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Corporate Responsibility  
Report  
2016



Blue Star Ferries

SUPERFAST.com

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# I. Message from the CEO





Dear Reader,

The year 2016 was one of the best years in terms of service provision by the passenger shipping industry. However, while transportation volume remained at 2015 levels, passenger shipping companies continue to face certain challenges and register considerable financial losses, due to the 2009-2014 period.

With 21 years of continuous presence in our seas, we are the passenger shipping industry leader in the Eastern Mediterranean Sea, while 2016 marked our dynamic entrance in the Morocco - Spain route. Our objective is to continuously develop and support our industry's growth and our country's economic activity through our operations, a particularly important issue in the current period, due to the unique challenges which arise at national and international level. For this reason, we recognize the need to actively participate and further disseminate responsible business practices in five areas of Corporate Responsibility: **Management, Society, Employees, Passengers and Environment**, for which we commit to:

- Adopt responsible policies and practices and to harmoniously cooperate with our Stakeholders, in order to create mutual long-term value.
- Combine our business success with our country's and partners' development, as well as support local communities affected by our operations, in order to contribute to improving the quality of life and prosperity of our society in general.
- Cultivate a workplace focused on respect, equality, safety and merit, as well as offer training opportunities to our employees, in order to facilitate their personal and professional development.
- Safeguard the health and safety of our passengers and offer them the best possible travel experience, in order to meet their needs and expectations during their journey.
- Integrate sustainable development in our operations and apply environmentally friendlier business practices, in order to reduce, where feasible, our environmental impacts.

In order to go a step further through our 8th Corporate Responsibility Report, we are the first passenger shipping company worldwide to develop a Report in accordance with the Global Reporting Initiative's Sustainability Reporting Standards. Within this Report, we focus more on the issues we have a significant impact on our Stakeholders and present our actions, goals and achievements during 2016. Indicatively, we:

- Distributed over €335.3 million in economic value to our Stakeholders.
- Have communicated Codes of professional behavior to 100% of our employees.
- Employ 100% of our employees with full time employment contracts.
- Reduced our total water consumption by 3%.

As a closing mark, I would like to thank all our office and marine employees and our partners who greatly contributed to our responsible operation in a challenging year, as well as strengthen our commitment to continue our efforts related to Corporate Responsibility, which is one of our Group's six values.

Have a pleasant reading,

**Spyridon Paschalis**

Chief Executive Officer Attica Group

# II. Overview

## ATTICA GROUP



**21** years of continuous presence in our Seas



We operate **13** modern vessels in the Eastern Mediterranean Sea (with **2** more on the Morocco - Spain route)



We handled **3,191,491** reservations in the Eastern Mediterranean Sea (with **52,895** more on the Morocco - Spain route), through our central reservation systems



## MANAGEMENT



We have communicated Codes of professional behavior to **100%** of our employees



**No** bribery incidents related to our employees occurred



**No** violation cases concerning our main principles and rules of professional behavior occurred



We informed **100%** of office employees on our anti-corruption policies and procedures



We informed **8** Management Executives on legislative competition issues



We were subject to **41** external Management System audits, with no recorded non-compliance incident



We increased by **9%** the number of GRI indicators and by **8%** the number of quantitative indicators we make reference to within the Report

## SOCIETY



We distributed over **€335.3** million in economic value: over €60.5 million to employees (for salaries, benefits and insurance payments), €48.6 million for taxes (including VAT and port taxes), €60.9 million to providers of capital (for interest and return payments), €14.9 million to agents (for commissions), €145.1 million to suppliers (for purchases of goods and services), €1.3 million to society (for discount tickets, implemented programs, sponsorships and donations) and €4 million for investments



We allocated **100%** of sponsorships and donations to local communities



We collected **324** blood units through our voluntary blood donation programs in the last four years



We welcomed **866** young people from schools and universities visiting our facilities



We supported the development of **232** students in Merchant Navy's Officer and Coast Guard academies



We increased the percentage of procurement expenditure to local suppliers to **90.4%**



We increased the percentage of rural suppliers by **42.3%**

## EMPLOYEES

	We employ <b>100%</b> of our employees with full time employment contracts		<b>82.8%</b> of our employees (80% of marine employees) received their annual leave, as initially planned
	<b>100%</b> of employees in Director/Manager positions are of local nationality		We conducted internal trainings on Health and Safety issues to <b>100%</b> of marine employees
	<b>No</b> complaints or grievances regarding our marine employees' living conditions were filed		The entry level wage of office employees is higher than the minimum wage by <b>19.5%</b>
	<b>No</b> complaints or grievances regarding our employees' labour conditions were filed		We covered <b>50%</b> of permanent job openings in offices by internal candidates

## PASSENGERS

	We conducted internal trainings on passenger safety procedures to <b>100%</b> of marine employees		We trained <b>33.3%</b> of Marketing Department employees on responsible communication issues
	The overall performance of our vessels in the Domestic and Adriatic Sea lines increased by <b>1%</b> and <b>2%</b> respectively		We sent <b>68,954</b> SMS messages to our passengers
	We were subject to <b>59</b> inspections from local authorities for food hygiene and safety, with no recorded non-compliance incidents		We dispatched <b>2,317</b> notifications to serve passengers with particular requirements to our vessels, out of which 228 for passengers with reduced mobility and 13 for passengers with sensitivity to allergens
	We maintain <b>4</b> corporate websites, with over <b>2.5</b> million unique visitors annually and handle <b>5</b> mobile applications with over <b>89,000</b> downloads		We increased the members in our loyalty and reward program by <b>38%</b>

## ENVIRONMENT

	We produced <b>4,380</b> KWh of electricity		We used <b>43%</b> recycled paper for printing and copying at our offices and vessels
	We use refrigerant materials that do not affect the ozone layer (such as R134a, R404a, R410) in <b>100%</b> of refrigerators and freezers onboard our vessels		We transported from Islands free-of-charge over <b>78</b> tonnes of materials for recycling
	<b>We informed</b> our passengers on Corporate Responsibility issues, such as environmental protection		We reduced our total water consumption by <b>3%</b>

# III. Attica Group

The leader in passenger and freight units maritime transportation in the Eastern Mediterranean Sea and the fastest growing company in the Morocco - Spain route

## WE ARE...



**21** years of presence in our seas



**4** million passengers annually in the Eastern Mediterranean Sea (and **187** thousand in the Morocco - Spain route)



**601,000** private vehicles annually in the Eastern Mediterranean Sea (and **42** thousand in the Morocco-Spain route)



**290,430** freight units annually in the Eastern Mediterranean Sea (and **3.8** thousand in the Morocco-Spain route)



**13** modern vessels in the Eastern Mediterranean Sea (and **2** more in the Morocco-Spain route)



**1.2** million miles annually (55 times around the Earth)



**1,342** employees

## WE OFFER...

We serve over 40 destinations in Greece and Italy, through our Blue Star Ferries and Superfast Ferries brands, which are known for their high level of service, as well as the Morocco - Spain route, through our new Africa Morocco Links (AML) brand.



# 1. The Passenger Shipping Industry

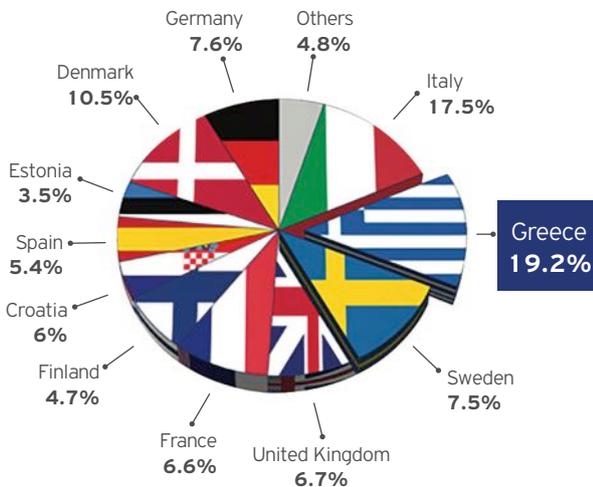
## About the Industry

Passenger shipping is one of the most important industries in the Greek economy, as the use of passenger and car-passenger vessels is required to connect islands with the mainland, as well as to connect Greece with Italy. Based on a 2014 study conducted by the Foundation for Economic and Industrial Research (IOBE), the domestic lines sector contributes €11.8 billion or 6.5% of the Greek GDP and employs approximately 260,000 employees or 7.2% of the total workforce in Greece. The sector includes 27 passenger shipping companies with 91 vessels, which:

- Connect almost daily 95 islands, out of which 69 have no other connection option such as airports.
- Conduct 40,000 journeys and annually transport over 15.7 million passengers (out of which 65% are tourists, with 35% or 3.6 million of these being foreigners) and 2.7 million vehicles or 36 million passengers and 9.2 million vehicles, including ferries.
- Transport 8 million tonnes of cargo and food products which cover almost all needs of islands.

It must be noted that the Greek domestic lines transportation volume represents 19.2% of total maritime transportation volume and is by far the highest in Europe, despite the fact that Greece accounts just for 2.2% of the total European population.

## Contribution of the Greek Domestic Lines sector to the EU Domestic Lines transportation volume



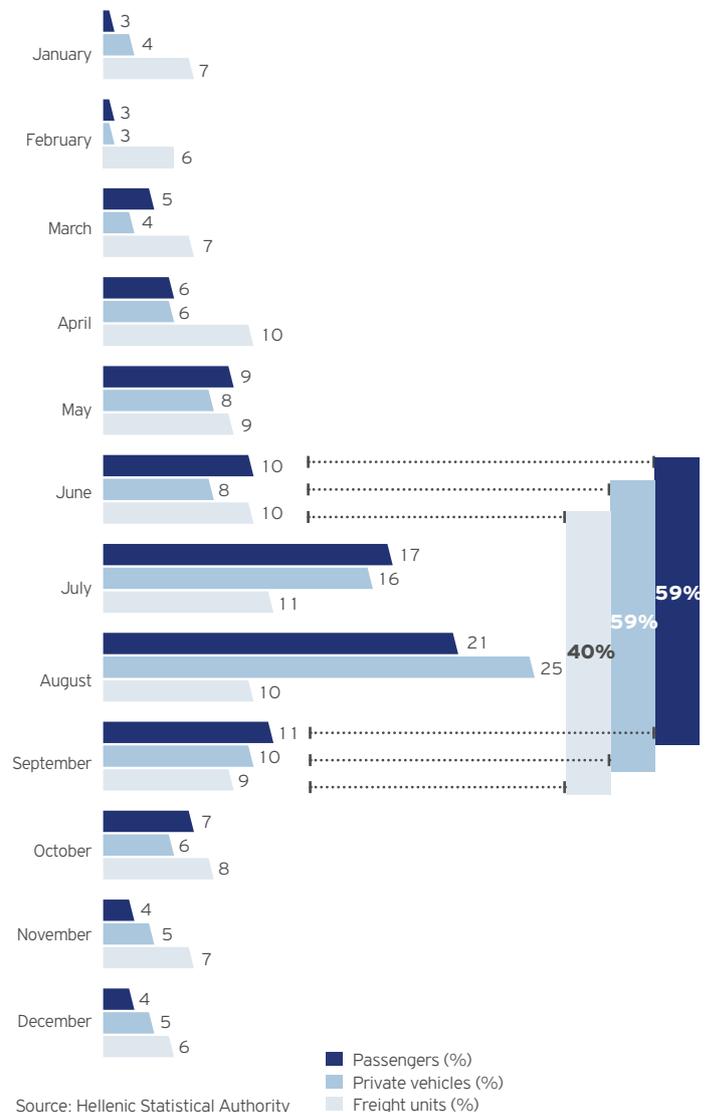
**The Greek Domestic Lines sector contributes 6.5% to the Greek GDP, employs 260,000 employees, connects daily 95 islands and accounts for 19.2% of the total European maritime transportation volume**

At the same time, the Adriatic Sea market shows signs of stabilization, after a prolonged shrinking period and intense competition among companies routing to Italy, due to:

- Vessels with foreign flags, which operate at lower costs compared to vessels with the Greek flag, as a result of various legislative and administrative arrangements.
- Seasonal operation of vessels by smaller companies, mainly due to lower fuel costs.

The industry demonstrates intense seasonality regarding transportation of passengers and private vehicles, as there is higher transportation volume during July to September and reduced transportation volume during November to February. On the other hand, there is lower seasonality regarding transportation of freight units, as their transportation volume is equally distributed throughout the year. Nonetheless, domestic passenger shipping companies maintain adequate and consistent shipping services throughout the year, in cooperation with local authorities and the relevant Ministry.

## Seasonality of Passengers and Vehicles Transportation



## Coastline

Greece has the 11th largest coastline worldwide (13,676 km), just behind China with a coastline of 14,500 km. The country's extensive coastline is attributed to its unique geographical relief and morphology, which includes 6,000 islands and islets scattered in the Aegean and Ionian Seas. With over 1,500,000 registered inhabitants in 227 islands, Greek islands are traditionally one of the most popular tourist destinations, both for Greek citizens and foreign visitors, while it is estimated that 60%-65% of the country's hotel beds are on islands.



