



“Multicultural Diversity” a business driver for Costa Crociere



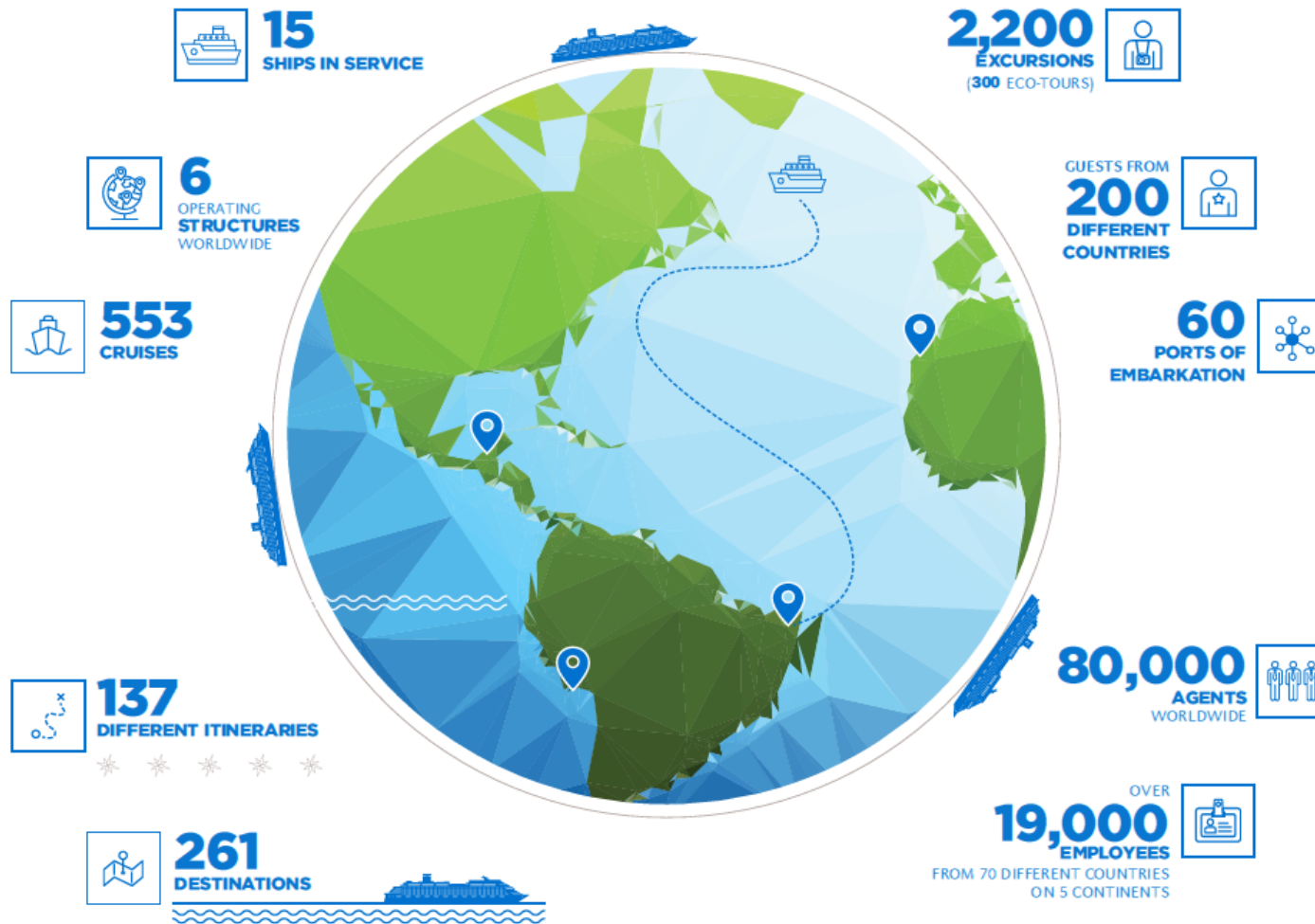
Milan, 15th October 2015

S. Codeluppi–

Costa Cruises: infinite horizons



Is part of the Costa Crociere Group, the largest Italian tour operator that belongs to Carnival Corporation & plc.



