



# THE GOOD POWER of travel.

SUSTAINABILITY REPORT 2021





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# Letter to Stakeholders.

Rethinking, pondering, dedicating our time to formulating a new, improved way of travelling, and restarting, together once again.

This could be a summary of 2021, a year shaped by profound, substantial changes for Costa.

In July, we reaffirmed Costa's values and defined our purpose, including them in our Manifesto for Value-driven, Sustainable, and Inclusive Tourism.

This innovative, one-of-a-kind document lists ten items that redefine our way of thinking and acting, interacting profitably and equally with all stakeholders, starting with the communities that host our ships.

The Manifesto is also a real collaborative platform open to everyone that gathers Costa activities capable of creating shared value.

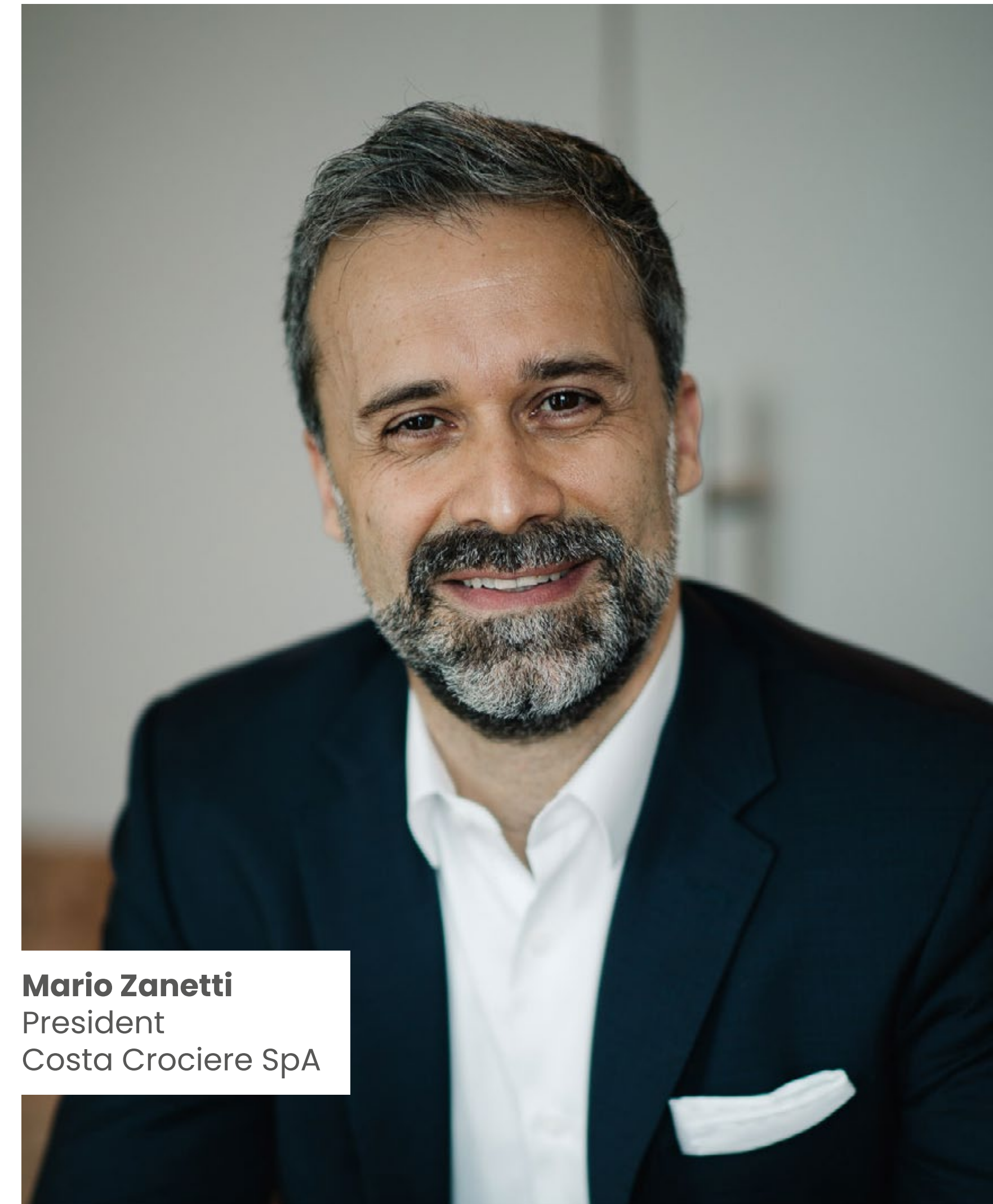
Costa's distinctive pioneering spirit represents a key

legacy that we must preserve.

Constant innovation and charting a long-term, responsible, and inclusive course capable of anticipating future trends in the cruise sector is the commitment that I, as our company's President, make towards future generations of leaders so we can continue to be a driving force for sustainable cruising.

Consistent with these principles, we repositioned our brand in 2021, adding a new product value proposition which views sustainability as a key asset that characterizes our way of travelling and exploring in authentic and responsible ways.

Above all, during the year we developed our new sustainability strategy, which we share in this report for the first time.



**Mario Zanetti**  
President  
Costa Crociere SpA





The strategy focuses on **4 subject areas, 9 material topics, and 21 objectives**, fully integrated into Carnival Corporation's six sustainability focus areas.

In line with the UN 2030 SDGs Agenda and with a careful review of ESG opportunities and risks, we identified 4 key priorities one of which includes **climate neutrality, regenerating resources, empowering people, building a transformative ecosystem** – which express our vision of the future. One priority is the fight against climate change, which is increasingly urgent.

The delivery in December of **Costa Toscana**, our new flagship and second Costa LNG-powered ship, is a magnificent example of the ability of Costa's innovation ecosystem to generate progress, pioneering LNG within the cruise sector as we aspire to be carbon neutral by 2050.

Last year was still deeply marked by the effects of the pandemic, which, even as I write these lines, has been overshadowed by the equally terrible circumstances of the war in Ukraine.

Our company, together with the Costa Crociere Foundation, acted immediately to provide support to the Ukrainian people and refugees, through donations of medicines and essential goods and by making our facilities on land available for refugee vaccinations.

Thanks go to all our colleagues who, with passion, determination, and professionalism, made it possible to achieve such important goals in 2021, and helped make our guests happy and an integral part of a large community of responsible travelers. This is what **The Good Power of Travel** means for Costa.

Enjoy reading.

Mario Zanetti  
President, Costa Crociere SpA



# About us.







# Our **Purpose.**

The reflections prompted in the last two years by the international scenario marked by instability and continuous uncertainty have accelerated a profound review of the “**purpose**” of Costa, a company with over 70 years of history whose value is represented for the most part by intangible assets (brand, relationships, reputation and trust).

The “***Manifesto for value-driven, sustainable and inclusive tourism***” summarizes the commitment of Costa Cruises to defining a new way to travel, one that is more responsible, attentive to people and the planet, and able to grow together with local communities, to build a tourism model that generates greater economic and social value.

The Manifesto reiterates the pioneering role Costa Cruises plays in sustainability and, at the same time, renews its positioning to make it increasingly integrated with the new proposal of value of our product. This proposal concentrates on three main elements – food, excursions and **sustainability** – conveyed through a **new visual identity** and a **new logo** that has redefined the brand’s positioning.

Our aspiration to achieve **net carbon-neutral ship operations by 2050** has also become an integral part of Costa purpose and one of the pivotal goals of our daily actions.







# COSTA'S MANIFESTO.

For value-driven, sustainable  
and inclusive tourism.



## 1. **Communities**, before destinations.

We look at our destinations not simply as places full of tourist attractions, but first of all as communities made up of people, with their own traditions, culture, economy. Places with a unique identity, to be protected and promoted.

## 2. **We grow together.**

We support a resumption of tourism that coincides with the revival of local communities' heritage, employment and economy and that creates value for the entire ecosystem. In the long term, we look at a model of tourism that takes full account of its current and future economic, social, and environmental impact, balancing the needs of visitors, operators, the environment, and host communities.

## 3. **We are allies.**

We work together with local communities for a tourism capable of generating measurable and lasting value, while fully respecting the uniqueness of the local environment and culture. We are convinced that the vision of a sustainable, open, and enriching tourism can only be achieved through a pact of collaboration.

## 4. **We are attentive.**

We want to proactively understand the needs of communities, dealing directly with local institutions, authorities and organizations that play a leading role in local ecosystems, and actively contribute to identifying, together, the best solutions.

## 5. **We are explorers.**

We are dedicated to understanding the essence of our destinations and the roots of local communities, going beyond the surface. We offer our guests experiences, not just visits, that lead them to discover the places and the people that animate them in an attentive, respectful, and non standardized way.

## 6. **We are ambassadors.**

We spread and promote the uniqueness and beauty of Italy and our destinations all over the world to millions of guests who travel with us, travel agents and partners, and to the public that follows us on our communication channels or through media and social media.

## 7. **We are open.**

Our ships are places of encounter, exchange, and inclusion. They host on-board initiatives aimed at local communities and transfer support and help ashore to those who need it most.

## 8. **We invest in the future...**

Through the enhancement and protection of local identities and traditions, combined with research and development and responsible innovation, we invest in the future of our industry and the communities that host us.

## 9. **...and in young people.**

We train and give space to ideas and the talents of a generation of respectful explorers, of future responsible citizens and tomorrow's tourism professionals. We encourage generational change in the arts and crafts, training young women and men to preserve and advance the uniqueness of their local identities.

## 10. **We look to 2050.**

We are committed to ensuring that the leadership of tourism brands gets to 2050 based on the ability to create shared value and trusting relationships with local communities. We want to lead by example and encourage others to follow our model of sustainable and inclusive tourism.





# Our Values.

In line with Carnival Corporation & plc, Costa Cruises believes in a positive corporate culture, based on inclusion and the power of diversity. A survey conducted by the Corporation in 2020, in which Costa also participated, identified behaviors in the company that need to be improved and that contribute to creating an open and supportive work environment.

**Culture Essentials** define the essential pillars and behaviors for all staff.

Costa's **WIDER values** support the Culture Essentials in creating our corporate value. In 2020 they were enriched with Responsibility, which has always been at the core of Costa's operations. The objective is to clearly express as much adherence as possible to responsibility, considered as safety, awareness, transparency and reliability towards all stakeholders, starting from employees.

## CULTURE ESSENTIALS



**Speak up**



**Respect & Protect**



**Improve**



**Communicate**



**Listen & Learn**



**Empower**

## WIDER VALUES

**WARM HOSPITALITY**

We are welcoming, attentive, empathetic and proactive.

**INNOVATION**

We are curious, open, dynamic and sustainable.

**DIVERSITY**

We are genuine, respectful, inclusive and cooperative.

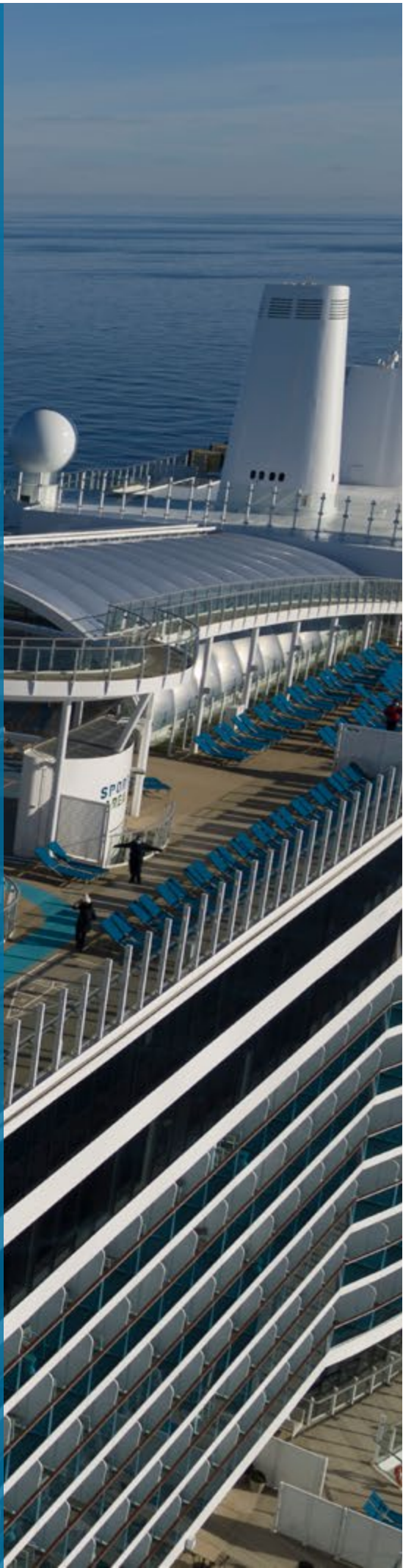
**ENRICHMENT**

We are determined, skilled, passionate and involved.

**RESPONSIBILITY**

We are confident, eco-conscious, transparent and reliable.





# The Company.

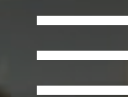
The **Costa Crociere S.p.A. Group** is part of the **Carnival Corporation & plc Group**, listed on the London and New York stock exchanges, a world leader in the cruise sector, with 9 brands and over **90 ships** operating all over the world. The Costa Crociere S.p.A. Group, which has been headquartered in Genoa for more than 70 years, includes the **Costa Cruises and AIDA Cruises brands**, with a total fleet of **25 ships**, all flying the Italian flag.

## ➤ COSTA CRUISES

For more than 70 years the ships of the historic Costa Cruises brand have plied the seas of the world, offering over **200 destinations** with a **unique Italian touch**. Costa offers a new way of traveling on a cruise, based on the **exploration of destinations through unique experiences**, on board as well as ashore. With its Genoa headquarters and about **21,000 employees**, Costa Cruises has a total of **12 ships** in service, all flying the Italian flag, including **two new ships powered by Liquefied Natural Gas**, Costa Smeralda and her sister-ship Costa Toscana.

(\*) Data updated to March 31, 2022





# Highlights 2021.

## > JANUARY

- Costa Toscana technical launch.

## > MAY

- Costa Smeralda restarts;
- Costa Luminosa restarts;
- Costa Cruises receives the "Italy that competes Felix Industry Award" for its operations performance.

## > JULY

- Costa presents its "Manifesto for value-driven, sustainable and inclusive tourism";
- Costa Smeralda arrives in France;
- Costa Deliziosa restarts;
- The Indian Ocean Rim Association (IORA) Ambassador event on board Costa Smeralda;
- Costa Fascinosa receives the "Food Waste Stopover" special mention from Corporation.

## > OCTOBER

- Costa Cruises participates in the EXPODUBAI 2020 inaugural ceremony as Gold Sponsor of the Italian Pavilion;
- New Brand Positioning launch event on board Costa Smeralda;
- The Palacrociere Terminal in Savona hosts Italian Cruise Day;
- Costa Toscana Coin Ceremony at the Meyer Turku shipyards.

## > SEPTEMBER

- "Global Inclusion" hosts on board Costa Smeralda;
- Costa Diadema restarts;
- Costa Cruises is partner of the Sustainable Development Festival promoted by ASVIS;
- Gradual return to the land-based offices.

## > DECEMBER

- The new flagship of the fleet, Costa Toscana, arrives;
- New sustainability strategy approved by Executive Committee;
- Costa Cruises Group signs the "Declaration on biomethane".

## > NOVEMBER

- Costa Cruises participates in the International Cruise Summit in Madrid;
- The Palacrociere Terminal in Savona hosts International Propeller;
- Riccardo Bellaera, Corporate Pastry Chef of Costa Cruises, participates in World Pastry Star;
- Costa Cruises sponsors National Geographic Festival.





# Added **value allocation.**

The net Added Value<sup>1</sup> generated in 2021 amounted to **-276,889,247 million Euros**. The negative change is mainly due to the persisting suspension of the cruise business during the entire first half of 2021.

In spite of the plan for gradual restarts beginning from March 2021, the restrictive measures still in place in many destinations due to the pandemic and the consequent reduction in passenger occupancy had significant impact on revenue generation. Due to this circumstance, the comparison of the economic result versus previous year is difficult and not particularly meaningful.

**The Value Added generated in 2021 has been allocated as follows: employees** compensated through wages, salaries and social security contributions, **State and Public Administrations** through the income taxes of Group, **companies Lenders** compensated through financial charges to the **community**, through initiatives in support of organizations and associations.

<sup>1</sup> The calculation of the added value was carried out with a view to “continuing operation” and relates to the Costa Cruises Group.

GLOBAL ADDED VALUE	11/30/2021	11/30/2020	11/30/2019
<b>A) Production value</b>	512,096,083	1,364,215,336.18	4,445,400,728.90
1. Revenues from sales and services	479,311,976	1,363,547,955.87	4,355,664,281.51
4. Other income and revenues	32,784,107	667,380.31	89,736,447.39
<b>Revenues from routine activities</b>	<b>512,096,083</b>	<b>1,364,215,336.18</b>	<b>4,445,400,728.90</b>
<b>B) Interim costs of production</b>	834,045,770	1,460,155,292.21	2,673,862,443.31
6. Consumption of materials	303,130,513	431,348,443.87	837,815,490.41
7. Costs for services	472,012,247	895,345,427.66	1,756,275,747.39
8. Costs for the use of third-party assets	27,504,524	53,323,174.87	17,956,328.39
10. Other provisions	8,080,887	14,417,645.88	20,788,101.06
11. Other operating expenses	23,317,600	65,270,599.93	41,026,776.06
<b>TYPICAL GROSS ADDED VALUE (*)</b>	<b>- 321,949,688</b>	<b>-95,939,956.03</b>	<b>1,771,538,285.59</b>
<b>C) Accessory and special items</b>			
12. +/- Balance for ancillary management	45,060,441	-6,462,766.73	- 5,907,283.06
Revenues/(Accessory costs)	45,060,441	-6,462,766.73	- 5,907,283.06
<b>ADDED VALUE</b>	<b>- 276,889,247</b>	<b>-102,402,722.76</b>	<b>1,765,631,002.53</b>

(\*) The characteristic global added value, which also includes Aida, includes special items, reclassified as envisaged by the accounting reform approved by Legislative Decree no. 139/15, implementing European Directive 2013/34. Balances referred to previous years have been reclassified on the basis of the same principle.





# New Codes of Conduct.

The top priorities of Costa Cruises, in line with Carnival Corporation & plc, have always been compliance, environmental protection, health and safety and the well-being of guests, crew, places visited and their inhabitants. Acting fully with a sense of responsibility, trust, transparency and mutual respect means building and maintaining a reputation for excellence in every area in which we operate.

For this, Carnival has strengthened the **Ethics & Compliance governance** function with new figures, and rewritten the related strategic plan by focusing on

fundamental assets, such as the **Corporate Vision Statement** and the **Culture Essentials**.

At the same time, during 2021, Costa created, at Group level, a new Ethics and Compliance Department with specific responsibilities relating to the environmental and general compliance areas, and also defined accurate guidelines on health and safety.

The new **“Code of Business Conduct and Ethics”** was adopted in May 2021; it defines the expectations that we must all meet, helps to make fair,

honest and impartial decisions, in compliance with the laws and our policies, and clarifies how to identify potentially misconduct, such as asking questions or raising concerns to gain and maintain trust in each other, as well as gain the trust of guests, our interlocutors and the communities we visit.

Similarly, the “Carnival Corporation & plc Business Partner Code of Conduct<sup>2</sup>” was also revised; it applies to suppliers, sellers, distributors, consultants, agents and all other third parties who collaborate with the Company or operate on its behalf.

<sup>1</sup> Available in the corporate Intranet only employees can access.

<sup>2</sup> <https://www.costacruises.com/useful-links/ethic-code.html>.





## Human Rights.

Working at Costa Cruises means interacting with people around the world and coming into contact with different cultures and customs.

Contributing to the protection of human rights and supporting them is one of the Company's primary objectives; complying with employment legislation, supporting workers' association rights, ensuring a fair pay and working hours, as well as safe work are just a few examples of the policies adopted.

In addition, a special commitment is aimed at **preventing the exploitation of minors, modern slavery and the trafficking of human beings.**



# Scenario.







# The international scenario.

The upsetting resulting in the COVID-19 pandemic has brought to the fore the profound vulnerabilities of our societies, highlighting the danger they represent: for example, dependence on economic growth, high levels of inequality, and insufficient investment in health systems and scientific research<sup>1</sup>.

Writing a new future, a secure, sustainable and prosperous future means **supporting a systemic transformation** that will require enormous commitment and constant determination at all levels of society, including from companies.

Companies can create **long-lasting value** only by committing to their main stakeholders in a mutually beneficial relationship that lasts over time.

But it is impossible to act alone.

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<sup>1</sup> Sources: "Vision 2050 Time to transform", WBSCD World Business Council Development, March 2021.





This new phase in fact demands unprecedented leadership, which is capable of dislodging the concept of “**Business As Usual**”<sup>3</sup> (BAU), and makes it evident that companies can complete this transformation only if they see themselves as part of a larger whole.

It is necessary to change our mindset regarding the company’s purpose as well so as to become resilient and work in a regenerative manner and to redefine relationships between companies, employees and society as a whole.

If we look at the mega trends influencing the decades to come – ecological and digital transition, climate neutrality and the demographic situation – it

is clear that every individual will have to do their part to sustain the transformation. Companies and policy makers have to work in parallel to align commitments and regulatory policy activities with the sustainability goals. They have to share their experiences and know-how, in this way creating partnerships and synergies between companies and civil society organizations to support positive causes for society.

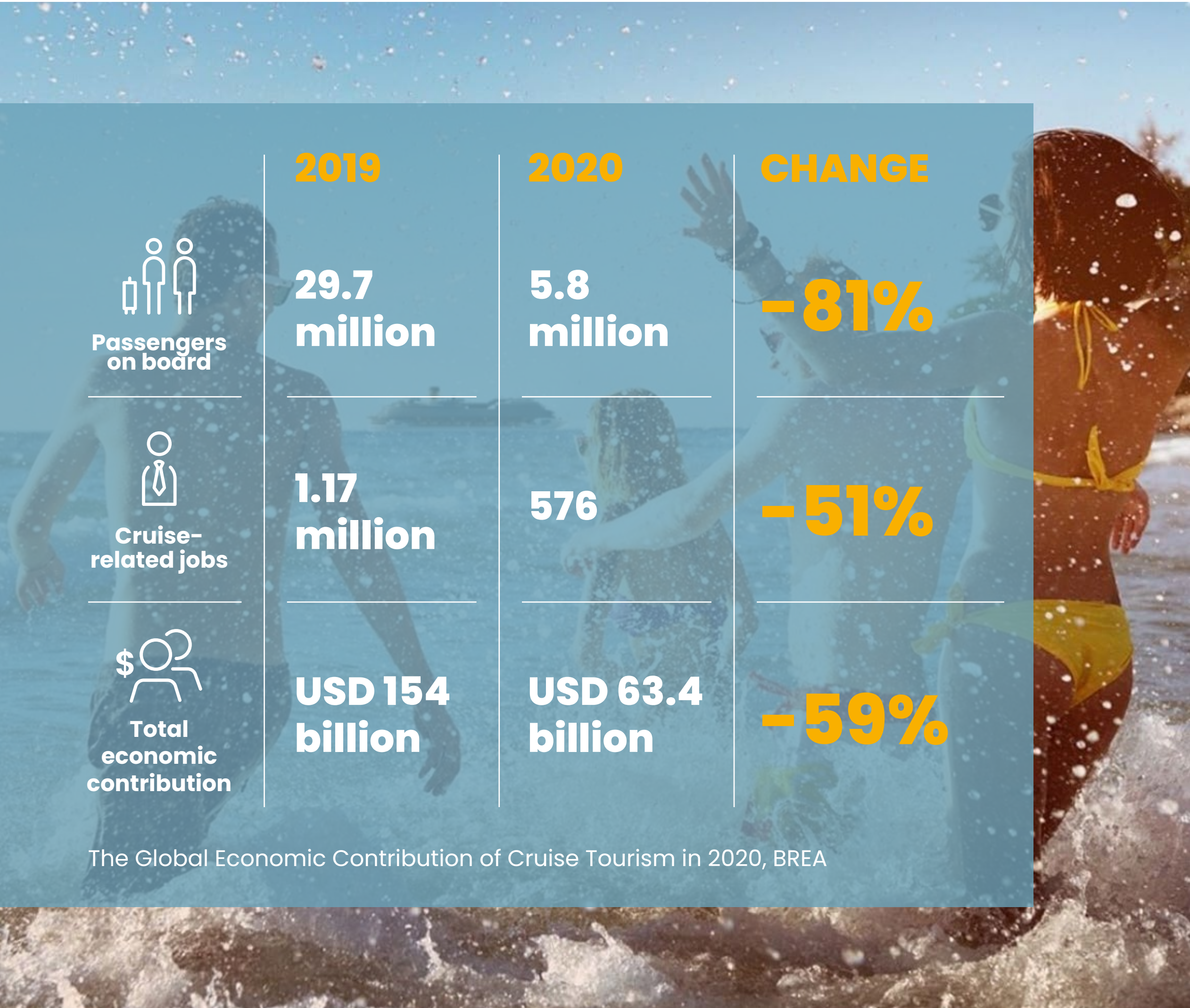
Within this scenario, Costa Cruises worked in 2021 on the **development of a new sustainability strategy** that highlights its commitments and objectives, giving more and more weight to the role of advocacy it intends to support in the public debate.

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<sup>3</sup> BAU stands for “Business As Usual”, which refers to an old way of doing business, based on repetitive tasks and no critical sense for improvement.







# The cruise industry.

The cruise sector, which has always been one of the few enjoying constant growth in the tourism industry, was one of the hardest struck by COVID -19 pandemic, with significant repercussions on all related industries.

Indeed, a distinctive feature of the cruise sector is the enabling of huge supply chains, ranging from the construction and outfitting of ships, to port activities, commercial intermediaries (primarily agencies), and revenues from hospitality offered in the cruise destinations.

It is clear that the cruise sector is able to **generate significant economic and social benefits along the entire value chain.**

It suffices to consider that<sup>4</sup>:

- The journey of 24 cruise passengers around the world generates enough revenues to support one full-time job;
- Each passenger spends USD 750 on average in port cities during a typical seven-day cruise;
- 6 out of 10 people returned to a destination they visited for the first time on a cruise ship.

<sup>4</sup> "State of the Cruise Industry Outlook 2022", CLIA

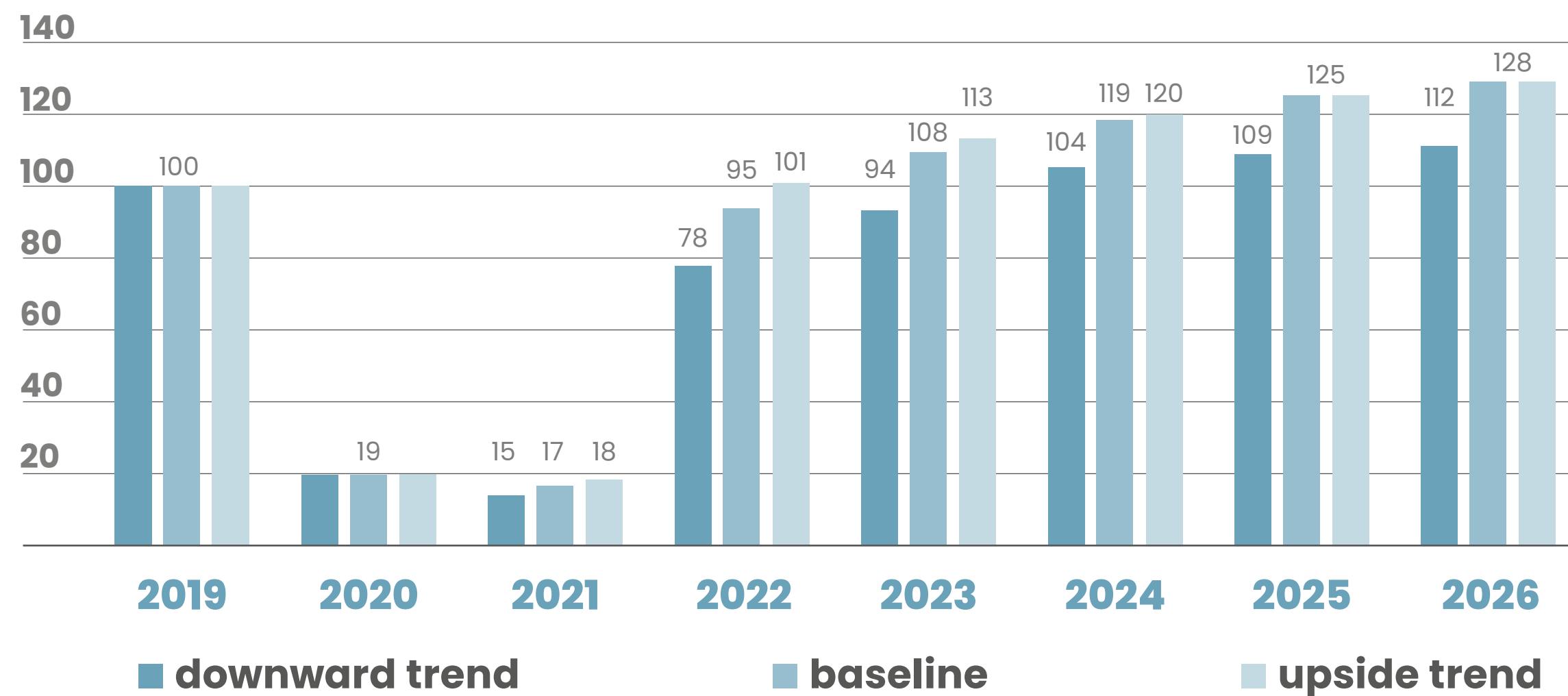


With the support of stringent health protocols, the cruise sector has demonstrated all of its resilience and adjustment capabilities since the beginning of its resumption of operations in August 2020.