## 2. About Attica Group

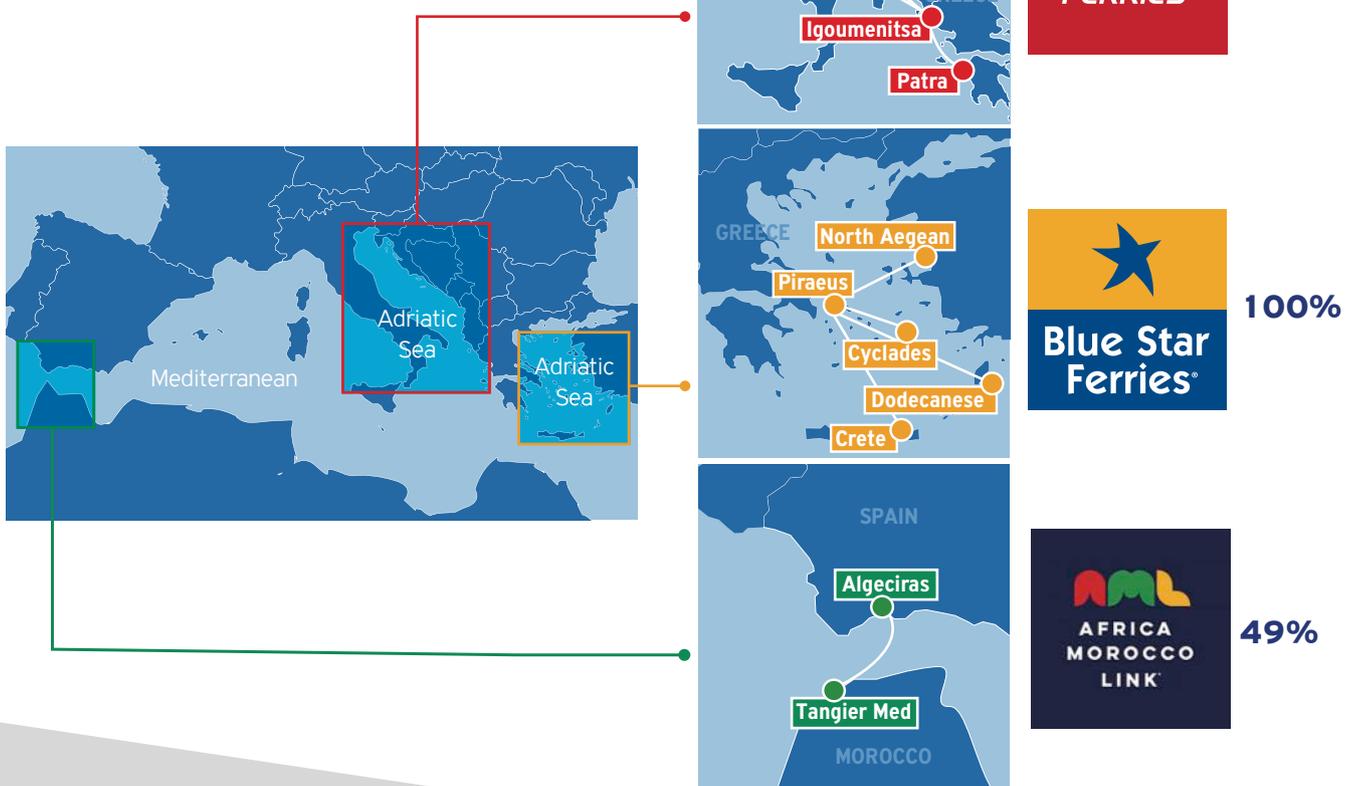


### Who we are

Our Group is active in the passenger shipping industry and operates on the Cyclades, Dodecanese, North-East Aegean islands and Crete domestic routes and on the Greece - Italy routes, through our subsidiaries and commercial brands Blue Star Ferries and Superfast Ferries respectively. Furthermore, we participate with 49% share in the newly founded "AFRICA MOROCCO LINKS" (AML), which connects Morocco with continental Europe. The Group is listed on the Athens Stock Exchange, is a member of the international investment holding company Marfin Investment Group (MIG) and its offices are located in Athens.

### Shareholder Structure

Shareholder	Share
MIG Shipping S.A.	77.8%
Marfin Investment Group	11.6%
Other Shareholders	10.6%





## Our culture

### Vision

To strengthen the Group's leading position and value, through profitable expansion into new markets and activities, as well as provide high quality services which exceed market expectations.

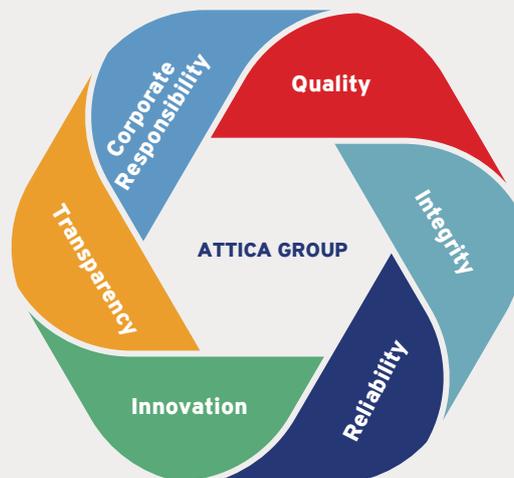
### Mission

Attica Group is an international Shipping Group, which offers high quality shipping services with innovative and aesthetic vessels. The Group's activities generate added value for shareholders and employees, reduce where feasible our environmental footprint and operate for our partners' and local communities' benefit.

### Strategic Development Principles

- Being customers' first choice.
- Offer reliable services and continuously improve our products' quality.
- Create solid and long-term relationships with customers, our partners and local communities.
- Manage responsibly our resources and actively contribute to our Group's healthy, sustainable and profitable growth.

### Values



## Our history

<b>1918 - 1992</b>	<b>1918</b> Incorporated as " <b>General Company of Commerce and Industry of Greece</b> "			
	<b>1924</b> Listed on the <b>Athens Stock Exchange</b>			
	<b>1992</b> Change of ownership and name to "Attica Enterprises S.A.", later renamed to " <b>Attica Enterprises Holding S.A.</b> "			
<b>1993</b>	Establishment of subsidiary " <b>Attica Maritime S.A.</b> ", later renamed to " <b>Superfast Ferries Maritime S.A.</b> "  <b>Order of the first Superfast ferries</b> in Germany, being the <b>first fast conventional cruise ferries worldwide</b>			
	<b>1995 - 1998</b>	<b>1995</b> Delivery and routing of Superfast I and Superfast II in the <b>Patra - Ancona route, reducing sailing time by up to 40%</b>		
<b>1998</b> Launch of <b>Patra-Igoumenitsa-Bari</b> route		<b>1999</b>	<b>Acquisition of "Strintzis Lines Shipping S.A." and rebranded to Blue Star Ferries</b>	
<b>2001-2005</b>	<b>2001</b> <b>Entrance in Baltic Sea market</b> between Germany and Finland. <b>Sailing time reduced to 22h from 32-34h</b>			
	<b>2002</b> Launch of the <b>North Sea</b> route between Scotland and Belgium	<b>2008</b>	Sale of RoRo vessels and <b>exit from the Baltic and North Sea market</b>	
	<b>2005</b> <b>Entrance in the the RoRo market</b> with the acquisition and routing of two RoRo vessels between <b>Germany and Finland</b>		<b>2011-2014</b>	<b>Superfast - ANEK Joint Venture</b> for Ancona and Herakleio routes (2011) expanded to Bari, Venice and Chania (2014)
<b>2015</b>	Superfast Ferries celebrated <b>20 years</b> since its first journey	<b>2016</b>		Entrance in Africa - Europe market with the establishment of <b>Africa Morocco Links</b> Relocation of main offices to <b>new address</b> <b>Restructure</b> of Group organizational structure

  
**21 years of continuous presence in our Seas**

## Our fleet

Our fleet consists of 13 car-passenger (ro-pax) vessels in the Eastern Mediterranean Sea (the vessel Diagoras was sold to AML in June 2016, in order to cover the Morocco - Spain route), and 2 more in the Morocco - Spain route, out of which 13 are privately-owned and 2 are on bareboat contract. It must be noted that:

- 11 of our 13 privately-owned vessels are tailor-designed by our Group for the specific routes we operate and have been built in first-class European and South Korean shipyards, in accordance with the highest shipbuilding standards.
- 13 vessels are registered in the Greek ship registry.
- The average age of our vessels in the Eastern Mediterranean Sea is 13.5 years and 31.5 years on the Morocco - Spain route.
- 6 vessels jointly operate with ANEK LINES's vessels, within the context of the "ANEK S.A. - SUPERFAST ENDEKA (HELLAS) INC. & Co. Joint Venture", specifically for the Crete and Adriatic Sea routes.
- Following the Diagoras vessel sale to AML, we rerouted our vessels in our Domestic routes and chartered one vessel during the high season period, in order to meet the existing transportation volumes.

## Vessel Capacity

	Superfast	Blue Star	AML*	Total
Vessels (number)	4	9	1	<b>14</b>
Passengers (number)	5,518	15,094	1,035	<b>21,647</b>
Beds (number)	2,169	2,804	392	<b>5,365</b>
Garage lane length (meters)	8,840	11,214	634	<b>20,688</b>

\* Data do not include the vessel Morocco Star, which was added in December 2016 and did not conduct any journeys, as well as the vessels El. Venizelos and Aylah, which were chartered during the high season in the Morocco-Spain route.

## Transportation Volume

	2013	2014	2015	2016	Difference 2016-15
<b>Eastern Mediterranean Sea</b>					
Passengers (million)	3.76	4.13	4.5	4.04	-10.2%
Private vehicles (thousand)	503.42	537.65	576.76	601.72	+4.3%
Freight units (thousand)	258.82	263.96	270.39	290.43	+7.4%
<b>Morocco - Spain</b>					
Passengers (million)	-	-	-	187.08	-
Private vehicles (thousand)	-	-	-	42.05	-
Freight units (thousand)	-	-	-	3.82	-



## The way we operate

We utilize products and services from our suppliers, both for the operation of our offices (materials, equipment, services and know-how), as well as for our vessels (fuels, materials, food-stuffs and equipment). At the same time, we closely collaborate with port authorities and the local communities in the departure and arrival ports of our vessels.

Passengers purchase travel services through our extensive sales network, which includes:

- The corporate websites [www.bluestarferries.com](http://www.bluestarferries.com), [www.superfast.com](http://www.superfast.com) and [www.aml.ma](http://www.aml.ma), as well as mobile applications.
- 33 Premium Sales Agents and 42 Port agents for Blue Star Ferries and Superfast Ferries, as well as 14 Premium Sales Agents and 2 Port agents for AML.
- Two central reservation systems, with over 10,000 on-line connected travel agencies.
- The members of the International Union of Railways (UIC) for maritime transportation of passengers from trains (200 members from 100 countries in 5 continents).



## Our Sales Network

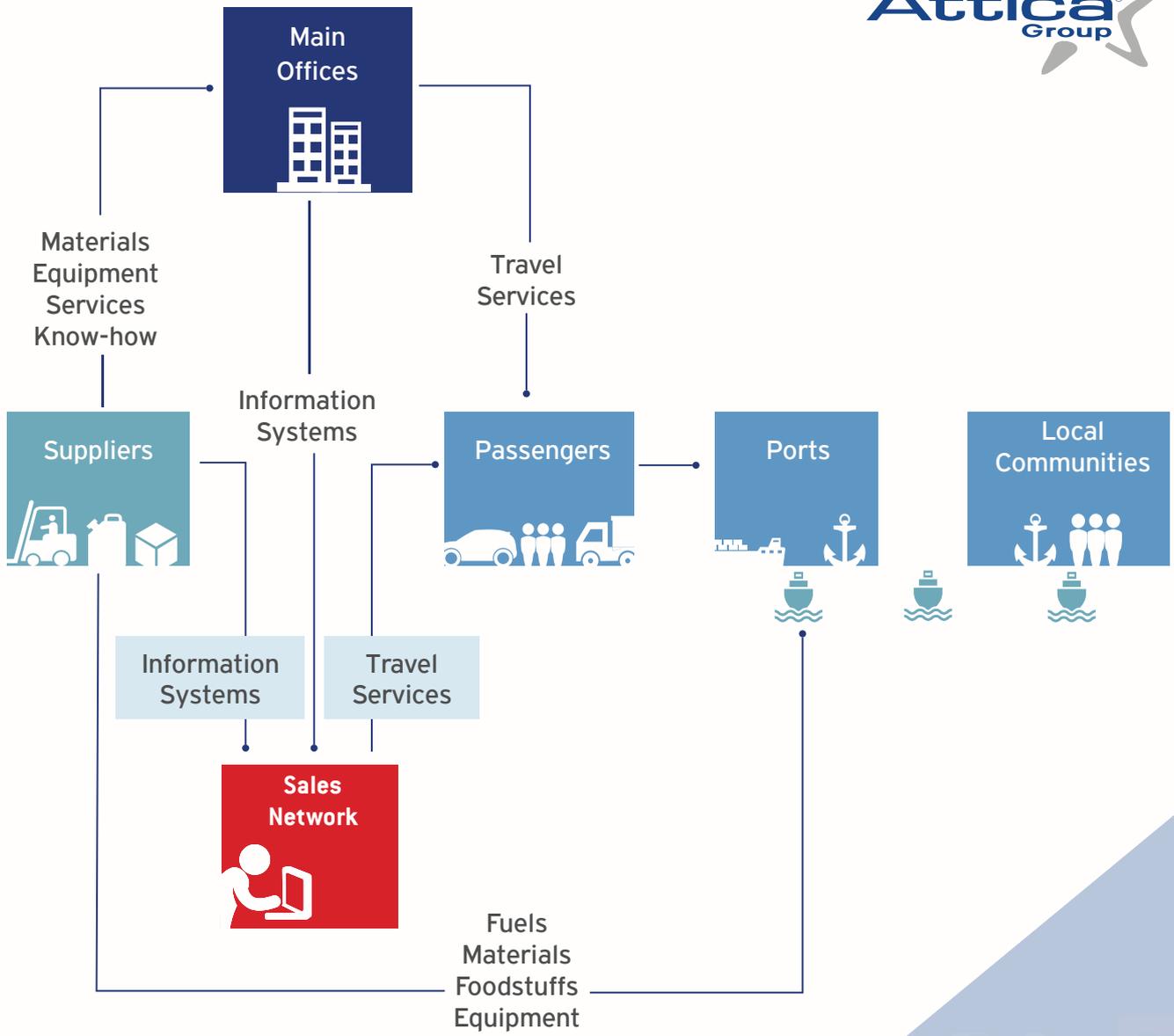


In order to provide our services in 2016, we used:

- 10 vessels in the Domestic lines to connect Piraeus with Cyclades, Dodecanese, Crete (Chania and Heraklion) and N.E. Aegean islands.
- 3 privately-owned vessels in the Adriatic Sea lines (Patra-Igoumenitsa-Ancona and Patra-Igoumenitsa-Bari, with an intermediary approach in the port of Corfu during the summer months), while we also served the Patra-Igoumenitsa-Venice route with the vessel Asterion, which is chartered to ANEK LINES, under the ANEK-Superfast Joint Venture.
- 3 vessels in the Morocco-Spain route (Tangier Med - Algeciras), one of which is privately-owned and two chartered for AML.



**Our Value Chain**



# IV. Management

Incorporate Responsibility into our daily management practices

## WE ARE...



**5** pillars of Corporate Responsibility



**11** Stakeholder groups



**1<sup>st</sup>** passenger shipping company worldwide to develop a Report in accordance with the GRI Standards, at **"Core"** level



**33** quantitative objectives in the Report



**72** GRI indicators in the Report

## WE COMMIT TO....

Adopt responsible policies and practices in our operations and to harmoniously cooperate with our Stakeholders, in order to create mutual long-term value.

