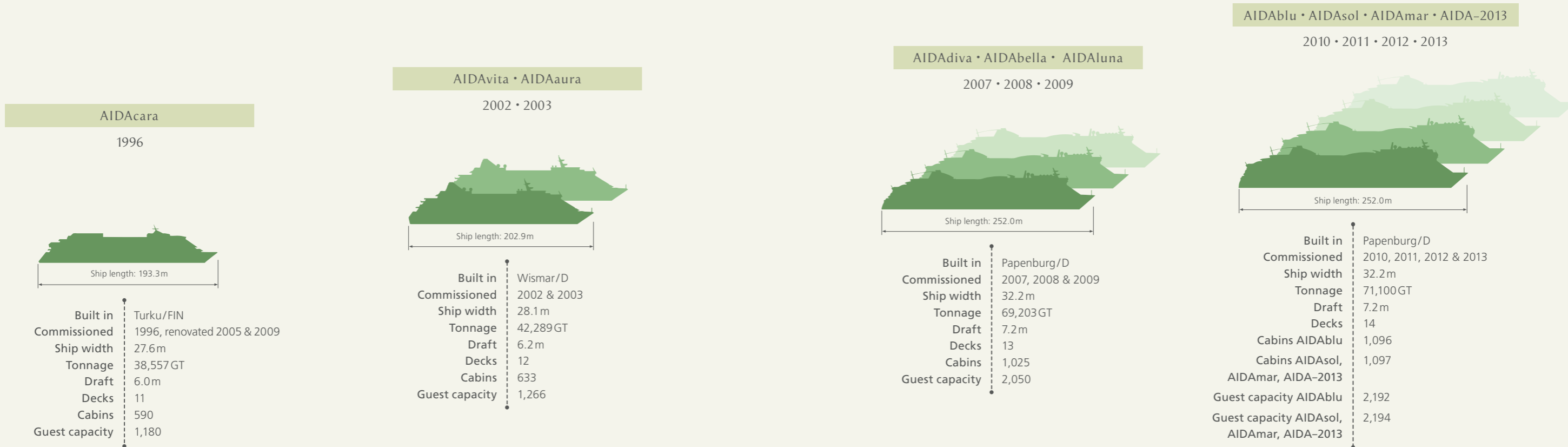
travel agents, we also offer seminar trips and ship tours. This allows us to showcase our entire product portfolio on board. So that our travel agency partners are able to optimally advise their customers, we carried out the "AIDA 360° – enthusiasm through knowledge" training campaign once again in 2010. This allows us to communicate in-

formation concerning everything to do with our product, and hold training sessions geared at optimized customer advice within a Germany-wide training campaign. Within the framework of AIDA 360° we provided training for some 2,400 travel agencies in 2010. A further 1,400 partners took part in our travel agent cruises. In total we trained over 6,400 travel agent employees in Germany and a further 1,200 internationally in 2010.

Expert forums and our annual travel agent questionnaire round out what's on offer.

We take on comments and criticism from our travel agency partners; they in turn influence the development of new products.

## The AIDA fleet – home of the smile



# 4. Innovations to protect the oceans



## Our responsibility towards the environment

We don't see environmental awareness and economic success as mutually exclusive. We want to protect the natural environments we travel through. Comprehensive measures improved the drive systems of our ships in 2010. AIDA is one of the most efficient cruise operators in the world, thanks to a combination of optimal route management and sustainable technology for hotel services.

Upholding international and national regulations on the protection of the maritime environment is a matter of course for us. We fulfill, if not exceed, these regulatory requirements and aim to set new standards. This is confirmed by the fact that Germanischer Lloyd awarded us the "5 Stars Excellence Award", making us the only cruise operator worldwide to be honored with this accolade. It documents compliance with strict environmental regulations. Furthermore, Germanischer Lloyd awarded us the GL Environmental Passport for our voluntary commitment to environmental protection.

AIDA carries the Green Planet Award, a seal of approval from Switzerland's largest tour operator Kuoni for high environmental standards. We put new environmentally friendly technologies into practice as early as possible. Since 2007 in the Port of Hamburg, for example, we have been voluntarily using only fuels with a maximum sulfur content of 0.1 percent. Since January 1, 2010, this regulation has applied to all EU ports.

### Environmental protection on board

It goes without saying that our on-board employees are involved in our environmental strategy and are regularly sensitized to the responsible use of natural resources in regular training sessions.

### We regularly train our crew.

Our Code of Business Conduct and Ethics means that all AIDA Cruises employees must:

- Adhere to our environmental legislation and guidelines,
- Implement operational procedures in accordance with the corporate-wide Environmental Management System,
- Immediately inform the relevant line manager in cases of reportable environmental pollution.

The high standards of environmental protection required apply not only to our company, but also to our partners. We use licensed suppliers who are regularly subject to both external and internal inspections.

### Exchange between land and sea

Careful management of our resources begins on board. We have launched a new project to save energy that involves our on-board employees. It encourages them to contribute their specific skills and make suggestions for improvement. On board, the project is coordinated by our chief engineers, who verify the feasibility of proposals. Ashore, the Environmental department is in charge of the project. It is also the point of contact for the environment officer on board. The environmental officer's job is described by Sven Heitmann in the interview on page 24.

### Strict regulations for environmental protection

Our environmental strategy is primarily based on the provisions of the International Maritime Organization (IMO). As a United Nations (UN) special organization, it regulates national and international maritime safety and adopts measures to reduce ocean pollution caused by ships.

The most important international regulation for us is the MARPOL Convention. It was adopted by the IMO and contains provisions for the protection of the oceans. The most recent extension covers special areas such as the North Sea and the Baltic Sea for which special emissions regulations apply. As in previous years, AIDA Cruises also fully complied with all statutory environmental provisions in 2010. Our continuous reporting system helps us achieve this. It ensures that all irregularities are recognized straight away and can be resolved fully. In 2010, there were no infringements of regulations. No fines or sanctions were imposed for failure to comply with regulations.

In accordance with MARPOL, there is a ban on the disposal of untreated waste in the Baltic Sea within 12 nautical miles of the coast. The Helsinki Convention on the Protection of the Marine Environment of the Baltic Sea Area, governed by HELCOM, plans strict threshold values for waste water in the

Baltic Sea area. In order to support the proposals on new phosphorus and nitrogen threshold values, Carnival Corporation & plc has voluntarily undertaken to use shoreside disposal solutions. We are addressing the necessary development of suitable infrastructure for this with Baltic Sea ports. As a company headquartered in Rostock, the natural environment of the Baltic Sea is particularly important to us. That is why – as a matter of principle – we do not release any untreated waste into the Baltic Sea. In 2010, we used all available shoreside capacities to dispose of waste water.



The protection of the Baltic Sea is a matter close to our heart.

### Research and environmental technology

One of our most important tasks is to reduce emissions so, for us, the best tonne of fuel is the tonne we don't use. That's why we participate in the development of low-emission drive systems, for example through the German government's e4ships project. As part of this project, the use of high temperature cells and fuel cells on ships is researched and assessed under everyday conditions. Research in this area allows us to prepare for future challenges and drive innovation.

In 2010, we also focused on the "ship energy system". Along with electric energy, we there-

fore also use energy for heating and cooling systems. In order to test out new technologies under the most authentic conditions possible, we measure the existing energy flows on AIDA Sol. Based on the results, we will develop models over the coming year to uncover optimization potential. The knowledge acquired will be used in the construction of new ships.