According to CLIA<sup>5</sup> data for the basic scenario, passenger volume should

recover and exceed 2019 levels by the end of 2023. In the upward forecast, by the end of **2022** passenger volume is instead expected to recover **101% compared to 2019 levels**. In the longer-term forecast extending to **2026**, passenger volume is expected to recover more than **12% compared to 2019 levels**.

#### ➤ Projected global cruise passenger volume (Source: CLIA; Tourism Economics)

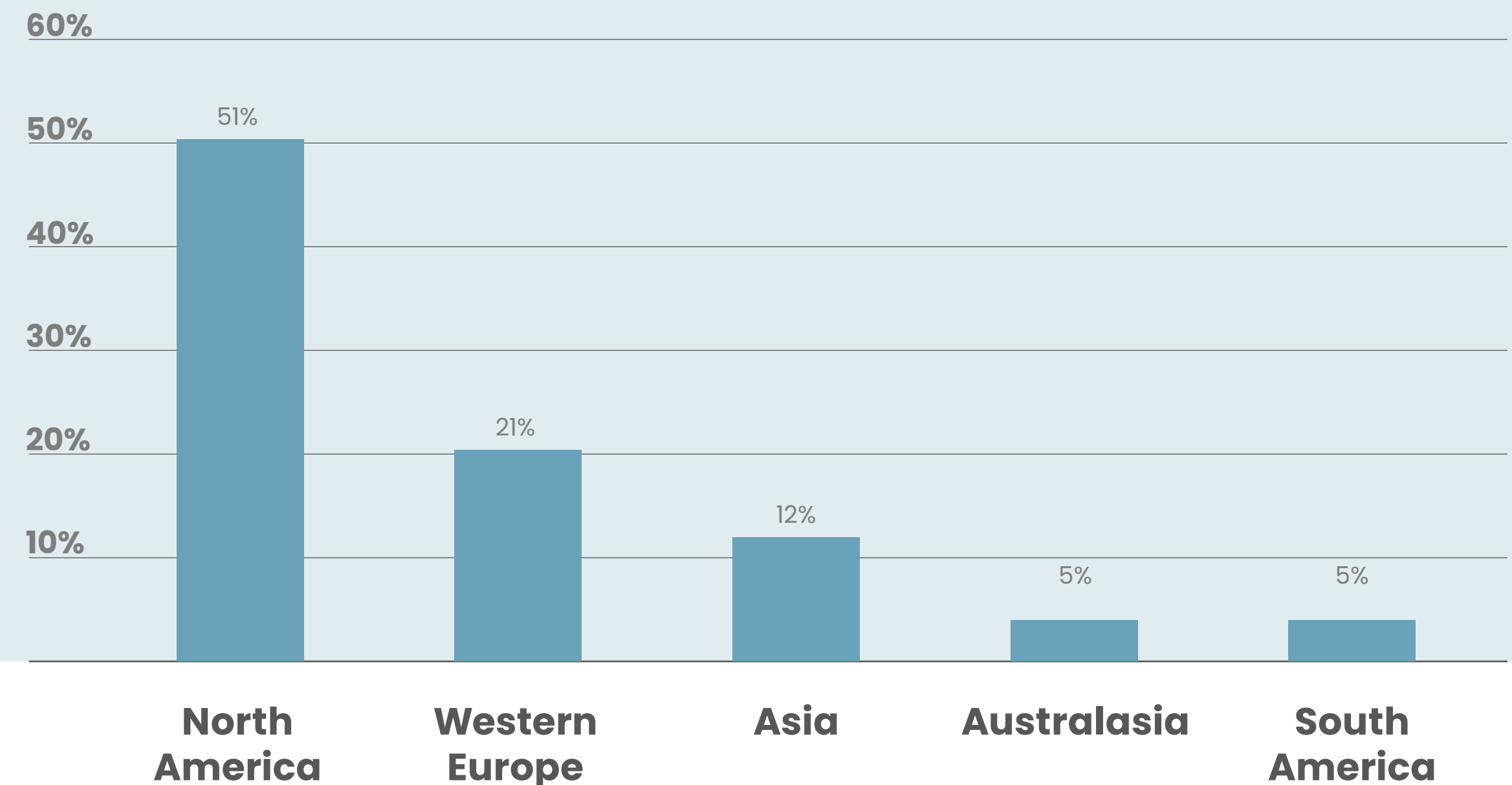


The numbers represent an index of volume relative to 2019 (2019=100).

<sup>5</sup> Cruise Lines International Association is the world's largest cruise industry trade association.

#### ➤ Top five source regions on average from 2018 to 2020

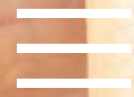
(Source: CLIA Global Market Report, 2020)



In looking at **passenger origin**, we find the Americans in first place, followed by the Europeans. On the other hand, the Caribbean and Asian sector are among the destinations passengers select the most.

Two interesting facts are the low **average cruise passenger age** (47.6) and the trend of the millennials, who choose the cruise as their next trip to take (85%).





# The sustainable evolution of the cruise sector.

The transformation of the cruise industry towards responsible business models is today even more necessary and inevitable; what is needed today to lead innovation and serve as an example for the entire maritime sector are concrete choices to achieve ambitious goals and targets in line with the UN 2030 Agenda and international sector regulations.

IMO<sup>6</sup>, in line with the roadmap already established in the initial **GHG (Greenhouse Gas) strategy**, has further set the new targets to 2050 for shipping. Even more ambitious is CLIA's goal for the cruise industry, namely "**cruises with net zero carbon**" by 2050 across the global fleet.

<sup>6</sup> IMO: International Maritime Organization.

## ► IMO OBJECTIVES:

# -50%

of total annual GHG emissions

# -70%

of CO<sub>2</sub> emissions per transport work compared to 2008

# -40%

of CO<sub>2</sub> emissions per transport work compared to 2008

## ► CLIA OBJECTIVES:

# pursue net-zero carbon cruising

## 2030

## 2050





To achieve the goal of “net-zero carbon emissions cruises” by 2050 across the global fleet, CLIA pursues innovative solutions that are already showing significant results/impacts and which focus, in particular, on the following key assets:

- 1. Shore power:** currently, in 14 ports around the world, cruise ships can operate on shore power, thus reducing overall emissions. At the global fleet level, 35% are set up to operate with these methods wherever possible.
- 2. Liquefied natural gas (LNG):** LNG guarantees virtually zero sulfur emissions, a 95% to 100% reduction in particulate emissions, an 85% reduction in NOx emissions and up to a 20% reduction in greenhouse gas emissions. According to CLIA estimates, by 2027 there will be 26 LNG cruise ships (4 already in operation and 22 on order).

**3. Exhaust Gas Cleaning Systems:** reduce sulfur oxide levels by up to 98%, and ensure a typical reduction in total particulate matter of 50% or more, including elemental and organic carbon and black carbon, and nitrogen oxides by up to 12%. Globally, 76% of ships are equipped with them.

**4. Advanced Waste Water Treatment:** AWTs systems use advanced tertiary-level treatment to generate effluent discharges that are often equivalent to the best treatment facilities and, consistent with CLIA policy, go well beyond requirements. The current global capacity is 74% (+4% compared to 2020).

**5. Sustainable supply chain.**

**6. Advanced circular economy projects.**

**7. Construction of ships in terms of energy efficiency.**

Starting from 2021, CLIA set to work to identify **new alternative fuels** and to assess the policies implemented in the sector to support this sustainability path.

Indeed, data show that, in addition to **liquid natural gas (LNG)**, more than three quarters of the global fleet of cruise ships by passenger capacity is set up to use alternative fuels that are being tested today, such as **biodiesel, methanol, hydrogen and electric batteries** as soon as technology allows.

However, large-scale adoption is slow and there is a need for more and more resolute impulses for research and development in this area.



# Our approach to **sustainability.**



# The new Sustainability Plan: path and outcomes.

The COVID-19 pandemic, the changing international context and the need to adopt certain environmental and social guidelines have stimulated profound reflections at Costa Cruises which, in a particularly critical moment for the sector, has opted to submit its own complex and extensive value to a **systematic and data-driven mapping**.

The objective was to represent, anticipate and assess **the ESG risks of the business**, both those more immediate and those over a longer term. Indeed, Costa is well aware that companies can lead the transformation process, and are now called upon to do so.



## ► THE OBJECTIVE

The ultimate goal of the process under way was a revision of the **sustainability strategy**, on the basis of **new issues identified as materials** with which to implement the new sustainability plan. Our construction of a strong positioning on sustainability must meet the following requirements:

- **it must be aligned with the public agenda** to understand and forecast the needs of society, guide stakeholders, and contribute to the progress of the main local communities with which Costa operates;
- **it must be an identity in relation to the business**, meaning that it has to express Costa's new way of doing business, and to communicate the ability to create value – rather than to extract it – in line with the new positioning and with the brand purpose;
- **it must contribute to reaching SDG goals** and respond to the growing attention surrounding ESG criteria, both by financial operators and by regulatory authorities.





THE PROCESS ADOPTED

The process consists of two macro-phases: the **multidimensional analysis facing outwards and the one facing inwards**.

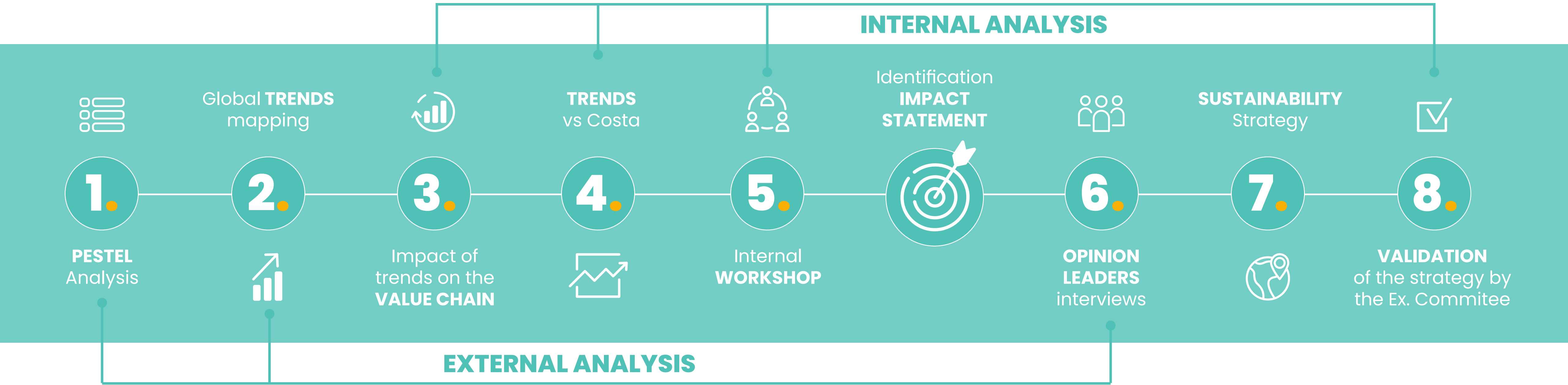
This process takes into consideration both the **risks linked to exposure** of the company to outside events, and **the impacts that it may potentially cause** on the identified matrices.

The analytical approach is inspired by the guidelines currently outlined in the new proposal for the new European **Corporate Sustainability Reporting Directive** (CSRD), which will update the one currently in force with indications on the reporting requirements that must be developed on the principle of double materiality.

Companies will be required to disclose information both on the environmental and social risks to which

they are exposed, and on the impacts of their activities on sustainability factors.

With the new Plan, Costa will be able to **respond more responsibly and consciously to future challenges**, in order to support progress towards the Sustainable Development Goals, while ensuring the existence of a non-self-referential path, enhanced by sector diversification and the international scope of the stakeholders.







### ➤ THE PROCESS IN DETAIL:

- 1. Mapping of the main current and future trends,** capable of influencing Costa Cruises's business. This activity is conducted by studying sector and thematic documents and press reviews according to the PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis model, as well as national and international guidelines on sustainable development;
- 2. Identification of key relevant global trends,** risks and opportunities associated with them, which may have an impact on Costa's business or which may be considered as an opportunity;
- 3. New interpretation and representation of Costa's value chain,** which highlights the potential points of contact between corporate activities and trends identified, thus suggesting some initial elements of the strategy;
- 4. Identification of the most impacting macro-trends for Costa,** through the superimposition of the global and local scenario analysis with the value chain. This is a first proposal for their definition taking into account the company's business;
- 5. Internal workshop** to share the progress of the project and validate the approach: formulation of the Impact Statement or the declaration of transformative will and of positive change on the context in which the company operates;
- 6. Interviews with Opinion Leaders** who have solid knowledge on the subject of sustainability and CSR goals, aimed at comparing the evolution of the scenario and the impact of trends on the business of other industries, and at mapping of the sustainability plans and strategies of some international peers;
- 7. Development of the Sustainability Plan** on the basis of all internal and external inputs that made it possible to identify nine material topics divided into four thematic pillars.
- 8. Finalization of the Sustainability Plan** and final validation of the Goals linked to each material issue with the Executive Committee of Costa.



## ➤ THE RESULTS:

### 1. The Good power of travel.

Through this declaration of transformative ambition, Costa publicly declares its impact orientation and the purpose that it aims to pursue in relation to its core business. This orientation aims at fostering the transformative power of

travel mainly through: the creation of value for destinations, the guarantee that the guests can have a *mindful* cruise experience , and the commitment to innovation for the benefit of the entire sector, all in line with the commitments of its Manifesto.

# The Good Power of Travel

### 2. The Sustainability Plan.

The new Plan revolves around four thematic areas important for sustainability, to which various themes are linked, which are in turn defined on the basis of their respective Goals, i.e., the qualitative and quantitative objectives that the company has chosen for the near future. In actual fact, the topics coincide with Costa's new material themes.

As previously discussed, they are the result of the

analyses conducted in 2021, the result of an internal and external interpretation.

These are the key themes of our strategy and Plan that will orient our disclosure and accountability, an opportunity for periodic reporting on the specific Goals and the company's progress with respect to its tangibles aims.





PILLARS	TOPICS	GOALS and AMBITIONS
<div>1</div> <div>Moving toward climate neutrality.</div>	<div>• Reduce GHG emissions.</div> <div><div>7</div><div>7</div><div>13</div><div>13</div></div>	<div>• Aspire to achieve net carbon-neutral ship operations by 2050.</div> <div>• Further improve the energy efficiency of our fleet.</div> <div>• Boost the environmental performances of our headquarter.</div> <div>• Support harbor's infrastructure innovation.</div>
	<div>• Preserve biodiversity and marine system.</div> <div><div>2</div><div>2</div><div>3</div><div>3</div><div>14</div><div>14</div><div>15</div><div>15</div><div>17</div><div>17</div></div> <div>• Be circular.</div> <div><div>6</div><div>6</div><div>12</div><div>12</div></div>	<div>• Become a leading and recognized player in Mediterranean coasts protection, by educating 50,000 students in EU by 2024.</div> <div>• Boost naturally abundant ingredients in our menus.</div> <div>• Support biodiversity and conservation initiatives through selected NGO partnerships.</div> <div>• Cut 30% food waste by 2024.</div> <div>• Design a circular pathway for all main waste materials by 2024.</div> <div>• Continue to improve water use efficiency and responsible consumption.</div>
<div>3</div> <div>Empowering people.</div>	<div>• Nurturing our guests.</div> <div><div>11</div><div>11</div></div>	<div>• Build the world's largest responsible travelers community on board.</div>
	<div>• Promote equal, inclusive and fair workplace.</div> <div><div>5</div><div>5</div><div>8</div><div>8</div></div>	<div>• Stand-up for human and minorities rights in public debate.</div> <div>• Guarantee equal access to senior positions for all current underrepresented groups.</div>
	<div>• Grow our skill, rise our awareness.</div> <div><div>4</div><div>4</div></div>	<div>• Train 100% of our employees in sustainability upskilling by 2024.</div>
<div>4</div> <div>Building a transformative ecosystem.</div>	<div>• Flourish our destinations.</div> <div><div>8</div><div>8</div><div>10</div><div>10</div><div>15</div><div>15</div></div>	<div>• Enable economic, social and cultural development in destination communities promoting dialogue with local stakeholders.</div> <div>• Ensure generational continuity in local art and traditions in destination communities.</div> <div>• "Open" ships to destinations, welcoming local communities and visitors.</div>
	<div>• Enhance fair and mindful supply chain.</div> <div><div>9</div><div>9</div><div>17</div><div>17</div></div>	<div>• Promote partnerships to reach shared ESG goals.</div> <div>• Boost our sustainable procurement criteria.</div>
	<div>• Leverage on Costa R&amp;D and innovation ecosystem.</div> <div><div>9</div><div>9</div></div>	<div>• Take advantage of our unique global facilities and innovation ecosystem.</div> <div>• Scout, accelerate and uptake innovative solutions from startups and academia.</div>



# Strategic areas.

**4.1**  
Moving toward  
**climate neutrality.**

**4.2**  
**Regenerating**  
resources.

**4.3**  
**Empowering**  
people.

**4.4**  
Building a **transformative**  
**ecosystem.**



# 41

Moving toward  
**climate neutrality.**

7 AFFORDABLE AND  
CLEAN ENERGY



13 CLIMATE  
ACTION







# TOMORROW’S OBJECTIVES

## TOPICS

- **Reduce GHG emissions.**



## GOALS and AMBITIONS

- Aspire to achieve net carbon-neutral ship operations by 2050.
- Further improve the energy efficiency of our fleet.
- Boost the environmental performances of our headquarter.
- Support harbor’s infrastructure innovation.

## WHERE WE ARE TODAY

Co<sub>2</sub> emissions



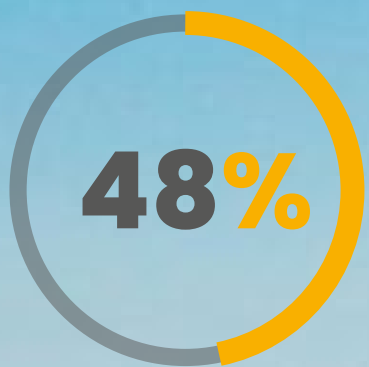
520,857.1 m<sup>3</sup>

Total

420.7

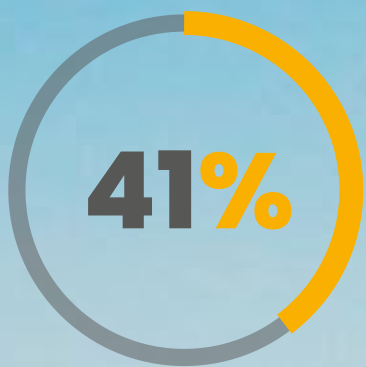
g/ALB – Km

Fuel consumed: 116.6 g/ALB – Km



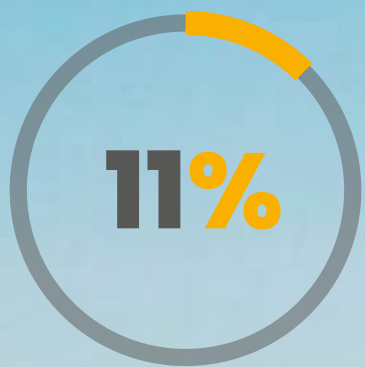
FUEL OIL

(with scrubber)



MGO

(Marine Gas oil)



LNG

(Liquefied Natural Gas)

Shore power



31% of the Costa fleet

**4 SHIPS FITTED WITH SHORE POWER CONNECTION**,  
(Costa Toscana, Costa Firenze, Costa Venezia,  
Costa Diadema), **5 BEING PREPARED**



**NOx**

7.0 g/ALB – Km

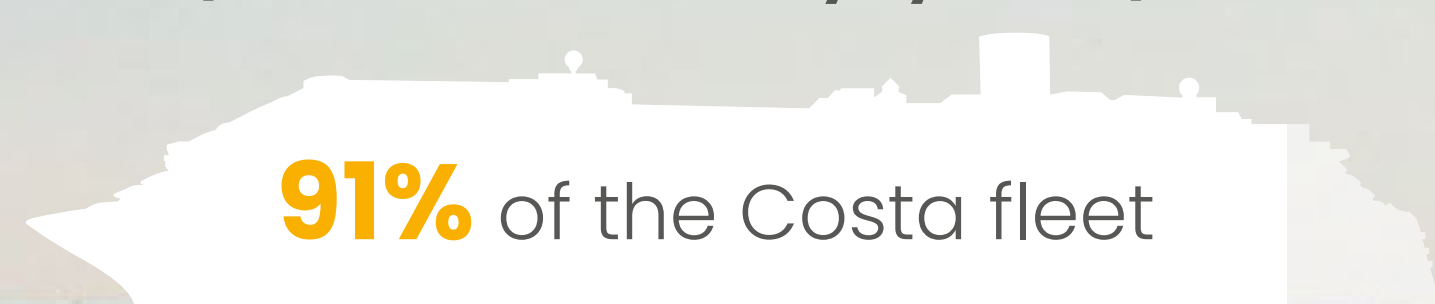
**SOx**

0.18 g/ALB – Km

**PMs**

0.20 g/ALB – Km

AAQS (Advanced Air Quality Systems)



91% of the Costa fleet

**29 ENGINES** EQUIPPED WITH THIS SYSTEM  
(LNG ships not counted)





# Environment and climate crisis: the international scenario.

Number one of the international public agenda today is the search for solutions to fight climate change by reducing greenhouse emissions. Global warming causes anomalous and extreme weather events (floods, fires, cyclones and heat waves) that threaten harvests, supplies of drinking water, infrastructure and the survival of people<sup>1</sup>.

The **World Health Organization** (WHO) in fact estimates that over 13 million deaths worldwide each year are directly or indirectly linked to environmental problems caused by human action.

The climate crisis also falls within these problems. It is considered the greatest health threat to humanity, further exacerbated by the aftermath of the COVID-19 pandemic<sup>2</sup>.

**COP26**, the conference on climate change held in November 2021 in Glasgow, recorded considerable progress made on the topic and announced several important initiatives.

Specifically, the “**Glasgow Climate Pact**” confirmed the objective of keeping the temperature increase within **+1.5°C** from the pre-industrial levels. Only 6 years ago the Paris Agreement set 2°C as a goal: adding a much more stringent goal is one of the most important results of COP26, and puts all countries in a position to align themselves and report in view of the next **COP27** to be held in Egypt in November 2022.

Another important commitment, although not fully achieved, is the gradual reduction of the use

of coal as an energy source by 2030 for the main economies and by the 2040 for the rest of the world. In addition, one hundred nations have signed up to the “**Global methane pledge**”, a commitment to collectively reduce global methane emissions by 30% by 2030 compared to 2020 levels.

In this regard, in December 2021 the Costa Cruises Group signed the “**Declaration on biomethane**” submitted to the European Commissioner for Energy, Kadri Simson.

Biomethane, one of the most sustainable and scalable gases available today, can be used throughout the economy – from industry, to energy, transport and buildings – and also contributes to the evolution of agricultural systems and the creation of jobs.

<sup>1</sup> OMS, “Climate change and health”, 2012 (<https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health>).

<sup>2</sup> World Health Day 2022 Campaign – WHO (<https://www.who.int/campaigns/world-health-day/2022>).



**1. Moving toward climate neutrality**

## 2. Regenerating resources

## 3. Empowering people

## 4. Building a transformative ecosystem

These characteristics make biomethane a transition fuel of exceptional value and, pending the full availability of “zero emissions” technologies, it has the potential to make a decisive contribution to achieving the objectives set.

Within this framework, the signatories of the Declaration, **28 European companies and organizations**, are committed to doing their part, mobilizing the biomethane supply chain in order to increase its use to at least 350 TWh (33 billion cubic meters) by 2030, a potential estimated by the European Commission, an objective that if reached would make it possible to avoid around 110 MT of so-called Scope 3 CO<sub>2</sub> emissions.

Finally, more than 140 countries have signed the “**Glasgow Declaration**”

on forests, a commitment that aims to reverse the negative trend of deforestation by 2030.

In this scenario, it is essential to adopt measures to support global sustainable development and, at the same time, to reduce pollution, especially when it comes to the use of fossil materials for generating energy, a source of greenhouse gases (especially CO<sub>2</sub>) that contribute to climate change and other harmful substances for the ecosystem. From this standpoint, companies have to rethink their investments and business models to **eliminate waste and carbon emissions and promote change** through dialogue with institutions and their own value chains, thus empowering their own networks on the fight against climate change and environmental protection<sup>3</sup>.

<sup>3</sup> Sustainable Development and Climate Change – UN (<https://www.un.org/en/chronicle/article/sustainable-development-and-climate-change-a-business-perspective>)







In particular, the **maritime transport sector** has the opportunity and the responsibility to actively contribute to the United Nations 2030 Agenda for the achievement of the Sustainable Development Goals (SDGs), specifically protecting the marine and coastal ecosystem.

Despite the difficulties caused by the COVID-19 pandemic, international companies have taken up the challenge to develop new environmental technologies to the benefit of the entire maritime sector.

The sector is committed to pursuing **the goal of zero-emission cruises by 2050**, and all the main players are investing in new technologies and cleaner fuels to achieve this result, while also supporting ports in the development of sustainable infrastructures that can keep pace with the improvements made in ship building.



# Our **environmental policy.**

Costa's commitment to protecting the environment is far-reaching. The company, so closely linked and dependent on the marine ecosystem, is contributing to the progress of the entire cruise industry, thanks to the Company's **pioneering role in responsible innovation** and in the search for viable and shared solutions that can best address the core issues of the 2030 Agenda.

Costa's **R&D** investment plans focus on finding, together with business partners, the best synthesis of available technologies, in order to build new ships that offer the most in terms of safety, eco-compatibility and economic sustainability.

Costa manages the environmental aspects of its operations – those over which it can exercise control and influence – through the **Environmental Management System (EMS)**, in accordance with the **Health, Environment, Safety, Security (HESS)** and **Sustainability policy** of Carnival Corporation & plc. The aim is to improve environmental performance, meet the compliance obligations and achieve the declared

environmental goals. The policy parameters are established considering the management and operation of the entire life cycle of a cruise ship.

In this way, Costa is able to manage its environmental responsibilities by contributing to the continuous improvement of the EMS and promoting environmental sustainability. The EMS defines the most appropriate methods and actions required

to comply with the relevant legislation and identify the necessary investments. The main areas of intervention at ship level concern **energy efficiency and the reduction of emissions, waste management, production, use, recycling and disposal of water**. In addition, the Company has defined indicators that are useful for monitoring and evaluating the good performance of management and the ability to reduce impacts.





**1. Moving toward climate neutrality**

## 2. Regenerating resources

## 3. Empowering people

## 4. Building a transformative ecosystem

The monitoring activity is made increasingly efficient by the development and use of an IT platform which, by evaluating the performance and deviations from the objectives for each individual ship, allows for the identification of the most appropriate corrective and improvement actions. The digitization of information also allows the sharing of reference documentation

and the materials necessary for training.

An integral part of the EMS is then raising the awareness of all on-board personnel, periodically trained through specific courses, depending on their jobs.

**Lloyd's Register**, a body responsible for maritime

classification and certification, audited the entire Costa fleet and consequently certified its environmental management systems according to the **ISO 14001** standard. The workers' health and safety management systems according to the **OHSAS 18001** standards were certified by **RINA (Italian Naval Register)**.





# Decarbonization and **energy efficiency.**

In order to consistently improve its environmental footprint in line with the Corporation and Group objectives, Costa has been pursuing for years a process of decarbonization and reduction of emissions and efficiency of consumption on both its ships and in its land-based offices. This strategy specifically focuses on these actions.

**1. Adopting the international regulatory frameworks of reference** so as to ensure compliance and cooperate with sector bodies to contribute to innovative development.

**2. Maximizing the efficiency of the existing fleet:** 91% of the fleet is equipped with advanced systems for the reduction of polluting emissions, also known as “scrubber” or “exhaust gas cleaning systems”. The AAQS, in the open loop

version, guarantee a significant reduction of sulfur (SOx) and particulate (PMs and PAH) emissions, during navigation and during maneuvers in port.

**3. Using alternative low carbon fuels**, such as LNG, Bio-LNG or liquified biomethane. Currently (fiscal year 2021) at the Costa Cruises Group level we have **4 LNG ships**.