## WE FOLLOW...

Principles of the United Nations' Global Compact

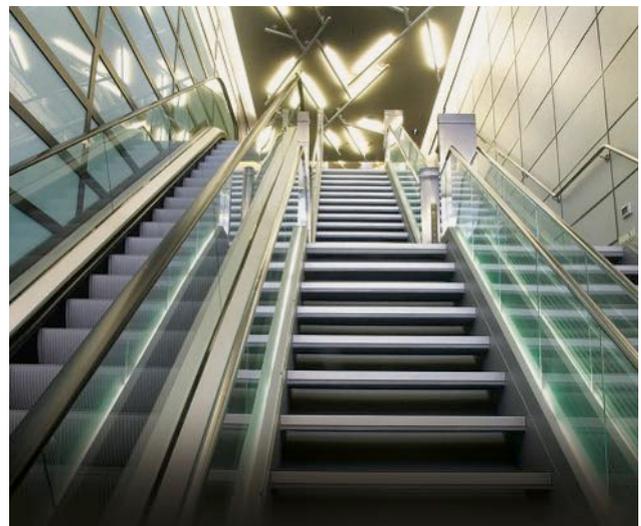
PRINCIPLE

Work against all forms of corruption, including extortion and bribery

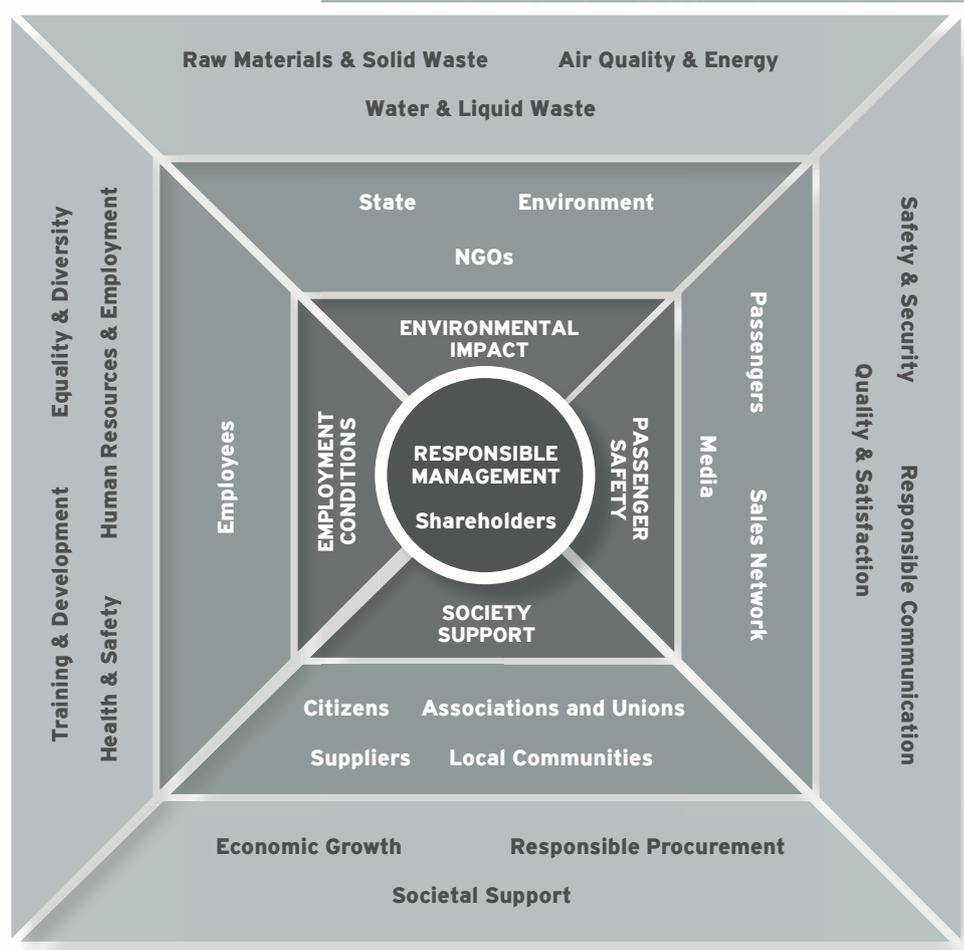
**10**

## WE ACHIEVED...

- ✓ We have communicated Codes of professional behavior to 100% of our employees.
- ✓ No bribery incidents related to our employees occurred.
- ✓ No violation cases concerning our main principles and rules of professional behavior occurred.
- ✓ We informed 100% of office employees on our anti-corruption policies and procedures.
- ✓ We informed 8 Management Executives on legislative competition issues.
- ✓ We were subject to 41 external Management System audits, with no recorded non-compliance incident.
- ✓ We increased by 9% the number of GRI indicators and by 8% the number of quantitative indicators we make reference to within the Report.



WE FOCUS...



# 1. Corporate Governance

## We operate based on Corporate Governance practices

Attica Group has developed and implements a Corporate Governance Code, in accordance with the applicable legislation and the Hellenic Capital Market Commission's directives. Attica Group's Board of Directors (BoD) is responsible to decide on all strategic aspects, manage corporate issues and approve the Group's long-term strategy and consists of the following members (data as of 31/03/2017):

Kyriakos Mageiras: President, Executive member  
Michael Sakellis: Vice-President, Independent, Non-Executive member  
Spyridon Paschalis: Chief Executive Officer (CEO), Executive member  
Hercules Simitsidellis: Executive member  
George Efstratiadis: Non-Executive member  
Emmanouil Xanthakis: Independent, Non-Executive member

### Corporate Governance Code

According to our Internal Regulation Code, the Corporate Governance Department (whose Director reports directly to the Board of Directors) is responsible to adhere to, update and implement the Corporate Governance Code.

- The Board of Directors consists between three to nine members, who are elected by the General Meeting of shareholders for two years.
- BoD members elect the President, Vice-President and Chief Executive Officer, as well as the Authorized Director, if deemed necessary.
- Responsibilities of the President and the Chief Executive Officer are separate.
- At the moment, there are no consultation processes between Stakeholders and the BoD on sustainability issues. However, it must be noted that there were no critical concerns communicated to the BoD within 2016.
- The BoD is responsible for the Chief Executive Officer's performance evaluation.
- The Chief Executive Officer evaluates managers' performance on an annual basis. Evaluation criteria include achievement of their objectives, their contribution to cultivate an excellent workplace and their personal characteristics.
- Remuneration for executive members is associated with the corporate strategy and achievement of pursued objectives, while remuneration for non-executive members is associated with their employment time and responsibilities, without being directly associated with business performance, in order to encourage freedom of opinion regarding taking increased business risks.

- The Board of Directors is supported by the **Audit Committee**, which is elected from the General Meeting of shareholders and consists of two independent non-executive members and one executive member, who meet at least quarterly, in order to:
  - Oversee compliance with legislation and regulatory requirements.
  - Ensure transparency of corporate operations.
  - Evaluate the effectiveness of internal control and risk management systems.
  - Monitor, review and evaluate the process of compiling financial information.

### Dependency Relationships for BoD Members

According to our Corporate Governance Code, we consider that a dependency relationship exists for candidate and actual independent, non-executive BoD members, when the member:

- Maintains business or other professional relationship with the Group or an affiliated company, which affects its business activity, especially in cases of being a major supplier or customer of the Group.
- Is BoD President or manager within the Group, or has the above described attributes, or is an executive BoD member in an affiliate company, or has any form of employment or paid relationship with the Group or an affiliated company.
- Has up to second-degree relationship or is a spouse of an executive BoD member or a manager or a shareholder who holds the majority share capital of the Group or an affiliated company.

### Conflicts of Interests

According to our Corporate Governance Code, BoD members and any other person with delegated BoD responsibilities are prohibited to pursue personal interests which conflict with business interests. In case such personal interests exist, they shall inform other members for actual or potential conflict of interests while performing their duties. The General Meeting of shareholders is responsible to approve any action of BoD members and managers on their behalf or on behalf of third parties or participate as equal partners in companies which pursue objectives similar to those pursued by our Group.

## We apply Principles and Codes of Conduct

### Code of Ethics & Professional Conduct:

We have communicated our Code of Ethics & Professional Conduct to all office employees via e-mail, which is also placed on their computer desktop. The Code is also part of the introductory material provided to all new hired employees, who sign for its receive and acceptance, and outlines the principles and rules which govern our business activities on the following topics:

- Confidentiality - Privacy.
- Professional Behavior: Behavior towards customers, Behavior among colleagues.
- Professional Appearance.
- Conflict of interests.
- Corruption - Bribery.
- Engaging with Other Work Activities.
- Processes for Meritocracy.
- Transparency of Activities.
- Respect for Property and Provided Resources.
- Group Representation in Media - Publications - Public Views.
- Information Security - Insider Information.
- Report of Illegal Activities and Violations.
- Corporate Social Responsibility.

It must be noted that:

- All employees with permanent and temporary employment contracts are obliged to follow the Code of Ethics & Professional Conduct.
- We consider non-compliance with its principles as an occupational misconduct and may lead to termination of employment or even legal sanctions.
- All employees can seek advice or guidance on its principles from the Human Resources Department or their Director, in case they consider that there might be a conflict of interest. No such cases have been reported within 2016.
- We prohibit any manager-employee personal relationship within the same Department. Instead, we recommend that related employees or with any other personal relationship are employed in different Departments.

**Rules of Behavior:** We have communicated a booklet to all marine employees, which outlines main rules of professional behavior towards colleagues and customers.



We have communicated Codes of professional behavior to 100% of our employees

### Accepting Gifts



According to the Code of Ethics & Professional Conduct, employees and first-degree relatives are strictly prohibited to directly or indirectly engage in any kind of bribery (such as giving or receiving any gift, financial incentive, loan, commission, reward or other incentive) towards or from any person, as an incentive to conduct their tasks in a non-appropriate manner.

- All employees are obliged to report any received gift of high value to the Human Resources Department.
- In case of confirmed bribery incident, we immediately terminate the employment relationship.



No bribery incidents related to our employees occurred

### Reporting Violations



Any employee who becomes aware of any violation of the Code of Ethics & Professional Conduct (such as fraud, theft or any other illegal activity), should report the incident to his/her manager who informs the Human Resources Department or the Internal Audit Department, in cases of fraud or expected financial losses. At the same time, marine employees can report potential violations through the established procedure for submitting complaints. It must be noted that all employees can contact the competent authorities directly for any violations, instead of going through the formal corporate procedures. At the moment, there is no provision for employees to anonymously report violation cases, since all reports have to be submitted by name.



No violation cases concerning our main principles and rules of professional behavior occurred

## We apply internal control and risk management systems

**Internal Control:** We apply an internal control system, in order to ensure our efficient operation and provide reliable financial information. The Board of Directors monitors, assesses and ensures the adequacy of the internal control system (including financial statements), which includes:

- The Audit Committee.
- The Internal Audit Department, which reports directly to the BoD and is supervised by the Audit Committee. The Department operates as an independent body and audits our functions and procedures, as well as monitor the Internal Regulation Code's implementation and enforcement.
- The Internal Regulation Code, which defines:
  - Departments' structure, their responsibilities and the relationship with the Group's management.
  - Responsibilities of BoD members.
  - Recruitment and performance evaluation process for managers.
  - Monitoring of transactions from BoD members, managers and persons with insider information.
  - Public disclosure of significant transactions.
  - Principles for transactions between affiliated companies.

### Stock Trading Monitoring Procedure

According to the relevant legislation, we have compiled a list of people with access to privileged information, which is provided to the Commission upon request. We inform each person in the list for its obligations, as well as potential sanctions in case of information misuse.

**Risk Management:** We categorize potential risks related to financial, social and environmental issues, according to their probability of occurrence and the impact on our operations. Within this context, we update the Risk Registry at least once a year, while the Board of Directors assesses these risks and approves necessary actions to address them. Through this approach, we have identified the following main risks and uncertainties, which are related to our activities:

- Continuous recession of the Greek economy and the reduction in the available income.
- Fluctuation of fuel prices.
- Intense competition in domestic and abroad shipping lines.
- Seasonality of operations due to tourism.
- Need to maintain sufficient liquidity.
- Restrictions imposed by capital controls.
- Fluctuation of interest rates in bank lending.
- Changes in exchange rates, especially when purchasing shipping fuels.
- Loan obligations due to the substantial capital amounts required to purchase vessels.
- Potential vessel accidents which might occur.

## Ensuring Business Continuity and Cybersecurity

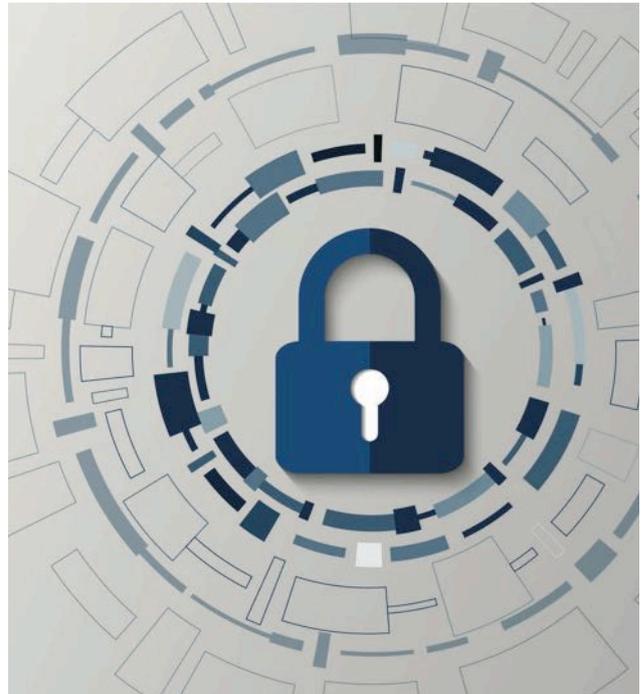


In order to ensure our infrastructures and computer systems' uninterrupted operation, we:

- Operate an Alternative Information Systems and Telecommunications Center.
- Implement a specific on-site and off-site backup policy.

Furthermore, we have established cybersecurity processes to maintain a secure online environment, in which we define our actions to protect office and vessel information systems from risks, such as:

- Computer viruses and malware.
- Internal attacks.
- Important data destruction due to employee negligence.
- External attacks (such as hacking and phishing).
- Attacks to disrupt services when connected to the Internet (Denial of Service - DOS).