### Heat recovery system

In 2010, we developed a pioneering process – the heat recovery system – that will initially be used on AIDAmar. The system will help us to reduce energy consumption for heating and cooling purposes. The system consists of two components. It converts waste heat to cold air and generates fresh water. Our motors release energy as waste heat. The first step is to convert this directly to cooling energy, which is used for the ship's air conditioning. The second step is to use the surplus heat energy from the first step to generate drinking water.

## Waste heat creates fresh water on board.

Our system can vaporize sea water at just 50°C, and thus desalinate it. We also use waste heat energy from the motors to generate steam. The energy created can then be used for our air conditioning system or the laundry service.

## Reduction of our emissions

In recent years, we have increased our fleet by one ship per year. Increasing numbers of guests have increased our energy consumption and emissions output in absolute terms, but when we look at per guest figures, we have improved our results. Using a per guest per day calculation, we can set, measure and track environmental goals independent of corporate growth.

In 2010, we changed the base calculation for our annual comparisons to a "per guest per day" basis. Calculated in this way, our 2010 emissions have been reduced as follows:

- Sulfur oxide by 5.9%
- CO<sub>2</sub> emissions by 2.8%
- NO<sub>x</sub> and particulate matter by 2.9%

Unforeseeable events, such as the volcanic eruption in Iceland and consequent air travel delays, led to route changes, late arrivals in ports and increased ship speeds in 2010. The result of this was that we did not meet the targets we had set ourselves for reducing CO<sub>2</sub> and NO<sub>x</sub>.

To reduce CO<sub>2</sub> emissions, we also inspect the operation of our fleet of company cars on an annual basis. For the fleet as a whole, we achieved a reduction in average CO<sub>2</sub> emissions of 2.3%. By 2013, we plan to reduce CO<sub>2</sub> emissions to an average of 135g/km for our fleet of company cars.

All air emissions have been calculated with the help of defined Group-wide conversion factors (see table) based on fuel consumption.

### Supply with shoreside power

In order to reduce our emissions and improve air quality during laytime in port, shoreside power supply is one possible option. We are preparing our new builds for retrofitting with shoreside power supplies. A special area on board has been reserved for switching cabinets and the necessary cabling. The use of shoreside power means that no fuel must be combusted on board. Currently, shoreside power is not available in any of the ports we call into.

### Low-emission dual fuel motors

A low-emission alternative to supplying the ship with shoreside power in ports is shore-side gas. In our next generation of ships, we are therefore planning to install dual fuel motors which can be operated with both marine diesel and liquid gas. The advantage in comparison to marine diesel is that gas does not generate any sulfur oxide emissions and production of NO<sub>x</sub> is reduced by approximately 80%. Our motors can already process high-quality fuels such as Low Sulfur HFO and Marine Gas Oil (MGO).

### Technology brings efficiency

All of our new builds are given an underwater coat of silicone-

based paint. This reduces friction during the voyage, thus also cutting down on fuel consumption and emissions. It goes without saying that this paint is free from polluting toxins. AIDAbella was treated in 2011, which means that our entire fleet has now been

given this underwater coat of paint. Last year, the drive systems of our silicone-coated ships consumed around 3% less fuel overall.

## Even smoother sailing for the whole fleet from 2011.

The majority of our ships have a diesel-electric drive system. This means that the ship's diesel motors are physically separate from the propeller's drive shafts. They exclusively drive large electricity generators which distribute electricity across the onboard power network. In this way, only as much energy is generated as is required, and our ships sail efficiently at all speeds.

### Optimal route planning

Fuel consumption per guest and per day has been reduced by 2.9% in comparison to last year. One way of saving larger amounts of fuel is to reduce the speed at which our ships travel. This means that the shortest route geographically is not always the most efficient. Instead, wind and current flow conditions are what really count when it comes to fuel consumption. These are measured by the AIDA Power Monitor so that the optimum route can be calculated.

### Comprehensive waste water treatment

Each of our ships has two deoiling facilities as required by law. This avoids the accrual of bilge water – waste water containing oil – during ship operation. To prevent oil and



We preserve the maritime habitat through commitment and technology.

water from mixing, we use a dry bilge concept. In addition, a White Box on board every ship displays the oil content of the released bilge water. If the threshold value of 15ppm (parts per million) set by MARPOL is exceeded, release of bilge water is im-

mediately suspended to ensure that no oil is released unchecked. Residues containing oil (oily sludge) are handed over to specially licensed disposal companies ashore.

Biological purification facilities on board the new generation of AIDA ships guarantee that waste water reaches drinking water quality. Before discharge, waste water from toilets is purified and the phosphorus content reduced.

### Systematic waste avoidance

We employ a systematic waste management system on board our ships. All waste is pre-sorted, compacted and disposed ashore in line with the most up-to-date standards.

Waste from all departments is collected in the garbage room, where the initial sorting takes place. Paper and plastic are burned and the ash is disposed ashore. Metal and glass are broken down and pressed to save storage space. Food waste is pressed and dehydrated in the Water Treatment and Food Waste system. The result is a biologically degradable substance that is incinerated on board or disposed of ashore. Waste containing oil is collected separately. Efficient waste management and the systematic use of recyclable materials allowed us to increase our recycling quota from 23.3% to 28.5% in 2010.

To ensure that the substances that we hand over ashore are processed and disposed in

line with our standards, we carry out disposal audits and inspections in all ports. Our aim is to inspect each disposal company at least once. We have inspected around 40 businesses to date.

EN3 Direct energy consumption	
Total energy consumption	5,258,177 GJ*
<b>Energy consumption on board</b>	<b>5,249,760 GJ</b>
from heavy fuel oil	4,895,800 GJ
from gasoil	353,960 GJ
Fleet energy consumption	8,417 GJ**
* 40 MJ/kg fuel ** diesel	

EN4 Indirect energy consumption by primary source	
<b>Total energy purchased</b>	<b>669,367 KWh*</b>
Natural gas	267,747 KWh (40%)
Renewable energy	401,620 KWh (60%)
* Refers to AIDA HQ in Rostock. No indirect energy consumption by primary source occurs on board. These indicators are based on figures provided by the power supplier.	

EN8 Total water abstraction	
<b>Total water abstraction</b>	<b>1,072,266 m<sup>3</sup></b>
of which fresh water consumption	305,060 m <sup>3</sup> *
of which marine fresh water consumption	767,206 m <sup>3</sup> **
Water consumption per guest per day	244.7 l
* Fresh water taken from ashore ** Fresh water obtained from sea water	

EN16 Greenhouse gas emissions	
<b>CO<sub>2</sub> emissions</b>	<b>415,021 t*</b>
from fuel and refrigerants on board	414,207 t*
from company car fleet	652 t*
from shoreside electricity consumption	162 t**
* One tonne of crude oil is equal to 3.2 tonnes of CO <sub>2</sub> ** One kWh of electrical energy from gas is equal to 0.6kg of CO <sub>2</sub>	