**4. Investing in carbon-efficient technologies**, such as batteries and fuel cells.

**5. Constantly implementing maintenance and retrofitting operations on the existing fleet.**

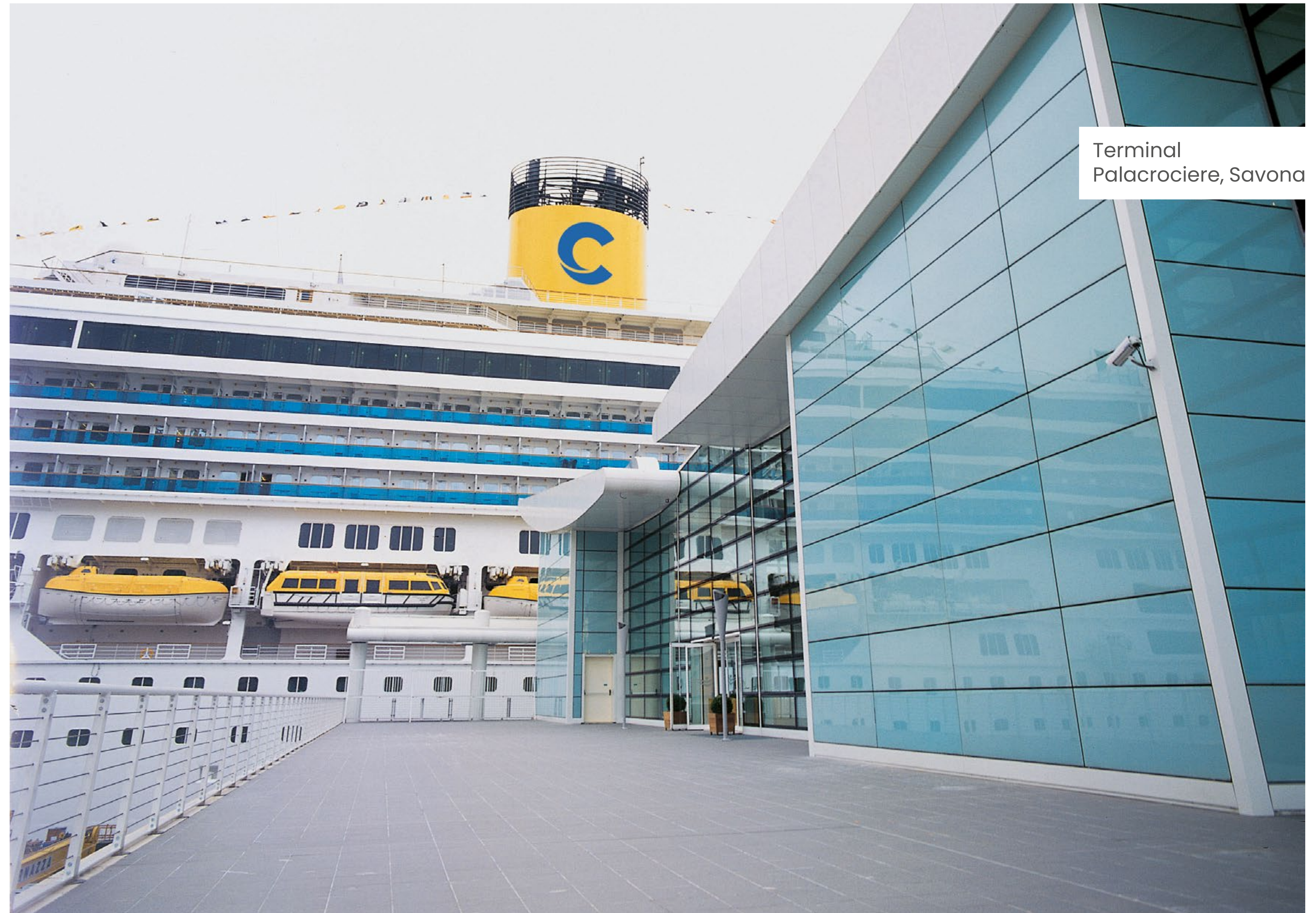
**6. Encourage Shore Power:** beside operating 4 ships fitted with shore power capabilities and 5 in preparation, Costa actively advocates and partners with local and national authorities in implementing greener port infrastructures.



Moreover, the company is working to complete its evolution towards an even more sustainable model through investments and partnerships.

In particular, it is concentrating on different technological solutions – such as shore power, batteries and fuel cells – which will make it possible to get even closer to our ambition of introducing a **new generation of ships** that, being based on a combination of sustainable technologies, **will be capable of operating at net-zero emissions**.

At the same time, Costa is intensifying dialogue with its stakeholders for the development of port infrastructures at the service of the most advanced technologies (green ports, systems for the supply of clean energy, reduction of the environmental impact of docked ships).



Terminal  
Palacrociere, Savona





# Costa Toscana and Costa Smeralda, to promote **sustainability and innovation**.

➤ **COSTA TOSCANA** was designed to be a real traveling “**smart city**”, where sustainable solutions and circular economy concepts are applied to reduce the environmental impact.

## Technical data

**42 m**  
width

**337 m**  
length

**6,730**  
maximum  
passenger capacity

**185,007 t**  
gross tonnage

## Emission reduction:

- LNG propulsion
- Shore power
- AAQS

**-20%** approximately, CO<sub>2</sub>

**~-100%** SO<sub>x</sub>

**-85%** approximately, NO<sub>x</sub>

**-95% / -100%** PM

## Responsible usage of water

**~100%** of water produced directly on board

**-35%** daily consumption for dishwashing

**-50%** consumption in laundries for every kg of washing (tunnel washers)

**-30%** consumption in cabins: use of low environmental impact faucets

## Energy efficiency

Advanced heat and energy recovery system

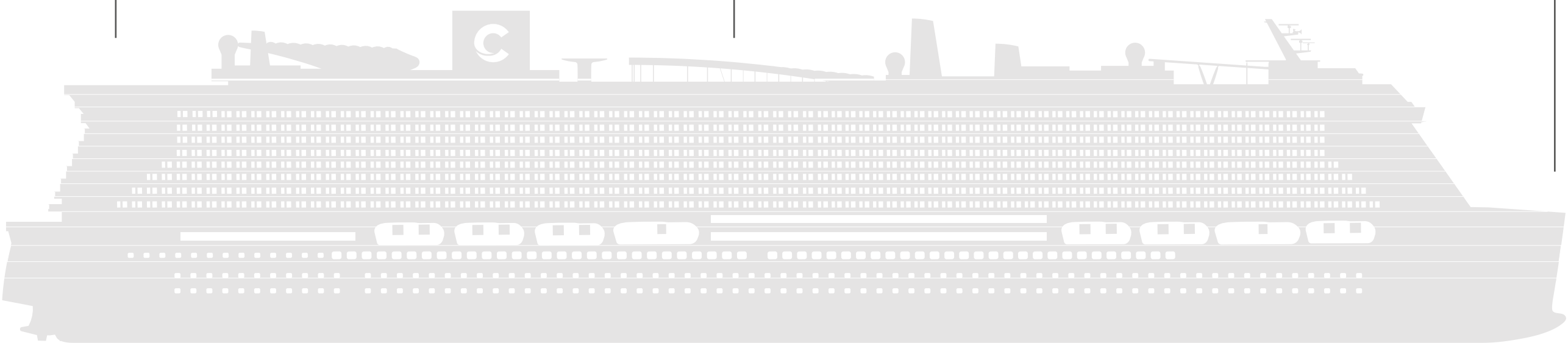
- Intelligent Energy Management System;
- Integrated energy control in all hotel areas;
- Zero consumption elevators;
- Low environmental impact galley, ovens with controlled ventilation system.

## Waste recovery and circular economy projects

**~100%** categorization and sorting of waste | Recycling of aluminum, plastic and glass

## 4GOODFOOD programme

- Our project based on the analysis of every aspect of food processes and food use on board, including food wastage and surpluses, with the active engagement of the crew, guests and local communities.





# Reduction of emissions – Improved mobility plan for land-based offices.

Costa has been drawing up the **Home-Work Travel Plan** (PSCL) for many years for its Genoa offices, the aim of which is to identify alternative and more convenient measures with respect to the use of cars through a set of actions for the rationalization of home-work commuting of employees.

The reduction of urban traffic and CO<sub>2</sub> emissions that can be achieved by the use of collective means of transport to replace private cars, and green vehicles that use clean energy are indeed fundamental steps that contribute to creating better life conditions for communities, and fall within the **UN 2030 Agenda** for Sustainable Development objectives.

In 2021 Costa also decided to join, together with other top players in the city, the **consultancy service** promoted by Confindustria Genoa, in

partnership with Euromobility, the European Association of Mobility Managers, to provide the Municipality of Genoa with aggregate data with a greater negotiation value.

From the report of Costa's PSCL 2021, it emerges that the predominant modal choice for commuting from home to work is public transport, used by 32% of employees who were working during the survey period, followed by motorcycles (23%) and private vehicles (16%).

Starting from data collected through the survey, as it pertains to the modal choice of employees and their commuting trips, the estimated amount of CO<sub>2</sub> emitted on average by employees at the two locations who use their own motorized vehicle, is 251 annual tons.

Following the analysis and considering the accessibility of the corporate headquarters, as emerged from the analysis of the transport offer, **measures for achieving the impact reduction** objectives have been identified and will be implemented, monitored and updated every year.

These measures aim to **reduce the use of private motor vehicles by employees**, as well as to consolidate and, where possible, increase the fraction of commuting by bicycles or walking on foot, as permitted by the distances to travel.

Additional objectives are the reduction of the environmental impact of the Company (limited to the mobility component), as well as to increase the safety of employee travel, to promote a culture of sustainability and to improve travel conditions (economic, comfort and stress).





# 4.2

## Regenerating resources.



**6** CLEAN WATER  
AND SANITATION



**17** PARTNERSHIPS  
FOR THE GOALS







TOMORROW’S OBJECTIVES

TOPICS

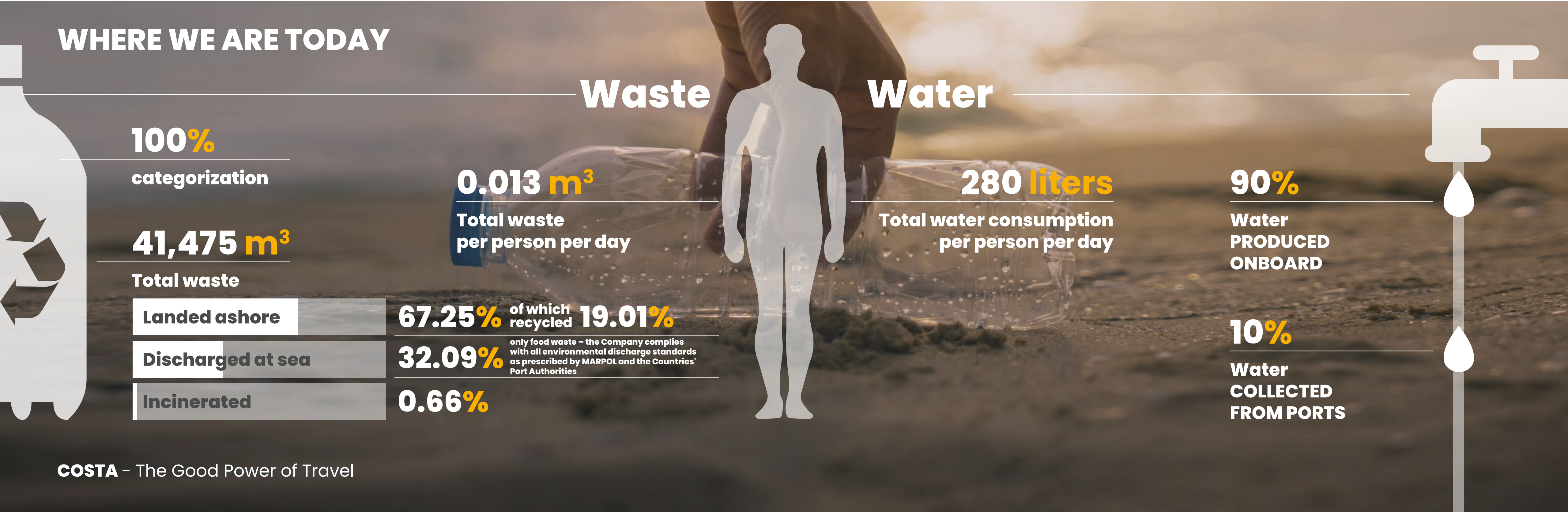
- **Preserve biodiversity and marine system.**
- **Be circular.**



GOALS and AMBITIONS

- Become a leading and recognized player in Mediterranean coasts protection, by educating 50,000 students in EU by 2024.
- Boost naturally abundant ingredients in our menus.
- Support biodiversity and conservation initiatives through selected NGO partnerships.
- Cut 30% food waste by 2024.
- Design a circular pathway for all main waste materials by 2024.
- Continue to improve water use efficiency and responsible consumption.

WHERE WE ARE TODAY





# Biodiversity.

Marine ecosystems are increasingly at risk and the constant loss of biodiversity can compromise the health of seas and oceans. For this reason, their safeguarding is a matter of paramount importance among the themes of the world public agendas and, in particular, those taken up by **Goal 14 of the 2030 UN Agenda, “Life Below Water”**.

The oceans provide half of the essential oxygen for the planet, guarantee sustenance for millions of people around the world and their health consequently has a significant impact on coastal economies, especially those that rely upon small fishing activities. Awareness of the need to address these issues represents an important first step in promoting more virtuous behavior by everyone and, in particular, companies.

Costa Cruises puts the protection of the seas and oceans at the core of its environmental policy by respecting the regulations in force with a series of regularly planned preventive activities, and by pursuing ambitious objectives

exceeding compliance with the applicable standards, above all, in the area of disposal at sea and waste water management.

As part of the protection of biodiversity, as required by the latest **International Convention for the Control and Management of Ships’ Ballast Water<sup>1</sup> and Sediments (BWMC<sup>2</sup>)**, a treatment system has been installed on all ships in the fleet<sup>3</sup>. The system subjects the ballast water embarked during each voyage to mechanical, physical, chemical and biological purification processes so as to eliminate the discharge of non-indigenous aquatic species that otherwise might become widespread around the world.

Then with regard to the protection of fauna, Costa adopts the **Global HESS** guidelines: **MAR1308**, for example, to avoid noise pollution harmful to marine mammals and follow protocols to avoid collisions, especially with large cetaceans.

<sup>1</sup> It is the water that ships use for hull stabilization.

<sup>2</sup> Ballast Water Management Convention (BWMC), effective from September 8, 2017.

<sup>3</sup> To complete Costa Fascinosa, Costa Pacifica and Costa Serena.







Operation of fixing posidonia with stake

## The Giglio Island **restoration works.**

We have supported the operations to clean and restore the seabed of Giglio Island. Our efforts have been characterized by technical and scientific work conducted in recent years by La Sapienza University of Rome and the Livorno Inter-University Center for Marine Biology and Applied Ecology under the supervision of the Tuscan Environmental Observatory, in which **ARPAT** and **ISPRA** participate. This was an extremely articulated program that today, thanks to the skillful work of researchers and marine ecology specialists, is showing its first comforting results.

The environmental activities have been focused on restoring two priority Mediterranean habitats present in the area: that of **Posidonia** and that of **Coralligeno**, which are considered biodiversity hotspots and therefore protected by European regulations. In order to do so, it was necessary to act through transplanting interventions of organisms

that could accelerate the natural reconstitution of the biocoenosis by creating a totally new process planned over a 5-year time frame.

As for Posidonia, 3 years after the start of activities in **2021, 1,500 sq. m.** of it has been transplanted, with a density of about **27-31 bundles/m<sup>2</sup>**. The success of transplanting is evidenced by the numerous new roots that allow the cuttings to take root and the increase in the number of leaf bundles, which has reached **106%** after three years and is constantly growing. The transplanted material is found detached on the seabed either naturally or due to anchorages of pleasure boats.

For the Coralligenous, however, a total of **353 gorgonians have been transplanted** on the seabed of the shipwreck area **between 18 and 36 m depth** since the start of activities (2019) to date, using biocompatible epoxy resins.

<sup>4</sup> Area characterized by particularly high levels of biological diversity and threatened by habitat loss, climate change and extensive species loss.



The transplanted gorgonians come from divers' dive sites, where they are accidentally detached, or taken, again accidentally from the nets of local fishermen, who collaborate in the environmental restoration project.

There have also been major changes on the **fish fauna** front. The death of benthic organisms on the seabed has conditioned their removal from the area. The gradual restoration of habitats has subsequently led to a new colonization of fish that have, among other things, benefited from the area's ban on fishing and diving for the duration of the project. It is easy to see species such as **moray eels, corvinas, scorpionfish and lobsters** in the project area today, which have become rare to see in the rest of the island's seabed. Today the seabed in the area being restored is much richer than the adjacent seabed and may even

become a source of repopulation for neighboring areas as well.

The monitoring of the natural seabed continues together with transplantation activities. In particular, the trend of the deepest Coralligenous bed is being monitored at a depth between 40 and 70 meters, and which is also covered by sediment during the works for the removal of the wreck. The observations show how even the seabed, albeit very slowly, is regaining an appearance similar to the original one.

The interventions carried out to date at Giglio have been more successful than expected. After the root causes that led to the loss of Posidonia were successfully addressed, five years later the experimental transplants of 2016 show a **doubling of the number of transplanted bundles** and those from 2019 onwards seem poised to

continue along the same path.

The same is true for the gorgonians, despite the poor state in which the new specimens often arrive, the high survival and healing rates mean that some rock walls have regained their three-dimensional aspect, and are approaching what was their original condition. All with biological material that would have otherwise ended up lost on the seabed.

The goal is to **maintain the area under protection** and appropriate regulations are necessary to prevent frustrating the efforts made so far. If not properly regulated, activities such as anchoring or the action of fishing nets on the seabed where transplants have been made could, in fact, create irreparable damage within a few months, losing the opportunity to create a real area of repopulation and environmentally friendly use.



Transplanted grassland





# Circular economy.

The linear economic model based on the “**take-make-dispose**” concept is strictly dependent on the availability of large amounts of resources and energy, an option that is increasingly less realistic in the age in which we live, based largely on non-renewable resources.

Initiatives to reduce the consumption of resources and fossil energy can delay the crisis of the economic model, but are not sufficient to solve the problems linked to the finite nature of stocks<sup>5</sup>.

Furthermore, we live in a society where most of the products on the market are designed for single use purposes, and where globalization and rapid urbanization are having a significant impact on the amount of waste produced per capita. Today, in fact, **2.1 billion tons of solid urban waste** (RSU) are

produced, of which only **16% is recycled**. And as if that was not enough, over 85% of the value of plastic packaging is lost and more than **8 million tons of plastic** end up in the oceans<sup>6</sup>.

By 2050, the ocean could potentially contain more plastic than fish (in terms of weight)<sup>7</sup>.

The circular economy offers a different approach, based on the reduction of waste, the extension of the useful life of products and materials and the regeneration of natural systems. It is a rethinking of products and production processes that leads to reducing consumption and pollution.

In 2019, globally, only 9% of companies and governments were ready for a circular economy<sup>8</sup>.

<sup>5</sup> Ellen MacArthur Foundation – How the Circular Economy Tackles Climate Change, 2021.

<sup>6</sup> Verisk Maplecroft, July 2019.

<sup>7</sup> World Economic Forum, January 2016.

<sup>8</sup> Circle Economy, January 2019.



In order to fill the existing gaps, governments and companies are working together to design better business models: the UN launched the **#CleanSeas** campaign with the aim of eliminating single-use plastic item and more than 400 organizations have signed the **New Plastics Economy Global Commitment** to eliminate waste and plastic pollution.

Single Plastic Use (SPU) has been adopted in Italy to implement the European Community instruction that prohibits the sale of disposable plastic products. In addition, during the United Nations Assembly for the Environment held in Nairobi at the beginning of 2022, 175 countries officially pledged to eliminate plastic pollution, one of the most significant multilateral environmental agreements since the 2015 Paris Agreement.

The COVID-19 crisis has in fact made what the climate crisis already foreshadowed even more evident,

showing how systems (natural, economic and social) are strongly interconnected: in this context, pursuing a circular economic model is not only a mandatory choice, but is an opportunity to relaunch economies.

In line with the objectives of the Corporation, Costa adopts an **approach that is strongly oriented towards circularity**: all the ships in the fleet are equipped with advanced systems for the recycling, reuse and recovery of materials produced on board, with a particular focus on plastic, food and water.

This approach is encouraged by the typical constraints of the cruise business, and strongly correlated to the continuous movement of ships, which, in essence, functions as an itinerant **“smart city”**, which makes it necessary to rationalize as much as possible the use of resources and minimize the production of waste to be disposed of.







## Waste management and valorization.

On the Costa fleet waste is managed through the **Garbage Management Plan**, in accordance with criteria that go well beyond compliance with the reference MARPOL regulations.

### 100% of waste categorization is implemented on board.

The approach is mainly intended to:

- reduce as much as possible all materials subject to disposal;
- reuse them where possible;

- enhance the secondary raw material by transferring the materials to the more sensitive ports for recycling;
- recover, where possible, by involving local land-based associations.

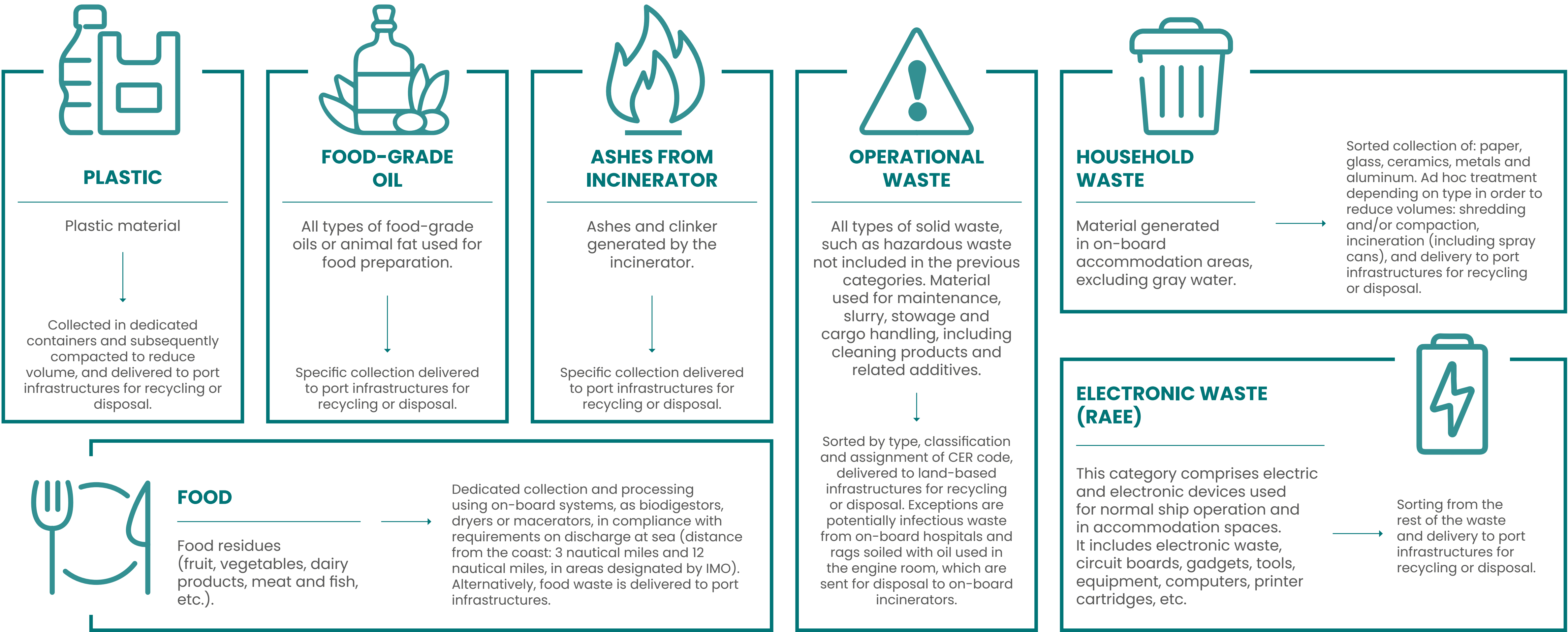
Costa also adopts **specific selection criteria for the hazardous materials** used (for example, chemical products) to further contribute to environmental protection.







# Where does **waste produced on board** end up?







THE VALUE OF FOOD.

In line with the Corporation’s Vision, Costa has chosen to be fully committed to the issue of responsible consumption and, more precisely, to fight against food waste. Ten years before the target set by the 2030 UN Agenda, we were committed to reducing food waste by 50%<sup>9</sup> on board our ships. To do so, we started the **4GOODFOOD** program, which led us to win the Responsible Tourism award, the Business Performance Awards and the Med Cruise award, and we were finalists in the United Nations World Tourism Organization (UNWTO) Awards. But Costa’s commitment to food consumption is not only aimed at combating waste: the cutting-edge treatment of food waste has been and continues to be a priority objective that involves major investments in new technologies, which are now being implemented on the entire fleet.

These include the **biodigester** installation project started on the **Costa Luminosa** in 2017, which will be completed on the entire

fleet by 2023; these machines currently represent the most innovative solution for waste disposal. In practice, food waste is processed and transformed into a liquid very similar to water, greatly reducing their environmental impact.

Biodigesters are strategically placed in key areas of the ship where food is processed, further improving onboard operations by making it easier and more efficient for crew members to manage and control food waste. Indeed, a biodigester works exactly like a human stomach which, by combining mechanical and enzymatic action, “digests” food waste produced on board. In addition, the use of a fine mesh filter prevents non-food items from being accidentally discharged into the sea.

To coordinate these projects, the Corporation established a **Food Waste Task Force**. The goal of the task force is to improve food waste management

across the fleet. Its team members have a diverse expertise in hotel food and beverage operations, environmental compliance, technological operations and galley design.

This is another tangible example of the priority of this topic in the Corporation’s objectives, something also and above all reflected on the involvement of shipboard personnel through special training and awareness raising actions.

During a workshop on these themes, the Costa Fascinosa team organized a competition between staff members to receive ideas on how to improve the food operations and cut the volume of wasted food. The suggestions and most brilliant ideas put forward received a **special mention from Carnival**.



<sup>9</sup> Target not reached due to shutdown of ships caused by COVID; today, it has been reformulated in the new strategy.





## PLASTIC.

The pandemic emergency made it necessary to bring back disposable plastic items (face masks, gloves and other personal health devices) that slowed-down Costa Cruises's ongoing projects to reduce their use on board its ships and in land-based offices.

Nevertheless, once again the company's pioneering and innovative spirit that set out on this path starting in 2003 made it possible to keep the use of plastic that directly impacts its business model under control.

As regards the Corporation's 2030 Goal, i.e. achieve a 50% single-use plastic item reduction in 2021, it was achieved and Costa in collaboration with the other sister brands contributed to achieving this goal.

In the whole fleet plastic reduction is an ongoing process started in 2003. All plastic waste produced onboard is separated from the rest of waste and is delivered to shore port reception facilities for recycling or disposal.



## The Water matrix.

Costa has always acted to **minimize water waste** in all operations on ships, supporting UN Goal 6 and Goal 14 within their 2030 agenda.

In particular, with reference to Goal 6, Costa invests in **advanced purification systems** (reverse osmosis) and desalinators that allow as much water as possible to be produced on board.

This element refers to the UN Guiding Principles on Business and Human Rights, in particular for the protection of areas with a scarcity of fresh water and on which Costa aims not to impact with its own supply so as to protect the right of access to the water resources of local populations.

In addition, Costa trains its employees in the **sustainable management of water resources**, and conducts an awareness campaign for its guests on board, which focuses on the correct and responsible use of water.

In 2021, there were 5 cases of accidental spillage of lubricating oil, and previously treated gray water and black water, all of a minimal entity and managed entirely on board. On the other hand, there are no reports from stakeholders relating to possible environmental impacts.



### ➤ WASTE WATER TREATMENT.

Waste water (sewage and gray water) is treated through purification systems based on the most advanced technologies, in full compliance with the procedures, in order to reduce the impact on the environment and to guarantee the safety and health of on board personnel.



4ES

Empowering  
people.

4 QUALITY  
EDUCATION

11 SUSTAINABLE CITIES  
AND COMMUNITIES

5 GENDER  
EQUALITY

8 DECENT WORK AND  
ECONOMIC GROWTH





# TOMORROW’S OBJECTIVES

## TOPICS

- **Nurturing our guests.**
- **Promote equal, inclusive and fair workplace.**
- **Grow our skill, rise our awareness.**



## GOALS and AMBITIONS

- Build the world’s largest responsible travelers community on board.
- Stand-up for human and minorities rights in public debate.
- Guarantee equal access to senior positions for all current underrepresented groups.
- Train 100% of our employees in sustainability upskilling by 2024.

# WHERE WE ARE TODAY

Total employees

**19,579**

Shipboard  
of which 14,604 reserves

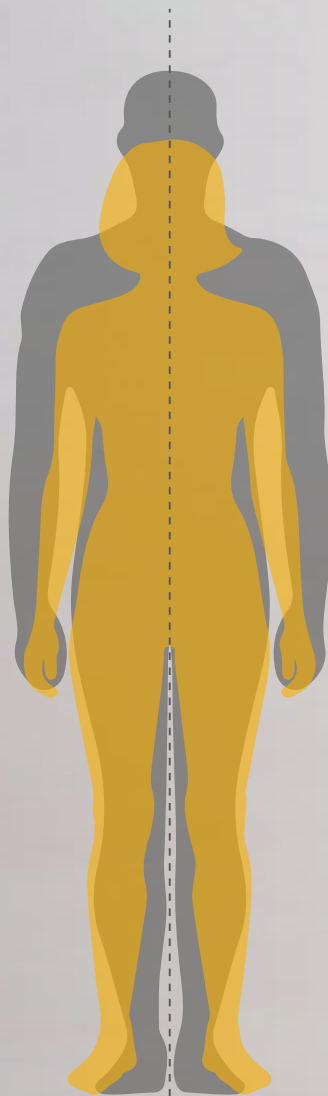
**Women**

**14%**

shipboard

**59%**

shoreside



**1,334**

Shoreside

**Men**

**86%**

shipboard

**41%**

shoreside



From

**70** Countries

**5** Continents

Total training hours (3 schools in the world Manila, Jakarta, Hyderabad)

**113,539** Shipboard **4,436** Shoreside

Total Smart working hours

**774,212**

Turnover

**11%** Shipboard

**9%** Shoreside



# Our people and our culture.

One of the main corporate assets is human capital: the third pillar of Costa's new sustainability strategy. **Empowering People** is specifically dedicated to people in the broadest sense possible.

An unforgettable cruise for our guests is, indeed, the result of the work of trained and motivated collaborators. The heart of the company and of our business are people.

With more than **20,000 employees from 70 countries and 5 continents**, Costa's human capital stands out for its multiculturalism and professional skills, which are integrated and enhanced through structured professional enrichment paths for individuals, while also ensuring a fair and respectful environment, which fosters well-being, cohesion and inclusion in the workplace.