## We contribute to anti-corruption

Within the context of our efforts to combat and eradicate corruption, we have accepted and signed the UN Global Compact's "Call for Action" initiative and commit to implement policies and practices to effectively tackle corruption incidents. Furthermore, we:

- Have placed our anti-corruption policies and procedures on all our office employees' computer desktop.
- Submit our positions regarding issues of public interest at national and international level either individually or through INTERFERRY (the international shipping association which represents the ferry industry worldwide) and SEEN (the Greek Shipowners Association for Passenger Ships), in order to transparently express our views and positions.



It must be noted that within 2016:

- We made no donations to political parties in Greece.
- There were no corruption incidents or pending lawsuits related to corruption or relevant sanctions imposed by respective authorities.
- There were no legal accusations of corruption filed or pending accusations of corruption or fines imposed.

## We follow fair competition rules

We recognize the importance and our responsibility to follow fair competition rules and do not adopt anti-competitive practices. Within this context:

- We do not make negative comments about our competitors publicly.
- We do not engage in illegal partnerships or cartel agreements for price fixing, market sharing or entering new markets and customer segments.
- We do not allow our employees to discuss future plans that are not publicly known or salary issues.
- We conduct briefings on legislative competition issues for our Management Executives.



Within 2016:

- There were no complaints or legal actions for anti-competitive behavior or anti-trust practices.
- There were no relevant fines or other sanctions imposed by the respective authorities.
- Regarding a previous complaint filed to the Hellenic Competition Commission for anti-competitive behavior on behalf of one Group company from an applicant ticket sale agent, who did not receive the respective sale license, we submitted our response to the complaint in writing to the Greek Competition Commission, whose reply has not yet been notified to us.

## We comply with legislation

We closely monitor the regulatory and legal framework related to our activities, in order to apply its relevant provisions. It must be noted that within 2016, there were no written notices regarding compliance issues by respective authorities, while no significant fines (over €20,000) or other sanctions were imposed.

## 2. Corporate Responsibility

### Corporate Responsibility

Our approach to Corporate Responsibility aims to align our business operations with the needs of society and the environment. Therefore, we design and implement initiatives to prevent potential negative impacts due to our operations and respond to opportunities through interaction with our Stakeholders.

### We utilize appropriate organizational structures

To manage topics related to our responsible operation, we have created an organizational structure, as described in the figure below. This organizational structure is also used to collect data, which are used internally to evaluate our performance, and Stakeholders to do the same. Within the context of revising our organizational structure within 2016, we created a separate Quality Assurance and Environment Department.

### Managing Corporate Responsibility



- At Board level, the Chief Executive Officer has the overall responsibility for Corporate Responsibility issues, including principles, policies and objectives.
- At Management level, the Corporate Responsibility Team is responsible to coordinate our overall Corporate Responsibility strategy. The Team consists of executives from the Legal & Corporate Affairs Department, the Commercial Department, the Human Resources Department and the Marine Operations Department and cooperates with other Departments, in order to diffuse practices related to responsible operation.

### Global Compact Principles



Our Code of Ethics & Professional Conduct reflect our commitment to the 10 Principles of the United Nations' Global Compact, as it includes their acknowledgement and acceptance, in order to further integrate them in the way we operate.

### "European Enterprise Manifesto 2020"



Since 2015, we have signed the European Enterprise Manifesto 2020, part of the joint initiative "Enterprise 2020" of the Hellenic Network for Corporate Social Responsibility (CSR Hellas), the European Business Network for Corporate Social Responsibility (CSR Europe) and 42 CSR Networks across Europe. The Manifesto promotes cooperation and initiatives in three strategic areas:

- Enhance employability and social inclusion.
- Promote new sustainable production and consumption methods, as well as improve living conditions.
- Increase transparency and respect for human rights.

### Training on Corporate Responsibility



Following our 2015 Corporate Responsibility Report, we organized a half-day Corporate Responsibility training seminar for the BoD Chairman and members, the Chief Executive Officer, Directors/Managers and Top Management Executives, as well as the Corporate Responsibility Team, on the following topics:

- Definition and importance of Corporate Responsibility.
- Managing Corporate Responsibility in a systematic way.
- Review of 2015 Corporate Responsibility Report.
- Development of 2016 Corporate Responsibility Report, where we conducted a training workshop to discuss areas for improvement and issues that we could potentially add in our Report.



## We operate based on Management Systems

We use the following certified Management Systems for our business operations:

- International Safety Management (ISM) Code.
- International Vessel and Port Facility Security (ISPS) Code.
- Maritime Labour Convention (MLC).
- ISO 9001 Quality Management System.
- ISO 14001 Environmental Management System.
- ISO 22000 Food Safety Management System (contractors).
- HACCP Food Hygiene and Safety Management System (contractors).
- SAP Enterprise Resource Planning (ERP).



We were subject to 41 external Management System audits, with no recorded non-compliance incident

## We are members in national and international organizations

We are members in the following institutions and organizations:

- INTERFERRY.
- High Level Ferry Group of the ECSA (European Community Shipowners' Associations).
- Greek Shipowners Association for Passenger Ships (SEEN). The Vice-President of BoD and the Chief Executive Officer are President of BoD and Vice-President of International Routes in the BoD of SEEN.
- Hellenic Chamber of Shipping (HCS). The Vice-President of BoD and the Chief Executive Officer are BoD Members of HCS.
- Greek Tourism Confederation (SETE).
- Hellenic Network for Corporate Social Responsibility (CSR Hellas).
- Hellenic Marine Environment Protection Association (HELMEPA).
- Travel Technology Initiative.
- Sustainable Mobility Group of the International Union of Railways (UIC).
- EURAIL Group GIE.
- United Nations' Global Compact.

## Our efforts are recognized

We consider the recognition of our efforts related to Corporate Responsibility as an important moral award, which also highlights our commitment to continue our relevant practices and initiatives. In 2016, we were proud to receive:

- The **"True Leader"** award in ICAP Group's "True Leaders" for the 2nd consecutive year, as among the leading companies in our industry and among the business groups with the highest number of employees.



- A double distinction in Boussias Communications's **Tourism AWARDS 2016**, receiving:
  - The Gold Award in the "Supporting local communities / CSR Initiatives - First Aid Program", for our "First Aid" program, which is mainly implemented in remote Aegean islands and includes First Aid seminars for permanent residents in collaboration with the Volunteer Crisis Rescue Team (VCRT) and the contribution of local authorities.
  - The Silver Award for the corporate identity "20 Years SUPERFAST FERRIES", for promoting the Superfast Ferries corporate brand's 20th anniversary to passengers and business partners, as well as national and international Media.

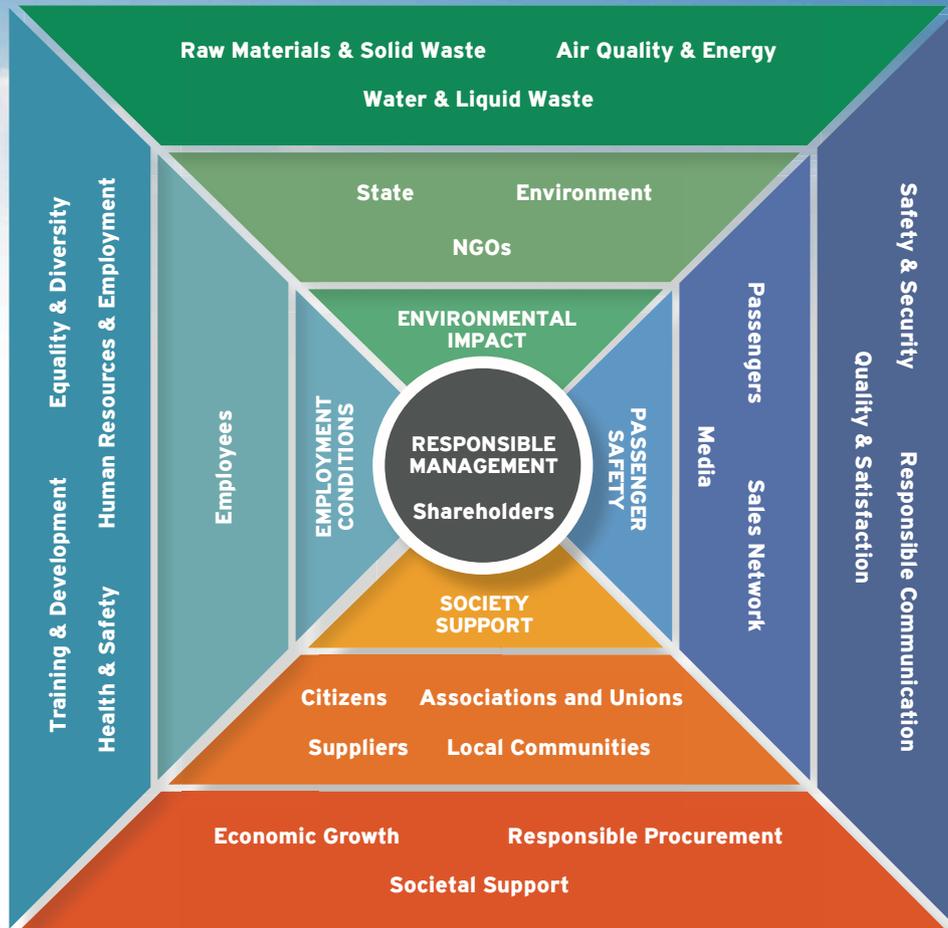


### 3. Materiality and Stakeholders

#### We identify Material Topics

We have created the following Corporate Responsibility Framework, as a result of an internal analysis and interaction with our Stakeholders, in order to systematically organize and manage Corporate Responsibility issues.

Corporate Responsibility Framework

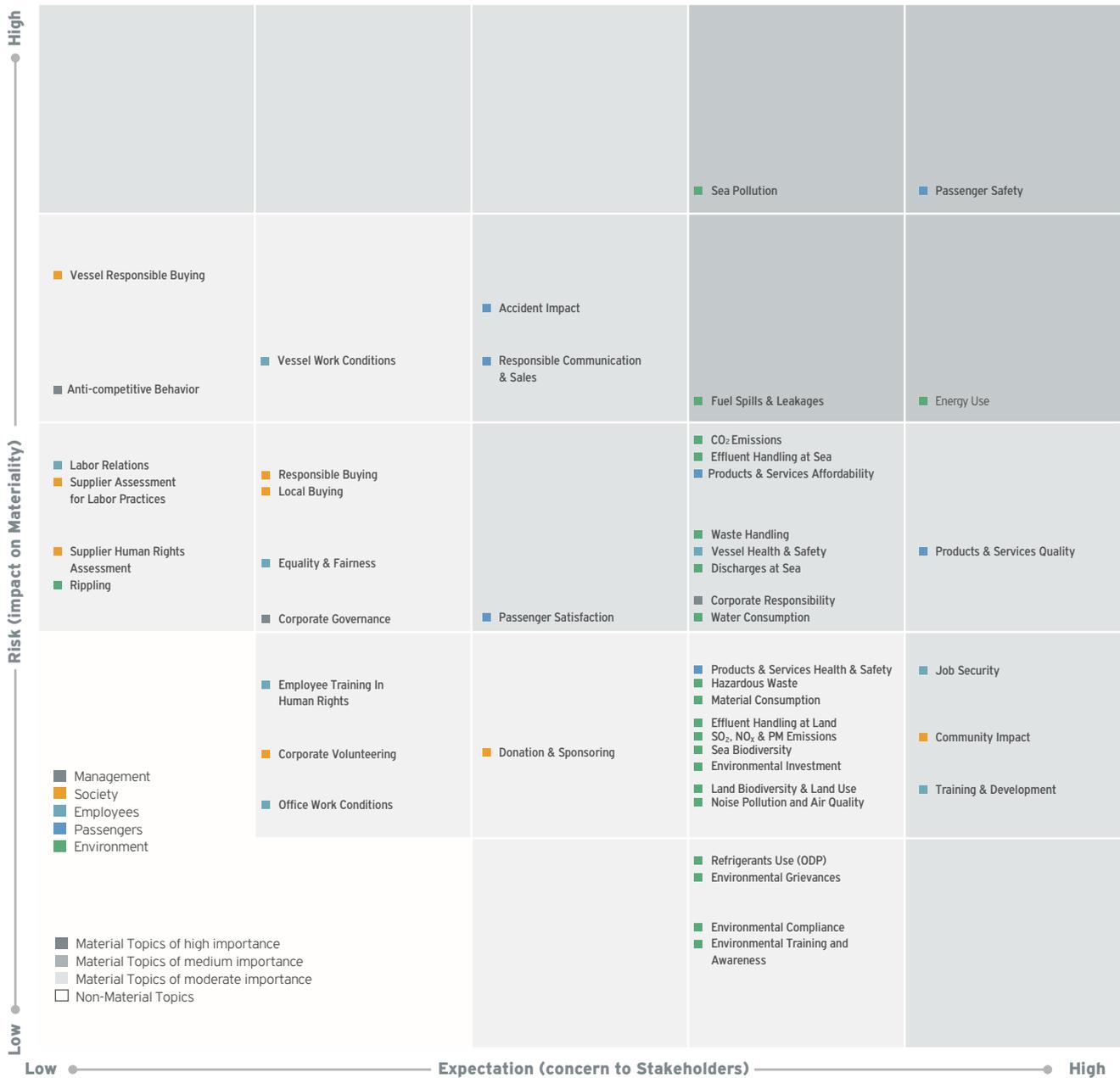


In each one of the areas of Corporate Responsibility, we focus on Material Topics, identified through a respective Materiality Analysis, during which:

- We identified potential topics, based on the industry’s regulatory framework, current global conditions and practices and future trends, developing a pool of over 90 topics to be considered.
- We analyzed the associated risk for each topic, based on:
  - Their potential impact (for our Stakeholders).
  - Their probability of occurrence.
- We utilized our Stakeholders’ expectations as far as our responsible operation is concerned, where available, taking into consideration Stakeholder engagement input from various sources.
- We combined the associated risk and Stakeholders’ expectations for each topic.

The Materiality Analysis was approved by the Corporate Responsibility Team and the Chief Executive Officer, who also approved the Corporate Responsibility Report. Through this Analysis, we have identified the following Material Topics for 2016 (all Topics that were not deemed Material are not referenced in detail):

### Corporate Responsibility Materiality Analysis



## We interact with Stakeholders

The way we operate, as well as our decisions, affect a wide range of people, groups and organizations, who comprise our Stakeholders. The following table describes our Stakeholder groups, which influence or are influenced by our operations, the methods we apply to continuously communicate and interact with them, the main topics raised by them, as well as the sections within our Report, where we respond to these topics.