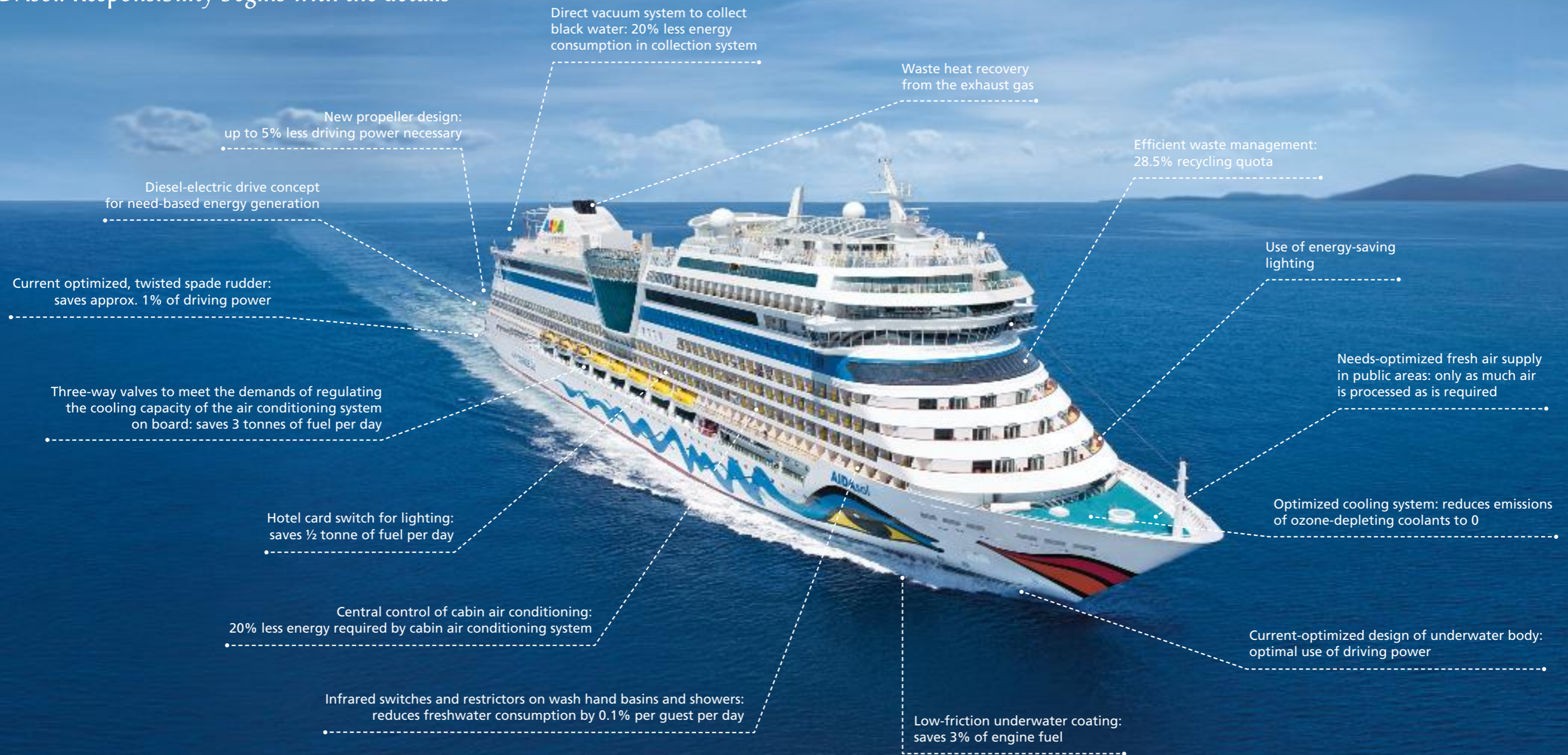
EN20 NO <sub>x</sub> , SO <sub>x</sub> and other air emissions	
NO <sub>x</sub>	16.2 kg/nm*
SO <sub>x</sub>	10.6 kg/nm**
Particulate matter emissions	0.3 kg/nm**
* One tonne of crude oil is equal to 65kg NO <sub>x</sub> ** Calculated on the basis of fuel sulfur content, 1 nautical mile is equal to 1.852 kilometers.	

EN21 Waste water discharge		
Waste water per guest per day	At sea	Ashore
Untreated black water*	0.0 l	0.0 l
Treated black water*	12.2 l	0.4 l
Permeate**	137.6 l	1.1 l
Untreated gray water***	88.8 l	2.8 l
Biomass and sludge****	4.5 t	0.2 l
Consumption per nautical mile		
Ballast water	0.9 l/nm	0.0 l/nm
Treated bilge water	12.1 l/nm	0.4 l/nm
* Waste water from toilets ** Purified waste water approaching drinking water quality *** Waste water from showers and wash hand basins, including pool water **** Solids extracted during purification process		

EN22 Waste by type and disposal method	
<b>Waste</b>	<b>27,808 t*</b>
Disposal of waste material	7,763 t*
Incineration	3,018 t
Shredding	4,611 t**
Hazardous waste disposal	4,505 t**
Recycling	7,911 (28.5%)
* Shoreside waste; data based on daily measurements taken by the compliance officer on board our ships. Figures on disposal methods come from the disposal companies ** Food waste on board	

GJ = gigajoule t = metric tonne l = liter MJ = megajoule kg = kilogram  
KWh = kilowatt-hour nm = nautical mile (one nautical mile is equal to 1.852 kilometers)

## AIDAsol: Responsibility begins with the details



### Interview with Sven Heitmann Environmental officer at AIDA Cruises

#### What does the job of an environmental officer on board involve?

We have a very wide range of tasks on board, starting with the implementation and monitoring of national and international environmental law and our own internal company regulations. Naturally, we're the contact for the whole crew. This relates to hazardous material management, waste management and cooperation with disposal companies. We visit disposal companies worldwide to trace where our waste is. If we find polluting disposal methods are used, we either exert our influence over the disposal company, or in the worst case, choose another port for waste disposal. One of the areas of responsibility of environmental officers is collecting, evaluating and processing important environmental protection indicators. These data help us to optimize

our strategies and form the cornerstone of detailed environmental reporting at AIDA. And it goes without saying that we do rounds to check that the strict rules are being upheld in all parts of the ship.

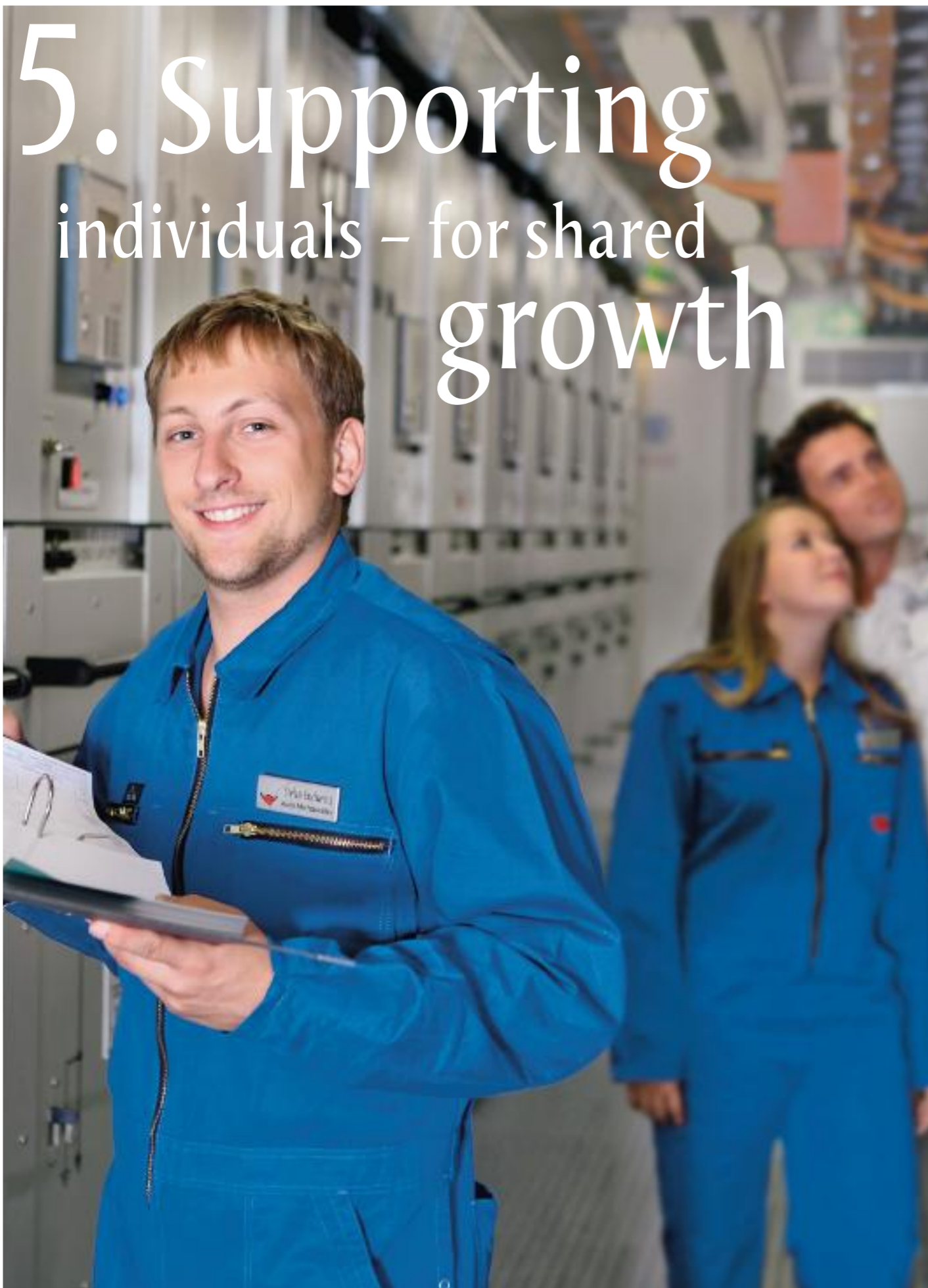
#### One of your responsibilities is training colleagues on board. What's your strategy here?