Costa's **People Strategy** is managed by the Genoa headquarters, which monitors all the recruitment, training and development processes and

coordinates with the ships through the HR Director so as to ensure compliance with the real needs on board and the coherence of all the activities with respect to the objectives set. Integrated in the People Strategy are the Carnival Corporation & plc's **Culture Essentials** and the 6 behaviors that guide everyday operations (Speak openly, Respect & Protect, Improve, Communicate, Listen & Learn, Empower), as well as Costa's **WIDER** (acronym of Warm Hospitality, Innovation, Diversity, Enrichment and Responsibility) values.

To this regard, **22 new WIDER Ambassadors** were named to represent also Carnival Maritime and our offices in Asia in 2021. The will to support the recovery and to further the values in everyday operations, also by defining tangible projects, have in fact made amplifying this figure necessary in order to make all foreign branches to take an active part in the cultural consolidation process.







Thanks to this amplification, the **Stronger Together workshops** were organized thanks to this amplification.

They **involved a total of 1,050 employees** and were coordinated precisely by the Ambassadors with the aim of spreading the Culture Essentials. The same path was started also on board the ships, managed by the Learning Officer.

The satisfaction and effectiveness of the workshops were assessed through a survey administered to the

participants, which gave particularly encouraging results, demonstrating the adequacy of the project with respect to needs.

The **WIDERTalks** were inaugurated to respond even more incisively to the need for cohesion and the need to stay informed on company dynamics. They are video interviews in which on-board and ground personnel discuss their work and the Culture Essentials, which were then broadcast via email or on the WIDER Channel, the on-board TV channel for the Crew.

The **WIDER Hall** townhall meetings were also resumed. Presented by top management, news and updates on the chief projects in progress are shared with the purpose of involving colleagues and making them aware of corporate strategy.

These initiatives are very important for strengthening the inclusive strategy centered on internal communication, which Costa has used to build an effective corporate recovery plan in response to the COVID-19 pandemic.





1. Moving toward climate neutrality

2. Regenerating resources

**3. Empowering people**

4. Building a transformative ecosystem

### ➤ Carnival Corporation & plc's SURVEY of Costa staff

The first corporation-wide survey was conducted in 2018 and used to define the corporate Culture Essentials. In 2021 Carnival decided to launch the second survey, dedicated to all on-board personnel and groups of ground crew, in order to compare results that emerged 3 years before, and to evaluate repercussions on fundamental issues such as teamwork, trust, management and environmental protection.

In this way, starting from listening to people, the goal is to continue in a virtuous circle capable of concretely improving the working environment and of generating a positive change in the corporate culture.





## **Enrichment:** employment, continuous training and talent development.

The skills of Costa's people allow the company to maintain high standards of service; training and development are key factors for the growth of resources and strategic levers that Costa is constantly committed to promoting. For this reason, the **Employer Value Proposition** (EVP) focuses on both the value of **Enrichment** and on making the most of all professional growth opportunities along the entire chain of responsibility (on the ground and on-board) and on the ongoing training of hard and soft skills. Costa therefore boasts a professional offer recognized internationally as being competitive, highly dynamic and able to create high profile professionalism in a complex environment.

### ➤ **PRE-BOARD TRAINING**

As for the on-board personnel, training begins on the ground in the pre-boarding period, with an offer not only of mandatory courses, but also a number courses for learning highly professional skills.

As for the Cadets, on a national level members of the Italian Academy of

Merchant Marine and the University of Genoa are included every year.

As for other professionals on board, thanks to the resources of the **European Social Fund** and the collaboration with the **Italian Regions** and other local entities, Costa Cruises offers every year free training courses aimed at the inclusion of specific professionals on board.



People attending the courses have the opportunity to access excellent training that includes lectures and internships, at the end of which Costa undertakes to hire students considered suitable on board its ships.

In Genoa, Costa directly manages the **On-Board Hotellerie** school in Villa Figoli (Arenzano), where a wide range of professional skills are developed.

The ITS and ESF courses are mainly intended for unemployed or job seekers of working age and young people aged 18 to 35, in order to create new skills and upgrade those skills that are useful to generate new employment.





## ➤ FINANCED TRAINING COURSES, OFFICER TRAINING AND TRAINING WORLDWIDE

ESF courses (European Social Fund and MIUR) and ITS (Higher technical colleges) completed in 2021:

# 14

Total students trained:

# 226

Total training hours delivered:

# 100,490

Students who were offered on-board positions vs the total of trained students:

# 43%

Mercantile Academy:

# 15

on deck

# 13

in the Engine Department

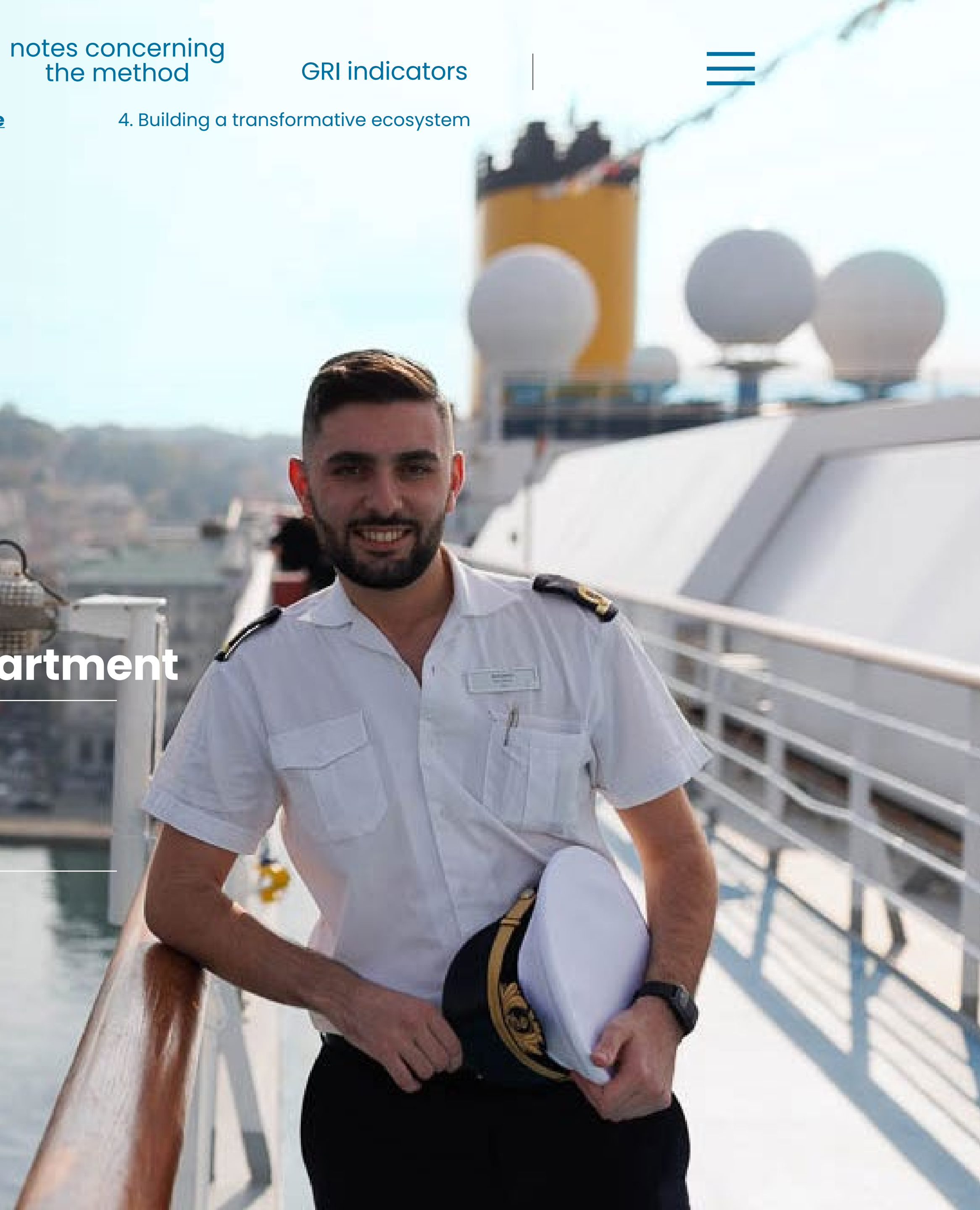
Training schools worldwide:

# 3

Manila  
Jakarta  
Hyderabad

International additions to the workforce:

# 76







113,539

TOTAL HOURS of shipboard TRAINING

4,436

TOTAL HOURS of shoreside TRAINING

➤ CONTINUOUS TRAINING

In order to retain a high-level standard and guarantee cross-sector and vertical refresher courses for the professional figures, **training continues on board**. Here consolidated practices are followed, and support is provided to the identification, development and loyalty-based retention of talents selected based on objective criteria and with special attention paid to equal opportunities between men and women. Courses aimed at strengthening the professional, linguistic and aptitude skills of the Crew are continuously provided, with a focus on leadership and management for the managerial class.

In 2021, even though the pandemic peak periods required resorting to distance learning through dedicated digital platforms, it was in any case possible to resume training in the classroom as well, especially for practicum sessions. More specifically, the **compliance** themes, therefore mandatory training, were studied in-depth after sustaining an interruption due to COVID-19. Moreover, also **pandemic management courses** were carried forward at the technical and communicative level, as were several professional development courses (catering, language courses and language assessment) and workshops dedicated to strengthening allegiance to values and the corporate culture in on-board behavior.





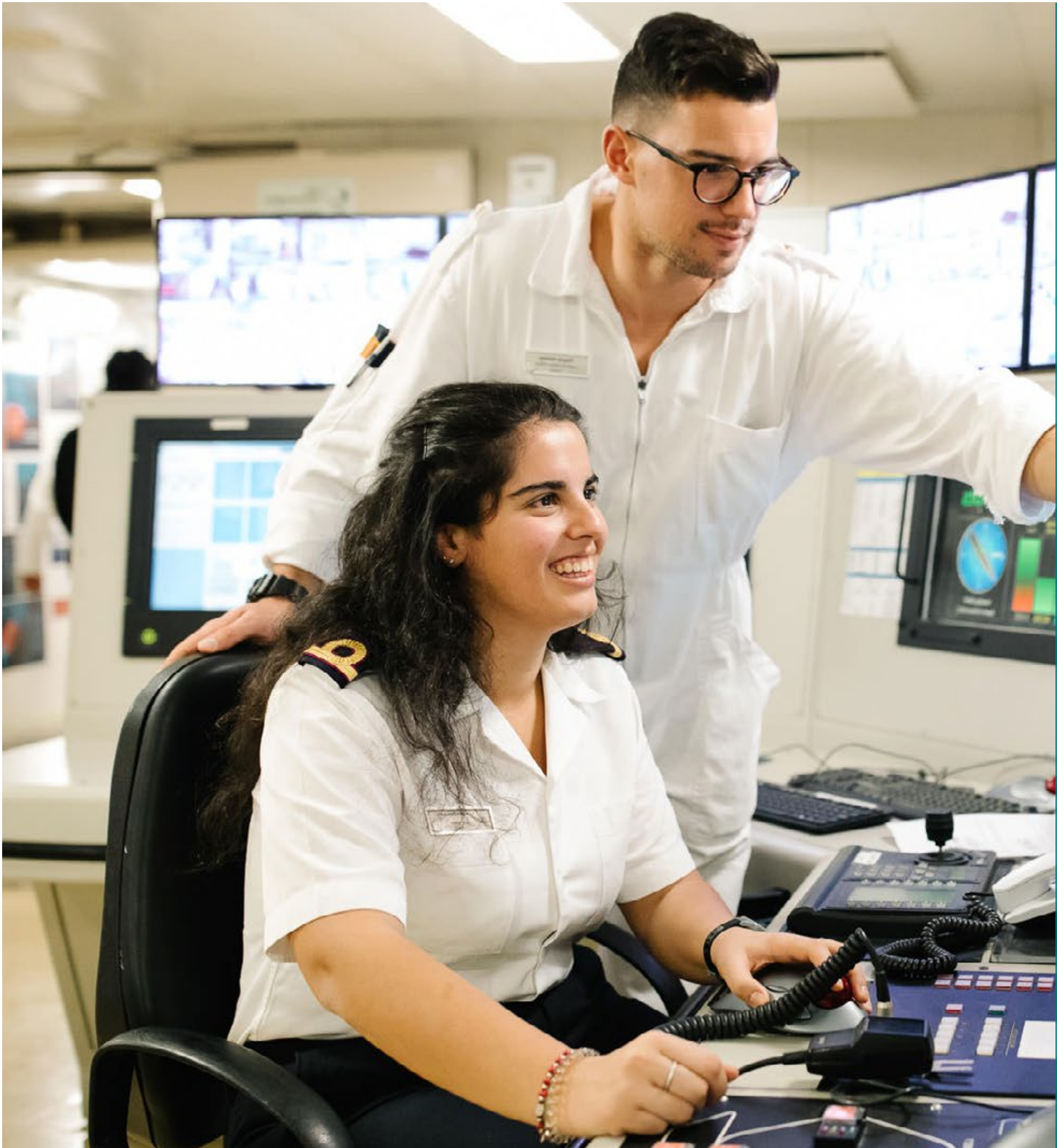
Then the new **Train me up** digital platform for training was implemented, which ground and on-board employees can access from any personal device.

The platform displays **common contents for each employee**, such as compliance courses (Anti-corruption, Phishing, Code of Conduct), which were also the courses mainly attended by ground staff during the year, while contents differ when it comes to job-tailored technical training.

To give an idea of the course contents, dynamic tools such as **teasers and trailers** were created. Many contents, especially innovative and immediate videos, to encourage participation are in the testing phase.

In addition, the cultural dissemination process with **Valore D<sup>2</sup>** also continued to strengthen leadership, the digital mindset, and other cross-cutting soft skills for ground and on-board personnel.

<sup>2</sup> Association of companies in favor of equity and inclusion.



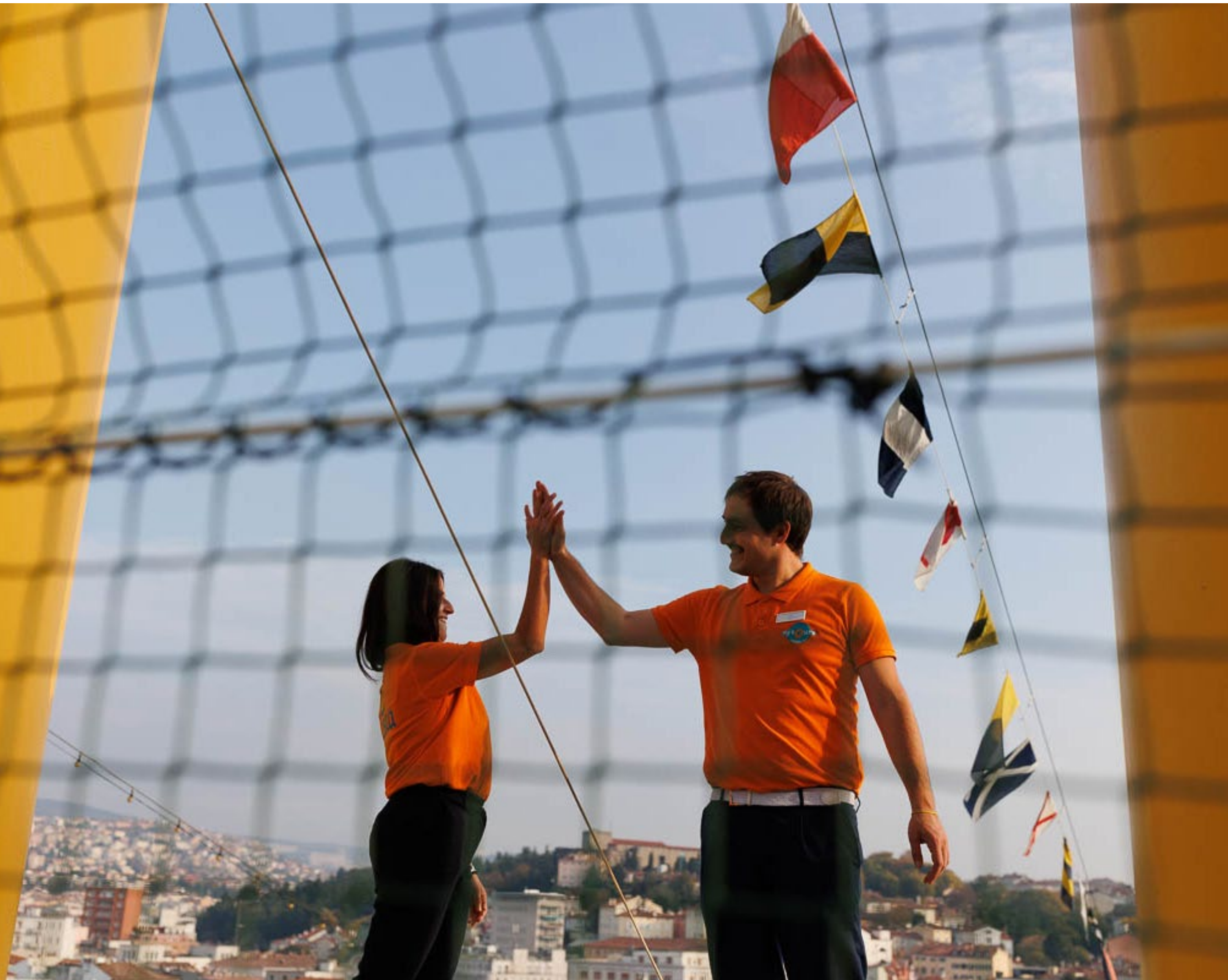
➤ **PHISHING PROGRAM:  
information and IT strengthening**

Data loss is the main risk for an organization that is a victim of phishing, that is, a scam carried out mainly via e-mail to deceive users.

In support of the company's efforts to build its resilience in the face of fraud attempts, Costa, jointly with Carnival, has developed an **awareness campaign on phishing and the good use of corporate IT systems** to allow employees to recognize and respond to hacker attacks in a timely manner.

The program was accompanied by a technological development to protect the company from attacks; for example, a button for immediate reporting of phishing to the IT structure has been added to all employee Outlook mailboxes.





### ➤ PERFORMANCE MANAGEMENT

Costa regularly monitors the performance of its employees through **Performance Management**. This tool was redesigned in light of both the changes brought about by Culture Essentials, especially with regard to the Leadership model, and the different ways of working brought about by the pandemic.

Performance is assessed in a simpler manner and also considering new aptitudes, such as the ability to work from a distance, resilience and readiness to learn. This review is aimed at enhancing flexibility in a perspective of development of resources, to be pursued through a more qualitative type of feedback that promotes an increasingly participatory dialogue.

### ➤ COSTA MANAGEMENT DAYS

**Costa Management Days** were also held in 2021, which saw the participation of 150 colleagues on board the Costa Smeralda, with participations from foreign branches as well.

***Make it happen!*** was the slogan of two days of work on corporate strategy and on the definition of objectives for the 2022-2023 two-year period, also useful for strengthening cohesion after two years mainly spent working remotely.



# Diversity, Equity & Inclusion as internal development levers.

While retaining a well-defined Italian identity, Costa has always had a multicultural soul, embodied by the crews and guests of its ships, who create a “world that moves in the world”.

In such a heterogeneous environment, respect, one of the behaviors most emphasized by Culture Essentials, and the enhancement of diversity are so important that they have become two of the five key values that inspire the company.

Especially on ships, where during the period of service, the crew works and lives on board, diversity is considered an element that allows the enrichment not only of staff, but also of guests, thanks to the contribution of perspectives, sensitivity and different cultures.

For this reason, Costa has had a specific program, **Diversity, Equity & Inclusion**, managed by a **Diversity & Inclusion Manager** for many years, which focuses on the theme of diversity to facilitate the development of an increasingly inclusive culture.

Already a signatory of the **Equal Opportunities Charter**, the declaration of intent that provides a framework of values for the management of internal pluralism, over the years the company has implemented a series of initiatives aimed at reducing the gender gap.

Costa guarantees, for the same function, the same contractual position, salary, incentives and benefits to women and men on board and shoreside. Furthermore, adherence to the Manifesto for Female Employment, whose nine points establish the commitment to enhance the talent of women in the company, represents a concrete example of the programmatic approach that also includes **Genderenergy**, the training plan and mentoring that has been committed to rebalancing female leadership in key positions.

Active since 2017, it is successfully continuing to enhance individual and personal growth in conjunction with Valore D.

*“It was a very enriching experience in such a complex year, and it was nice to be part of it. We had monthly meetings, sometimes we were just my mentor and myself, other times we were joined by a coach. Our goal was to work on the work-life balance. An eye outside the company allowed me to see things more clearly. My mentor was a lawyer and the comparison with a profession so different from mine was very useful.”*

*Stefania Mosti,  
Onboard Retail Experience Director (2021)*

In 2021 the company advertised and encouraged the use of English pronouns in the company signature block, which is useful for making known the gender identity of a person in order to normalize their use and discourage the stigmatization of trans people.

The company also promotes respect for cultural and religious traditions, and acts as a facilitator of mutual knowledge and respect among colleagues and with guests.



**➤ PROJECTS**

# Cultural Sensitivity.

Courses to develop skills suitable for welcoming guests from different backgrounds

## *“Parole O-stili”*

Awareness program on the correct and non-hostile use of language

# Bullying & Harassment.

Course to explain the company's position on the subject

**➤ INTERNATIONAL DAYS FOR INCLUSION CELEBRATED BY COSTA**

## 8 March

International Women's Day

## 17 May

International day against homophobia, biphobia, transphobia

## 25 November

International Day for the Elimination of Violence Against Women

**➤ COSTA IS A PARTNER OF WEMBRACE SPORT**

Costa sponsored **WEmbrace Sport**, the charity sporting event organized by Paralympic athlete Beve Vio and **Art4sport**, which in the wake of the success of the Tokyo 2020 Games brought together Olympic and Paralympic athletes for an evening of integrated and inclusive sport.

WEmbrace Sport represented an opportunity to demonstrate Costa's commitment in the awareness process on diversity, which is increasingly important to learn to recognize it as a unique asset and a right to be protected.



# Health and **Safety.**

COVID-19 involved a profound reorganization of both the on-board processes of the fleet, in particular for the management of Safety and the strengthening of the Medical Team, and the work methods on the ground.

To ensure the highest safety standards, Costa has introduced and maintained some new procedures summarized in the **Costa Safety Protocol**, which includes a very wide range of measures covering all cruise aspects, from crew and guest safety, to booking and boarding, and disembarking operations in ports.

Initiatives have also been adopted in the offices, in compliance with the Decrees issued from time to time by the government in order to **protect health and safety**, allowing ground personnel to work remotely to contain infections and safeguard health. At the same time, tools aimed at increasing **staff well-being** were implemented or maintained, through work-life balancing mechanisms and the provision of corporate welfare services.

In 2021 too, the approach adopted was oriented towards compliance with prevention provisions while at the same time trying to guarantee opportunities for staff welfare and wellbeing.







### ➤ WELL-BEING AND WORK-LIFE BALANCE

In particular, numerous initiatives were implemented and maintained on board in order to enhance these goals.

For example, the **Welfare and Well-being Calendar**, introduced in 2021, celebrates national holidays applicable to the countries of origin of the crew, and the most important events in terms of Diversity & Inclusion.

Thanks to the precious support of the HR teams on board the ships of the entire fleet, this initiative allowed a fair management of all those activities – movie nights, table game and ping-pong tournaments, PlayStation games, themed contest – aimed at promoting psychological well-being and group activities.

The **reconfiguration of spaces intended for the crew** – which due to the pandemic have to spend more

time on board – is one of the projects in continuous evolution and which, starting from Costa Luminosa, will progressively involve the entire fleet for the purpose of making life on board as comfortable as life at home.

Furthermore, in line with the desire to better manage the pandemic fatigue, the company has chosen to bear the costs of **protected excursions for the Crew**, in order to safely leave ships.





To receive real-time feedback between board and land communication and to promote direct communication for continuous improvement, the **Crew Voice** project was implemented through the installation of some columns in the areas dedicated to the crew.

**Mental Health** is an issue to which Costa has always paid particular attention and, even more so in the difficult contexts engendered by the pandemic, has assumed even greater importance.

To better meet any need, the company has a consultancy desk managed by the HR Director on board all ships that in addition to providing initial support, it distributes training video snippets about mental health on the Crew information channel.

Professional psychological support has been provided to crew members who have shown symptoms of discomfort or distress. It is managed in partnership between the Costa Care Team and the EMDR<sup>3</sup> association.

As regards the land-based offices, Costa has retained **ongoing remote work** since 2020 especially to protect employees from risks tied to commuting between home and office with public transportation, and has extended it in line with the Italian government decrees and the trend of the pandemic.

The company was equipped for remote work since 2017, having already invested in technology and cultural change necessary for its more effective management.



<sup>3</sup> Eye Movement Desensitization and Reprocessing.





In any case, whenever the contagion trend made it possible, the company organized the **staff's return to the office in safe conditions** by adopting a specific protocol created with the proactive contribution of the company **Prevention and Protection Service Manager** (RSPP) and the **Facility Management Team**.

The protocol provides for a program for working at desks in shifts in compliance with 50% workstation occupancy requirements, and it specifies the behavior to be kept when socializing in the company in safe conditions and to guarantee social distancing.

From the health point of view, in agreement with the company Occupational Doctor, Costa arranged, as for on-board personnel, the possibility of conducting **COVID-prevention screening** for the company, both periodically and before returning to the office from travels or special situations, to further reduce the risk of contagion within the corporate premises.

The company kept its **Flexible Benefits** program unchanged; through it, employees can choose to convert specific salary segments (such as, the performance bonus) or into various personal services, family support, or supplementary pension plans. This is an excellent income support tool as it can be used by employees without tax burdens.



# Employee volunteering.

Costa Cruises encourages its people to participate in solidarity initiatives. The new ***“Manifesto for value-driven, sustainable and inclusive tourism”*** commits the company to being attentive, to understanding the needs of the communities and to step in wherever necessary.

One of Costa’s goals has always been that of including employees in volunteer environmental and social initiatives. This activity is now managed by the **Costa Cruises Foundation**, which is particularly active in the preservation of the seas and coastal areas, with the aim of strengthening synergies and communion of purpose. In 2021, Costa organized **beach cleaning** initiatives on a regular basis, especially in the Liguria region area. Valuable contributions were made to local communities, which offer an opportunity to raise awareness and disseminate knowledge for marine conservation.

The Christmas holidays offered another opportunity for involvement. Staff from all over Europe were invited to **prepare food packages** to be sent to families in need, and some non-profit organizations were involved, such as **Banco Alimentare** and **Caritas**, which shipped parcels across Italy and to France, Spain and Germany through their networks.

Costa also partnered with **Abeo**, a non-profit organization that manages **La grande casa dei capitani coraggiosi** (The Big House of Brave Captains), where children (and their families) hospitalized at the Gaslini Hospital in Genoa are hosted. Thanks to this partnership, it was possible to purchase 1,300 Easter eggs that were given to the on board colleagues of the laid-up ships who were far from home during the holidays due to the pandemic. The entire purchase amount was donated to Abeo to carry forward its project.

For any other info: [www.costacrocierefoundation.com](http://www.costacrocierefoundation.com)

Guardians  
of the Coast project



8

Events

33

Hours

74

People



# The new **Guest experience on board.**

Costa has always worked to offer its guests the best **customer experience**, and it puts people and **Warm Hospitality**, meant as inclusiveness and personalization of services, at the core of its business.

For Costa, attention to guests goes hand in hand with a travel offering that allows for the meeting and integration of cultures and constant growth and enrichment, thanks to the unique cruise experiences. In such an important moment for the recovery of tourism, Costa set the goal of leading the sector for itself, and to do so wanted to rewrite the way of traveling on its ships, establishing principles that guide towards virtuous behavior on a social and environmental level. To build this experience, the company worked on three elements, **gastronomy, excursions, sustainability**, which are conveyed through a new visual identity and in line with the guidelines of the “**Manifesto for value-driven, sustainable and inclusive tourism**”, the decalogue that summarizes the Costa Cruises commitment to grow together with local communities and promote careful and responsible travel.



Team Kel 12

## ➤ **COSTA ONLINE**

Today guests can use the online **myCosta** portal and the **CostaApp** for many operations. By using this web-only mode, registrations and reservations can be made, forms can be completed and advance purchases can be made, in this way streamlining the processes and maintaining control over security.



### ➤ MY DESTINATION GUIDE: a personalized guide to discover destinations

Designed together with the Costa Tour Experts, professionals who best know the destinations and the needs of guests, the **My Destination guide** was created precisely to offer a new concept of exploration, where the destination is the peculiar part of the Costa travel experience.

The guide, which contains detailed information on each destination and on excursions in the Mediterranean, was designed for a dedicated use of the **Costa Contact Center**, to **offer detailed information to guests**, and is however also made available to all staff on the company Intranet. It contains the characteristics of each place, the must-see sites and the information on the **Costa excursions connected with the different locations**.



### ➤ ENRICHMENT THROUGH EXPLORATION

After conducting a survey on customer wishes, Costa proposed some changes in its offer in line with emerging needs and new business lines. **Itineraries** have been redesigned in order to provide for longer stops, with entire days scheduled to discover the destinations and make the most of the duration of the cruise. **Longest shorex** events will therefore offer more time to visit the destinations, guests will be able to choose from a rich program of tours designed to try out some of the most fascinating experiences in any place.

Among these trips we cite new day trips designed with the support of **Kel 12**, a tour operator that collaborates with **National Geographic Expeditions**. The guests who take part in these tours set out to discover local cultures, accompanied by highly specialized personnel such as archaeologists, oenologists, volcanologists, marine biologists and photographers.

The groups are small and follow routes off beaten paths, including protected areas, nature parks and sites open only for Costa guests, with cultural tours dedicated to local artists, or food and wine tours that convey the history and tradition of places. Each excursion promotes a responsible and sustainable travel style for the planet.