### Stakeholder Engagement

Stakeholder	Methods of interaction through continuous activities (unless indicated otherwise)	Main issues of interest (reference in Report)
<b>DIRECT</b>		
<b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>■ Events / Meetings</li> <li>■ Training</li> <li>■ Negotiations with Employee Unions</li> </ul>	<ul style="list-style-type: none"> <li>■ Job Security (VI-1)</li> <li>■ Training &amp; Development (VI-4)</li> <li>■ Vessel Health &amp; Safety (VI-2)</li> <li>■ Vessel Work Conditions (VI-1-4)</li> <li>■ Equality &amp; Fairness (VI-3)</li> <li>■ Office Work Conditions (VI-1-4)</li> <li>■ Employee Training In Human Rights (VI-4, V-2)</li> </ul>
<b>SHAREHOLDERS</b>	<ul style="list-style-type: none"> <li>■ General Meeting of Shareholders (annually)</li> <li>■ Websites</li> <li>■ Meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Community Impact (V-2)</li> <li>■ Corporate Responsibility (IV-2)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Corporate Governance (IV-1)</li> </ul>
<b>PASSENGERS</b>	<ul style="list-style-type: none"> <li>■ Customer Services Division</li> <li>■ Websites</li> <li>■ Satisfaction / Complaints Questionnaires</li> <li>■ Social media</li> <li>■ Information leaflets</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Products &amp; Services Quality (VII-1, 3)</li> <li>■ Products &amp; Services Health &amp; Safety (VII-1)</li> <li>■ Products &amp; Services Affordability (VII-3)</li> <li>■ Responsible Communication &amp; Sales (VII-2)</li> <li>■ Passenger Satisfaction (VII-3)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Environmental Training and Awareness (VIII-1)</li> </ul>
<b>SALES NETWORK</b>	<ul style="list-style-type: none"> <li>■ Events / Meetings</li> <li>■ Information systems</li> <li>■ Travel agents' online portal</li> <li>■ Websites</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Products &amp; Services Quality (VII-1, 3)</li> <li>■ Responsible Communication &amp; Sales (VII-2)</li> <li>■ Passenger Satisfaction (VII-3)</li> </ul>
<b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>■ Supplier evaluation</li> <li>■ Meetings</li> <li>■ Contracts</li> </ul>	<ul style="list-style-type: none"> <li>■ Responsible Buying (V-3)</li> <li>■ Local Buying (V-3)</li> </ul>
<b>INDIRECT</b>		
<b>STATE</b> (e.g. Ministries, Local Authorities, Public Services, Port Authorities)	<ul style="list-style-type: none"> <li>■ Discussion with representatives at local and national level</li> <li>■ Meetings / Presentations</li> <li>■ Participation in organizations and associations</li> <li>■ Vessel inspections</li> <li>■ Formal communication</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Sea Pollution (VIII-2, 3)</li> <li>■ Fuel Spills &amp; Leakages (VIII-3)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Corporate Governance (IV-1)</li> </ul>
<b>ASSOCIATIONS &amp; UNIONS</b> (e.g. Industry Associations, Hoteliers' (Associations))	<ul style="list-style-type: none"> <li>■ Participation in associations</li> <li>■ Meetings / Presentations</li> <li>■ Discussion with representatives at local and national level</li> <li>■ Formal communication</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Products &amp; Services Quality (VII-1, 3)</li> <li>■ Products &amp; Services Affordability (VII-3)</li> </ul>

Stakeholder	Methods of interaction through continuous activities (unless indicated otherwise)	Main issues of interest (reference in Report)
<b>INDIRECT</b>		
<b>LOCAL COMMUNITIES</b> (e.g. islands)	<ul style="list-style-type: none"> <li>■ Meetings / Presentations</li> <li>■ Local events and programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Community Impact (V-2)</li> <li>■ Sea Pollution (VIII-2, 3)</li> <li>■ Fuel Spills &amp; Leakages (VIII-3)</li> <li>■ CO<sub>2</sub> Emissions (VIII-1)</li> <li>■ Effluent Handling (VIII-3)</li> <li>■ Waste Handling (VIII-2)</li> <li>■ Discharges at Sea (VIII-2, 3)</li> <li>■ Hazardous Waste (VIII-3)</li> <li>■ SO<sub>2</sub>, NO<sub>x</sub> and PM Emissions (VIII-1)</li> <li>■ Noise Pollution and Air Quality (VIII-1)</li> <li>■ Environmental Grievances (VIII-1)</li> <li>■ Environmental Compliance (VIII-1)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Donation &amp; Sponsoring (V-2)</li> <li>■ Corporate Volunteering (V-2)</li> </ul>
<b>CITIZENS</b>	<ul style="list-style-type: none"> <li>■ Websites</li> <li>■ Social media</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Products &amp; Services Quality (VII-1, 3)</li> <li>■ Energy Use (VIII-1)</li> <li>■ Sea Pollution (VIII-2, 3)</li> <li>■ Fuel Spills &amp; Leakages (VIII-3)</li> <li>■ CO<sub>2</sub> Emissions (VIII-1)</li> <li>■ Environmental Training and Awareness (VIII-1)</li> <li>■ Material Consumption (VIII-2)</li> <li>■ Products &amp; Services Affordability (VII-3)</li> <li>■ Responsible Communication &amp; Sales (VII-2)</li> <li>■ Accident Impact (V-2, VII-1)</li> </ul>
<b>NON-GOVERNMENTAL ORGANIZATIONS</b> (NGOs)	<ul style="list-style-type: none"> <li>■ Collaborations</li> <li>■ Meetings / Presentations</li> </ul>	<ul style="list-style-type: none"> <li>■ Sea Pollution (VIII-2, 3)</li> <li>■ Fuel Spills &amp; Leakages (VIII-3)</li> <li>■ Effluent Handling (VIII-3)</li> <li>■ Waste Handling (VIII-2)</li> <li>■ Discharges at Sea (VIII-2, 3)</li> <li>■ Water Consumption (VIII-3)</li> <li>■ Sea Biodiversity (VIII-3)</li> <li>■ Land Biodiversity &amp; Land Use (VIII-3)</li> <li>■ Noise Pollution and Air Quality (VIII-1)</li> <li>■ Refrigerants Use (ODP) (VIII-1)</li> <li>■ Environmental Grievances (VIII-1)</li> <li>■ Environmental Compliance (VIII-1)</li> <li>■ Vessel Health &amp; Safety (VI-2)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Vessel Work Conditions (VI-1-4)</li> <li>■ Equality &amp; Fairness (VI-3)</li> <li>■ Office Work Conditions (VI-1-4)</li> </ul>
<b>MEDIA</b>	<ul style="list-style-type: none"> <li>■ Press releases</li> <li>■ Press conferences</li> <li>■ Websites</li> </ul>	<ul style="list-style-type: none"> <li>■ Passenger Safety (VII-1)</li> <li>■ Products &amp; Services Quality (VII-1, 3)</li> <li>■ Community Impact (V-2)</li> <li>■ Sea Pollution (VIII-2, 3)</li> <li>■ Fuel Spills &amp; Leakages (VIII-3)</li> <li>■ Products &amp; Services Affordability (VII-3)</li> <li>■ Responsible Communication &amp; Sales (VII-2)</li> <li>■ Accident Impact (V-2, VII-1)</li> <li>■ Donation &amp; Sponsoring (V-2)</li> </ul>



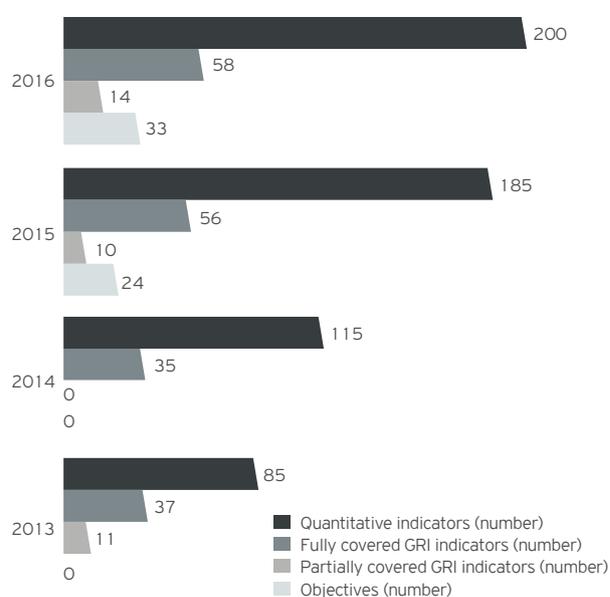
## We focus on quantitative data and results

We focus to continuously include and publish more quantitative indicators and objectives, in order to respond to our Stakeholders' requirement for greater transparency and their need to be able to evaluate our performance.

We increased by 9% the number of GRI indicators and by 8% the number of quantitative indicators we make reference to within the Report



## Quantitative Data within the Corporate Responsibility Report



## 4. Achievements 2016 and Objectives 2017

We committed	Progress	We aim	By
To restructure the Group's Management and Organizational structure.	100%		
To create a Quality Assurance and Environment Department.	100%		
To train the Corporate Responsibility Team in Report development.	100%		
To conduct a Stakeholder Engagement process on issues related to Corporate Responsibility (by 2018).	25%	To conduct a Stakeholder Engagement process on issues related to Corporate Responsibility.	2018
To include Corporate Responsibility Team's responsibilities within its members' formal job descriptions (by 2017).	0%	To include Corporate Responsibility Team's responsibilities within its members' formal job descriptions.	2017
To conduct trainings or briefings related to the Code of Ethics & Professional Conduct (by 2017).	0%	To conduct trainings or briefings related to the Code of Ethics & Professional Conduct.	2017
		To develop an Anti-Corruption Code.	2017
		To include our Corporate Responsibility Report's quantitative indicators in our SAP ERP.	2018

# V. Society

We support prosperity of Society

## WE ARE...



**€268.61**  
million turnover



**€335.3** million  
economic value distributed



**€1.3**  
million social contribution



**44,747**  
discount tickets



**68** blood units from volunteer  
blood donors

## WE COMMIT TO...

Combine our business success with our country's and partners' development, as well as support local communities affected by our operations, in order to contribute to improving the quality of life and prosperity of our society in general.

## WE FOLLOW...

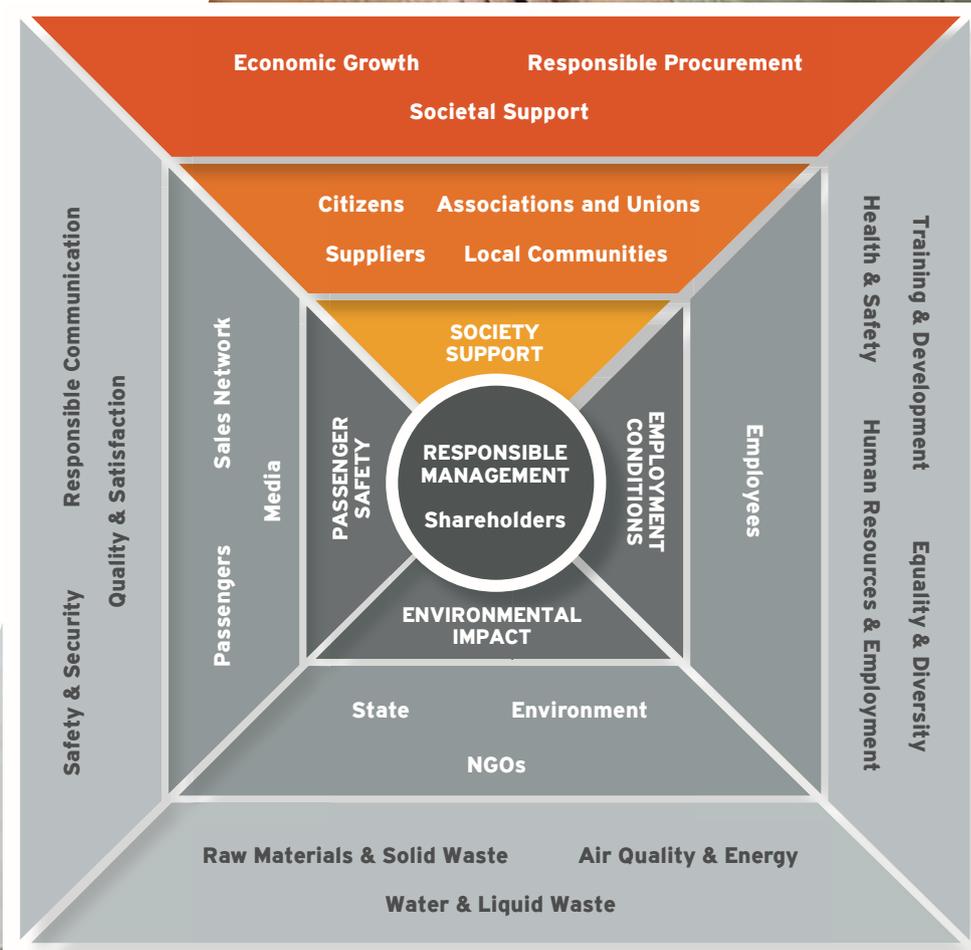
Principles of the United Nations' Global Compact

	PRINCIPLE
Support and respect protection of internationally proclaimed human rights	1
Ensure not to be complicit in human rights abuses	2
Eliminate all forms of forced and compulsory labour	4
Abolish effectively child labour	5
Promote greater environmental responsibility	8

## WE ACHIEVED...

- ✓ We distributed over €335.3 million in economic value: over €60.5 million to employees (for salaries, benefits and insurance payments), €48.6 million for taxes (including VAT and port taxes), €60.9 million to providers of capital (for interest and return payments), €14.9 million to agents (for commissions), €145.1 million to suppliers (for purchases of goods and services), €1.3 million to society (for discount tickets, implemented programs, sponsorships and donations) and €4 million for investments.
- ✓ We allocated 100% of sponsorships and donations to local communities.
- ✓ We collected 324 blood units through our voluntary blood donation programs in the last four years.
- ✓ We welcomed 866 young people from schools and universities visiting our facilities.
- ✓ We supported the development of 232 students in Merchant Navy's Officer and Coast Guard academies.
- ✓ We increased the percentage of procurement expenditure to local suppliers to 90.4%.
- ✓ We increased the percentage of rural suppliers by 42.3%.

WE FOCUS...



# 1. Economic Growth

## We achieve financial results

With over 90 years presence in Greece, we achieve positive financial results, which are indicatively presented below for the period 2013-2016 (additional financial information can be found in our Annual Financial Reports at [www.attica-group.com](http://www.attica-group.com)).