Every crew member completes an environmental training course shortly after they arrive on board. Employees in management positions also receive additional, job-specific training. If necessary, training sessions are provided on site at short notice, directly at the workplace. That's certainly an enjoyable part of our job as we get to work collaboratively with all on-board departments. If there are legal or internal amendments to regulations, we work closely

with the Environmental department in Rostock and also explain to the crew why changes are being made to daily working procedures.

#### And how do you think guests feel about your work on board?

On request, we provide many guests who also work in the environmental sector with an exclusive insight into maritime environmental management. Our guests are consistently impressed by our highly professional environmental management on board. And, of course, that makes us happy too.



# 5. Supporting individuals – for shared growth

## We create opportunities for young talent

Our need for qualified specialists and managers grows yearly with our expanding fleet. We are intensifying our investment in the promotion of young talent and have further expanded our training and study programs. We support our employees in the individual planning of their careers and provide them with various options for professional development.

In order to give up-and-coming talent an insight into the working world at AIDA, we provide comprehensive information to pupils, students and those just starting their careers regarding the diverse career opportunities that exist both on board and ashore. AIDA Cruises has been a partner of the Campus of Excellence e.V. since 2009. This initiative encourages networking between young talent and companies, supports the exchange of knowledge and initiates projects in the fields of education, work and values. Within the scope of the initiative we encourage school projects and presentations and invite school pupils to visit our open day.

graphics and safeguarding specialist skills” working group, together with other companies and training establishments. The aim is to intensify collaboration between schools, universities and industry in order to best prepare pupils and students for the demands of the working world.

### Cross-company career portal

Our growing fleet means we are opening up further career opportunities both at sea and ashore. We organize recruitment of promising talent by combining our online career content with a cross-company career portal which is used internationally.

This has meant that there has been a company-wide pool of applicants since 2010. We also make use of our employees’ social networks and have integrated the corresponding links into our job advertisements. The European Cruise Academy and SeeLive Tivoli are also linked with the cross-company career portal.

### Career days

Those starting on the career ladder are given an insight into our “marine”, “guests” and “business” career worlds via applicant open

days. Career days provide the opportunity to invite the most promising candidates for a day on board. This allows them to meet our employees and gain initial impressions of life and work on a cruise ship. The event is coupled with a subsequent applicant selection process. By the end of the career day it has already been decided who will be taken on as a new member of the AIDA team.

### “Jobs for friends”

In 2010 we also introduced the AIDA employee recommendation program – “Jobs for friends”. Employees are rewarded with an attractive bonus if they recommend a suitable candidate for an advertised position that could not be filled internally.

## Training and professional development

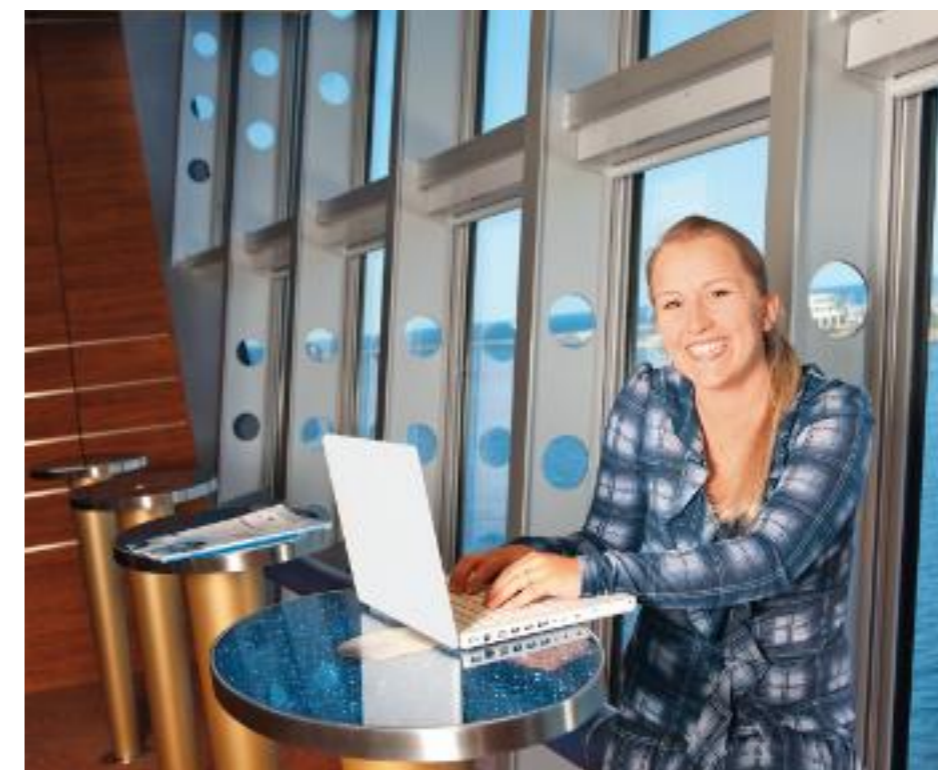
We founded our European Cruise Academy (ECA) in Rostock in 2008 and have tailored its range of training specifically to cruise travel. International instructors from the fields of industry, teaching and research ensure that training is both practical and application-oriented. The Bachelor, Masters and professional development programs are developed and run in cooperation with the University of Wismar. In addition to the marine engineering course, the academy also offers Bachelor courses in the fields of electrical engineering and nautical/maritime traffic as well as a Masters in International Cruise Ship Management. We are the only cruise operator to train mechatronics engineers.

## Outstanding training concept.

The trainees receive training both ashore and on board over three and a half years, covering electronics, hotel technology and engine technology. In gaining a qualification in mechatronics the graduates qualify as on-board technical specialists. Over and above this AIDA Cruises offers targeted support for further study at the company academy. Our training concept has been singled out by the Chamber of Commerce and Industry which has hailed us as the top company for

## We encourage networking among our new talent.

We also make presentations at schools with a technical focus, attend national and international career fairs and organize road shows and information days. We encourage dialog between those involved in teaching, research and practical experience. We are involved in the Rostock Chamber of Commerce “Demo-



Interns gain important experience with us early on.