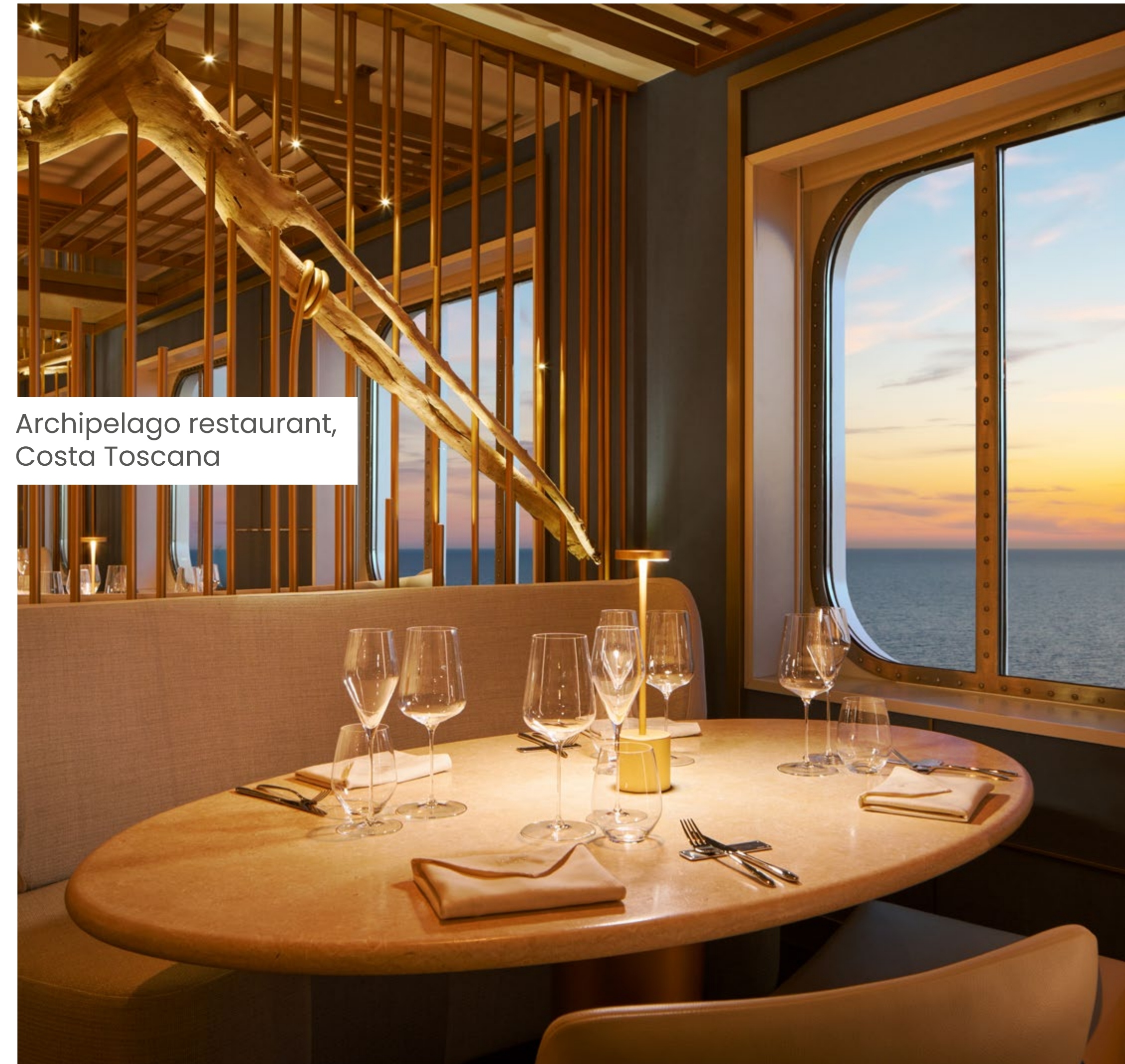
## ➤ A new way to travel while doing sports: GOLF & CRUISE

In 2021, Costa was the **official partner of the Italian Open**, and, with this event, approached a sport with which it shares its passion for nature, free time, relaxation and more generally life outdoors.

Costa presented the new concept of **“Golf & Cruise”**, which in addition to making it easier for those who do not usually play it enter the world of golf, offers guests the opportunity to play golf in dedicated facilities during stopovers in the itinerary, combining sport and vacation.

In continuity with the principle of knowledge of local cultures adopted for all of Costa’s destinations, and through the analysis of guests’ needs, the **on-board food experience** was revisited according to the concept of sustainability, and creating a “journey within a journey”, where destinations are also conveyed through food.

For this project, three of the best chefs in the world have been selected to interpret the destinations of Costa ships: **Hélène Darroze**, haute and local cuisine; **Bruno Barbieri**, at the cusp between tradition and innovation; **Ángel León**, the visionary sea Chef. In this context, Restaurant **“Archipelago”** represents a concrete synthesis between sophisticated catering and sustainability, and takes care of the environment, food and people. Indeed, the decor features **driftwood**, recycled wood collected from cleaning beaches as part of the *Guardians of the Coast* (Guardiani della Costa) project, organized by **Costa Cruises Foundation** to underscore the importance of ecosystems for future generations. Guests who will be invited to a moment devoted to reflection and concrete action will then be informed that a part of the cost of the Archipelago experience will be donated to the Foundation, which will use the proceeds for initiatives to protect coasts.



Archipelago restaurant,  
Costa Toscana





Hélène Darroze, Bruno Barbieri, Ángel León



In addition, the chefs have created **Destination Dishes** that interpret the tradition and flavors of places visited during the cruise, offering the opportunity to enjoy different culinary experiences on board. Each menu is accompanied by a storytelling that leads guests along the journey that inspired the chefs in their creations.

The menus have been created with great care in terms of the selection of raw ingredients, mostly from **local producers**, and their preparation is aimed at avoiding food waste.

In addition to being a moment to meet and get to know its guests, any extended stay on the ships represents for Costa a valuable opportunity to disseminate its corporate values and commitments carried out in relation to the objectives of the **2030 Agenda**.

Different **initiatives to raise the guests' awareness** particularly to the responsible consumption of resources such as food and water and to the importance of recovering and recycling materials are in fact promoted on board.

The results have been significant over the years in terms of both impacts and the guests' satisfaction.

***"In working with Costa Cruises, we have always put sustainability at the heart of our projects. The fight against food waste has been my major goal for years. I found a great ally in Costa, which has always supported me in the creation of my menus, from the selection of raw ingredients to their preparation. There has always been great harmony on this issue."***

***Chef Bruno Barbieri***





### ► CRUISING SAFELY

To ensure the highest standards of safety and security for the entire cruise, the company has adopted the **Costa Safety Protocol**, which contains operational procedures formulated in response to the **COVID-19 pandemic** relating to every aspect of the cruise experience both on board and ashore.

The protocols were obviously flexible to follow the evolution of the COVID-19 pandemic and to adapt to the epidemiological situation and evolution in regulations.

Specifically, at the beginning, because the vaccination campaign was still ongoing and more protection was needed, protocols included screening at boarding for all passengers over 5 years of age (COVID-19 swab test or PCR swab test, if necessary).

The management of people testing positive or identified as close contacts upon boarding and their quarantine were successfully coordinated with the **Local Health Authority**

to organize, where possible, the passengers' return home with their own means of transport or with protected forms of transport.

Otherwise, passengers were accommodated at a COVID facility, made available by Costa, in compliance with the provisions in place in the country of destination.

#### **Among the measures taken:**

- daily temperature check;
- mid-cruise swab screening;
- visits to destinations only by protected excursions;
- physical distancing on board and in the terminals also thanks to the reduction in the number of passengers;
- strengthening of sanitation and medical services;
- mandatory use of face masks in internal and external environments, where social distancing was not possible;
- medical assistance guaranteed 24/7 for all guests and crew.





➤ **CARE TEAM**

Costa also has a **Crisis Management department** in charge of handling emergencies and potential emergencies on board and on land.

The department, integrated by the **Care Team**, is made up of company staff specially identified and trained to support passengers (guests and crew), and is ready to provide practical and psychological assistance if necessary.

**Care Team GUESTS activities in FY 2021:**

**1,207** guests assisted by the Guest Care Team

**564** Crew Care Team cases

**Number of Shipboard and Shoreside CareTeam Volunteers:**

**160** shipboard volunteers

**149** shoreside volunteers



44

# Building a **transformative** **ecosystem.**

9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



10 REDUCED  
INEQUALITIES



15 LIFE  
ON LAND



8 DECENT WORK AND  
ECONOMIC GROWTH



17 PARTNERSHIPS  
FOR THE GOALS







# TOMORROW’S OBJECTIVES

## TOPICS

- **Flourish our destinations.**
- **Enhance fair and mindful supply chain.**
- **Leverage on Costa R&D and innovation ecosystem.**



## GOALS and AMBITIONS

- Enable economic, social and cultural development in destination communities promoting dialogue with local stakeholders.
- Ensure generational continuity in local art and traditions in destination communities.
- “Open” ships to destinations, welcoming local communities and visitors.
- Promote partnerships to reach shared ESG goals.
- Boost our sustainable procurement criteria.
- Take advantage of our unique global facilities and innovation ecosystem.
- Scout, accelerate and uptake innovative solutions from startups and academia.

# WHERE WE ARE TODAY

Total Group passengers	390,325
Cruises	118
Ports	31
Itineraries	17

\*FY 2021 ships operating only in the Mediterranean.

Suppliers	15,895
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Dry dock	<b>Costa Diadema</b> (Sept 2021) <b>Costa Favolosa</b> (Nov 2021) <b>Costa Fortuna</b> (Sept/Oct 2021) <b>Costa Luminosa</b> (Nov/Dec 2021)
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# Shared value: communities, before destinations.

In this crucial historical phase for resuming activities following COVID, Costa's commitment alongside local communities aims to become even more concrete and, above all, participated. It is, in fact, the company's belief that its goals cannot be achieved unilaterally, and, on the contrary, the vision of sustainable, open tourism able to enrich can only be achieved through **partnerships**.

For this reason, the company has worked on a **Manifesto** that comprises Costa's vision in 10 points on the local communities, which are considered essential allies for a shared recovery and growth process.

In line with the **UN World Tourism Organization** (UNWTO), Costa Cruises seeks to be part of a transformation that, starting from the cruise sector, enhances the management capabilities of the hospitality systems.

The Manifesto is therefore an instrument **open to participation by institutions and community representatives** and is the first step of a path that should develop into full multi-stakeholder collaboration.

One of the cornerstones of the Manifesto is precisely the determination to understand specificities and traditions of local communities.



Only by knowing the uniqueness of each destination can one in fact promote tourism that generates value in a **measurable, transparent and lasting** way.

By following the principles of the Manifesto, the company intends to further expand the economic and employment contribution that cruises generate on destinations, which, for Costa in Italy is worth about **3.5 billion Euros and nearly 17,000 jobs** (data from the Deloitte 2018 study)<sup>1</sup>.

The company intends to invest in **future-oriented projects** to support the entrepreneurial potential of locals and promote the attractiveness of destinations, while at the same time underscoring valuable but little-known destinations and better targeting tourist flows.

In addition, the company is committed to encouraging the **research for solutions** shared **with communities and institutions**, as well as helping to define the investments of ports of call so that they are the ones truly prioritized to jointly meet the challenge of greater future sustainability of **ship-**

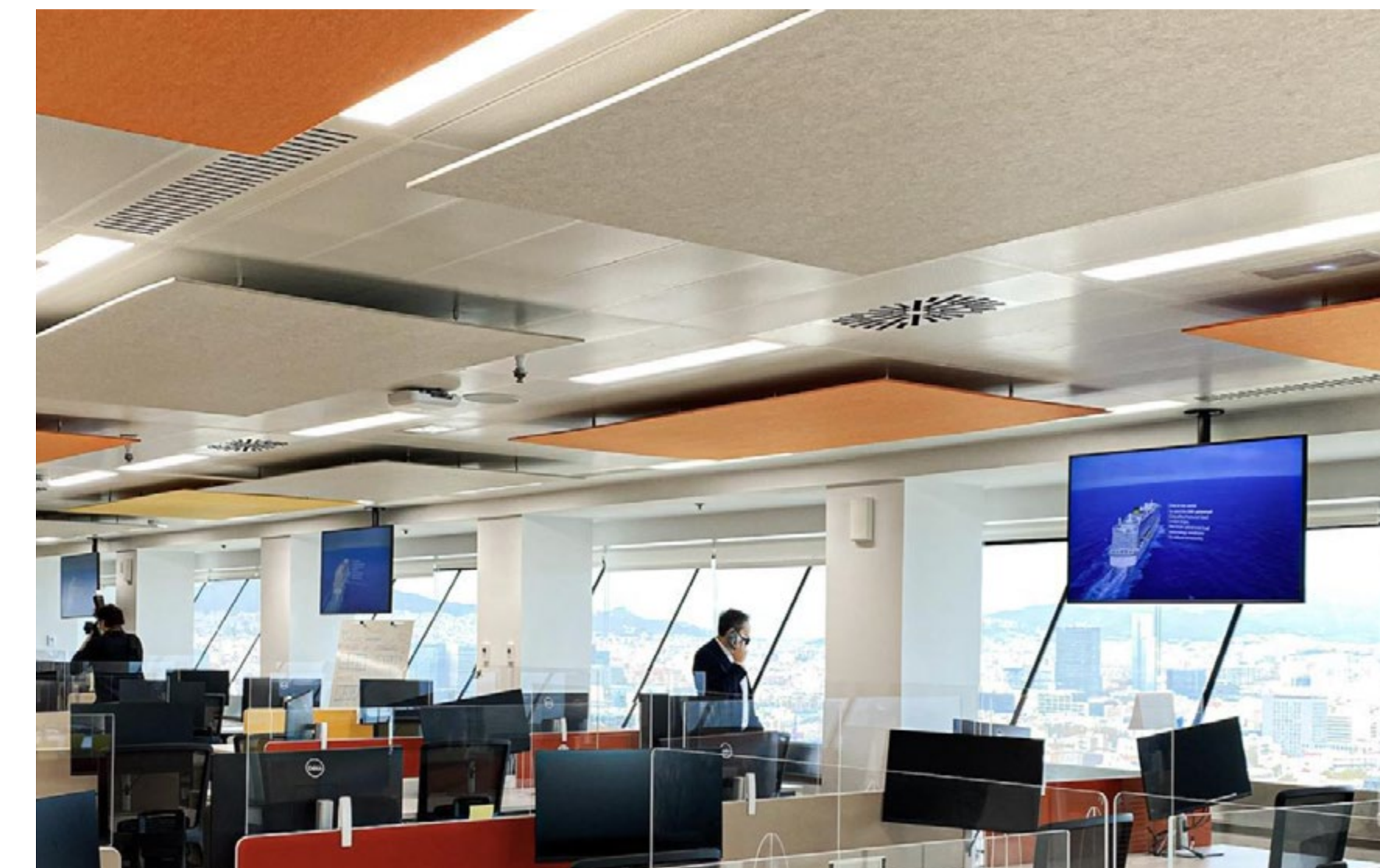
**port-city interaction** (e.g. green mobility ashore), as is the case of the Savona, Civitavecchia, Palermo, Naples, La Spezia, Marseilles and Barcelona ports, where the company actively operates.

And precisely in Barcelona, on the occasion of the inauguration of the new **Costa Customer Hub**, where over **100 people of 16 different nationalities** work, Costa signed a **Memorandum of Understanding** with the Municipality of Barcelona to promote the development of sustainable tourism.

The Barcelona Hub not only represents an innovation asset for the company and an inclusive value for the local area, but is also the first tangible application of this agreement.

In the same way, during the presentation of **Costa Firenze**, in order to seal the bond with the city whose name the ship bears, Costa announced its partnership with the **Municipality of Florence** for the promotion of its historical and cultural heritage so as to contribute to the relaunching of European and international tourism in the city.

The first step of this partnership is a contribution by Costa to the restoration of the **33 Dante plaques**, located in various parts of the city, on the occasion of the 700th anniversary of the death of Dante Alighieri, celebrated in 2021. By following the plaques, which trace a real poetic path, citizens and tourists have the opportunity to visit the places and history of Dante and Florence.



Barcellona  
Costa Customer Hub

<sup>1</sup> "Creating shared value. The economic impact of the Costa Group in Europe in 2018" - Deloitte 2019



## West Sicily Gate: partnership for the development of Sicily.

The newco **West Sicily Gate**<sup>2</sup> was awarded a state maritime concession for the **management of the passenger terminal** in the four ports of the Port System Authority of the Western Sicilian Sea.

Although cruises were one of the sectors most affected by the COVID emergency, Costa confirmed its strategic investment in the western Sicily port system, which is part of a broader framework of national GDP

growth with **about 90 stopovers** already scheduled for 2022 by the most advanced ships in our fleet.

Thanks to this initiative, the city of **Palermo will feature a renovated, innovative and functional cruise terminal**, and also the ports connected to Palermo, such as Trapani, Porto Empedocle and Termini Imerese, are planned to become some of the main tourist-cruise hubs in the Mediterranean.

<sup>2</sup> Composed of Costa Cruises and MSC Cruises



## Close to **local communities.**

Every year Costa supports initiatives and events aimed at socio-economically supporting places and their respective cultural and artistic offerings.

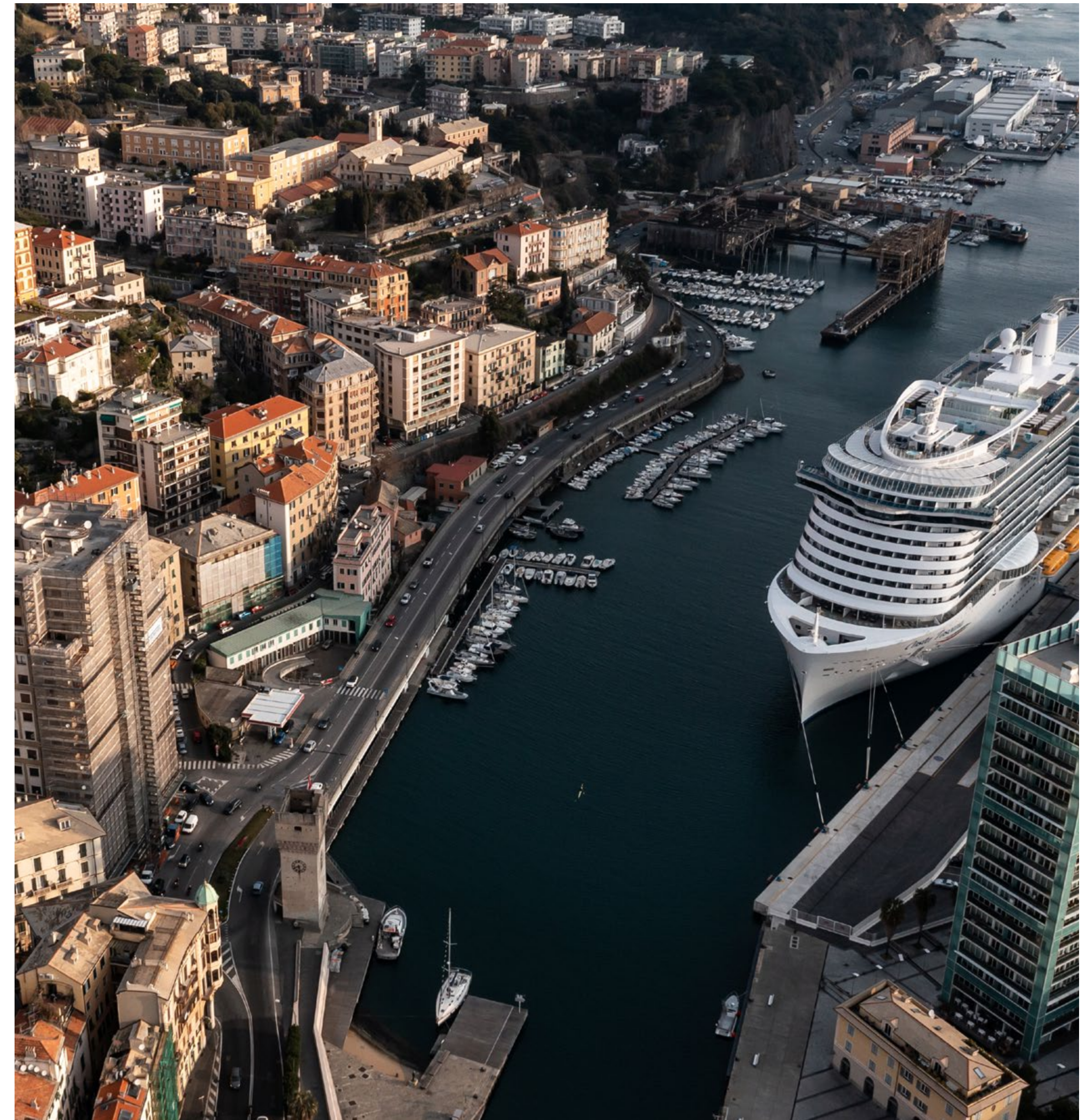
In 2021, with the will to underscore the link binding the company to Liguria, Costa gave its support to the “**Genova Jeans**” event by organizing the training of young guides who accompany the public during visits.

Costa transferred its welcoming and hospitality know-how to the typically Italian care that has always distinguished its corporate philosophy and guest relations.

The event was also promoted on board the Costa Cruises ships that visit the Ligurian ports and the areas of the city involved in the event were included in the walking tours available for guests.

As main sponsor, Costa then supported the exhibit “**Hugo Pratt, da Genova ai Mari del Sud**” (Hugo Pratt, “From Genoa to the South Seas”), which was held at Palazzo Ducale in Genoa and which covered the sea and adventure stories conceived by the Italian comic strip writer, artist and writer.

In addition, Costa contributed to the revival of the cultural life of the community of Savona, **Costa’s home port in Italy**, and supported the restart of the **Teatro dell’Opera Giocosa** in Savona through a grant in support of the new edition of **Contaminazioni Liriche Festival 20.21**, revolving around women and female figures, themes particularly close to Costa, which has always been engaged in promoting gender equality and the protection of women on various fronts.





During the COVID-19 pandemic, Costa concretely supported communities, local institutions and people who found themselves in situations of need.

With the food assistance project launched by the Costa Cruises Foundation “***It will be our best trip ever***”, over **55,000 meals** were donated in the ports of Genoa, Civitavecchia, Bari, Palermo, Barcelona, Marseille, Guadeloupe and Martinique, and employees, suppliers and travel agencies were involved.

The meals were distributed in partnership with local Italian organizations, to include **Banco Alimentare, rete Ricibo, Comunità di Sant’Egidio**. Furthermore, thanks to an agreement between the Health Authority 2 Savonese and Costa Cruises, promoted by the Liguria Region, the company made available

its **Palacrociere** facility – managed by Costa – to help speed up the vaccination campaign.

The facility can welcome up to 600 people a day and has become one of the city’s fixed administration spots.

Every year, in addition to hosting and sponsoring international events to promote the dissemination of best practices and a shared culture at the sector level on issues related to sustainability, Costa also takes part in events of general interest.

In particular, in 2021, Costa hosted the **Italian Cruise Day** at the Palacrociere facility in Savona, which brought together the national cruise industry to discuss the future of the sector and its environmental, social and economic sustainability.

Costa’s top management then participated in initiatives such as the **Festival for Sustainable Development ASviS** and the **National Geographic Festival** (of which Costa was also the main sponsor). On these occasions the corporate steps the company plans to take towards a more sustainable future were highlighted, in a dialogue with institutions and other players on issues such as climate change, water protection and social commitment.

As part of the gradual restart of cruises, and more generally the recovery of the tourism sector, the company participated in major international events, also by making its fleet available. One example is sponsorship of the **Italian Pavilion at Expo 2020 Dubai**. The partnership was established to tell the international public about Italy and to promote the values of sustainable development

conveyed by the Italian Pavilion in the Expo context. With the **Costa Firenze moored in Dubai**, guests had the possibility to visit the event with dedicated excursions.

On the other hand, the **IORA (The Indian Ocean Rim Association)** Ambassadors event was held aboard Costa Smeralda, participated in by Ambassadors from various countries interested in developing the cruise market in their countries and by some representatives of the Ministry of Foreign Affairs.

The objective of the initiative was to understand the sustainability characteristics of the port of Civitavecchia and the innovations of Costa Smeralda, and Costa had the opportunity to disseminate its know-how to promote international development.





# The Costa **value chain.**

Each year, the ships of the Costa group contribute to generating value for the economy and for tourism, creating, in Europe alone, **12.6 billion Euros of direct, indirect, direct and correlated impact, and over 63,000 jobs**, working with over **10,000 suppliers** (2018 Deloitte data<sup>3</sup>).

A global supply chain as extensive as Costa's brings with it great added value and some risk factors, to be effectively monitored by complying with certain international standards and with the inclusion of ESG criteria along the value chain.

This step is particularly relevant in light of the European Directive on corporate sustainability due diligence, currently under discussion at the European Commission, which will make companies responsible for human rights violations and

environmental damage occurring with the scope of their own chain of business value.

In order to pursue the objectives of the Manifesto, as well as to remain consistent with the regulations that look at ESG performance today, Costa continues its path of **integrating sustainability issues into supply chain management.**

The company's will is to anticipate risks which were not already covered in Costa's risk models (**Enterprise Risk Management - ERM**), and identify any opportunities for improvement. The first element to be taken into account is certainly the **Code of Conduct and Ethics for Business Partners**, issued by Carnival Corporation & plc, containing the ethical criteria that the partners must meet in order to guarantee a uniform standard.

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<sup>3</sup> "Creating shared value. The economic impact of the Costa Group in Europe in 2018" - Deloitte 2019





1. Moving toward climate neutrality

2. Regenerating resources

3. Empowering people

4. Building a transformative ecosystem

The Code is shared with partners to help them in understanding and meeting expectations of integrity, legal compliance and ethical conduct in all their actions.

The Code highlights in particular the commitments relating to: **protection of human rights** and prevention of forced labor and human trafficking, health and safety in the working environment that must guarantee equal opportunities and

a respectful, inclusive treatment; fight against corruption; environmental protection and sustainability.

The Code directs every business partner to a **“Speaking up”** policy, encouraging them to call the Carnival Compliance Hotline to openly report suspected infringements of the Code or of laws.

The corporate Procurement actively participates in the integration of sustainability of the supply chain, trying to select, where possible, virtuous suppliers that partake in Costa’s objectives in terms of shared value and environmental protection.

The supply of food is one of the most significant issues for Costa, considering the fleet’s daily needs for food and the volumes handled.







For this reason, the Company carefully monitors the issue of **Food Safety**, that is, all aspects relating to the hygienic and health safety of food from the perspective of an integrated supply chain.

The **Costa Group's Food Safety** program, adopted for all food and product suppliers, comprise four phases:

- **Vendor qualification:** a questionnaire is submitted to the suppliers to be selected to acquire data on the adoption of the HACCP process and other relevant certifications;
- **Periodical Audit:** periodical audits by a third party appointed by Costa, which leads to a classification on the basis of which Costa qualifies suppliers and determines whether or not to renew certain supplies;
- **Laboratory Analyses:** microbiological and chemical analysis of a sample of products selected for risk, use and quantity, carried out by external consultants commissioned by Costa in order to protect public health on board;
- **Cold chain monitoring:** temperature tracking system used on specific shipments to guarantee the "cold chain" for the entire life of the product.

In the choice of supplies and business partners, Costa adopts a policy of support for Made in Italy products and the excellences of the national territory, to be promoted on board ships.

In this context, collaboration began between **Costa and Caffè Vergnano**, a historic Piedmont-based family-run company, very attentive to circular economy and the promotion of gender equity and female empowerment along the supply chain.

As regards integrated services, in line with the goal of relaunching tourism and the post-COVID Italian economy, Costa has signed a letter of intent with **ITA Airways**, a company wholly owned by the Ministry of Economy and Finance, whose goal is to become an efficient and innovative national air carrier. ITA will be the privileged business partner for **fly & cruise packages** on the routes served by Costa; the choice derives from the desire to relaunch the common Italian character of services, combining mutual attention to sustainability.

**Agents and Travel Agencies** are some of Costa's most strategic business partners. They have always been a crossroads through which themes crucial for the company are communicated correctly and

the needs and sensitivities of travelers are captured and met. This is why Costa has set up a dedicated e-learning platform, **Costa Academy**.

Created in 2016 in Italy for the benefit of travel agents and extended to more than 30,000 agents worldwide, it then became a tool that also supports Customer Centers in Italy, France, Spain, the Dach area and the company's Sales Manager area. Structured in four main content areas, the C-Academy provides know-how on company history, product news and Costa values to improve the communication process vis-à-vis guests, and is configured as a tool for creating engagement and involvement.

**4** Content  
areas

**18** Academies for all  
Costa countries

More than **5,000** learners from more  
than 50 countries





## R&D, shipbuilding and **dry dock.**

In Italy and Europe, the development of the maritime economy is not disjointed from the achievement of the **2030 Agenda and Green New Deal goals** and will greatly depend on how the challenge of sustainability will be tackled at a systemic level.

In the maritime sector, the challenge revolves around two issues: that of the infrastructure necessary for management and growth in the best possible way (infrastructure in ports, roads, logistics, etc.) and that of the ecological transition, essential for development according to European directives.

Cruising has always led sustainable innovation, paving the way for the entire maritime sector,

including commercial fleets, not only in terms of ships: when it comes to reducing impact and decarbonization, it is necessary to go beyond individuals operators, thinking of the entire ecosystem.

As a Group, Costa has been studying and using new technologies for some time: shore power will be a transitional response to the energy needs of cruise operators, which will be combined with other solutions that technological innovation will bring.