### Financial Results

	2013	2014	2015	2016
Turnover (total sales with VAT) (million €)	260.16	266.66	277.63	268.61
Operating costs (million €)	219.6	214.06*	183.5*	187.76
Earnings before interest, taxes, depreciation and amortization (EBITDA) (million €)	27.15	42.35	80.7	70.03
Profits after taxes (million €)	(10.13)	4.27	33.18	20.25
Corporate taxes (thousand €)	54	148	69	745
Total taxes (including corporate taxes, VAT and port taxes) (million €)	35.22*	38.36*	45.95*	48.68
Payments to providers of capital (million €)	65.21	93.47*	23.45	60.94
Payments to suppliers (million €)	147.71*	144.41*	116.23*	145.1
Cost of employees (including salaries, benefits and insurance payments) (million €)	58.09	55.42*	58.7	60.59
Commissions to agents (million €)	18.33	16.09	15.67	14.91
Investments (million €)	0.42	37.73	1.15	4.06

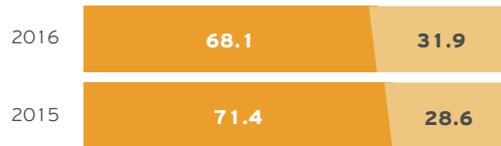
\*Data have been restated.

The deviations in turnover and financial results compared to last year can primarily be attributed to the refugee flows impact in the Northeast Aegean and Dodecanese islands, as well as the increasing competition in the Domestic market.

It must be noted that during 2016, the total financial compensation received from the Greek State and grants from the European Union amounted to €13.48 million, compared to €16.47 million in 2015, due to:

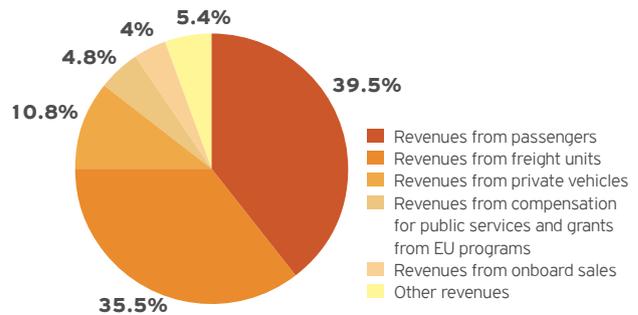
- Public service contracts awarded, as Blue Star Ferries participated in open public tenders by the Ministry of Shipping and Island Policy to operate shipping routes which connect islands with the mainland.
- Participation of Blue Star Ferries in refugee transportation programs operated by the Hellenic Republic.
- Our Group's participation in the program Poseidon Med II, which is funded by the European Union.

### Turnover per Market



■ Domestic routes (%)  
■ Adriatic Sea routes (%)

### Revenue Structure



## We contribute to economic growth

Our business operations ensure we return significant economic value back to our Stakeholders, mostly through purchases (towards our suppliers), commissions (towards our agents), salaries, benefits and insurance payments (towards our employees), taxes (towards the State) and investments, while we transport food products and materials to islands, in order to develop local economies and tourism.

### Economic Value Distribution



\* The amount refers to gross salaries, benefits and insurance payments.

\*\* The amount refers to total taxes, including VAT and port taxes.

\*\*\* The amount refers to value of discount tickets, implemented programs, sponsorships and donations.

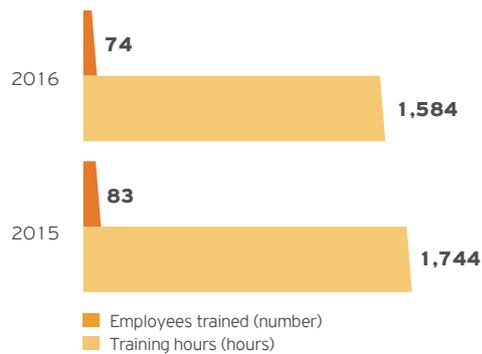


## We help our sales network develop

The current challenging economic situation makes every effort to create direct and indirect job positions particularly important. Therefore, we contribute to our network's commercial success by developing their employees' skills, through:

- Training on issues, such as:
  - Customer management.
  - Familiarization with new features of existing reservation programs.
  - Familiarization with new reservation programs.
- Presentations-briefings for new products and services.

### Sales Network Training



Besides trainings conducted to the Blue Star Ferries and Superfast Ferries sales network, we trained 42 employees of AML's sales network, for a total duration of 3,360 training hours.

## 2. Society Support

### We support society

Within the context of our societal contribution, we supported over 50 charitable and non-charitable organizations in 2016, focusing on local communities of islands we serve, through:

- Provision of discount tickets.
- Donations to charitable organizations through collection boxes in our vessels.
- Social programs to improve the life of residents in islands.
- Monetary sponsorships and donations.

It is estimated that during 2016, we offered over €98,000 to various social groups and sport associations, out of which over €68,000 to charitable organizations, with the following indicative examples:

- The Pan-Hellenic Association of Adapted Activities "ALMA".
- The Syros Juvenile Association House.
- The Holy Diocese of Chios-Psara-Oinousses.
- The educational and cultural program "Agoni Grammi Gonimi".
- The organization Transparency International.

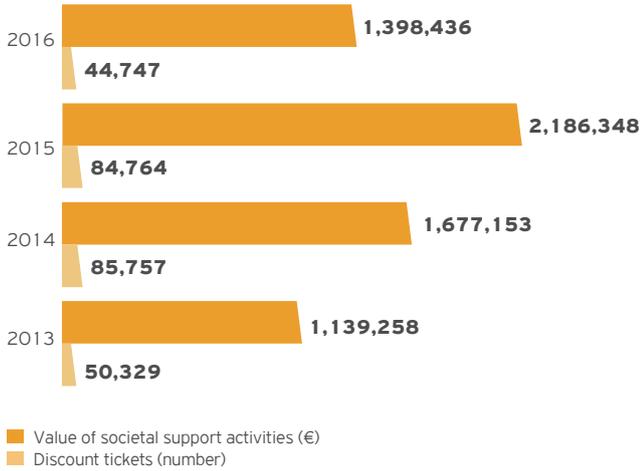
### Social Contribution

	2013	2014	2015	2016
Value of discount tickets (€)	1,109,258	1,599,431	2,115,612*	1,296,656
Value of donations from passengers to charitable organizations through collection boxes in vessels (€)	NR	4,641	3,634	3,371
Value of implemented social programs (€)	NR	15,446	11,000	0
Value of sponsorships and donations (€)	30,000	57,635	56,102	98,409

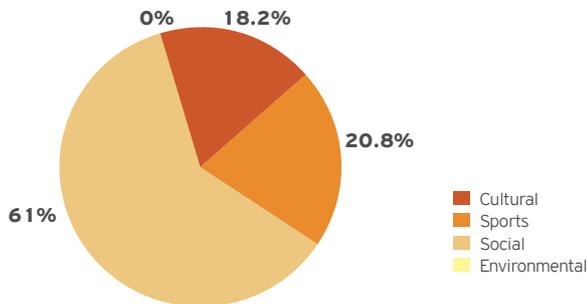
\* The increased discount tickets value in 2015 is due to re-calculating the discount tickets provided within the context of ANEK-Superfast Ferries Joint Venture and not according to our corresponding quota.

NR: Not reported

## Society Support



## Sponsorships and Donations



## Provision of Discount Tickets



We offer discount tickets to various NGOs, associations, local authorities and communities, in order for them to attend sport, cultural or educational activities outside their islands or local activities and events. Indicative examples include:

- The Naxos Festival.
- The activities of Syros Anima Festival.
- The athletic event Santorini Experience.
- The Syros Triathlon.
- The cultural Aegean Festival.
- The Patmos Film Festival.
- The Rhodes Marathon.
- The Ocean Lava Triathlon.
- The Paros Cultural Park.
- The cultural festival Routes in Marpissa.
- The Patmos Festival of Sacred Music.

Additionally, within the context of our support to local communities, we offered discount tickets to:

- The Hellenic Society of Oncology's members who participate in the two-year program "Protect your Health" to prevent, research, inform and early record cancers in the South Aegean Islands, which is implemented in cooperation with the South Aegean Region. Within the context of the program within 2016, 7 briefing lectures and 641 medical examinations to local residents of Leros, Symi, Patmos, Leipsoi and Rhodes were delivered.
- The empowerment workshop AELIA's professional advisors to implement the program "EPINISIA EOS", which aims to support local entrepreneurship of existing and prospective professionals. Within the context of the program, we supported activities in 13 islands (Syros, Kalimnos, Leros, Leipsoi, Amorgos, Astypalaia, Donoussa, Iraklia, Koufonisi, Antiparos, Paros and Ios) out of the program's 24 islands, where the organization:
  - Conducted 14 educational workshops and 63 counseling meetings with 261 participants.
  - Supported 78 existing and prospective professionals through the FORUM EOS service for remote support.
  - Connected 154 existing and prospective professionals to the organization's professional network, out of whom 78 were benefited from the FORUM EOS service and the remaining 76 were network members.
  - Highlighted critical issues about professional opportunities and career development.

It is estimated that during 2016, we offered approximately 44,747 discount tickets for sport, cultural and educational activities and additionally benefitted thousands of citizens who participated or attended those events and activities.

## Donations to Charitable Organizations



As part of our societal contribution, we support various charitable organizations which:

- Are committed to support children, especially children with disabilities.
- Have limited resources.

Therefore, we place collection boxes at the Reception desks onboard our vessels with the name of the supported organization indicated, in order to collect donations from passengers. Each month, we gather these donations and deposit them into the organization's bank account. Within this context, we supported the following charitable organizations in 2016:

- Smile of the Child.
- Lions Club Rhodes.
- Amnesty International.

Furthermore, we collaborate with the 2 Blue Tomatoes company to sell t-shirts in vessel shops, which feature unique and original printed stamps which promote local traditional foods and recipes. The total value of 156 units sold in vessel shops reached €2,987 and 2 Blue Tomatoes offered part of their revenues to support the non-profit organization "Desmos" ([www.desmos.gr](http://www.desmos.gr)) to create sustainable solidarity networks and cultivate social and humanitarian responsibility.

## "Agoni Grammi Gonimi"



To ensure participation of small island residents in educational and cultural events, we supported the "Agoni Grammi Gonimi" program for the 10th consecutive year, which is the largest educational and cultural program of remote Aegean islands. The program featured over 10 creative workshops (such as Robotics, Pottery, Puppet Theatre, Jewelry, Kung Fu, Guitar, Piano, Violin, Cinema Workshop and Festival, Creative Writing and Comics, Pilates and Hip Hop) in Leipsoi, Koufonisi, Halki, Antiparos, Astypalaia, Naxos, Donousa, Thirasia, Tilos, Myconos and Schinoussa, with the participation of approximately 263 children and 45 adults, compared to 228 children and 56 adults in 2015.

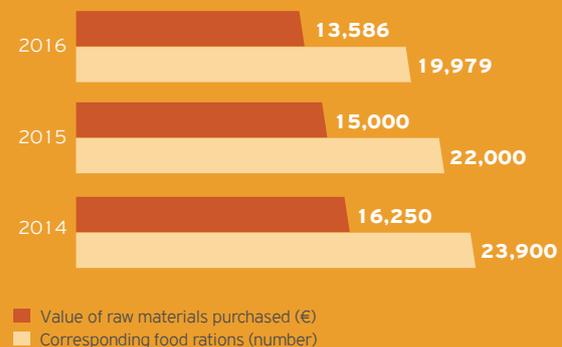


## Support to Underprivileged Social Groups



We strive to support various social groups in need, in collaboration with NGOs, specialized authorities and organizations. Since September 2012, we support the Holy Diocese of Chios-Psara-Oinousses to provide meals to sensitive social groups, by purchasing required raw materials for food rations.

### Provision of Meals to Underprivileged Citizens



We allocated 100% of sponsorships and donations to local communities

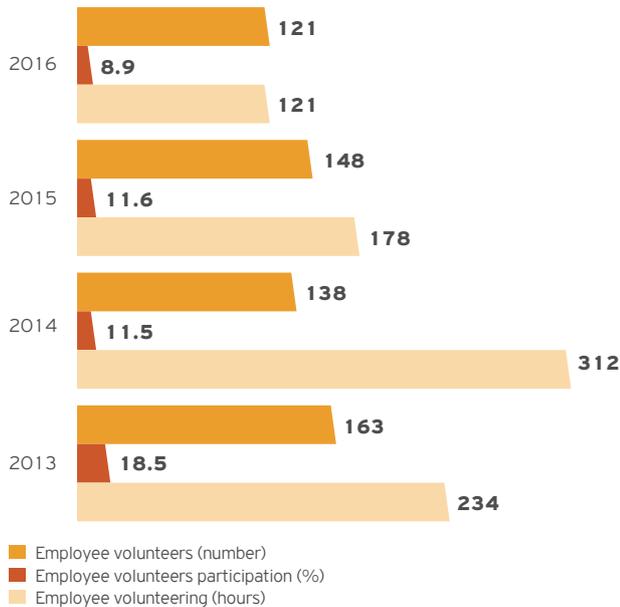
At the same time, we actively participated in efforts to assist refugees:

- Blue Star Ferries continued to charter a vessel to the Greek government until March 2016 and transported 7,866 refugees from the Eastern Aegean islands to the mainland, having already transported over 61,000 refugees in 2015.
- We distributed 2,000 packaged light meals to refugees in Samos and offered over 5,000 bottles of fresh milk, 2,000 bottles of juices, 2,000 cereal bars and 1,500 units of bottled water to refugees temporarily staying at the port of Piraeus.
- We provided discounts to NGO "Metadrasi" to transport over 900 unaccompanied minors from Aegean islands to the mainland.
- We provided discounts to over 25 organizations and institutions to send humanitarian assistance to refugees and host islands such as Doctors of the World / Médecins du Monde, Doctors Without Borders / Médecins Sans Frontières, Lavreotiki Refugee Support Network and Kivotos.

## We cultivate the importance of volunteer contribution

We believe that it is our responsibility to cultivate the importance of volunteer contribution to our employees, in order to integrate the concept of responsibility in their behavior.