## Interview with Sarah Kowalzik

Sponsored student at the International University of Applied Sciences in Bad Honnef writes thesis at AIDA

### What are you studying at Bad Honnef and how did the collaboration with AIDA come about?

I am studying hospitality management, majoring in management science and hotel and tourism management. AIDA has been with me throughout my studies. In my first semester my university recommended that I apply for a sponsorship from AIDA and I was accepted. Over the course of my studies I've used the opportunity to complete a seven month internship with Guest Services and a three month placement on the AIDAluna reception desk.

You could say that I embarked upon studies with AIDA, so it is important for me that they end there too. I particularly wanted to get to know the department at the heart of the company – Personnel. I completed a placement in the e-learning sector for my diploma thesis and acquired experience that I can now integrate into my final thesis.

### What is your diploma thesis about and what impressions did you take away with you?

My thesis deals with the new online learning system – AIDA Expert. The aim of the system is to provide employees with a flexible tool they can use to gain further training independently. This of course benefits employees and AIDA alike. And it's certainly something I'd like to contribute to. In addition to the professional insight into the work of the personnel development, I've learned a lot about the importance of team work, willingness and my own organizational skills.

trainees. In combination with training for mechatronics engineers we also offer a combined study program for marine engineering at the ECA.

Moreover we work closely with the Stralsund and Bad Honnef Universities of Applied Sciences, as well as the Angell Academy in Freiburg. Over the course of 2010 we supported a total of 104 trainees and students. In 2011 we intend to increase the number of trainee positions from 20 to 40 and extend the number of student places we offer.

### International training

As a globally active company we also invest in training and professional development to secure up-and-coming talent on an international level. We operate training centers in the Philippines, India and Indonesia.

## We support career advancement.

We offer our own training programs for the hospitality industry via cooperation with local institutions. These cover subjects such as product and service standards, information on living and working on board, hygiene, health and safety guidelines and professional standards. We extended our international training and professional development program in 2010 and now offer our own management development program which prepares participants – including our employees

in Asia – for management careers both on board and ashore.

### Individual career planning

We provide individual career planning via regular feedback meetings with supervisors. For this purpose we developed a strategic skills model. This contains defined requirements and skills for all areas of responsibility that an employee must possess in order to achieve a specific position. During feedback sessions we set out the specific professional

development measures that an individual can make use of to build on their own individual strengths. In 2010 all employees on board and ashore received a performance assessment and had a meeting about their professional development.

Clearly defined career development models have been set out for the areas "marine", "business" and "guest".

Our training and career development programs allow us to support our graduates in



We support our employees in their career planning.

## Management development programs for management and trainee management personnel

Within the scope of its management development programs, AIDA Cruises offers its employees and management the opportunity to continually develop their management skills and prepare themselves for key positions in a targeted manner. The programs are tailored to the following target groups:

**AIDA Spirits** – young talent and trainee management personnel ashore and at sea

**AIDA Leaders** – managers ashore and officers at sea

**AIDA Excellence** – top-level management

taking their first steps on their individual career ladder. Moreover we foster employees with potential via individual development programs. Here we make use of diagnostic processes which are tailored to areas of expertise, as well as specially developed management trainee programs for outstanding talent.

In 2010 we increased our personal development quota from 73.5% to 76%.

### Professional development with AIDA Expert

The new online learning system AIDA Expert is being launched to coincide with the

start of our new fiscal year. All employees will be able to access the learning system – 24 hours a day, anywhere in the world. In addition to standard MS Office modules, the training catalog includes learning modules for health and safety and occupational safety, and for technical and method-based training. All employees can register independently and learn at their own pace, according to their own requirements. The program will be extended with additional topics in 2011.

## Our employees matter

The management and our executives are always open to discussion with employees. Moreover, we organize meetings at section, department and employee level, hold the regular "AIDA Sternstunde" series of presentations on both internal and external topics and publish the employee magazine "WIR". AIDA Impulse, the central ideas management concept, is also a component of our open communication policy. This allows us to encourage our employees to make suggestions as to how we can further improve our service.

### Cultural diversity

AIDA Cruises employs people from 25 countries. That's why we create an environment in which colleagues from different countries feel both recognized and at home. To this end we employ on-board chefs who are exclusively responsible for preparing authentic traditional dishes for our Asian employees. In signing the "Charter of Diversity" we documented the importance we place on other cultures. We are committed to demonstrating respect for all employees – regardless of criteria such as gender, ethnicity, sexual orientation, ideology and age. Our anti-discrimination practices are clearly set

out in our Code of Business Conduct and Ethics. In the event that unequal treatment is witnessed, employees can contact their supervisors, employee representation, a trusted third party or our hotline. In such cases operational departments and the Personnel department will be informed immediately.

## On-board life is characterized by cultural diversity.

Reported cases are thoroughly investigated within the framework of our zero tolerance policy, and we insist on consequences with respect to labor law. No discrimination cases were reported in 2010. Moreover, our corporate guidelines prohibit the use of child and forced labor. In this report period, there were no violations in this domain. Nor were there any infringements of the right to freedom of association and collective bargaining. No corporate areas were determined as being particularly at risk with regard to these infringements in 2010.

### Employee representation

There is a speaker's committee on board every ship. This is made up of internally elected representatives from the crew, and represents a link between the ship's council – made up of the captain and ship management – and the crew. All employees on board and ashore are subject to collective agreements with unions and employee representation. If there are any changes which will directly affect their jobs, employees are informed of this as soon as possible. On-board employees are informed in writing at least one month in advance in accordance with the collective wage agreement. Our

## Employers with distinction



AIDA was voted among the 20 most popular employers by school leavers in a study carried out by the UNICUM publishing house. Within the study, over 1,000 pupils rated the company on friendliness, image, credibility, career potential and attractiveness as an employer.

AIDA received the "Top employer in Germany 2010" seal of approval. This honor is awarded by the independent Corporate Research Foundation (CRF) and the magazine Junge Karriere [Young careers]. We came out especially well in terms of development potential, job security, market position and brand image.

In 2010 AIDA Cruises was once again awarded Karriere [Career] magazine's "Fair Company" seal of approval for its fair practices with regard to interns, students and high school graduates.

shoreside employees are covered by the Works Council Constitution Act, Art. 111. This stipulates that employee representatives must be informed in good time and included in the planning when there are significant operational changes.

### Occupational safety

The topics of health and safety and occupational safety are of great importance to us. That's why we developed the HESS Policy & Compliance (HESS = Health, Environmental, Safety & Security) department in 2010. Over the past year we have expanded our professional development program to include HESS and integrated it into all new start and refresher programs, as well as our "train the trainer" sessions. Over and above this we offer a crisis intervention training course for our employees.

As a result of our consistent implementation of health and safety and occupational safety measures, once again there were no infringements to report in this area in 2010. Up to 25% of AIDA employees on board and ashore are represented by occupational safety committees for vessel-based and shoreside issues. They are involved with reference to questions regarding safety equipment, training and professional development, complaint procedures and the setting of targets. Furthermore, occupational health and health and safety inspections are also carried out on board.