Already in 2017, for the first time in Europe, the Group was experimenting with shore power (on the AIDAsol vessel); in 2021, it started an active partnership for the creation of the shore power infrastructure in Kiel and Rostock.

Indeed, to concretely implement these projects, it is necessary to create a structured ecosystem, which considers all needs, starting with procurement, definition of legislation, safety and storage, which benefits all players. In this context, Costa has an expertise attained from the creation of the indispensable ecosystem to support the new generation of LNG-powered ships.

In this context, work with companies in the energy sector, utilities, producers, ports and shipyards is essential in order to build a feasible and sustainable supply chain that responds to the energy needs of operators and the environment.





This innovation process necessarily requires that the design and construction of Costa ships, operations entrusted to the leading European shipyards whose expertise is recognized globally.

Shipyards share their know-how and accompany the company down the path of technological transformation towards a significant reduction of the environmental impact, while also maintaining the highest standards of ship security and reliability.

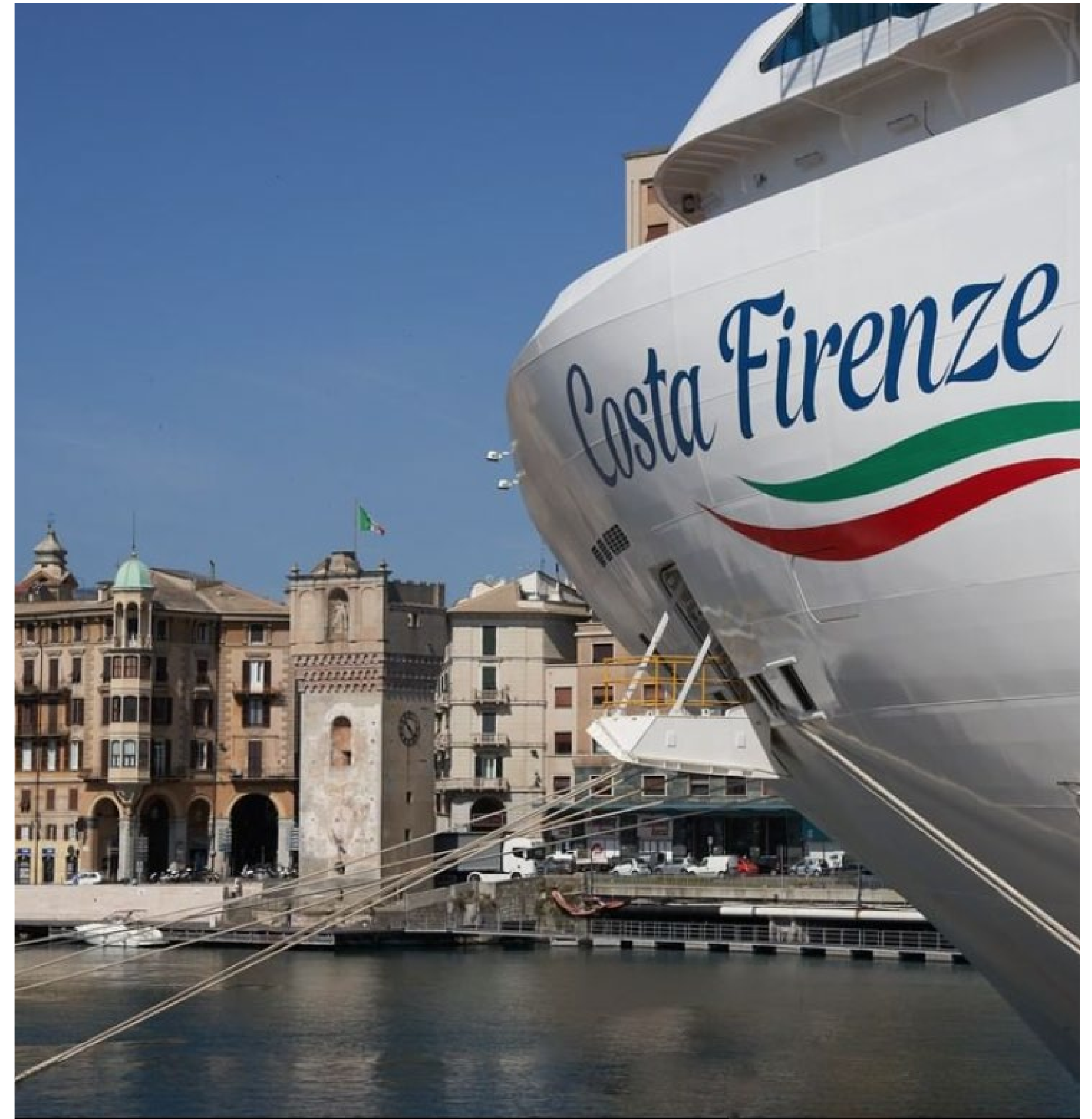
Costa's investments in the shipbuilding sector in Europe, according to the Deloitte study<sup>4</sup> commissioned by the Group, has resulted in an overall turnover of **4.5 billion Euros and generate 20,300 full-time jobs**, in addition to indirect and correlated economic benefits.

The fleet expansion plan of recent years has included total investments

for over 6 billion euros and has resulted in the awarding of orders to Fincantieri (in Marghera and Monfalcone in Italy), and to Meyer Werft in Germany (Papenburg) and Finland (Turku).

In 2021, **Costa Firenze**, designed and built by Fincantieri (Marghera) was presented. A historic partner of Costa, Fincantieri has already built 11 ships in the fleet, testifying to the fruitful relationship that translates into a significant contribution to the Italian economy, with thousands of jobs in shipyards and external companies, mainly engaged in interior design.

The concept of the ship begins in the Florentine Renaissance, which represents Italian art and taste in the collective world imagination. The project also reflects Costa's commitment to sustainability: with Fincantieri, design solutions and operational procedures were studied,



<sup>4</sup> "Creating shared value. The economic impact of the Costa Group in Europe in 2018" - Deloitte 2019





Costa Smeralda, Dry dock  
Archipelago Restaurant

which were then implemented voluntarily to go beyond compliance, both in the construction and navigation phases. The goal was to exceed environmental protection performance required by international legislation.

In December 2021, **Costa Toscana** was delivered to the company.

This new LNG-fueled ship of the fleet is the Group's fourth to use this technology. The ship reinforces the joint commitment of the shipyards and Costa for responsible innovation along a path of ecological transition that looks to the future.

The new flagship is a tribute to the Tuscany Region, curated by architect Adam D. Tihany, who made use of the collaboration of an international pool of prestigious architecture firms – Dordoni Architetti, Jeffrey Beers International and Partner Ship Design – called upon to design the different areas of the ship. The interior fittings (including lighting, fabrics and accessories) are completely **Made in Italy**, provided by 15 partners representing Italian excellence.

Costa plans and carries out regular **maintenance operations for ships in dry docks**, i.e., inside dedicated dry basins in the port, in particular as regards the parts of the hull below the waterline level.

These procedures guarantee the perfect condition of ships, and allow upgrading and hardware refitting operations to be performed on the fleet according to new technologies.

They also represent additional employment opportunities for the local related industries, which are not only linked to the economic aspects, but also to the creation of specific technical skills and professionalism that are then engaged in shipyards.

The 33% stake in Chantier Naval De Marseille, and approximately 50% in Ecospray Technologies through Carnival Corporation testify to the company's commitment to creating value in these contexts.

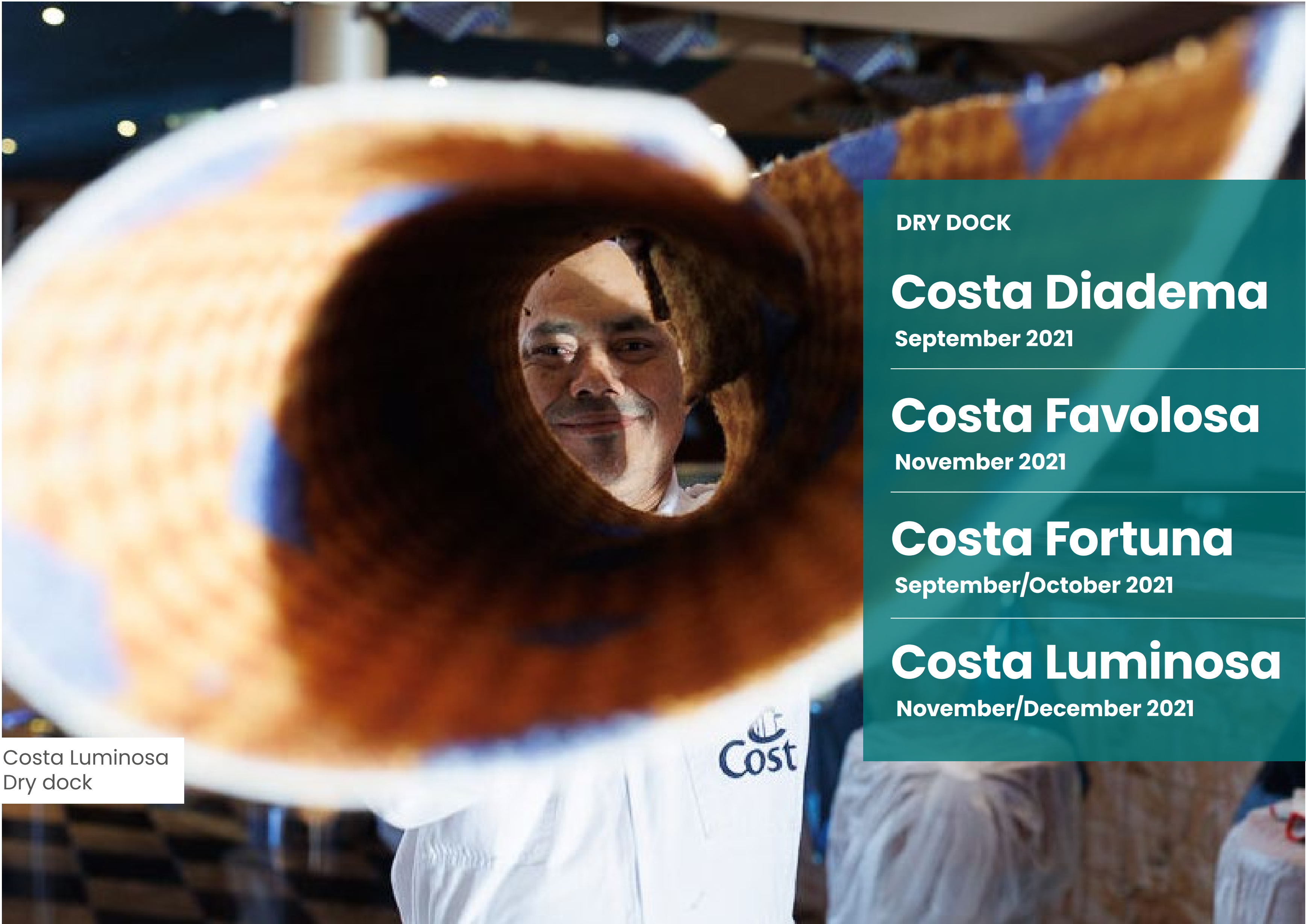
In 2021, four dry dock activities for the Costa fleet were carried out, including in particular **Costa Luminosa** (in the Trieste port) and **Costa Favolosa** (in the Marseilles port).





Both ships received hotel refit and maintenance project work, various common areas for guests and crew were renovated, and advanced technologies with energy efficiency and digital enhancement were installed on board.

The supplies replaced on board, which were still in good condition, were donated to the Costa Foundation which distributed them to the local organization that needed them, thus extending their life cycle.



Costa Luminosa  
Dry dock

**DRY DOCK**

**Costa Diadema**

September 2021

**Costa Favolosa**

November 2021

**Costa Fortuna**

September/October 2021

**Costa Luminosa**

November/December 2021





# Costa Crociere Foundation.

Costa’s development crosses through a clear desire to implement concrete actions and projects aimed at creating value in the areas around our ships’ destinations.

An essential part of Costa’s commitment to people and the planet is expressed through high-impact projects led by Costa Crociere Foundation, an independent, non-profit organization that holds Costa’s values at heart.

In line with the United Nation’s **17 Sustainable Development Goals** (SDGs), the work of Costa Crociere Foundation is complementary to and leverages Costa’s sustainability, constituting an ecosystem that creates, multiplies, and measures value and positive impacts on the land. This is a global challenge to which the Foundation is committing all its resources, **investing 100% of the donations received**.

## OUR IMPACT AROUND THE WORLD



25

Social projects



5

Environmental projects



106,423

Beneficiaries



130

Nationalities



+1 MIO

Meals distributed



+340,000

Items donated

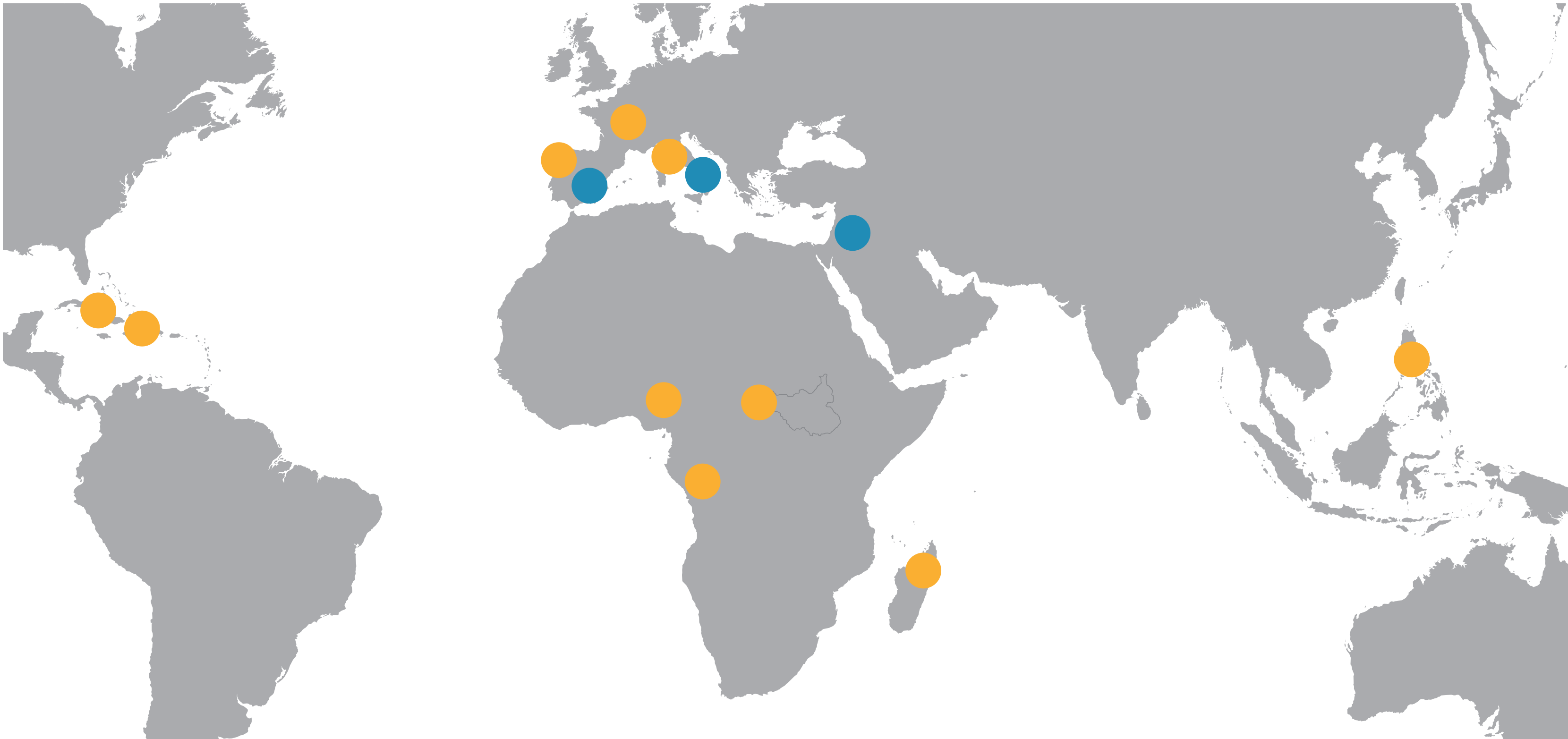


41,268

Beneficiaries of environmental projects

## ENVIRONMENTAL PROJECTS

## SOCIAL PROJECTS







Cereals of the Sea,  
Environmental project

► **OUR HISTORY**

**Costa Crociere Foundation**, a philanthropic service organization, was founded in November 2014 with the goal of **transmitting and developing the values of the Costa Group** by designing, managing, and financing **environmental and social projects of collective interest**.

To do this, we mobilize all financial and non-financial resources in Costa’s global network, creating a multiplying effect. In fact, we unite partners, public institutions, guests, and colleagues to achieve concrete results that are much greater than those that would be possible working as individuals. Our work began with a few projects in Genoa, which then extended to all of Italy, and today we are present on **four continents**.

► **OUR OBJECTIVES**

Our goal is to turn happiness into a shared right, accessible to everyone through social and environmental projects aimed at **reducing inequalities** and addressing problems that threaten our planet and quality of life, promoting **sustainable development**.





# Notes concerning the method.

The 2021 Sustainability Report of Costa Cruises S.p.A. (hereinafter Report, or document), now at its sixteenth edition, is a communication and accountability tool that reflects, in an articulated and transparent way, the Company's commitments to sustainable development and responsible innovation, and the results achieved to such end.

The 2021 Sustainability Report was prepared according to the reporting standards of the Global Reporting Initiative 2020 (GRI standards), with the "in accordance-core" option. In particular, the GRI 303 Standards relating to the "Water and Water Discharge" were updated in the 2018 version, and the GRI 306 Standards relating to "Waste" in the 2020 version.

The purpose of the document is to provide a complete picture of the Company's ability to contribute to the United Nations 2030 Agenda and, at the same time, to create long-term value for all stakeholders. For each topic, the Report underscores the connection between Costa's objectives and actions with the reference Sustainable Development Goals (SDGs). Indeed, the 2030 Agenda is the framework within which the Company makes its responsible innovation choices and on which the Sustainability Plan pursued is based. Its aim is to create virtuous partnerships and projects that benefit communities and the economy, while also mitigating the environmental impact and ensuring safety.

## ➤ REPORTING SCOPE AND PROCESS

The Report is prepared annually by the Corporate Relations and Sustainability Department of Costa Cruises S.p.A., which involves the corporate functions concerned with data collection.

The information reported is collected through existing information systems and databases used by internal contacts, and then validated by data owners. The reporting scope includes the activities falling within the context of Costa Cruises S.p.A. in the financial year 2021, i.e., from 1 December 2020 to 30 November 2021.

The Added Value and the financial data refer to the Consolidated Financial Statements of the Costa Cruises Group, which include the parent company Costa Cruises S.p.A. and its subsidiaries consolidated on a line-by-line basis. The document also identifies information relating to a different scope. In particular, with regard to the environment, the data relating to the Costa Atlantica and Costa Mediterranea ships was excluded from the reporting scope starting from February 8, 2021 (for Costa Atlantica) and from April 30, 2021 (for Costa Mediterranea), upon completion of the transfer of the bareboat concession for the aforementioned ships by CSSC Carnival Cruise Italy Investment to Costa Cruises S.p.A. The final transfer of the shares to CSSC Carnival Cruise Shipping Limited took place on April 30, 2021.

Below are the main elements that substantiate the application of the reporting principles referred to by the GRI, appropriately defined and adapted to the context of Costa Cruises. For details on the disclosure points and indicators, refer to the Table in the Appendix.





### ➤ Sustainability and Materiality

The issues reported in the document were identified after the materiality matrix was updated. For 2021, the update involved eight analysis phases, within which global and sectoral trends and risks potentially impacting for Costa Cruises and its value chain were taken into account, also considering priorities that emerged from the COVID-19 pandemic. The analysis yielded nine new material topics, divided into four thematic areas and/or pillars.

The methodological approach adopted is inspired by the guidelines hinging upon the new proposal for a European directive on sustainability reporting (Corporate Sustainability Reporting Directive – CSRD), which will update the one currently in force on non-financial issues with information on reporting requirements to be developed on the concept of double materiality.

The selection and breadth of topics and of indicators that best represent their performance is consistent with issues that are relevant to the company within the framework of the relevant GRI Standards. The in-depth evaluation of specific issues also took into account, on an entirely voluntary basis, the issues covered by Italian Legislative Decree 254/2016, which transposes the European Directive on non-financial reporting in Italy.

Costa Cruises has developed its own sustainability strategy, which also includes the relevant themes of Carnival Corporation & plc in its sustainability framework.

### ➤ Clarity

The structure and language of the Financial Statements are aligned with the Company's institutional communication to facilitate its use and the identification of contents. Where appropriate, the document refers to content found in other company documents, as well as Company websites or references external to the Company.

### ➤ Balance and Comparability

Where available, the data allows for an appreciation of trends relating to the 2019–2021 three-year period. The indicators representing the results reflect the measurement of performance, regardless of any improvement or deterioration vis-à-vis previous periods.

#### **Any instance of data without comparison relates to:**

- information not provided in previous years, the collection of which would have constituted an excessive burden;
- use of calculation methods other than those used in previous years, as in the case of data relating to “Water and Water Discharge” and “Waste”, which, starting this year, has been reported in accordance with the updated version of the GRI Standards.

Some indicators have also been reported by qualitative representation only.

### ➤ Accuracy and Reliability

The Report is the product of a drafting process shared with the relevant corporate departments and the Group's top management, and was approved by the legal representatives of Costa Cruises S.p.A..

The document was independently reviewed by PricewaterhouseCoopers.

### ➤ Timeliness

This edition of the Report has been published electronically and can be downloaded from the Company's website and distributed via e-mail to the relevant stakeholders.

For information, contact the Sustainability Department: [sustainability@costa.it](mailto:sustainability@costa.it)





# Summary of indicators for the 2021 Report.

ENVIRONMENTAL ASPECT				
GRI 302–1 ENERGY CONSUMPTION	UM	2019	2020	2021
The sum of the indicators differs from the total shown due to rounding up and down of the figures.				
Total consumption	GJ	17,779,889	9,903,165	7,035,689
• shipboard	GJ	17,752.848.87	9,894.359.64	7,026,701
• shoreside* (*) Headquarters, Genoa offices and Savona Palacrociere.	GJ	27,037.62	8,806.25	8,988.2
Total fleet consumption	UM	2019	2020	2021
Direct energy consumption				
Liquefied natural gas (LNG)	MT	0	10.261,30	18.121
Total fuel	MT	437,113.10	224,551.62	114,379.08
• of which HFO	MT	209,422.82	123,425.45	77,717.37
• of which LSFO	MT	168,686.02	8,220.09	0
• of which MGO	MT	59,004.26	92,906.08	66,661.71
Energy consumption in GJ				
Liquefied natural gas (LNG)	GJ	0	577,904.94	1,014,787.76
Total consumption. Conversion factors applied: liquefied natural gas (LNG) 1 Kg = 0.056; fuel (HFO – LSFO) 1 TM = 40.19 GJ; MGO 1 TM = 43.33 GJ.	GJ	17,752,848.87	9,316,454.70	6,011,912.995
• HFO	GJ	15,196,194.28	4,960,468.84	3,123.461,1
• LSFO	GJ	15,196,194.28	330,365.42	0
• MGO	GJ	2,556,654.59	4,025,620.45	2,888,451.894

ENVIRONMENTAL ASPECT				
Total shoreside consumption	UM	2019	2020	2021
Indirect energy consumption				
Heating consumption Calculation based on annual estimates.	TOE (Tons of Oil Equivalent)	120.05	-	0
Electricity consumption	TOE (Tons of Oil Equivalent)	525.86	210.37	214.68
Indirect energy consumption				
Heating consumption	GJ	5,026.253	0	-
Electricity consumption	GJ	2,2016.53	8,807.929	8,988.1956
Energy consumption				
Heating consumption	KwH	5,025.29	0.00	0
Electricity consumption	KwH	22,012.33	8,806.25	2,496,721
GRI 302–3 ENERGY INTENSITY	UM	2019	2020	2021
Note: With a view to aligning with the parent company Carnival Corporation & plc, starting in 2020 the data relating to energy intensity will be expressed in g/ALB-km.				
Pattern of fleetwide fuel consumption				
Fuel for the fleet				
Fuel consumed	g/ALB-Nm(*)	128.14	-	0
Fuel consumed	MT/kALBD(**)	33.24	-	0
Fuel consumed	g/ALB-Km(***)	67.91	93.72	116.6
(*) ALB-nm stands for Available Lower Berth nautical miles: Available Lower Berth is a standard cruise industry metric of ship passenger capacity and refers to the number of guest beds available on a cruise ship, assuming two people occupy a cabin. Combining this metric with distance travelled in nautical miles allows the incorporation of guests carried by the fleet as well as the fact that they are transported over distances. (**) MT= metric tons of fuel consumed. (***) ALB-km means Available Lower Berth per kilometre. This is a parameter used in the cruise sector to measure the kilometres travelled by a factor that takes into account the low berths available at fleet level and the days of operation of ships; the standard capacity of a ship is expressed as the number of guests who can occupy the first two beds in each cabin. The data include all fleet ships in service, with the exception of ships sold or transferred to another brand. Therefore, the gauge calculates the grams of fuel consumed for each Available Lower Berth per kilometre.				
GRI 305–1 TOTAL DIRECT GHG EMISSIONS	UM	2019	2020	2021
Emissions from shipboard energy consumption				
CO <sub>2</sub> from use of fuel*	t	1,372,839.97	736.323.82	504,131.08
• CO <sub>2</sub> from HFO and LFSO	t	1,183,672.31	410,248.35	242,011.89





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• CO <sub>2</sub> from MGO	t	189,167.66	297,856.89	213,717.44
• CO <sub>2</sub> from LNG	t	–	28,218.58	48,401.75
CO <sub>2</sub> from refrigerant releases	t	41,008.15	19,837.31	16,726.07
TOTAL	t	1,413,848.12	756,161.13	520,857.16
(*) The emission factors used for each type of fuel are: HFO: 3.114 T CO <sub>2</sub> /T fuel LSFO: 3.151 T CO <sub>2</sub> /T fuel MGO: 3.206 T CO <sub>2</sub> /T fuel LNG: 2.750 T CO <sub>2</sub> /T fuel (source: EU Regulation 2016/2071)				
GRI 305–2 INDIRECT (SCOPE 2) GHG EMISSIONS	UM	2019	2020	2021
Emissions from the indirect energy consumption of land-based sites				
CO <sub>2</sub> from indirect energy consumption*				
Thermal energy consumption	t	413	0	0
Electrical energy consumption	t	1,810	724	739
Total CO <sub>2</sub>	t	2,224	724	739
(*) Emission factor: electricity (national grid): 2,960E–01 KCO <sub>2</sub> /kWh				
GRI 305–4 GHG EMISSIONS INTENSITY	UM	2019	2020	2021
Note: Emissions intensity is calculated based on fuel consumption excluding refrigerant leaks insofar it depends on km traveled. The source of emission factors used is managed internally by Carnival Corporation & plc and is based on the most recent emission factors updated by international authorities.				
CO <sub>2</sub> Produced	g/ALB–km	217.3	301.812	420.746
ALB–km stands for Available Lower Berth kilometers: Available Lower Berth is a standard cruise industry metric of ship passenger capacity and refers to the number of guest beds available on a cruise ship, assuming two people occupy a cabin. Combining this metric with distance travelled in kilometers allows the incorporation of guests carried by the fleet as well as the fact that they are transported over distances. Data includes all current fleet, excluding any ships transferred out to another brand or sold externally.				
CO <sub>2</sub> Percentage variation*	%	–31%	–4%	34%
(*) Calculation compared to 2005; 2005 value of CO <sub>2</sub> kg/ALB–km: 0.3146.				
GRI 305–7 NITROGEN OXIDES (NO <sub>x</sub> ), SULFUR OXIDES (SO <sub>x</sub> ) AND OTHER SIGNIFICANT AIR EMISSIONS	UM	2019	2020	2021
NO <sub>x</sub> , SO <sub>x</sub> AND OTHER SIGNIFICANT AIR EMISSIONS BY TYPE AND WEIGHT Note: Emissions of these substances are calculated considering the fuel actually consumed. Nevertheless, the percentage of sulfur (SO <sub>x</sub> ) is estimated based on the fuel bunk ered.				
NO <sub>x</sub>	t	34,212.83	17,772.67	8,666.52
SO <sub>x</sub>	t	13,488.71	5,879.81	219.25
Particulate Matter (PMs)	t	307.09	121.31	255.95

\* For data referring to 2021 please refer to the tables placed at the end of the “ENVIRONMENTAL ASPECT – DATA FOR THE YEAR 2021” section.