Sustainability: our commitment



PROTECT THE EARTH'S BIODIVERSITY AND THE DIFFERENT ECOSYSTEMS

- Help **safeguard the marine environment**
- Conserve and enhance the **natural environment** in the destinations visited
- Restore to the **Isola del Giglio** local community their terrestrial heritage and marine environment

MINIMIZE THE ENVIRONMENTAL AND OTHER IMPACTS GENERATED IN AND AROUND THE PORTS OF CALL

- Increase energy efficiency and **reduce CO₂ emissions** from the use of fuel by 20%
- **Rationalize routes** and **optimize the itinerary plan**
- Help **protect water resources** in areas where water is a scarce resource
- Reduce shipboard **water consumption**
- Promote the development of **waste recovery and recycling** projects

GUARANTEE SAFETY

- Maximize our commitment so as to guarantee the **safety of guests** and **crew members** on board
- **Set new standards** that go beyond international regulatory requirements
- Promote a **safety-centric corporate culture**



PROMOTE A NUTRITIONAL APPROACH

- Encourage **healthy eating on board** for guests and crew
- Convey the **value** and taste sensations of the **Mediterranean diet**
- **Reduce food waste**

CAPITALIZING ON DIVERSITY

- Promote cultural diversity and a **socially inclusive environment**
- Encourage each person to make their own individual contribution so as to capitalize on **the great cultural diversity** and wealth of professional experience of the workforce



ENGAGE CUSTOMERS ON THE PATH TO SUSTAINABILITY

- Sensitize guests to the importance of the **responsible use of resources** (water and energy)
- Promote wellness and a **healthy lifestyle**
- Encourage awareness of and **respect for the culture** and customs of the countries visited



INTEGRATE SUSTAINABILITY INTO MANAGEMENT OF THE SUPPLY CHAIN

- Prioritize **sourcing of local suppliers**
- Develop partnerships with enterprises committed to **responsible management of the supply chain**

CONTRIBUTE TO THE CREATION OF VALUE

- Facilitate social inclusion and **economic development** in the local communities Costa Cruises engages with
- Collaborate with the main ports of reference so as to share development plans and **work to create value**
- Contribute to the fostering of local traditions and the enhancement of **artistic and cultural heritage**
- Support initiatives aimed at **improving the quality of life** of people in need and future generations

PROMOTE INNOVATION

- Support research in order to **develop innovative solutions** applicable fleetwide
- Design ships with low environmental impact and favor **cutting-edge propulsion systems**
- Develop **new products** meeting guests' needs and expectations while responding to the evolution of the cruise market