### Employee Participation in Societal Support Activities



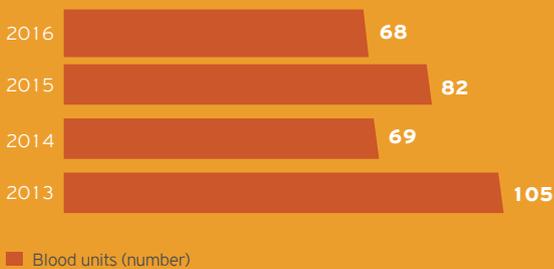
■ Employee volunteers (number)  
 ■ Employee volunteers participation (%)  
 ■ Employee volunteering (hours)

### "Blood Ties"



Since 2009, we implement a voluntary blood donation program called "Blood Ties", in order to respond to needs of remote Greek island residents and to personal emergencies of our employees and their families. Within 2016, we implemented a voluntary blood donation programs at our offices and vessels, in cooperation with the "G. Gennimatas" General Hospital, and gathered in total 68 blood units, all of which were utilized for our employees' and their families' needs.

### Voluntary Blood Donation



■ Blood units (number)



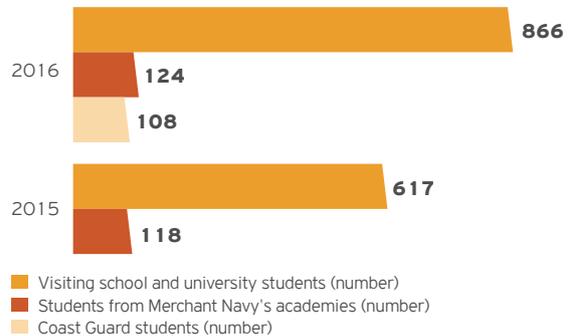
We collected 324 blood units through our voluntary blood donation programs in the last four years

## We support professional growth of young people

We focus on educational contribution and supporting professional growth of young people, as we:

- Welcome school and university students to inform them about career prospects in the shipping industry and employment opportunities in the passenger shipping industry, as well as promote their environmental awareness.
- Participate in student internship programs of the Merchant Navy's Officer academies (for Engine and Deck cadets) who are required to successfully complete a one-year internship onboard a vessel prior to their graduation, as well as in field journey programs for Coast Guard students (Ensign cadets) to familiarize themselves with their future duties.
- Implement internship programs for university students and graduates to acquire professional experience and develop skills and competencies which advance their personal and professional development.
- Participate in employment programs for unemployed young people organized by the Manpower Employment Organization (OAED) to train them and acquire professional experience, while provide the opportunity to fill potential job openings.

### Supporting Professional Growth



■ Visiting school and university students (number)  
 ■ Students from Merchant Navy's academies (number)  
 ■ Coast Guard students (number)



We welcomed 866 young people from schools and universities visiting our facilities

We supported the development of 232 students in Merchant Navy's Officer and Coast Guard academies

## We care for the impact of our operations

We ensure that our operations do not have significant actual or potential negative impacts on local communities. For this reason:

- We monitor and continuously assess our security system.
- We conduct security risk assessments when deemed necessary.
- We trained 85% of office security personnel on our human rights policies and procedures, which accounted for 15% of total training hours, without however yet conducting relevant trainings to marine security personnel.
- We outline tasks related to security in job descriptions.
- We have developed an Emergency Plan, which includes measures to deal with negative impacts (e.g. pollution) and regularly train marine employees on such issues.
- We have developed a "Crisis Communication Plan", in order to ensure seamless information flow during emergencies and responsible communication to interested parties, beyond what is already specified within the ISM crisis and emergencies management Code.



It must be noted that, within 2016:

- We revised our Risk Analysis and Checklist Process for Bunkering procedures.
- There was one case of dispute with the local community of Leipsoi, regarding our vessel's non-approach to the respective port, as it was considered unsafe by the vessel's Master due to adverse weather conditions. To avoid similar incidents in the port of Leipsoi due to inadequate port infrastructure, we participated and expedited the procedures to complete the design study and construct a new port ramp and we participate in the study to construct a new port, in collaboration with the Municipality of Leipsoi.
- No significant fines (over €20,000) regarding the impact of our operations on local communities were imposed.

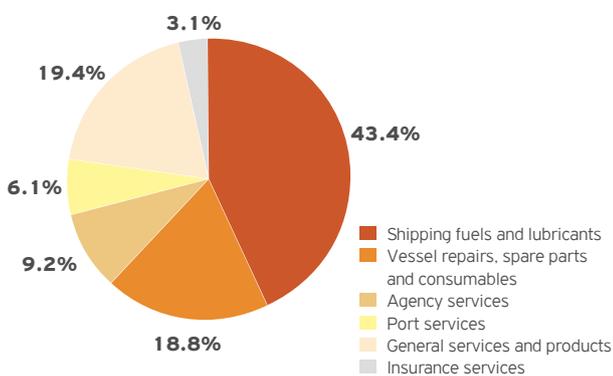
## 3. Responsible Procurement

### We give priority to local suppliers

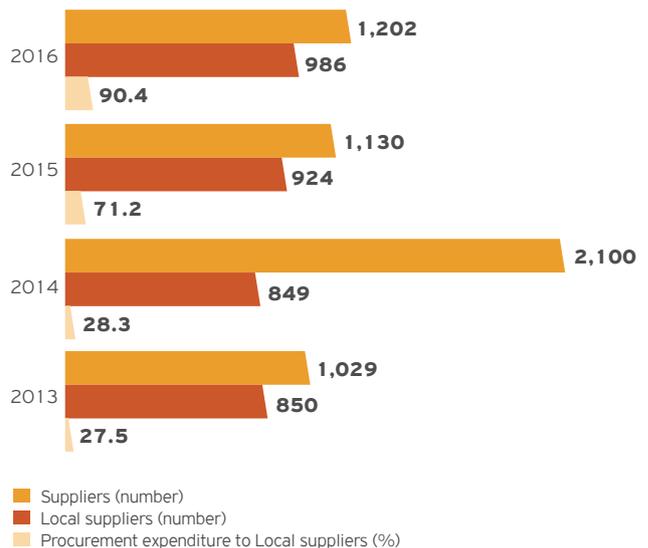
Our suppliers are over 1,200 throughout Greece and abroad, with 82% of them being local suppliers. Based on their turnover, we consider 113 of them as major suppliers, out of which 93 are local suppliers. For 2016:

- The average supplier payment time remained at 120 days, as in 2015.
- 100% of payments were made according to the terms in our contractual agreements.

#### Supplier Categories

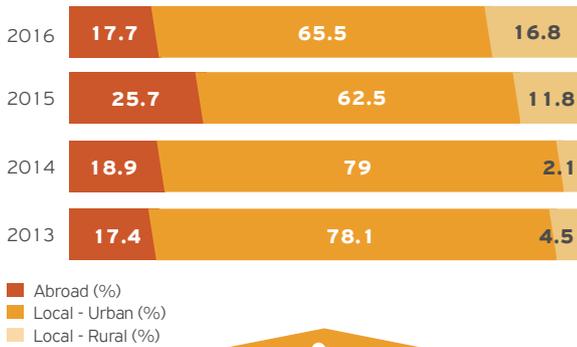


#### Suppliers and Procurement Expenditure



We increased the percentage of procurement expenditure to local suppliers to 90.4%

## Allocation of Suppliers per Region



**We increased the percentage of rural suppliers by 42.3%**

## We responsibly select our suppliers

As our suppliers influence our responsible operation, we fully acknowledge our moral obligation to positively influence our supply chain and promote the principles of Corporate Responsibility to our suppliers. So far, we have not identified any suppliers with significant actual or potential negative environmental, labor practices and human rights impacts or impacts on society.

Furthermore, since March 2016 we evaluate our new suppliers' performance with an annual spending of over €10,000. The performance evaluation process utilizes specific criteria in five areas, based on which we approve our suppliers:

- Quality.
- Cost.
- Availability.
- Service - Support - Adaptability.
- Credit Policy.

It must be noted that:

- We started to develop a single Procurement Process, a Code of Conduct for Suppliers and a Policy for our Contractors' Suppliers.
- For each tender we require at least three offers, except for direct selection cases, either because they exactly match our technical specifications or only one unique supplier exists.
- We assess new suppliers' performance prior to our collaboration, according to available and applicable criteria. Within 2016, we initiated collaboration with 82 new suppliers with over €1,000 procurement spending.
- We evaluate the exclusive representatives of manufacturing companies based on all above criteria, although there is no option to substitute them, due to their exclusivity.

- We inform suppliers with low scores they need to improve their performance, in order to continue our collaboration, as they will otherwise be rejected, without however any relevant suppliers within 2016.
- We immediately re-evaluate a supplier's performance and proceed with necessary actions in case a supplier provides unsuitable or dangerous products, demonstrates unethical behavior or does not fulfill our cooperation agreement. It must be noted that within 2016, we did not discontinue our collaboration with any supplier as a result of actual or potential compliance issues, such as anti-competitive behaviour, environmental protection, product health and safety and labour practices.
- We select suppliers for materials or services among approved suppliers, based on the performance evaluation conducted. It must be noted that we send product samples to a certified laboratory depending on the materials and needs (e.g. we send samples of shipping fuels 6 times per year), in case we cannot determine whether product specifications match the ones agreed with the supplier, in order to analyze and verify their specifications.

## Responsible Vessel Buying



We follow the most recent safety regulations during buying and building of our vessels, without however ignoring potential future safety regulations, which may affect their operation. At the same time, we focus on vessels' energy efficiency and strive to implement innovative technologies.





## 4. Achievements 2016 and Objectives 2017

We committed	Progress	We aim	By
To establish a single Procurement Process.	25%	To consolidate/review the various procurement processes per Department and establish a single Procurement Process.	2018
To develop a Policy for our Contractors' Suppliers.	25%	To develop a Policy for our Contractors' Suppliers.	2019
To develop a Code of Conduct for Suppliers, including selection criteria to become a supplier (by 2017).	25%	To develop a Code of Conduct for Suppliers, including selection criteria to become a supplier.	2017
		To increase training hours for sales network employees by 5%.	2017
		To support the activities of charitable organizations and NGOs.	2017
		To implement at least 2 volunteer activities with the participation of our employees.	2017

# VI. Employees

We establish positive Employment Conditions

## WE ARE...



1,342  
employees



11.5%  
women



100% of employees  
with full time employment contracts



5,964  
training hours



591 employees  
trained

## WE COMMIT TO...

Cultivate a workplace focused on respect, equality, safety and merit, as well as offer training opportunities to our employees, in order to facilitate their personal and professional development.

## WE FOLLOW...

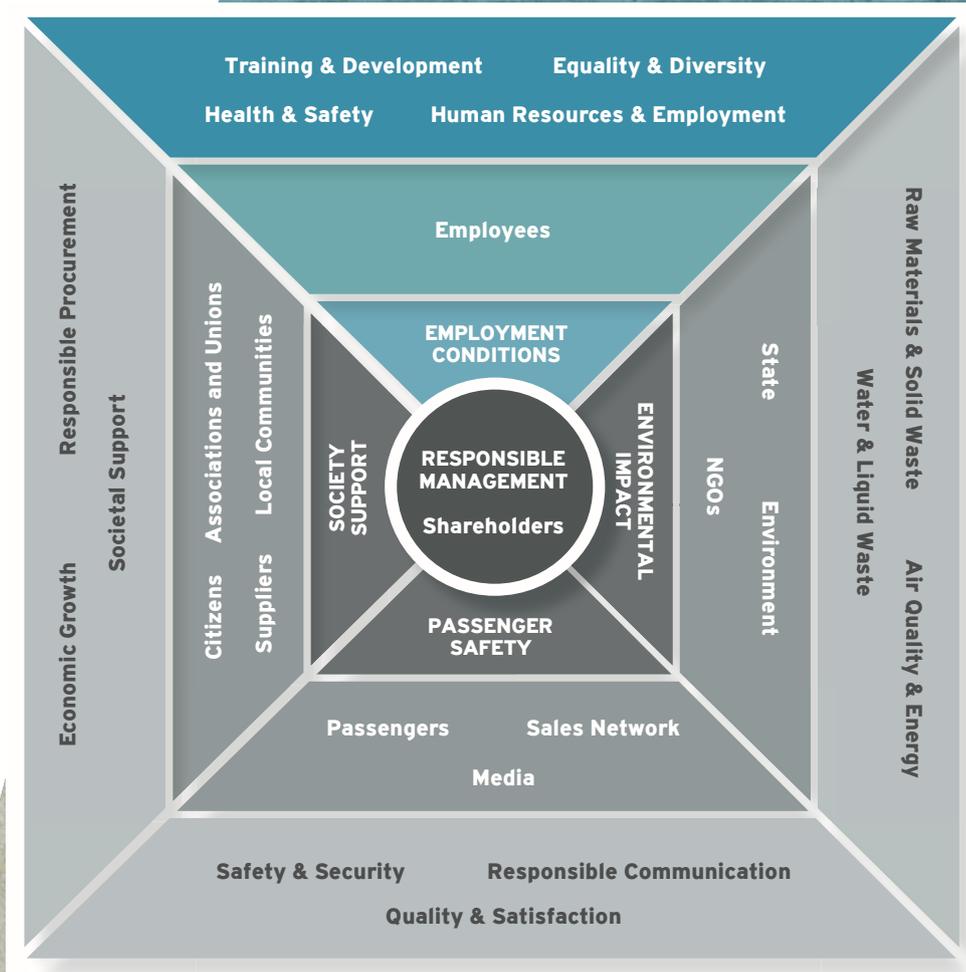
Principles of the United Nations' Global Compact

	PRINCIPLE
Support and respect protection of internationally proclaimed human rights	1
Ensure not to be complicit in human rights abuses	2
Recognize freedom of association and right to collective bargaining	3
Eliminate all forms of forced and compulsory labour	4
Abolish effectively child labour	5
Eliminate discrimination in respect to employment and occupation	6

## WE ACHIEVED...

- ✓ We employ 100% of our employees with full time employment contracts.
- ✓ 100% of employees in Director/Manager positions are of local nationality.
- ✓ No complaints or grievances regarding our marine employees' living conditions were filed.
- ✓ No complaints or grievances regarding our employees' labour conditions were filed.
- ✓ 82.8% of our employees (80% of marine employees) received their annual leave, as initially planned.
- ✓ We conducted internal trainings on Health and Safety issues to 100% of marine employees.
- ✓ The entry level wage of office employees is higher than the minimum wage by 19.5%.
- ✓ We covered 50% of permanent job openings in offices by internal candidates.

WE FOCUS...