ENVIRONMENTAL ASPECT				
NO <sub>x</sub> , SO <sub>x</sub> , PM emissions intensity				
Specific emissions of NO <sub>x</sub>	g/ALB Nm*	10.08	13.65	7
Specific emissions of SO <sub>x</sub>	g/ALB Nm*	3.91	4.73	0.18
Specific emissions of PM	g/ALB Nm*	0.07	0.10	0.2
Note: For the calculation of the volume of SO <sub>x</sub> , NO <sub>x</sub> and PM the Company uses conversion factors laid down by Carnival Corporation & plc for the evaluation of ship emissions. There are no GHG emissions standard metrics in the cruise line industry. With the aim of guaranteeing a system of control and management of the level of impact generated by each ship (from operating the diesel–electric and diesel power plants) the parent company has implemented measures based on existing International Maritime Organization (IMO) regulations, including the voluntary introduction of a Ship Energy Efficiency Operational Indicator (EEOI) as a monitoring tool for managing passenger ship efficiency performance over time. The Company measures and reports the ship fuel consumption rate in terms of grams of fuel per Available Lower Berth Kilometer (ALB–Km). It is pointed out that the SO <sub>x</sub> indicator also takes into account the sulfur content of the fuel; this value is obtained from the bunker delivery notes issued to the ship upon each delivery of fuel.				
(*) ALB–km means Available Lower Berth per kilometre: it is a parameter used in the cruise sector to measure the kilometres travelled by a factor that takes into account the low berths available at fleet level and the days of operation of ships; the standard capacity of a ship is expressed as the number of guests who can occupy the first two beds in each cabin.				
Breakdown of types of fuel	UM	2019	2020	2021
FUEL OIL	%	86.50	56.06	48
MGO/MDO	%	13.50	39.57	41
LNG	%	0	4.37	11
GRI 303–1 WATER WITHDRAWAL BY SOURCE	UM	2019	2020	2021 *
WATER CONSUMPTION AND WITHDRAWAL				
Total water collection by source – on board	m <sup>3</sup>	968,694	374,242	–
Surface water	m <sup>3</sup>	NA	NA	–
Underground water	m <sup>3</sup>	NA	NA	–
Rain water	m <sup>3</sup>	NA	NA	–
Water recovered from third parties/organizers	m <sup>3</sup>	NA	NA	–
Water from aqueducts	m <sup>3</sup>	968,694	374,242	–





ENVIRONMENTAL ASPECT				
Total water collection by source – in land-based offices	m³	10.437	6.265	–
Surface water	m³	NA	NA	–
Underground water	m³	NA	NA	–
Rain water	m³	NA	NA	–
Water recovered from third parties/organizers	m³	NA	NA	–
Water from aqueducts	m³	10,437	6,265	–
Water consumption refers to the offices of the Genoa Headquarters (Piccapietra Offices), DeMarini Offices (warehouses), Torre San Camillo, Carmonte and Palacrociere (Savona).				
Total water withdrawal by source – shipboard	m³	4,085,631.84	1,635,321.40	–
• water supplied	m³	968,694	756,161.13	–
• water produced on board	m³	3,116,937.84	1,261,079	–
• water supplied	%	23.71	22.88	–
• water produced on board	%	76.29	77.12	–
Water consumed per person per day* – shipboard (* ) The calculation of the number of people on board per day was carried out by adding the number of passengers on board to the number of crew members (this is a set number for each ship) multiplied by the number of days in the year.	l	208.48	237.39	–
Water consumption in shoreside offices	m³	10,437	6,265	–
GRI 306–1 WATER DISCHARGE BY QUALITY AND DESTINATION	UM	2019	2020	2021 *
WASTE WATER				
Total gray water	m³	3,238,221.36	1,265,052.83	–
• discharged at sea	m³	3,183,657.33	1,204,888.43	–
• landed ashore	m³	54,564.03	60,164.40	–
Total sewage	m³	584,242.32	236,543.39	–
• discharged at sea	m³	575,573.92	221,120.19	–
• landed ashore	m³	8,668.40	15,423.20	–

ENVIRONMENTAL ASPECT				
Total bilge water	m³	32,400.48	19,675	–
• discharged at sea	m³	26,683.97	15,341.65	–
• landed ashore	m³	5,716.51	4,333.35	–
Total wastewater per person per day	l	199.54	216.78	–
• total gray water	l	169.04	182.63	–
• total sewage	l	30.50	34.15	–
GRI 306–2 WASTE BY TYPE AND DISPOSAL METHOD	UM	2019	2020	2021 *
TOTAL SHIPBOARD WASTE PRODUCED AND DISPOSAL METHOD				
Total shipboard waste	m³	129,753.27	59,672.52	41,475.17
Data includes MARPOL Category F (Operational Waste) as usual. The amount of Category F in cubic meters was calculated starting from the amount of operational waste discharged ashore (in kg).				
Total daily waste per person	l	6.77	8.61	–
Hazardous waste per person	Kg/p	0.036	0.067	–
Total hazardous waste	Kg	689,985.16	467,217.75	–
• Reused	Kg	NA	NA	–
• Recycled	Kg	109,871.97	23,607.00	–
• Composted	Kg	NA	NA	–
• Recovered, including energy recovery	Kg	NA	NA	–
• Incinerated	Kg	NA	NA	–
• Deep injections (e.g., waste that can be pumped into wells)	Kg	NA	NA	–
• Disposal to shore reception facilities	Kg	580,113.19	443,610.75	–
• On-site storage	Kg	NA	NA	–
• Other	Kg	NA	NA	–

\* For data referring to 2021 please refer to the tables placed at the end of the “ENVIRONMENTAL ASPECT – DATA FOR THE YEAR 2021” section.





ENVIRONMENTAL ASPECT				
Disposal method	UM	2019	2020	2021 *
Discharged at sea In accordance with the regulations in force.	%	15.28	11.94	-
Landed ashore	%	82.43	86.39	-
Incinerated	%	2,29	1,66	-
Recycled	%	21,42	11,68	-
Waste recycled by category	UM	2019	2020	2021 *
cat. A (plastic) and Cat. C (domestic waste)	%	29,07	17,87	-
cat. D (cooking oil)	%	24,46	0,91	-
cat. F (Operational Waste)	%	14,62	5,64	-
All hazardous and non-hazardous solid wastes not covered by the other categories. This includes slurries, materials used for normal maintenance, cargo stowage and handling, as well as cleaning agents and additives.				

\* For data referring to 2021 please refer to the tables placed in the following section “ENVIRONMENTAL ASPECT – DATA FOR THE YEAR 2021” section.

ENVIRONMENTAL ASPECT – DATA FOR THE YEAR 2021				
GRI 303 –3 WATER WITHDRAWAL	UM	2019	2020	2021
ON BOARD				
“Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources and type of water”	m³	-	-	864,144.00
Total freshwater withdrawal	m³	-	-	89,007
Third-party water	m³	-	-	89,007
Third-party water	%	-	-	10.30
Total withdrawal other types of water	m³	-	-	775,137.00
Surface water	m³	-	-	-
Ground water	m³	-	-	-
Seawater	m³	-	-	775,137.00
Water produced	%	-	-	89.70
Water collected from ports	%	-	-	10.30

ENVIRONMENTAL ASPECT				
ASHORE				
Total freshwater withdrawal	m³	-	-	5,800
Third-party water	m³	-	-	5,800
Total withdrawal other types of water	m³	-	-	-
Surface water	m³	-	-	-
Ground water	m³	-	-	-
Seawater	m³	-	-	-
As for total water withdrawal from water-stressed areas in megaliters, no such type of withdrawal is found.		-	-	-
GRI 303 4 WATER DISCHARGES BY TYPE AND DESTINATION	UM	2019	2020	2021
TOTAL DISCHARGE OF WASTEWATER	ml	-	-	815,316.1
Surface water	ml	-	-	-
Ground water	ml	-	-	-
Seawater	ml	-	-	809,724.1
Third-party water	ml	-	-	5,592
TOTAL GRAY WATER	m³	-	-	499,211.61
* of which discharged at sea	m³	-	-	495.458,61
* of which discharged on land	m³	-	-	3,753
TOTAL SEWAGE	m³	584,242.32	236,543.39	316,104.66
* of which discharged at sea	m³	575,573.92	221,120.19	314,265.46
* of which discharged on land	m³	8,668.40	15,423.20	1,839.20
TOTAL BILGE WATER	m³	32,400.48	19,675	9,683.80
* of which discharged at sea	m³	26,683.97	15,341.65	6,495.20



ENVIRONMENTAL ASPECT				
* of which discharged on land	m³	5,716.51	4,333.35	3,188.60
TOTAL WASTEWATER PER PERSON PER DAY (EXCLUDING BILGE WATER)	l	199.54	216.78	264.87
Grey water	l	169.04	182.63	162.18
Sewage	l	30.50	34.15	102.69
GRI 303 –5 WATER CONSUMPTION	UM	2019	2020	2021
ON BOARD				
total water consumption per person per day (*)	l	-	-	280.19 (which is equivalent to 0.2802 megaliters of fresh water)
(*)The calculation of people on board includes passengers actually detected on board el crew (in a fixed amount for each ship) multiplied by the number of days in the year.				
ASHORE				
fresh water	m³	-	-	5,800
other types of water	m³	-	-	-
GRI 306–3 WASTE BY COMPOSITION	UM	2019	2020	2021
WASTE GENERATED				
MARPOL CAT.A (Plastic)	m³	-	-	5,717
MARPOL CAT.B (Food)	m³	-	-	19,056.3
MARPOL CAT.C (Domestic wastes)	m³	-	-	14,144.31
MARPOL CAT.D (Cooking oil)	m³	-	-	75.96
MARPOL CAT.E (Incinerator ashes)	m³	-	-	8.84
MARPOL CAT.F (Operational)*	m³	-	-	2,301. 83
MARPOL CAT.I (E – waste)	m³	-	-	170.93
Total waste	m³	-	-	41,475.17
*only category F presents hazardous and non-hazardous waste, all others present only non-hazardous waste.				

GRI 306–3 WASTE BY COMPOSITION	UM	2019	2020	2021
WASTE DIVERTED FROM DISPOSAL (LANDED ASHORE RECYCLED)				
MARPOL CAT.A (Plastic)	m³	-	-	1,491.6
MARPOL CAT.B (Food)	m³	-	-	900.5
MARPOL CAT.C (Domestic wastes)	m³	-	-	2,803.95
MARPOL CAT.D (Cooking oil)	m³	-	-	17.05
MARPOL CAT.E (Incinerator ashes)	m³	-	-	0
MARPOL CAT.F (Operational)*	m³	-	-	84.40306911
MARPOL CAT.I (E – waste)	m³	-	-	4.2
Total waste	m³	-	-	5,301.703069
*only category F presents hazardous and non-hazardous waste, all others present only non-hazardous waste.				
GRI 306–3 WASTE BY COMPOSITION	UM	2019	2020	2021
WASTE DIRECTED TO DISPOSAL (INCINERATED + AT SEA + LANDED ASHORE NOT RECYCLED)				
MARPOL CAT.A (Plastic)	m³	-	-	4,225.4
MARPOL CAT.B (Food)	m³	-	-	18,155.8
MARPOL CAT.C (Domestic wastes)	m³	-	-	11,340.36
MARPOL CAT.D (Cooking oil)	m³	-	-	58.91
MARPOL CAT.E (Incinerator ashes)	m³	-	-	8.84
MARPOL CAT.F (Operational)*	m³	-	-	2,217.426931
MARPOL CAT.I (E – waste)	m³	-	-	166.73
Total waste	m³	-	-	36,173.5
*only category F presents hazardous and non-hazardous waste, all others present only non-hazardous waste.				





ENVIRONMENTAL ASPECT				
GRI 306–4 WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION	UM	2019	2020	2021*
Hazardous waste	m³			
Preparation for reuse	m³	–	–	0.00
Recycling	m³	–	–	53.97
Other recovery operations	m³	–	–	0.00
Total hazardous waste diverted from disposal	m³	–	–	53.97
Non-hazardous waste	m³	–		
Preparation for reuse	m³	–	–	0
Recycling	m³	–	–	5,247.74
Other recovery operations	m³	–	–	0
Total NON-hazardous waste diverted from disposal	m³	–	–	5,247.74
WASTE PREVENTED	m³			5,301.70
*waste managed off-site				

GRI 306–5 WASTE DIRECTED TO DISPOSAL BY DISPOSAL OPERATION	UM	2019	2020	2021*
Hazardous waste	m³			
Incineration	m³	–	–	11,680,389.58
Landfilling	m³	–	–	1,486,634,978
Other disposal operations – At sea	m³	0	–	0
Total hazardous waste directed to disposal	m³	–	–	1,498.315,368
Non-hazardous waste	m³			
Incineration	%	–	–	262.13
Landfilling	%	–	–	21,102.12
Other disposal operations – At sea	%	–	–	13,310.9
Total non-hazardous waste directed to disposal	m³	–	–	34,675.15
Total waste directed to disposal	m³	–	–	36,173.47
*waste managed on site				

ENVIRONMENTAL ASPECT				
DISPOSAL METHOD	UM	2019	2020	2021
Incenerated	%	–	–	0.66
Landed ashore	%	–	–	67.25
Landed ashore – of which recycled	%	–	–	19.01
At sea	%	–	–	32.09
TOTAL WASTE PER PERSON A DAY	UM			
Total waste per person a day	L	–	–	13.47

SHIPBOARD WASTE CATEGORIES (MARPOL)		
Marpol category	Type of waste	Method of disposal
A – Plastic	Plastic materials.	Collected on board in separate containers, subsequently treated in compactors to reduce volume and then discharged at port reception facilities.
B – Food	Food wastes (fruit, vegetables, dairy products, meat products and fish etc).	Collected on board separately and treated in the pulper for processing in compliance with overboard discharge requirements (distance from the coast: 3 nautical miles and 12 nautical miles inside IMO-defined special areas). Alternatively, discharged at suitable port reception facilities.
C – Domestic wastes	Material generated in the accommodation spaces on board the ship, except for gray water.	Separation at source of: paper, glass, crockery, metal and aluminum. Specificwaste reduction treatment for each particular type: pulping, crushing and/or compacting, incineration (including aerosol cans) and discharge at port reception facilities.
D – Cooking oil	Any type of edible oil or animal fat used or intended to be used for the preparation or cooking of food.	Collected on board separately and discharged at port reception facilities.
E – Incinerator ashes	Ash and clinkers resulting from shipboard incinerators used for the incineration of garbage, except for plastic products which may contain toxic or heavy metal residues.	Collected on board separately and discharged at port reception facilities.
F – Operational	All hazardous and non-hazardous solid wastes not covered by the previous categories. This includes slurries, materials usedfor normal maintenance, cargo stowage and handling, as well as cleaning agents and additives.	Collected on board separately based on type, classificationandassigned European Waste Code (EWC), then discharged at port reception facilities. This does not include potentially infectious waste from the medical infirmarieson board or oily rags used.
I – Electronic waste	All components, subassemblies and consumables that are part of the electrical and electronic equipment on board.	Sorting from the rest of the waste and delivery to port infrastructures for recycling, if possible.





SHIPBOARD PERSONNEL SOCIAL ASPECT				
GRI 102-8 INFORMATION ON EMPLOYEES The sum of the indicators differs from the total shown due to rounding up and down of the figures.	UM	2019	2020	2021
Total shipboard personnel* (*) The data shown refers to the average number of employees currently embarked.	n.	12,488	7,947	4,976
Female	n.	1,962	1,134	678
Male	n.	10,526	6,812	4,298
Average number of employees in the shoreside reserve pool (waiting to replace colleagues currently embarked).	n.	6,500	12,095	14,604
Number of employees by employment contract, gender and region	UM	2019	2020	2021
TOTAL	n.	12,488	7,947	4,976
Female	n.	1,962	1,134	678
Male	n.	10,526	6,812	4,298
• Italy	n.	1,394	907	791
Female	n.	364	201	175
Male	n.	1,030	707	616
• Europe (except Italy)	n.	451	320	288
Female	n.	138	79	63
Male	n.	313	241	225
• South and Central America	n.	950	544	291
Female	n.	268	151	79
Male	n.	682	393	212
• Asia	n.	9,623	6,111	3,578
Female	n.	1,176	694	359
Male	n.	8,447	5,417	3,219
• Other parts of the world	n.	70	64	28
Female	n.	15	9	1
Male	n.	55	55	27

SHIPBOARD PERSONNEL SOCIAL ASPECT				
GRI 401-1 TOTAL NUMBER OF NEW EMPLOYEE HIRES BY AGE GROUP, GENDER AND REGION	UM	2019	2020	2021
New hires* (*) Accurate datum.				
TOTAL NO.	n.	5,744	1,383	935
Female	n.	1,208	299	272
Male	n.	4,536	1,084	663
TOTAL IN % TERMS	%	46	17	19
Female	%	9.67	4	5
Male	%	36.32	14	13
Number of new hires by age				
• under 30	n.	4,747	1,071	669
Female	n.	1,044	235	176
Male	n.	3,703	836	473
• 30 to 50 years old	n.	963	301	244
Female	n.	157	64	73
Male	n.	806	237	171
• over 50	n.	34	11	22
Female	n.	7	0	3
Male	n.	27	11	19
Number of new hires by region				
• Italy	n.	532	134	202
Female	n.	229	64	89
Male	n.	303	70	113
• Europe (except Italy)	n.	215	162	145
Female	n.	67	60	45
Male	n.	148	102	100





SHIPBOARD PERSONNEL SOCIAL ASPECT				
• South and Central America	n.	413	114	233
Female	n.	150	42	82
Male	n.	263	72	151
• Asia	n.	4,485	947	346
Female	n.	752	133	56
Male	n.	3,733	814	290
• Other parts of the world	n.	99	26	9
Female	n.	10	0	0
Male	n.	89	26	9
Total terminations* (*) Accurate datum.				
TOTAL NO.	n.	4,099	1,799	2,178
Female	n.	953	369	611
Male	n.	3,146	1,430	1,567
TOTAL IN % TERMS	%	32.82	22.64	44
Female	%	7.63	4.64	12
Male	%	25.19	18	31
Number of new hires by age				
• under 30	n.	2,240	881	1,087
Female	n.	556	205	366
Male	n.	1,684	676	721
• 30 to 50 years old	n.	1,689	817	991
Female	n.	374	157	235
Male	n.	1,315	660	756
• over 50	n.	170	101	100
Female	n.	23	7	10
Male	n.	147	94	90

SHIPBOARD PERSONNEL – SOCIAL ASPECT				
GRI 401-1 TOTAL NUMBER OF NEW HIRES BROKEN DOWN BY AGE GROUPS, GENDER AND GEOGRAPHIC AREA	UM	2019	2020	2021
Number of new hires by region				
• Italy	n.	585	297	391
Female	n.	193	119	156
Male	n.	392	178	235
• Europe (except Italy)	n.	168	107	203
Female	n.	81	36	96
Male	n.	87	71	107
• South and Central America	n.	542	245	292
Female	n.	220	65	104
Male	n.	322	180	188
• Asia	n.	2,744	1,117	1,282
Female	n.	446	140	253
Male	n.	2,298	9,077	1,029
• Other parts of the world	n.	60	33	10
Female	n.	13	9	2
Male	n.	47	24	8
Turnover				
Turnover is intended to mean the ratio between the number of terminations and the average employee count during the fiscal year of reference; for shipboard personnel, the calculation is based on the average number of employees currently embarked and those seafarers not embarked who are waiting to replace their colleagues on board.				
Turnover rate	%	22	9	11
GRI 405-1 TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER	UM	2019	2020	2021
Note: Data unavailable due to the different hierarchical composition of the shipbord workforce.				





SHIPBOARD PERSONNEL – SOCIAL ASPECT				
GRI 401–3 PARENTAL LEAVE	UM	2019	2020	2021
Return to work and retention rates after parental leave				
Number of employees who were entitled to parental leave	n.	1,845	1,227	1,079
Female	n.	503	280	239
Male	n.	1,342	948	840
Number of employees who took parental leave	n.	2	0	2
Female	n.	2	0	2
Male	n.	0	0	0
Number of employees who returned to work in the reporting period after parental leave ended	n.	0	0	0
Female	n.	0	0	0
Male	n.	0	0	0
Number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work	n.	0	0	0
Number of employees who should have returned to work after parental leave ended	n.	9	2	0
Retention rates of employees who took parental leave	%	0	0	0
Female	%	0	0	0
Male	%	0	0	0
SHIPBOARD PERSONNEL – HEALTH & SAFETY				
GRI 403–9 INJURIES AT WORK	UM	2019	2020	2021
(*) The recalculation of the indicators for 2018 is due to a new calculation method whereby the data is now comparable.				
Total number of hours worked during the reporting period	h	47,696,303	26,221,677	16,540,471
• of which all employees	h	NA	25,224,037	16,014,758
Female	h	7,250,691	–	2,180,991
Male	h	40,445,611	–	13,833,477
• of which all workers who are not employees, but whose work and/or workplace are/is under the control of the organization. Split data by gender are not available for non-employees.	h	NA	997,640	525,713
Female	h	NA	NA	NA
Male	h	NA	NA	NA

SHIPBOARD PERSONNEL – HEALTH & SAFETY				
All employees	UM	2019	2020	2021
Number of accidents at work				
Female	n.	211	37	17
Male	n.	735	214	128
• of which with serious consequences*	n.	NA	5	4
Female	n.	NA	1	0
Male	n.	NA	4	4
• of which fatal	n.	0	0	0
Female	n.	0	0	0
Male	n.	0	0	0
(*) Accidents requiring hospitalization longer than six months.				
Rate of injury at work				
Female	%	29.10	10.19	7.79
Male	%	18.17	9.91	9.25
Rate of accident at work with serious consequences				
Female	%	NA	0.28	0
Male	%	NA	0.19	0.29
Rate of fatal accidents				
Female	%	0	0	0
Male	%	0	0	0
All workers who are not employees, but whose workplace depends on the organization	UM	2019	2020	2021
Number of accidents at work				
Donne	n.	NA	18	8
Uomini	n.	NA	16	7
• of which with serious consequences	n.	NA	NA	NA
• of which fatal	n.	NA	NA	NA
Rate of injury at work				
	%	NA	34	28.53





ONBOARD PERSONNEL – GRI 403-1/7 MANAGEMENT APPROACH DISCLOSURES

GRI 403-1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

The Organization adopts the OHS management system for the management of the aspects linked to occupational health and safety in order to:

- a. Increase an efficient management of the system**, including the processes intended to continuous improve the system itself and to ensure compliance with legal requirements and other requirements to which the Organization subscribes;
- b. Make active the Organization’s engagement** for a continuous improvement and for the prevention in terms of safety on the workplace and in the industrial hygiene

Being understood that all national and international applicable compulsory rules remain in force, the Occupational Health and Safety Management System has been implemented according to the following legislative references and standards:

- SO 45001:2018 – Occupational Health and Safety management systems – Requirements and use guide
- ISO 19011:2011 – Guidelines for auditing the management systems

GRI 403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

The Organization adopts company procedures that define the process for conducting a risk assessment to prevent harm to people, property and the environment in accordance with the ISM code, applicable international standards and flag state requirements. It is structured in order to identify hazards and estimate the level of risk. If an identified risk cannot be tolerated, then additional measures must be put in place to reduce the risk to a tolerable level.

The risk assessment is carried out on the ordinary on-board activities and in conformity with the on-board organization described in the Company’s safety management manual (SMM). In order to avoid excessive repetitions, the most common risks that can arise in any moment or place or that are related to a specific work area have been grouped together in dedicated sections. The other sections relate to more specific activities.

The Organization adopts additional procedures that are the operating tools allowing the pre-emptive identification and assessment of specific risks of maintenance work executed by internal/external personnel.

If certain tasks are not included in the context identified by this Assessment and/or in the work permit circumstances, on-board staff must contact the Carnival Maritime / Fleet Governance to obtain the required assistance to achieve the specific assessment.

To further ensure maximum assistance, including individual assistance, in emergency situations, the presence of the Crew Care Team, a specialized unit dedicated to staff.

**d. The Company has set up an internal reporting**, recording and analysis system of all cases of accidents that might happen during the performance of working activities. In the event of an accident the onboard investigaing personnel, together with the RSPP, will have to carry out an investigation of the causes and implement the necessary corrective actions. If the accident is of a certain severity it must be reported to the Company Fleet Operation Center (FOC).

The OHS Department examines all reports received ship side in order to research better solutions for preventing similar occurences from happening again in the future. Moreover, the department decides whether to inform on what happened to other ships and/or to other potentially involved departments.

GRI 403-3 OCCUPATIONAL HEALTH SERVICES

Every employee enrolled in the Crew Book (Ruolo Equipaggio) must undergo to a medical examination every two years to assess that they are fit to serve on board; also, before embarkation, they shall undergo a preventive medical examination that certifies their physical fitness upon boarding, so as to reduce to a minimum the risks of compromising to the health of the employee and those working around them.

An employee not enrolled in the Crew Book has to have an examination similar to the biennial visit, and a pre-boarding pre-emptive exam, and further examinations are scheduled for food handlers.

Medical certification regarding fitness for boarding is kept on board.

Further to the above, all employees identified as being subject to potential risk due to their job on board, shall undergo a program of periodical visits / examinations as specified in the Health Protocol drafted by the Company Occupational Health Physician (Medico Competente), in compliance with article 23, paragraph 6 of Legislative Decree 271/99.

When the Occupational Health Physician believes that there are particular situations that require specific arrangements to protect the health of a crewmember, the On-board Doctor and the Medical Operations office are promptly notified so that they can take the necessary measures.

GRI 403-4 WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

The Company ensures the involvement of the workers through dedicated onboard positions and process, as described below:

**a. Safety worker representative (RLS)**

Consultation of workers for:

- determining needs and expectations of interested parties
- establishing policy
- determine requirements
- establishing OHS objectives
- determining applicable controls on procurement, outsourcing, contractors
- determining what needs to be monitored and evaluated

RLS participating to HSC/HAT.

HESS Board,  
PPE testing,  
OHS comitee ashore,  
HSC/HAT with RLS.

**b. The HESS Action Team (HAT) and the HESS Steering Committee (HSC)** are responsible for implementing and ensuring compliance of COmpany´ policies and procedures related to HESS. The teams are composed by onboard middle and senior management positions.

All heads of department, in addition to HAT committee member, are required to report safety observation (either safe or unsafe acts) during the HAT committee meetings. The safety observation shall be recorded.

ONBOARD PERSONNEL – GRI 403-1/7 MANAGEMENT APPROACH DISCLOSURES

GRI 403-5 WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

The Company adopts and provides information and training to all onboard workers when required by the risk assessment, the specific working activities and/or by the specific legal requirements applicable to the involved cases. Examples of company procedures providing training contents related to hazardous working acivities are:

- TRG-OHS 2200 – Occupational Health & Safety
- TRG-2201 – Enclosed or Confined Space Entry
- TRG-2202 – Permit to Work
- TRG-2203 – Hot Work and Repairs
- TRG-2204 – Lockout and Tagout
- TRG-2205 – Working at Height Training for Workers
- TRG-2206 – Working at Height Training for Supervisors
- TRG-2207 – Management of chemicals
- Safe Working Practice Documents

GRI 403-6 PROMOTION OF WORKERS’ HEALTH

Due to the ongoing global pandemic Sars-CoV-2, the healthcare services were provided with regard to the only medical surveillance (see GRI 403-3).

GRI 403-7 PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

The Organization adopts, review and revised a full set of company procedures aimed to provide guidance and working instructions to prevent and/or mitigate the occupational health and safety impacts generated by the business and working activities performed onboard. The procedures are integrated in the Company SMS as required by ISM code and recalled by the OHS Management system for the application of OHS standards to workers’ health and safety. The set of procedures ensure, as an example but not limited to, that all the personal protection equipment is always available and in good conditions, and that procedures and tools are available and comply with the applicable laws.

SHIPBOARD PERSONNEL – TRAINING

GRI 404-1 AVERAGE HOURS OF TRAINING PER YEAR BY CATEGORY	UM	2019	2020	2021
The gender breakdown concerning training hours for FY 2020 is not available due to system problems caused by the cyber incident in December 2020.				
Total training hours	h	1,220,486	176,269	113,539
Female	h	280,244	-	16,869
Male	h	940,241	-	96,670
Average training hours per person	h	98	22	22.82
Average training hours per person-male	h	-	-	22,49
Average training hours per person-female	h	-	-	24,89

Note: The number of employees considered for the calculation of the average training hours is the average number of employees embarked net of the shoreside reserve pool.