Working for a Unique Experience

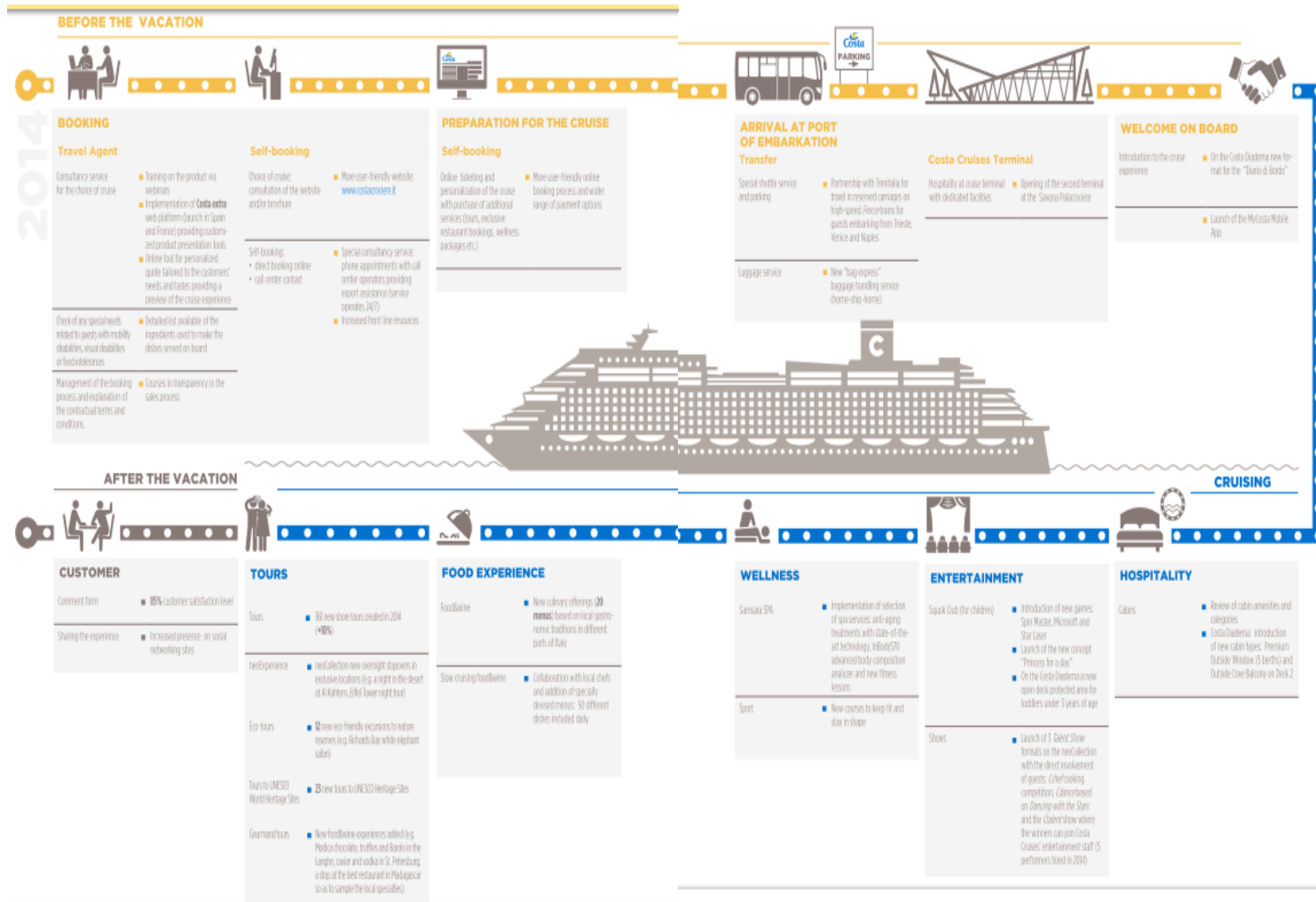


It is our job to make sure Costa Cruises' guests enjoy a unique, one-of-a-kind experience on board our ships around the world.

The multicultural aspect is crucial all over the “cruise lifecycle” and becomes fundamental to determine a successful Cruise Experience. Therefore, Human capital is a vital asset for Costa Cruises and the decisive factor for the success of the company over time.

We are committed to guaranteeing a positive, rewarding work environment, capitalizing on our highly diversified and multicultural workforce and turning this, Costa's defining characteristic, into value.

The Cruise Lifecycle: a multicultural experience



Before the vacation



The customer experience begins long before the cruise.

The human factor is a vital element and the travel agent is often the first point of contact. Recommending a vacation means relating to the buyer on an emotional level different in each cultures: Costa Cruises' alliance with its over 38,000 partner travel agencies located in 70 countries worldwide.

In addition, customers can choose their preferred cruise vacation and manage their bookings individually using a range of multicultural channels:

- website www.costacrociere.it
 - contact center (open 24/7) composed by multicultural operators
 - special consultancy service - phone appointments with experts
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Cruising



Integrating with local cultures

We accompany our guests on a voyage of discovery to different places, cultures and flavors in the Indian Ocean, the Caribbean, the Mediterranean, Northern Europe, the United Arab Emirates and Oman, South America and the Far East

The awareness that food is a cultural element, an expression of a specific tradition and an invitation to visit its place of origin, led to the decision to add regional recipes offerings local gastronomic traditions based on wholesome ingredients conveying the authentic taste sensations of the different parts of the world



	FOOD & BEVERAGE	FOOD PRODUCTS INCLUDING SUPPLIES OF FRESH FOOD.	<p>Priority given to supplies of fresh food (mainly fruit, vegetables and fish) in the different ports of call (25%).</p> <p>Definition of menus based on local culinary traditions with sourcing of local ingredients. Increase of local suppliers, who are sourced after being subjected to careful screening, and consequent reduction of the impact generated by logistics activities.</p> <p>Definition of menus based on local culinary traditions with sourcing of local ingredients. Strengthening and fostering of partnerships with food service companies that prioritize sustainability.</p>
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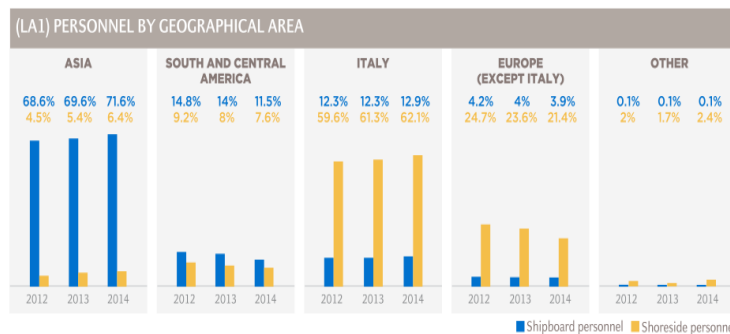
A rich Multicultural Mix: our Staff

In order to sustain our unique customer experience along the journey an highly heterogeneous Cruises' staff is a competitive advantage and our strength.