LA2 Personnel turnover				
	Total leavers	On board	Ashore	Crew with re-embarkation
Employees	386	363	23	3,110
Employees according to age				
<21	0	0	0	5
21-30	203	196	7	1,681
31-40	122	112	10	1,135
41-50	44	41	3	244
51-60	12	11	1	45
>60	5	3	2	0
Employees according to gender				
Female	119	104	15	678
Male	267	259	8	2,432
Employees according to region				
EU	291	268	23	1,004
Non-EU	95	95	0	2,106

AIDA Cruises average turnover rate was 9.1% for the report period (defined as proportion leaving employ in relation to number of full-time personnel). Excl. 710 fixed contracts for on board employees

LA1 Employees according to occupation, contract and region						
	Total	On board	Ashore			
Total employees	4,248*	3,820	428			
Women	1,049	803	246			
Men	3,199	3,017	182			
Full time	99%	100%	93%			
Part time	1%	0%	7%			
	EU	Philippines	India	Indonesia	Other	Total
Officers	88.2%	8.7%	-	0.7%	2.4%	100%
Crew**	26.5%	49.7%	9.3%	9.3%	5.2%	100%
Proportion of total	34.8%	44.2%	8.0%	8.2%	4.8%	100%

\* Exclusively crew with re-embarkation on holiday, Seelive Tivoli employees and AIDA Service Center employees  
\*\* Crew members without officer status

### Fair remuneration

AIDA Cruises has attractively structured remuneration systems in place which are oriented in line with collective or works agreements and corporate success. With the AIDA Pension Compass we also provide a pension plan that differentiates between land and sea. The framework agreement for employees at sea provides for a private pension. For those employees ashore, AIDA offers both reduced rates for primary insurance and contributions for an employer-financed pension with benefit

plans. Annual contributions last year totaled €831,250.50.

### Family-friendly corporate management

Thanks to flexible working time models, working mothers and fathers at the Rostock headquarters can organize their working day to fit in with family commitments. They are able to determine when they start and finish work for themselves. Since 2006 all employees in Rostock have the opportunity to enroll their children in the AIDA crèche or kindergarten – without having to navigate a waiting list. Moreover, we are also an active member of the "Erfolgsfaktor Familie" [Success factor family] corporate network. In conjunction with the German Federal Ministry for Families and Seniors, Women and Youth, and leading German business confederations, we support a family-friendly working environment.

### More recreational time

Our employees show great commitment to ensuring that our guests have a carefree vacation. We greatly appreciate their efforts, and respect their own right to vacation time. Therefore, over the course of 2010, we gra-

LA07 Occupational accidents and days lost		
	On board	Ashore
Days lost in %*	3.1%	3.3%
Occupational accidents**	93	4

\* Working days from time of accident  
\*\* Includes all injuries, including minor injuries

LA10 Employee training and professional development							
	On board				Ashore		
	Officers	Crew	Total on board*	Of which non-EU training sessions	Management	Employees	Total ashore*
Participants	430	2,386	2,816	920	131	135	266
Total seminars*	199	231	430	71	97	70	167
Training days*	500	1,012	1,511	705	197	137	334
Average hours of training per year** per employee: ashore 16/on board 28							
* The number of seminars and training days appears higher as management and employees sometimes take part in the same seminars. ** One training day is equal to 8 hours training.							

dually changed on-board time for seafaring officers from a ratio of 4:2 to 3:2. This means that the employee is only at sea for three months before spending two months ashore.

### Keeping fit and healthy on board and ashore

We don't only take care of the wellbeing of our guests – we look after our employees too. Both ashore and on board, we offer a comprehensive package that helps them to stay fit and healthy. For all employees ashore and on board our ships this includes:

- Creation of a health profile
- Preventive vaccination at work
- An on-board gym
- A diet plan, certified by the Deutsche Gesellschaft für Ernährung (DGE, German Nutrition Society)
- Free services of the on-board hospital within the framework of the welfare plan provided by the shipowner

In addition, we offer our on-board crew:

Our varied shoreside offer includes Pilates courses and back exercises as well as discounted memberships for gyms and sport schools.

## Commitment to environment, culture and sport

In 2010, we supported the German Red Cross relief effort following the devastating earthquake in Haiti. We also support biodiversity in the Baltic Sea and donate to a project organized by the German Oceanographic Museum in Stralsund for the protection of endangered harbor porpoises.

We also contribute financially to a number of social projects and associations. Our guests support our commitment, for example by participating in our annual New Year's Eve tombola. Together, we donated €102,000 over the course of 2010.

As a company headquartered in Rostock we have a special connection with the Mecklenburg-West Pomerania region and we are highly committed to this area. We support the Rostock Theater and have been the primary

sponsor of the Mecklenburg-West Pomerania festival since 2002 – one of the largest Summer festivals in Germany. We have been involved with the Rostock School Music Week since 2006 and make it possible for around 8,000 Rostock pupils to visit the event for free as part of the "Concerts for teens" project.

Over and above this we organize themed trips with artists from Mecklenburg-West Pomerania and exhibit works by regional, national and international artists in our on-board art galleries.

Within our AIDA Sport Crew, top-flight athletes regularly travel on one of our ships, offering training sessions for our guests. The youngest member of our Sport Crew is two-time world and European lightweight rowing champion Marie Louise Dräger.

### Fundraising

- AIDA New Year's Eve tombola

### Donations

- Bürgerinitiative Bunt statt braun e. V. (anti-fascist citizen's initiative in Rostock)
- Deutsche Gesellschaft zur Rettung (German Lifeboat Association)
- Deutsche Seemannsmission Rostock e. V. (German Seamen's Mission in Rostock)
- German Red Cross
- DRV Hilfe ohne Grenzen e. V. (German Travel Association initiative)
- Michaelshof – Protestant church care and support facility in Rostock
- Förderverein Tradition Ostseeschifffahrt e. V. (Development association for Baltic Sea travel)
- Horst Rahe Foundation
- Jüdische Gemeinde Rostock (Rostock Jewish community)
- Kinderhilfe Afghanistan (Aid for children in Afghanistan)
- "Kinderwelt" daycare center
- Kinnerhus Schmarl e. V.
- Nautischer Verein Rostock e. V. (Nautical Association of Rostock)
- SOS Seaturtles

### Sponsoring

#### Cultural sponsoring

- Mecklenburg-West Pomerania Festival
- Rostock school music week
- Rostock Theater
- Rostock Zoo

#### Educational sponsoring

- Campus of Excellence

#### Selection of AIDA sport patrons

- Andreas Möller (football)
- Frank Adamowicz (national golf coach)
- Jens Voigt (cycling)
- Marie-Louise Dräger (lightweight rowing)
- Stefan Blöcher (hockey)
- Ulrike Maisch (marathon)



# Our successes in 2010 – our goals for 2011

Objective achieved  
 Objective partially achieved  
 Objective not achieved  
 New objective