Total training hours during the reporting period by type of tuition	UM	2019	2020	2021
The breakdown by type of training has been revised and therefore cannot be compared to previous years. It will constitute the baseline for future years.				
Compliance Including training on human rights issues.	h	37,710	31,985	7,039
Induction	h	611,430	2,074	48
Language	h	3,135.5	4,351	472
Leadership	h	84	84	0
Managerial	h	6,424	2,629	201
Professional	h	561,702.6	135,147	105,780





SHORESIDE PERSONNEL – SOCIAL ASPECT				
GRI 102–8 INFORMATION ON EMPLOYEES AND OTHER WORKERS	UM	2019	2020	2021
Total shoreside personnel Figure is annual average based on the length of time each person is employed in the Company.	n.	1,538	1,517	1,334
Female	n.	927	904	791
Male	n.	611	612	593
Number of employees by kind of employment	UM	2019	2020	2021
Full-time	n.	1,382	1,358	1,202
Female	n.	789	764	670
Male	n.	593	594	532
Part-time	n.	156	158	132
Female	n.	138	140	121
Male	n.	18	18	11
Number of employees by type of contract	UM	2019	2020	2021
Temporary				
TOTAL	n.	280	265	149
Female	n.	182	166	91
Male	n.	98	99	58
• Italy	n.	32	26	7
Female	n.	16	13	1
Male	n.	16	13	6
• Europe (except Italy)	n.	17	13	2
Female	n.	11	8	1
Male	n.	6	5	1
• South and Central America	n.	2	3	1
Female	n.	2	1	0

SHORESIDE PERSONNEL – SOCIAL ASPECT				
Male	n.	1	2	1
• Asia	n.	222	219	137
Female	n.	150	144	88
Male	n.	72	75	49
• Other parts of the world	n.	7	4	2
Female	n.	3	0	0
Male	n.	4	4	2
Permanent				
TOTAL	n.	1,258	1,252	1,185
Female	n.	745	738	700
Male	n.	513	513	485
• Italy	n.	842	843	808
Female	n.	473	474	461
Male	n.	368	369	347
• Europe (except Italy)	n.	258	256	235
Female	n.	177	173	151
Male	n.	81	83	84
• South and Central America	n.	93	97	94
Female	n.	58	62	62
Male	n.	35	35	33
• Asia	n.	35	28	22
Female	n.	19	13	10
Male	n.	17	14	13
• Other parts of the world	n.	29	28	26
Female	n.	17	16	17
Male	n.	12	12	10





SHORESIDE PERSONNEL – SOCIAL ASPECT				
GRI 401–1 TOTAL NUMBER OF NEW EMPLOYEE HIRES BY AGE GROUP, GENDER AND REGION	UM	2019	2020	2021
New hires* (*) Accurate datum				
TOTAL NO.	n.	123	33	41
Female	n.	72	18	17
Male	n.	51	14	24
TOTAL IN % TERMS	%	8	2	3.09
Female	%	59	1.22	1.25
Male	%	41	0.93	1.83
Number of new hires by age				
• under 30	n.	43	8	11
Female	n.	28	5	4
Male	n.	16	3	7
• 30 to 50 years old	n.	74	20	26
Female	n.	41	11	10
Male	n.	33	9	16
• over 50	n.	6	4	4
Female	n.	4	2	3
Male	n.	2	2	2
Number of new hires by region				
• Italy	n.	40	10	8
Female	n.	20	4	2
Male	n.	20	5	6
• Europe (except Italy)	n.	43	9	18
Female	n.	23	6	6
Male	n.	20	3	12
• South and Central America	n.	9	2	3

SHORESIDE PERSONNEL – SOCIAL ASPECT				
Female	n.	6	1	2
Male	n.	3	1	1
• Asia	n.	36	11	9
Female	n.	21	6	5
Male	n.	3	5	4
• Other parts of the world	n.	4	1	3
Female	n.	3	1	2
Male	n.	1	0	2
Total terminations* (*) Accurate datum.				
TOTAL NO.	n.	94	119	115
Female	n.	61	68	65
Male	n.	33	50	50
TOTAL IN % TERMS	%	6	8	9
Female	%	65	5	5
Male	%	35	3	4
Number of terminations by age				
• under 30	n.	24	31	11
Female	n.	17	19	7
Male	n.	7	12	4
• 30 to 50 years old	n.	59	75	75
Female	n.	38	45	45
Male	n.	20	31	31
• over 50	n.	11	12	29
Female	n.	6	4	13
Male	n.	5	8	15





SHORESIDE PERSONNEL – SOCIAL ASPECT				
Number of terminations by region				
• Italy	n.	26	32	53
Female	n.	16	14	23
Male	n.	9	18	30
• Europe (except Italy)	n.	27	21	38
Female	n.	20	13	28
Male	n.	7	8	10
• South and Central America	n.	8	3	7
Female	n.	4	2	3
Male	n.	4	2	4
• Asia	n.	28	58	16
Female	n.	18	38	12
Male	n.	10	19	5
• Other parts of the world	n.	5	4	1
Female	n.	2	2	0
Male	n.	2	3	1
Turnover				
Turnover is intended to mean the ratio between the number of terminations and the average employee count during the fiscal year of reference; for shoreside personnel the calculation is based on the number of employees at the end of the fiscal year, plus the number of terminations during the year.				
Turnover rate	%	6	8	9
Female	%	8	8	8
Male	%	8	8	9
GRI 405–1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	UM	2019	2020	2021
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER				
Executives				
TOTAL NO.	n.	77	91	78
Female	n.	12	24	19

SHORESIDE PERSONNEL – SOCIAL ASPECT				
Male	n.	65	67	59
TOTAL IN % TERMS	%	5	5.99	5.86
Female	%	16	26	24
Male	%	84	74	76
• under 30	%	0	0	0
Female	%	0	0	0
Male	%	0	0	0
• 30 to 50 years old	%	2.6	3.11	2.6
Female	%	44	60	48
Male	%	52	49	42
• over 50	%	2.5	2.88	3.3
Female	%	56	40	52
Male	%	48	51	58
Line Managers				
TOTAL NO.	n.	278	245	225
Female	n.	102	81	77
Male	n.	176	163	148
TOTAL IN % TERMS	%	18	16	16.9
Female	%	37	33	34
Male	%	63	67	66
• under 30	%	0.04	0.00	0
Female	%	0	0	0
Male	%	0	0	0
• 30 to 50 years old	%	12	10	10
Female	%	73	64	61
Male	%	64	60	55





SHORESIDE PERSONNEL – SOCIAL ASPECT				
• over 50	%	6	6	7
Female	%	27	36	39
Male	%	36	40	45
Employees				
TOTAL NO.	n.	1,182	1,180	1,030
Female	n.	813	799	695
Male	n.	369	381	335
TOTAL IN % TERMS	%	77	78	77
Female	%	69	68	67
Male	%	31	32	33
• under 30	%	13	9	5
Female	%	18	11	5
Male	%	17	14	11
• 30 to 50 years old	%	55	56	56
Female	%	72	75	77
Male	%	69	67	65
• over 50	%	9	12	15
Female	%	10	14	18
Male	%	14	20	25
Blue collar workers				
TOTAL NO.	n.	1	1	1
Female	n.	0	0	0
Male	n.	1	1	1
TOTAL IN % TERMS	%	0.07	0.07	0.075
Female	%	0	0	0
Male	%	100	100	100

SHORESIDE PERSONNEL – SOCIAL ASPECT				
• under 30	%	0	0	0
Female	%	0	0	0
Male	%	0	0	0
• 30 to 50 years old	%	0.1	0.7	0.075
Female	%	0	0	0
Male	%	100	100	100
• over 50	%	0	0	0
Female	%	0	0	0
Male	%	0	0	0
GRI 401-3 PARENTAL LEAVE	UM	2019	2020	2021
Return to work and retention rates after parental leave				
Number of employees who were entitled to parental leave	n.	1,538	1,517	1,334
Female	n.	927	904	791
Male	n.	611	612	543
Number of employees who took parental leave	n.	65	62	70
Female	n.	51	55	57
Male	n.	14	7	13
Number of employees who returned to work in the reporting period after parental leave ended	%	36	65	61
Female	n.	36	51	54
Male	n.	0	14	7
Number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work	n.	35	63	59
Female	n.	35	50	52
Male	n.	0	13	7
Number of employees who should have returned to work after parental leave ended	n.	36	65	62
Female	n.	36	51	55
Male	n.	0	14	7





SHORESIDE PERSONNEL – SOCIAL ASPECT				
Retention rates of employees that took parental leave	%	100	100	98.39
Female	%	100	100	98.18
Male	%	–	100	100
SHORESIDE PERSONNEL – HEALTH & SAFETY				
GRI 403–9 INJURIES AT WORK	UM	2019	2020	2021
We point out that all the indicators in this section refer to the Genoa office. It should be noted that due to the update of the Health and Safety GRI indicator, it was not possible to retrieve some data retroactively.				
Total number of hours worked during the year to be reported	h	NA	1,274,385	1,277,695
Female	h	NA	690,804	716,973
Male	h	NA	583,581	560,722
• of which all employees	h	1,438,576	1,153,562	1,149,283
Female	h	760,523	586,252	605,195
Male	h	678,054	567,310	544,088
• of which all workers who are not employees, but whose work and/or workplace are/is under the control of the organization	h	NA	120,823	128,412
Female	h	NA	104,552	117,788
Male	h	NA	16,272	16,635
Note: Hours worked do not include overtime.				
All employees	UM	2019	2020	2021
Number of accidents at work	n.	1	1	0
Female	n.	0	1	0
Male	n.	1	0	0
• of which with serious consequences*	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
• of which fatal	n.	0	0	0
Female	n.	0	0	0
Male	n.	0	0	0
(*) Accidents requiring hospitalisation longer than six months.				

SHORESIDE PERSONNEL – SOCIAL ASPECT				
Total number of accidents while traveling	n.	7	1	0
Female	n.	5	0	0
Male	n.	2	1	0
• of which in transit with transport organized by the Company	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
Rate of injury at work	%	0.70	0.87	0
Female	%	0.00	1.71	0
Male	%	1.47	0.00	0
Calculation method: No. of accidents at work/Hours worked*1,000,000				
Rate of accident at work with serious consequences	%	NA	0.00	0
Female	%	NA	0.00	0
Male	%	NA	0.00	0
Calculation method: No. injuries with serious consequences/Hours worked*1,000,000				
Rate of fatal accidents	%	0	0.00	0
Female	%	0	0.00	0
Male	%	0	0.00	0
Calculation method: No. fatal injuries/Hours worked*1,000,000				
All workers who are not employees, but whose workplace depends on the organization	UM	2019	2020	2021
Number of accidents at work	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
• of which with serious consequences*	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
• of which fatal	n.	NA	0	0
Female	h	NA	0	0
Male	n.	NA	0	0
(*) Accidents requiring hospitalisation longer than six months.				





SHORESIDE PERSONNEL – SOCIAL ASPECT				
Total number of accidents while traveling	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
• of which in transit with transport organization by the Company	n.	NA	0	0
Female	n.	NA	0	0
Male	n.	NA	0	0
Rate of injury at work	%	NA	0	0
Female	%	NA	0	0
Male	%	NA	0	0
Calculation method: No. of accidents at work/Hours worked*1,000,000				
Rate of accident at work with serious consequences	%	NA	0.00	0.00
Female	%	NA	0.00	0.00
Male	%	NA	0.00	0.00
Calculation method: No. injuries with serious consequences/Hours worked*1,000,000				
Rate of fatal accidents	%	0	0.00	0.00
Female	%	0	0.00	0.00
Male	%	0	0.00	0.00
Calculation method: No. fatal injuries/Hours worked*1,000,000				
GROUND STAFF – GRI 403–1/7 MANAGEMENT METHODS				
GRI 403–1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM				
The Company relies on a management system that meets the minimum requirements provided for Legislative Decree 81/2008, as amended and supplemented. The occupational health and safety management system is applicable to all workers, activities and workplaces.				
GRI 403–2 HAZARDS IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION				
<b>a. Site inspections and interviews with staff and their managers</b> , analysis and evaluation of any hazards and hazardous situations by the Prevention and Protection Services Manager and the Competent Doctor in the context of medical evaluations provided for by the health protocol. i. The duties and responsibilities of the Prevention and Protection Services Manager and the Competent Doctor are set forth in Articles 32 and 38 of Legislative Decree 81/2008 ii. The analyses and evaluations made by the Prevention and Protection Services Manager and the Competent Doctor are discussed at least once a year with Management and Workers’ Representatives within the context of the Periodic Meeting provided for by Art. 35 of Legislative Decree 81/2008 <b>b. The P13.2–MO5–Segnalazione_near_miss_rev.1_ITA–ENG</b> form is available on the CostaPlanet corporate Intranet. Employees can anonymously report hazardous situations directly to their Workers’ Safety Representative. <b>c. It is a statutory requirement</b> – Article 44 of Legislative Decree 81/2008. <b>d. All events are recorded and analyzed by the Prevention and Protection Services Manager</b> on form P13.2–MO6–Accident and Near-Miss Management rev. 0. The form describes cause analysis, description of management and responsibilities, and any corrective actions. The form is analyzed and discussed during the Periodic Meeting to determine any necessary improvements to the workplace health and safety management system.				

GROUND STAFF – GRI 403–1/7 MANAGEMENT METHODS				
GRI 403–3 OCCUPATIONAL MEDICINE SERVICES				
The pertinent functions are carried out by the Competent Doctor appointed by Management. The doctor participates in the drafting of the Risk Assessment Document, which identifies and neutralizes any hazards and minimizes risks. Workers can request to meet the doctor by booking a medical exam in the calendar available on CostaPlanet Intranet.				
GRI 403–4 PARTICIPATION AND CONSULTATION OF WORKERS AND COMMUNICATION REGARDING HEALTH AND SAFETY AT WORK				
<b>a.</b> At the time of the Periodic Meeting (pursuant to Art. 35 of Legislative Decree 81/2008), the Management Representative meets the Workers’ Representatives, who have the opportunity to provide relevant information in the context of the development, implementation and evaluation of the occupational health and safety management system. <b>b.</b> The Joint Committee constituted by the Employer’s Representative, the Workers’ Safety Representative, the Prevention and Protection Services Manager and the Competent Doctor meets at least once a year; it is responsible for reporting to the Employer the necessary improvements to be made to the occupational health and safety management system.				
GRI 403–5 TRAINING OF WORKERS IN MATTER OF HEALTH AND SAFETY AT WORK				
<b>a.</b> The provisions of Articles 36 and 37 of Legislative Decree no. 81/2008 and by the State and Regions Agreements on worker training apply. After a new employee has been hired and assigned his/her corporate account, the computer program sends a notice to the Prevention and Protection Services Manager, who, based upon each employee’s discrete job description, arranges the minimum training required by the law, also ensuring that any such training requirement is complied with.				
GRI 403–6 PROMOTING WORKERS’ HEALTH				
<b>a.</b> The Company provides medical insurance to ensure that employees and their families have adequate coverage and receive medical care.				
SHORESIDE PERSONNEL – TRAINING				
GRI 404–1 AVERAGE HOURS OF TRAINING PER YEAR BY CATEGORY (Employees only).	UM	2019	2020	2021
Total training hours (EU and Asia)	h	35,622	14,446	4,436
Female	h	21,421	8,359	2,637
Male	h	14,201	6,088	1,799
Average training hours per person (EU)	h	26.1	8.9	3.8
Female	h	25.2	8.5	3.8
Male	h	27.6	9.5	3.8
Average training hours per person (Asia)	h	16.1	15.3	NA
Female	h	16	15.3	NA
Male	h	16.3	15.2	NA
Total training hours by employment contract (EU)	UM	2019	2020	2021
This breakdown by type of employment contract is not applicable in the Asian region.				
Executives	h	1,291	544	219
Female	h	233	131	43.8
Male	h	1,058	413	174.7






SHORESIDE PERSONNEL – TRAINING				
Line Managers	h	2,050	2,410	877
Female	h	563	759	291
Male	h	1.487	1.651	586
Blue collar workers	h	5	2	1.7
Female	h	0	0	0
Male	h	5	2	1.7
Employees	h	27.736	8.270	3.338
Female	h	17.929	5.477	2.302
Male	h	9.807	2.793	1.037
Average hours of training per capita by personnel category UE Area	UM	2019	2020	2021
This professional classification is not applicable in the Asia Area.				
Executives	h	22.6	8.5	3.70
Female	h	23.3	10.9	3.70
Male	h	22.5	7.9	3.80
Line Managers	h	36	11.4	4.30
Female	h	33.1	11.3	4.40
Male	h	37.2	11.4	4.30
Blue collar workers	h	5	2	1.70
Female	h	0	0	1.00
Male	h	5	2	1.70
Employees	h	25.8	8.4	3.70
Female	h	25	8.2	3.70
Male	h	27.2	8.8	3.50
Total training hours by type of tuition (EU)	UM	2019	2020	2021
Compliance Including training on human rights issues.	h	9.127	8.362	2.491.2
Induction	h	2,131	512	70

SHORESIDE PERSONNEL – TRAINING				
Language	h	7.604	510	0
Leadership	h	32	4	0
Managerial	h	2.383	1	0
Professional	h	14.310	5.058	1.875
SHIPBOARD AND SHORESIDE PERSONNEL – ETHICS AND HUMAN RIGHTS				
GRI 102–17 MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS	UM	2019	2020	2021
With a view to improvement, the information concerning reporting for year 2020 includes also reports received via email and not just via the Hotline. The Company is in the process of aggregating all reports received into a single annual number.				
Number of shipboard grievances	n.	90	103	53
Number of shoreside grievances	n.	0	14	13
SUPPLY CHAIN				
GRI 102–9 SUPPLY CHAIN	UM	2019	2020	2021
Suppliers				
Current suppliers Includes the categories food & beverage, hotel, technical (services and materials) and fuel.	n.	14.652	1,199	15.894
Suppliers qualified during the year	n.	1.884	801	733
GRI 102–9 SUPPLIERS QUALIFIED DURING THE YEAR	UM	2019	2020	2021
Food & beverage	%	29	21	21
Hotel	%	9	9	12
Technical	%	24	24	32
Bunker	%	38	45	35
GRI 204–1 DISTRIBUTION OF PURCHASES BY AREA OF PROCUREMENT (in % terms)	UM	2019	2020	2021
Asia	%	21.4	23	6
Europe	%	67.9	53.9	86
Middle East	%	1.3	3.7	6
North America and Caribbean	%	4.5	6.5	1
South America	%	3.1	7.9	0
Rest of the world	%	1.8	5.1	2








**COSTA CROCIERE SPA**

**LIMITED ASSURANCE REPORT ON SUSTAINABILITY REPORTING**

**YEAR ENDED 30 NOVEMBER 2021**



***Limited Assurance report on Sustainability Reporting***

To the Board of Directors of Costa Crociere SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report of Costa Crociere SpA (hereinafter the “Company”) for the year ended 30 November 2021.

***Responsibilities of the Directors for the Sustainability Report***

The Directors of Costa Crociere SpA are responsible for the preparation of the Sustainability Report in accordance with the “Global Reporting Initiative Sustainability Reporting Standards” issued in 2016 and updated to 2020 by GRI - Global Reporting Initiative (the “GRI Standards”), as illustrated in the “Notes concerning the method” section of the Sustainability Report.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for defining the sustainability performance targets of Costa Crociere SpA, as well as for identifying its stakeholders and material topics to be reported on.

***Our Independence and Quality Control***

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 (ISQC Italia 1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

***PricewaterhouseCoopers Business Services Srl***

Società a responsabilità limitata a socio unico

Sede legale: Milano 20145 Piazza Tre Torri 2 Tel. 02 725091 Cap. Soc. Euro 100.000,00 i.v. - C.F. e P.IVA e Reg. Imprese Milano Monza Brianza Lodi 06234620968 - Altri Uffici: Bari 70122 Via Abate Ginna 72 Tel. 080 3640311 Fax 080 3640349 - Bologna 40126 Via Angelo Finelli 8 Tel. 051 6186211 - Brescia 23121 Viale Duca d'Aosta 28 Tel. 030 3697501 - Cagliari 09125 Viale Diaz 29 Tel. 070 6848774 - Firenze 50121 Viale Gramsci 15 Tel. 055 2482811 Fax 055 2482899 - Genova 16121 Piazza Piccapietra 9 Tel. 010 290411 - Napoli 80121 Via dei Mille 16 Tel. 081 36181 - Padova 35138 Via Vicenza 4 Tel. 049 873431 Fax 049 8734399 | Rubano 35030 Via Belle Pute 36 - Palermo 90141 Via Marchese Ugo 60 Tel. 091 6256313 Fax 091 7829221 | 90139 Via Roma 457 Tel. 091 6752111 - Parma 43121 Viale Tanara 20/A Tel. 0521 275911 Fax 0521 781844 - Pescara 65127 Piazza Ettore Troilo 8 - Roma 00154 Largo Fochetti 29 Tel. 06 6920731 Fax 06 69207330 - Torino 10122 Corso Palestro 10 Tel. 011 5773211 Fax 011 5773299 - Trento 38121 Viale della Costituzione 33 Tel. 0461 237004 Fax 0461 239077 - Treviso 31100 Viale Felissent 90 Tel. 0422 315711 Fax 0422 315798 - Trieste 34125 Via Cesare Battisti 18 Tel. 040 3480781 Fax 040 364737 - Verona 37135 Via Francia 21/C Tel. 045 8263001

Società soggetta all'attività di direzione e coordinamento della PricewaterhouseCoopers Italia Srl

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***Our Responsibilities***

Our responsibility is to express a conclusion, based on the procedures performed, on whether the Sustainability Report complies with the requirements of the GRI Standards. We conducted our work in accordance with “International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements other than Audits or Reviews of Historical Information” (hereinafter also “ISAE 3000 *Revised*”) issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

The work performed was less in scope than in a reasonable assurance engagement conducted in accordance with ISAE 3000 *Revised* and, consequently, we did not obtain assurance that we became aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgement and included inquiries, primarily of personnel of the Company responsible for the preparation of the information presented in the Sustainability Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

1. We analysed the process of definition of the material topics reported on in the Sustainability Report, with reference to the method of their identification in terms of priority for the various categories of stakeholders and to the internal validation of the results of the process;
2. We compared the financial information reported in the “Added value allocation” section of the Sustainability Report with the information included in the Company’s annual financial statement;
3. We obtained an understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In detail, we inquired of and discussed with management personnel of Costa Crociere SpA and we carried out limited analyses of documentary evidence, in order to obtain information about the processes and procedures supporting the collection, aggregation, processing and submission of non-financial information to the corporate function in charge of the preparation of the Sustainability Report.

Furthermore, for significant information, taking into account the activities and characteristics of the Company:

- at the level of the Company
  - a) with reference to the qualitative information presented in the Sustainability Report, we carried out interviews and obtained supporting documents to verify its consistency with available evidence;
  - b) with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.



- for the Costa Firenze cruise ship, which we selected based on their activities, contribution to performance indicators and location, we carried out onsite visits during which we met the persons responsible and obtained documentary evidence, on a sample basis, about the correct application of the procedures and calculation methods applied for the indicators.

***Conclusion***

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Costa Crociere SpA for the year ended 30 November 2021 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the “Notes concerning the method” section of the Sustainability Report.

Genoa, 30 August 2022

PricewaterhouseCoopers Business Services Srl

*Signed by*

Paolo Bersani  
(Partner)

*This report has been translated from the Italian original solely for the convenience of international readers. We have not performed any controls on the Sustainability Report 2021 translation.*





# Content Index

## GRI.

The following tables are designed to help the reader find the location of the GRI Standard indicators in the Report. For each indicator the table provides a reference to the pages of the 2021 Sustainability Report or to other publicly available sources.

TABLE OF PRIORITY ISSUES – GRI TOPIC–SPECIFIC DISCLOSURE	
Topic	GRI Standards
Reduce GHG emissions	GRI 302: Energy (2016); GRI 305: Emissions (2016)
Preserve biodiversity and marine ecosystems	GRI 303: Water (2018); GRI 304: Biodiversity (2016); GRI 307: Environmental Compliance (2016)
Be circular	GRI 306: Waste (2020)
Promote equal, inclusive and fair workplace	GRI 401: Employment (2016); GRI 405: Diversity and Equal Opportunity (2016); GRI 403: Occupational, Health and Safety (2018)
Grow our skill, rise our awareness	GRI 404: Training and Education (2016)
Enhance fair and mindful supply chain	GRI 204: Procurement Practices (2016)
Nurture our guests	GRI 201: Economic Performance (2016)
Flourish our destinations	Priority topic not covered by GRI Topic–specific
Leverage on Costa R&D and innovation ecosystems	Priority topic not covered by GRI Topic–specific

TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
	GRI 102: General Disclosures	GRI 102-1 Name of the organization	SR	8	
		GRI 102-2 Activities, brands, products, and services	SR	8	
		GRI 102-3 Location of headquarters	SR	8	
		GRI 102-4 Location of operations	SR	8	
		GRI 102-5 Ownership and legal form	SR	8	
		GRI 102-6 Markets served	SR	8	
		GRI 102-7 Scale of the organization	SR	8	
		GRI 102-8 Information on employees and other workers	SR	98, 102	
		GRI 102-9 Supply chain	SR	108	
		GRI 102-10 Significant changes to the organization and its supply chain	SR	111	During FY 2021 there were no changes significant in the supply chain.
		GRI 102-11 Precautionary Principle or approach	SR	81	
		GRI 102-12 External initiatives	SR	37, 67–69, 79	
		GRI 102-13 Membership of associations	SR	37	
		GRI 102-14 Statement from senior decision-maker	SR	2,3	
		GRI 102-15 Key impacts, risks, and opportunities	SR	18,19	
		GRI 102-16 Values, principles, standards, and norms of behavior	SR	7, 11, 81	
		GRI 102-17 Mechanisms for advice and concerns about ethics	SR	108	





TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
	GRI 102: General Disclosures	GRI 102-18 Governance structure	website	<a href="#">link</a>	
		GRI 102-40 List of stakeholder groups	website	<a href="#">link</a>	
		GRI 102-42 Identifying and selecting stakeholders	SR	21-23, <a href="#">link</a>	
		GRI 102-43 Approach to stakeholder engagement	SR, website	49, <a href="#">link</a>	
		GRI 102-44 Key topics and concerns raised	SR	21-23	
		GRI 102-45 Entities included in the consolidated financial statements	SR	88	For information related to FY 2020 and 2019 there were no restatements were made and for the indicators that have been changed as a result of the GRI update, the data from previous FYs have not changed.
		GRI 102-46 Defning report content and topic Boundaries	SR	88	
		GRI 102-47 List of material topics	SR	25	
		GRI 102-48 Restatements of information	SR	112	The previous edition of the Sustainability Report was published in August 2021.
		GRI 102-49 Changes in reporting	SR	90	
		GRI 102-50 Reporting period	SR	90	
		GRI 102-51 Date of most recent report	SR	111	
		GRI 105-53 Contact point for questions regarding the report	SR	91	
		GRI 102-54 Claims of reporting in accordance with the GRI Standards	SR	91	
		GRI 102-55 GRI content index	SR	111	
		GRI 102-56 External assurance	SR	109	

TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
Leverage on Costa R&D and innovation ecosystems	GRI 201: Economic Performance (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	10	
		GRI 103-3 Evaluation of the management approach	SR	10	
		GRI 201-1 Direct economic value generated and distributed	SR	10	
Enchance fair and mindful supply chain	“GRI 204: Procurement Practices (2016)”	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	82	
		GRI 103-3 Evaluation of the management approach	SR	82	
		GRI 204-1 Proportion of spending on local suppliers	SR	108	
Reduce GHG emissions	GRI 302: Energy (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	30	
		GRI 103-3 Evaluation of the management approach	SR	30	
		GRI 302-1 Energy consumption within the organization	SR	92	
		GRI 302-3 Energy intensity	SR	92	
Preserve biodiversity and marine ecosystems	GRI 303: Water (2018)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	49	
		GRI 103-3 Evaluation of the management approach	SR	49	





TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
Preserve biodiversity and marine ecosystems	GRI 303: Water (2018)	GRI 303-1 Interactions with water as a shared resource	SR	49	
		GRI 303-2 Management of water discharge-related impact	SR	49	
		GRI 303-3 Water withdrawal	SR	95	
		GRI 303-4 Water discharge	SR	95	
		GRI 303-5 Water consumption	SR	95	
	GRI 304: Biodiversity (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	40-42	
		GRI 103-3 Evaluation of the management approach	SR	40-42	
		GRI 304-3 Habitats protected or restored	SR	41	
Reduce GHG emissions	GRI 305: Emissions (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	18, 19 e 28	
		GRI 103-3 Evaluation of the management approach	SR	18, 19 e 29	
		GRI 305-1 Direct (Scope 1) GHG emissions	SR	92	
		GRI 305-2 Energy indirect (Scope 2) GHG emissions	SR	92	
		GRI 305-4 GHG emissions intensity	SR	92	
		GRI 305-5 Reduction of GHG emissions	SR	92	
		GRI 305-6 Emissions of ozone-depleting substances (ODS)	SR	113	Refrigerants in this category are no longer used on board ships.
		GRI 305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	SR	93	

TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
Be circular	GRI 306: Waste (2020)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	45, 46	
		GRI 103-3 Evaluation of the management approach	SR	45, 46	
		GRI 306-1 Waste generation and significant waste-related impacts	SR	45, 46	
		GRI 306-2 Management of significant waste-related impacts	SR	45, 46	
		GRI 306-3 Waste generated	SR	96, 97	
		GRI 306-4 Waste diverted from disposal	SR	96, 97	
		GRI 306-5 Waste directed to disposal	SR	96, 97	
Preserve biodiversity and marine ecosystems	GRI 307: Environmental Compliance (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	32	
		GRI 103-3 Evaluation of the management approach	SR	32	
		GRI 307-1 Non-compliance with environmental laws and regulations	SR	113	Due to an excessive percentage of sulfur found within the fuel of the Costa Favolosa ship in 2018, Costa Cruises paid a fine worth NOK 300,000 on 06/18/2021.
Promote equal, inclusive and fair workplace	GRI 401: Employment (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	51, 53	
		GRI 103-3 Evaluation of the management approach	SR	51, 53	
		GRI 401-1 New employee hires and employee turnover	SR	98, 99, 103, 104	
		GRI 401-3 Parental leave	SR	100, 105	





TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
Promote equal, inclusive and fair workplace	GRI 403: Occupational Health and Safety (2018)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	33, 37	
		GRI 103-3 Evaluation of the management approach	SR	33, 38	
		GRI 403-1: Occupational health and safety management system	SR	101, 106, 107	
		GRI 403-2: Hazard identification, risk assessment, and incident investigation	SR	101, 106, 107	
		GRI 403-3: Occupational health services	SR	101, 106, 107	
		GRI 403-4: Worker participation, consultation, and communication on occupational health and safety	SR	101, 106, 107	
		GRI 403-5: Worker training on occupational health and safety	SR	101, 106, 107	
		GRI 403-6: Promotion of worker health	SR	101, 106, 107	
		GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR	101, 106, 107	
		GRI 403-9: injuries at work	SR	101, 106, 107	
Grow our skill, rise our awareness	GRI 404: Training and Education (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	55	
		GRI 103-3 Evaluation of the management approach	SR	55	
		GRI 404-1 Average hours of training per year per employee	SR	101, 107, 108	
		GRI 404-2 Programs for upgrading employee skills and transition assistance programs	SR	60	

TOPICS	GRI TOPIC	GRI INDICATORS	Publication	Reference (page)	Note
Promote equal, inclusive and fair workplace	GRI 405: Diversity and Equal Opportunity (2016)	GRI 103-1 Explanation of the material topic and its Boundary	SR	90	
		GRI 103-2 The management approach and its components	SR	61	
		GRI 103-3 Evaluation of the management approach	SR	61	
		GRI 405-1 Diversity of governance bodies and employees	SR	104	
Nurturing our guests	Priority topic not covered by GRI Topic-specific Disclosure				
Flourish our destinations	Priority topic not covered by GRI Topic-specific Disclosure				