Costa workforce can be divided into two broad categories: shipboard (seafarers) and shoreside (working in the company's headquarters and other offices).

Costa Cruises' workforce numbers 19,144 employees: 11,113 permanently employed on board the ships (average annual value), 1415 in the shoreside offices and the rest waiting to replace colleagues currently embarked.

The breakdown by geographic area reflects the company's truly global dimension and its capacity to attract human resources from all over the world in its areas of operations.



Investing in our People



In a constantly evolving global context, the ability to interpret and respond with adequate flexibility to the new challenges posed by the market and by the significant developments taking place in the cruise industry requires highly motivated people geared to change with the right skills to fill key positions within the organization.

Selection, training, skills development, definition of objectives and involvement in initiatives to favor integration and growth in a multicultural working environment at sea and onshore are all managed through a “multicultural diversity management” approach with the aim of providing opportunities for professional advancement and personal growth.

Multicultural Diversity Management



Global Recruiting and Internal Mobility

Development of the company's human capital for an international contest as Costa Crociere depends on effective recruiting managed through different channels capable to reach talents worldwide.

Recruiting of new hires is carried out mainly for shipboard positions, especially in the entertainment and hotel departments. The selection process is conducted worldwide in partnership with schools for culinary arts and hotel management.

To reach the digital community of global sourcing Costa launched a new recruitment website advertising shoreside and shipboard positions vacant worldwide.

Finally, as an integral part of employee growth Costa Cruises facilitates internal mobility.



Multicultural Diversity Management



Global Training

Continuous training, acknowledgement of performance and the fostering of talent in all its forms: these are the cornerstones of professional growth in Costa Cruises.

The wide range of jobs performed in the company and the two different working environments (ship and shore) require diversified training activities. Coordination of all the training programs is managed by the Talent & Development Center@Costa Campus.

The growth of the Asian market (Costa Cruises is the first Italian cruise company authorized to operate in China) and the decision to market a product specifically intended for local tourists has made Asia an important labor sourcing region. In this context, in 2014 the partnership with the Zhejiang College of Hospitality was further strengthened; this public college trains future shipboard hires in accordance with Costa's standards



Multicultural Diversity Management



Rewarding system

Costa Cruises' wage structure is in line with the highest international standards; the company adopts a progressive pay scale based on the criteria of fairness, equity and meritocracy.

Because of the multicultural nature of the workforce, it should be pointed out that minimum wages are determined in accordance with the specific economic, political and social framework of each nation and specific studies are carried out in every country where Costa hires employees to ensure that its starting salaries are adequate.

Multicultural Diversity Management



Involving Employees and Enhancing Interaction

For a global company like Costa Cruises, communication and interaction with its human resources is an essential part of the employment relationship. Accordingly, a series of tools and initiatives are used to encourage employees to communicate and share values, strategy and results.

The two-way dialogue bears in mind the great cultural diversity of the workforce and promote the exchange of experiences and suggestions.

The company uses a number of channels of communication and these are mainly web-based given the extreme decentralization of the human resources, since this guarantees real-time information management.

Multicultural Diversity Management



Involving Employees and Enhancing Interaction



The shipboard TV channel conveys information partly produced by the crew members themselves with the specific aim of letting co-workers on the different ships exchange experiences.

The main initiatives implemented for the shipboard TV channel include the following:

- **RespecTV** video series comparing cultural experience and promoting dialogue between men and women of different nationalities and religions, thus portraying a cross-section of the rich multicultural mix of Costa's crews. There is special focus on the issue of the inclusion of women.
 - **YouCook** program raising awareness of food issues on board; special employees' committees have been set up to provide contributions promoting best practices and sharing the correct approach to food while giving information about the food&wine offerings in the shipboard restaurants.
 - **Welcome on board** - a series of vessel familiarization videos for newly embarked personnel, made with the active participation of crew members.
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Diversity Management in Costa Cruises

Multicultural Diversity Management is part of a more comprehensive Diversity & Inclusion program containing also:

- Gender
- Generation
- Sexual Orientation