Company		
Objectives 2010	Implementation in 2010	Objectives for 2011
<b>Competitiveness and business location</b>		
<ul style="list-style-type: none"> <li>Build on our market position in Germany</li> <li>Safeguard our status in the European market</li> </ul>	<ul style="list-style-type: none"> <li>Position in Germany and Europe further strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Further build on our market status in Germany</li> <li>Safeguard our position on the European market</li> </ul>
<ul style="list-style-type: none"> <li>Create 600 additional jobs through commissioning of AIDAbu</li> </ul>	<ul style="list-style-type: none"> <li>Employee numbers increased from 5,000 in 2009 to 5,600</li> </ul>	<ul style="list-style-type: none"> <li>600 additional jobs through commissioning of AIDA Sol</li> </ul>
		<ul style="list-style-type: none"> <li>Study into AIDA's economic influence in Mecklenburg-West Pomerania</li> </ul>
<b>Guest satisfaction and product quality</b>		
<ul style="list-style-type: none"> <li>Differentiate overall satisfaction according to Summer and Winter season                             <ul style="list-style-type: none"> <li>Winter season 2009/2010: 1.65</li> <li>Summer season 2010: 1.50</li> <li>Fiscal year 2010: 1.55</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Differentiation according to Summer and Winter season now implemented                             <ul style="list-style-type: none"> <li>Winter season 2009/2010: 1.57</li> <li>Summer season 2010: 1.49</li> <li>Fiscal year 2010: 1.53</li> </ul> </li> <li>Overall satisfaction rate of 96%</li> </ul>	<ul style="list-style-type: none"> <li>Convert overall satisfaction to percentage</li> <li>Keep overall satisfaction at 2010 levels</li> </ul>
<ul style="list-style-type: none"> <li>Reduce our complaint rate to less than 1.9%</li> </ul>	<ul style="list-style-type: none"> <li>Complaint rate at 2.28%</li> </ul>	<ul style="list-style-type: none"> <li>Differentiate between:                             <ul style="list-style-type: none"> <li>Quota for overall product: under 1.9%</li> <li>Quota for ship: 1.5%</li> </ul> </li> <li>Processing time for complaints of 10 working days</li> </ul>
<ul style="list-style-type: none"> <li>Log feasible guest suggestions in system</li> <li>Take pre and post phases into account in the evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Guest ideas added to the system</li> </ul> <ul style="list-style-type: none"> <li>Online questionnaire includes arrival and departure (pre and post phases)</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate ideas on a continual basis and inform guests of progress</li> </ul>
<ul style="list-style-type: none"> <li>Enhance online community management</li> <li>Increase transparency by online publication of guest satisfaction figures</li> </ul>	<ul style="list-style-type: none"> <li>Online community management enhanced</li> </ul> <ul style="list-style-type: none"> <li>Guest satisfaction published online</li> </ul>	<ul style="list-style-type: none"> <li>Provide indicators on guest satisfaction in a more guest-focused way</li> </ul>
<ul style="list-style-type: none"> <li>Offer new destinations in South America and the Amazon</li> </ul>	<ul style="list-style-type: none"> <li>South America and the Amazon are new destinations</li> </ul>	<ul style="list-style-type: none"> <li>Offer new destinations in the Black Sea and the Red Sea</li> </ul>
<b>Strategy development and reporting</b>		
<ul style="list-style-type: none"> <li>Further development of our sustainability strategy for the coming years</li> </ul>	<ul style="list-style-type: none"> <li>Further development of our sustainability strategy</li> <li>Concept for sustainability fund prepared and adopted</li> </ul>	<ul style="list-style-type: none"> <li>Drive forward our sustainability strategy</li> <li>Establish a sustainability foundation</li> <li>Increase online reporting</li> </ul>
<b>Stakeholder dialog</b>		
<ul style="list-style-type: none"> <li>Train a further 3,000 travel agencies</li> </ul>	<ul style="list-style-type: none"> <li>Over 7,600 travel agency employees trained</li> </ul>	<ul style="list-style-type: none"> <li>Train 2,000 travel agency workers, including at least 300 in Austria</li> </ul>
<ul style="list-style-type: none"> <li>Enhance cooperation with stakeholders, such as independent research institutes and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Leading role in landmark EU project for ecological cruise tourism (cf. p14)</li> <li>Cooperation with the German government initiative e4ships</li> </ul>	<ul style="list-style-type: none"> <li>Continuation and further development of cooperation in the areas of environment, employees and community</li> </ul>

Environment		
Objectives 2010	Implementation in 2010	Objectives for 2011
<b>Resource consumption – reducing fuel and specific emissions</b>		
<ul style="list-style-type: none"> <li>Silicone paint coating for all new builds in the fleet</li> <li>AIDAbella to follow in 2011</li> </ul>	<ul style="list-style-type: none"> <li>AIDAbu coated with silicon paint</li> </ul>	<ul style="list-style-type: none"> <li>Most recent new build (AIDA Sol) to receive silicone paint coating</li> <li>Silicone paint coating for AIDAbella</li> </ul>
<ul style="list-style-type: none"> <li>Maintain fresh water consumption at current levels</li> </ul>	<ul style="list-style-type: none"> <li>Fresh water consumption reduced by 0.1% per guest per day</li> </ul>	<ul style="list-style-type: none"> <li>Reduce fresh water consumption by 5.0% per guest per day</li> </ul>
<ul style="list-style-type: none"> <li>Switch to using "Passenger/day" standard                             <ul style="list-style-type: none"> <li>Carbon dioxide (CO<sub>2</sub>): -3.8%</li> <li>Nitrogen oxides (NO<sub>x</sub>): -3.8%</li> <li>Sulfur oxides (SO<sub>x</sub>): further reduction</li> </ul> </li> <li>Further investment in development of resource-saving technologies</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of new measuring unit                             <ul style="list-style-type: none"> <li>Carbon dioxide (CO<sub>2</sub>): -2.8%</li> <li>Nitrogen oxides (NO<sub>x</sub>): -2.9%</li> <li>Sulfur oxides (SO<sub>x</sub>): -5.9%</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>Increased investment in technology</li> </ul>	<ul style="list-style-type: none"> <li>Further reduce emissions per passenger day                             <ul style="list-style-type: none"> <li>Carbon dioxide (CO<sub>2</sub>): -3.7%</li> <li>Nitrogen oxides (NO<sub>x</sub>): -3.7%</li> <li>Sulfur oxides (SO<sub>x</sub>): at least -3.7%</li> </ul> </li> <li>Drive forward development of resource-saving technologies</li> </ul>
<ul style="list-style-type: none"> <li>Reduce fuel consumption of our company car fleet by 10% by 2013</li> <li>Reduce CO<sub>2</sub> average emissions of our company car fleet to around 135g/km by 2013</li> </ul>	<ul style="list-style-type: none"> <li>Continuous objectives</li> </ul>	<ul style="list-style-type: none"> <li>Reduce fuel consumption of our company car fleet by 10% by 2013</li> <li>Reduce CO<sub>2</sub> average emissions of our company car fleet to around 135g/km by 2013</li> </ul>
<ul style="list-style-type: none"> <li>Equip all new builds for shoreside power</li> </ul>	<ul style="list-style-type: none"> <li>AIDAbu equipped</li> </ul>	<ul style="list-style-type: none"> <li>Equip AIDA Sol</li> </ul>
<b>Reduction of waste generated</b>		
<ul style="list-style-type: none"> <li>Increase dialog with ports to build up infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen dialog in relation to shoreside disposal of waste water, in particular with Baltic Sea ports</li> </ul>	<ul style="list-style-type: none"> <li>Continue existing dialog with ports to build up infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Increase our recycling quota by a further 10%</li> </ul>	<ul style="list-style-type: none"> <li>Recycling quota increased to 28.5%</li> </ul>	<ul style="list-style-type: none"> <li>Maintain recycling quota at the high level of 2010</li> <li>Reduce waste generated per guest per day: -5.0%</li> <li>Continual audit of our partners</li> </ul>
<ul style="list-style-type: none"> <li>Integrate disposal companies in our audit procedures</li> </ul>	<ul style="list-style-type: none"> <li>40 disposal companies audited</li> </ul>	
<b>Stakeholder dialog</b>		
<ul style="list-style-type: none"> <li>Further intensification of our cooperation with community actors</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation with Meyer shipyard and NOW in e4ships project</li> <li>Cooperation in BUNGAS project</li> </ul>	<ul style="list-style-type: none"> <li>Continuation and further development of cooperation in areas of environment, employees and community</li> </ul>
<b>Employees</b>		
<b>Outstanding support for young talent in the nautical, technical and tourism sectors</b>		
<ul style="list-style-type: none"> <li>Creation of 50 new traineeships and study places</li> <li>New Masters in International Cruise Ship Management</li> </ul>	<ul style="list-style-type: none"> <li>Creation of 50 new training and study positions</li> </ul> <ul style="list-style-type: none"> <li>Introduction and ongoing modification of Masters</li> </ul>	<ul style="list-style-type: none"> <li>Increase traineeships and study places from 50 to 70.</li> <li>Consolidate training activities at the European Cruise Academy</li> </ul>
<ul style="list-style-type: none"> <li>Extend training on quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>Quality assuring training units established</li> </ul> <ul style="list-style-type: none"> <li>Position filled</li> </ul>	<ul style="list-style-type: none"> <li>Four new trainers and intensification of additional HESS "on-the-job training"</li> <li>Intensification of HESS training as refresher courses for officers</li> </ul>
<ul style="list-style-type: none"> <li>Increase personal development quota</li> </ul>	<ul style="list-style-type: none"> <li>Increase from 73.5% to 76%</li> </ul>	<ul style="list-style-type: none"> <li>Maintain quota of at least 75%</li> </ul>
<ul style="list-style-type: none"> <li>Carry out targeted employee surveys during the year</li> </ul>	<ul style="list-style-type: none"> <li>Management reviews on board all ships</li> </ul>	<ul style="list-style-type: none"> <li>Employee survey in Fall 2011</li> </ul>
<b>Positioning as an attractive employer</b>		
<ul style="list-style-type: none"> <li>Deeper communication about corporate training and professional development with national and international stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Extend cooperation with training centers in Germany, Europe and Asia</li> </ul>	<ul style="list-style-type: none"> <li>Continuation and further development of cooperation in the areas of environment, employees and community</li> </ul>
		<ul style="list-style-type: none"> <li>Positioning as attractive employer on national and international market</li> </ul>

# AIDA cares – GRI Index



Our 2011 sustainability report is based on the Global Reporting Initiative (GRI) framework. Its guidelines on sustainable reporting enable improved comparability between reports and increase their transparency and relevance.

The GRI context index lists which standard data we report and where the relevant information can be found in our report. It also shows which criteria we have already fully met and which are partly met.

The Global Reporting Initiative differentiates in its guidelines on sustainable report drafting between three fulfillment grades, which go from C to A. The assessment shows how much information was provided in the report according to current GRI guidelines. We ourselves estimate that the fulfillment grade for this report is B.

According to GRI guidelines in this report

- completely covered
- ◐ partially covered

GRI	Standard information	Page	Status
<b>Strategy and analysis</b>			
1.1	Declaration of most senior decision makers	3, 15	●
1.2	Most significant effects, risks and opportunities	3, 15	●
<b>Organization profile</b>			
2.1	Name of organization	10	●
2.2	Brands, products and services	18–19	●
2.3	Organizational structure	2, 17	●
2.4	Organization headquarters	2	●
2.5	Countries of business operations	11, 17, 18	●
2.6	Shareholder structure	17	●
2.7	Markets	11, 17, 18	●
2.8	Size of organization	17, 30, 32	●
2.9	Changes in size, structure or ownership structure	17, 30, 32	●
2.10	Awards	14, 21, 29	●

GRI	Standard information	Page	Status
<b>Report parameters</b>			
3.1	Report period	15	●
3.2	Publication of most recent report	15	●
3.3	Report cycle	15	●
3.4	Contact partners	2	●
3.5	Procedure for defining report content	15	●
3.6	Report limitations	15	●
3.7	Limitation of report scope	15	●
3.8	Joint ventures, subsidiaries, outsourcing	15	●
3.9	Data compilation	15	●
3.10	New portrayal of information from old reports	7–8, 22, 32–33	●
3.11	Changes in scope, report limitations or assessment methods	7–8, 22, 32–33	●
3.12	GRI Content Index	34–35	●
3.13	Confirmation by external third party	34	●
<b>Governance, responsibilities and commitment</b>			
4.1	Organization's management structure	17	●
4.2	Declaration of whether the Chairman is simultaneously Chief Executive	17	●
4.3	Independent members of the most senior management body	17	●
4.4	Mechanism for recommendations by shareholders and employees to the Executive Board	15, 29	●
4.5	Linking Executive Board remuneration to company performance	17	●
4.6	Mechanisms to avoid conflicts of interest in Executive Board	14, 15	●
4.7	Qualification of Executive Board members in relation to issues of sustainability	15	●
4.8	Guidelines, codes of conduct and principles	13, 14, 15	●
4.9	Executive Board procedure for monitoring sustainability performance	15	●
4.10	Procedure for assessment of sustainability performance of Executive Board	14, 15	●
4.11	Precautionary principle	3, 15	●

GRI	Standard information	Page	Status
<b>Governance, responsibilities and commitment</b>			
4.12	External agreements, principles or initiatives	13, 14, 15	●
4.13	Memberships	13, 14	●
4.14	Stakeholder groups	13, 31	●
4.15	Selection of stakeholder groups	15	●
4.16	Inclusion of stakeholders	3, 7–9, 15	●
4.17	Stakeholder questions and suggestions	3, 7–9, 15	●
<b>Economic performance indicators</b>			
Management approach		3, 15, 17, 32	●
EC1	Direct economic value generated and distributed	17, 31	◐
EC3	Coverage of the organization's defined benefit plan obligations	30	●
<b>Ecological performance indicators</b>			
Management approach		3, 15, 21, 33	●
EN3	Direct energy consumption	22, 23	●
EN4	Indirect energy consumption by primary source	22, 23	●
EN6	Initiatives for energy efficiency and renewable energies	21–25	●
EN8	Total water abstraction	23	●
EN12	Effects on biodiversity	31	◐
EN16	Greenhouse gas emissions	22, 23	●
EN19	Emissions of ozone-depleting substances	25	●
EN20	NO <sub>x</sub> , SO <sub>x</sub> and other air emissions	22, 23	●
EN21	Waste water discharge	23	●
EN22	Waste by type and disposal method	23	●
EN26	Initiatives to minimize environmental impact	21–25	●
EN28	Sanctions due to environmental offences	21	●
<b>Social performance indicators: Human rights</b>			
Management approach		3, 15, 29, 33	●
HR4	Incidents of discrimination	29	●
HR5	Freedom of association and collective bargaining	29	●
HR6	Child labor	29	●
HR7	Forced labor	29	●

GRI	Standard information	Page	Status
<b>Social performance indicators: Working practices and humane working conditions</b>			
Management approach		3, 15, 27–30, 32–33	●
LA1	Employees according to occupation, contract and region	30	●
LA2	Personnel turnover	30	●
LA4	Employees with collective agreements	29–30	●
LA5	Periods of notice in relation to significant corporate changes	30	●
LA6	Employees represented in occupational safety committees	30	●
LA7	Occupational sickness and days lost	30	●
LA9	Work and safety agreements with trade unions	13, 30	●
LA10	Employee training and professional development	31	●
LA12	Performance assessment and development planning for employees	28–29	●
<b>Social performance indicators: Product responsibility</b>			
Management approach		3, 8–9, 15, 32–33	●
PR1	Effects on health during product life	8, 13, 14, 28, 31	◐
PR2	Infringements of health standards	30	●
PR5	Customer satisfaction	7–8	●
PR8	Infringement of protection of customer data	10	●
<b>Social performance indicators: Community</b>			
Management approach		3, 14–15, 32–33	●
SO3	Training on anti-corruption policy	14	●
SO5	Lobbying	14	●
SO8	Sanctions due to infringements of legal provisions	14	●