# 1. Human Resources and Employment

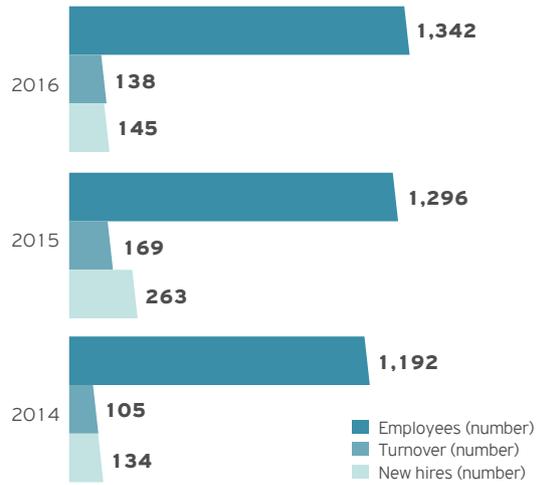
## We sustain job positions

Our business success is directly associated to our employees, therefore we strive to create job positions, as well as lessen unemployment. Our business activity supports hundreds of indirect job positions throughout our value chain and the passenger shipping industry in general. It must be noted there are seasonal variations in employment numbers onboard our vessels, as the number of marine employees during spring and summer months was higher by 16.2% compared to the autumn and winter months (1,151 employees compared to 965).

We employ 100% of our employees with full time employment contracts



## Human Resources



\* Data include marine employees onboard the vessel Diagoras until 01/06/2016.  
 \*\* New hires and turnover for 2016 do not include the cadets in Merchant Navy's Officer and Coast Guard academies onboard our vessels (who complete their internship under temporary employment contracts), as well as our marine employees' re-hiring within the same year (for whom a standardized dismissal and re-hiring process is in place).

## Human Resources\*

Employment Type	Permanent	Temporary	Full time	Part time	
Employees (number)	991	351 (26.1%) (339 marine employees) (20 women)	1,342	0	
Gender	Female	Male			
Employees (number)	155	1,187			
Age	<30	30-50	>50		
Employees (number)	344	814	184		
Categories	Nationalities	Disabilities	Foreigners		
Number	2	0	4		
Education Level	Public School - High School	Academic Education	Postgraduate Education		
Employees (number)	1,133	178	31		
New Hires**	Female	Male	<30	30-50	>50
Employees (number)	18	127	57	78	10
Turnover**	Female	Male	<30	30-50	>50
Employees (number)	15	123	42	85	11
Turnover**	Resignations	Redundancies	Other		
Turnover reason (%)	35.5	64.5	0		
Employment Tenure	<5 years	5-10 years	>10 years		
Employees (number)	297	534	511		
Working Place	Offices	Vessels			
Employees (number)	191	1,151			
Hierarchy	Chief Executive Officer/Top Management	Directors/Managers	Employees	Total	
Employees (number)	22	42	1,278	1,342	

\* Data for vessels refer to 31/08/2016 (except for the vessel Diagoras, which refer to 01/06/2016); data for offices refer to 31/12/2016.

\*\* New hires and turnover for 2016 do not include the cadets in Merchant Navy's Officer and Coast Guard academies onboard our vessels (who complete their internship under temporary employment contracts), as well as our marine employees' re-hiring within the same year (for whom a standardized dismissal and re-hiring process is in place).

It must be noted that:

- The average age of office and marine employees is 43 and 39 years respectively.
- The average employment tenure for office and marine employees is 13.6 and 8 years respectively.
- The turnover rate of office employees was 3.6% (out of which 0.5% redundancies and 3.1% due to termination of temporary employment contracts) and 11.3% for marine employees (out of which 7.6% redundancies and 3.7% resignations).
- There was one office employee who left before completing 12 months of employment, while the respective turnover rate of marine employees was 3.6% (besides the cadets in Merchant Navy's Officer and Coast Guard academies onboard our vessels, who complete their internship under temporary employment contracts).
- The turnover rate of female office employees is equal to male office employees, while the respective figure for female marine employees compared to male marine employees is higher by 93.6%.
- The majority of our employees are from Attica and the percentage of marine employees from islands is 30%.
- There was one freelance professional working within the Group during 2016.



## We ensure proper living conditions for marine employees

We recognize the importance to establish proper living conditions for our marine employees and their relation with a safe work environment and the crew's psychology. Therefore, we:

- Have placed crew cabins above the main deck, in order to reduce noise impact.
- Ensure proper temperature, ventilation and lighting conditions in accommodation areas.
- Provide individual cabins to vessel Masters and Officers.
- Have created and equipped entertainment halls with various recreation means (library, TVs, film projectors, board games) in all vessels, which are accessible by all marine employees.
- Systematically clean and sanitize accommodation areas.



## We handle work-life balance

Indicating our commitment to support our employees and maintain work-life balance, we:

- Ensure that all employees receive their entitled leaves.
- Record and monitor work hours for all marine employees.
- Have defined rest hours for marine employees.
- Ensure timely crew changes, in case it is required.
- Ensure that all fees provided allow decent livelihood.
- Compensate overtime work and do not force employees to work overtime, under the threat of salary reduction, dismissal or any other sanction.
- Pay the entire wage to female employees in childbirth and maternity leave without any deduction as a maternity bonus after their return to work, exceeding the relevant legislative requirements.

Within 2016:

- 100% of marine employees worked at least once beyond the typical work hours and there was no overtime work on behalf of our office employees.
- The average overtime work for marine employees was 1.08 hours.
- All 6 women who received their maternity leave, returned and continued their work within our Group.
- 11 women were granted reduced working hours due to raising a child.



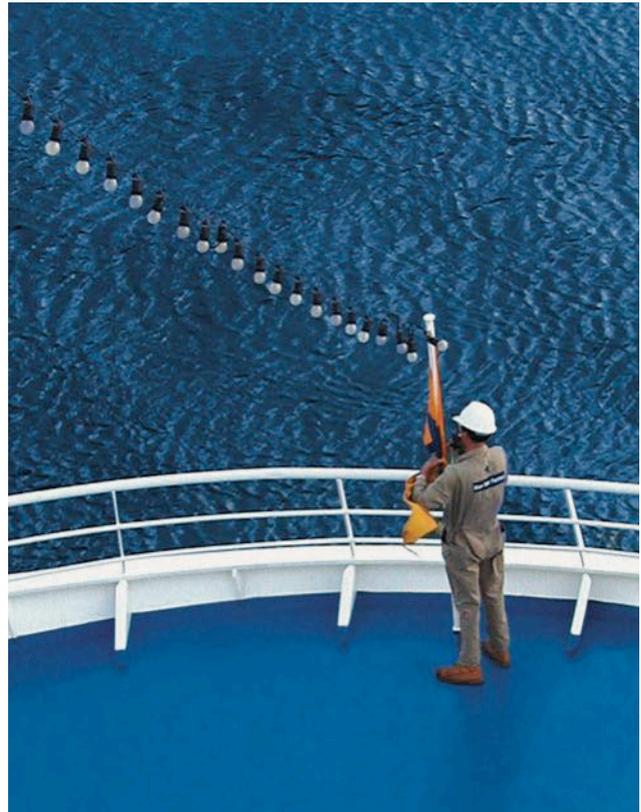
## We transparently inform our employees

Regardless of their employment type, we inform all new hired office employees about:

- Our organizational structure and culture.
- Our Code of Ethics & Professional Conduct.
- The Emergency Situations Response Plan for offices.
- The terms and conditions of the Group Insurance program, which applies to employees with employment contracts after at least 6 months.
- Main work issues and procedures, such as leaves and absences, training, communication and performance appraisal.

Furthermore, it must be noted that:

- Our employment contracts include documents which describe the way we expect employees to behave (e.g. corporate manuals).
- Prior to their employment, all employees receive their employment contracts.
- We have informed all employees at least once regarding Corporate Responsibility issues.
- We conducted 5 internal communication activities regarding Corporate Responsibility issues to all employees in 2016, compared to 4 in 2015.



## 2. Health and Safety

### We ensure Health and Safety onboard our vessels

Our main commitment is to create a safe work environment for our marine employees. Therefore, we:

- Have established Safety Committees in all vessels, which consist of all managers and represent all work areas onboard vessels (stewardships). The Committees also discuss Health, Hygiene and Safety issues and notify the Group regarding their findings.
- Do not include Health and Safety issues in our employment contracts, since respective issues are covered by national or industry collective agreements and international hygiene, accommodation and safety agreements, which have been incorporated in the relevant national legislation, as well as national or industry collective agreements, which are available in our vessels.
- Require marine employees to hold competency certificates in training areas such as vessel safety, rescue equipment, firefighting and first aid, prior to their employment onboard our vessels, and oblige them to maintain valid certificates.
- Continuously train our marine employees on Health, Hygiene and Safety issues, such as response to emergency situations and prevention of serious diseases.
- Provide the necessary personal protective equipment to all marine employees and monitor its proper use.
- Ensure proper employment conditions, such as temperature, ventilation, lighting and sanitation.
- Have equipped our vessels with the appropriate equipment and conduct audits on alcohol consumption to all marine employees. No such accidents of non-compliance have occurred within 2016.
- Record and monitor accidents and Health and Safety incidents, in order to take corrective actions and eliminate respective risks.
- Immediately replace injured and sick marine employees with other employees to cover their position onboard.
- Record and investigate vessel accidents with no injuries, in order to improve our Health and Safety procedures. No such accidents have occurred within 2016.





We conducted internal trainings on Health and Safety issues to 100% of marine employees



## Health and Safety

	2014	2015*	2016
Employees' fatal accidents (number)	0	0	0
Collaborators' fatal accidents (number)	NR	0	0
Accidents (number)	17	20	19
Men	16	19	19
Women	1	1	0
Accidents with absence <3 days (number)	NR	0	0
Accidents with absence >3 days (number)	NR	20	19
Absence from work due to accidents (hours)	NR	0	0
Average days of absence per injury (days)	51	51	41.9
Injury Rate (rate)**	1.4	1.31	1.07
Men	1.39	1.41	1.2
Women	1.66	0.56	0
Occupational Disease Rate (rate)***	0	0	0
Men	0	0	0
Women	0	0	0
Lost Days Rate due to injuries or occupational diseases (rate)****	71.53	67.15	45
Men	70.83	72.23	50.44
Women	85	28.71	0
Absenteeism Rate due to injuries and occupational diseases (rate)*****	470.36	451.10	340.31
Men	465.75	480.41	376.49
Women	558.9	208.93	0

\* Health and Safety Rates for 2015 and Absenteeism Rate due to injuries and occupational diseases for 2014 have been restated.

\*\* Injury Rate (IR): Number of injuries x 200,000 work hours / Total work hours.

\*\*\* Occupational Disease Rate (ODR): Number of occupational diseases x 200,000 work hours / Total work hours.

\*\*\*\* Lost Days Rate due to injuries or occupational diseases (LDR): Total work days lost x 200,000 work hours / Total work hours.

\*\*\*\*\* Absenteeism Rate due to injuries and occupational diseases (AR): Total absent work days x 200,000 work hours / Total work days.

NR: Not reported

### 3. Equality and Diversity

#### We commit to meritocracy

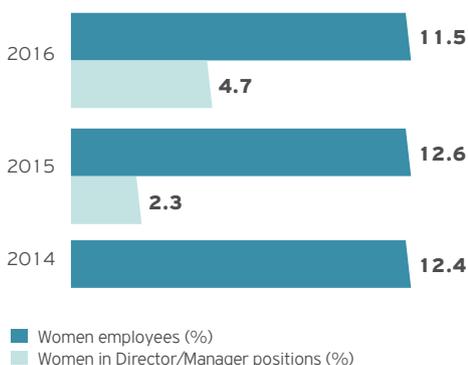
Our commitment towards meritocracy follows the principle to treat all our employees equally, which enables their professional development to depend solely on their performance and skills. We do not allow any kind of discrimination due to race, gender, color, origin, age, religion, participation in employee unions, disability, sexual orientation, political beliefs, pregnancy or marital status regarding any work aspect (e.g. salaries). Furthermore, we do not allow any comments among employees for all issues above, in order to prevent any form of harassment (e.g. sexual).

As a result of our focus on the equal treatment of women:

- The overall percentage of women in office and vessels is 52.9% and 4.7% respectively, which is about the same as in 2015.
- The percentage of female office and marine employees in Director/Manager positions is 7.1% and 3.6% respectively, without any female office and marine employees in Top Management positions.
- The percentage of female office employees with temporary employment contracts compared to male office employees is lower by 50%.

It must be noted that no complaints or grievances regarding labor practices were filed and no discrimination incidents occurred within 2016.

#### Percentage of Women



#### We do not tolerate child, forced and compulsory labor

We respect the internationally recognized principles of human rights, as described within the Universal Declaration of Human Rights and the ten Principles of the UN Global Compact we have signed. At the same time, we are certified and audited according to the Maritime Labour Convention's respective principles. Based on these principles, we are committed not to:

- Employ any person below the legal age work limit.
- Encourage or tolerate any forced and compulsory labor in any of our premises.
- Employ any person through organizations or agencies involved in trafficking or other forms of forced labor.

In 2016:

- There were no significant investment agreements and contracts with clauses on human rights.
- There were no complaints or grievances regarding human rights violation.

#### We respect the right of employees to participate in unions and strikes

Although there is no employee union within our Group, we respect the right of employees to freedom of association and participate in employee unions, while no operations in which the respective rights may be at significant risk have been identified. It must be noted that:

- 100% of marine employees participate in employee unions related to their job position and through them to the Panhellenic Seamen's Federation (PNO). Also, one office employee is an elected member of the Panhellenic Federation of Shipping and Tourism Employees (PASENT), to which all office employees belong.
- 100% of employees are covered by individual agreements, based on national or industry collective agreements.
- The minimum notice period regarding operational changes for marine employees is 3 days, with a minimum notice period of 24 hours for Domestic lines and 7 days for Adriatic Sea lines included in employment agreements. We follow, as a minimum, the relevant regulatory requirements regarding operational changes for office employees.
- All our marine employees' work was interrupted during the 8 strikes or lock-outs organized by the Panhellenic Seamen's Federation (PNO) within 2016, due to their opposition to the tax and insurance revisions by the Greek government, with the time lost due to strikes being 23 working days. No office employees participated in any strike or lock-out within 2016.

## We ensure confidentiality of personal data

We respect the right of employees to safeguard their personal data and we are committed to implement a wide range of technical and organizational measures, which non-exhaustively include:

- Have authorized the use of specific surveillance systems to monitor crucial access areas to our offices (such as staircases, outside perimeter, central cashier and parking garage) and vessels according to the respective legislation (such as garages), which include CCTV system with cameras and security cards to monitor access to office areas such as servers and UPS, and we only allow employees from the Hygiene and Security Division to access the surveillance footage.
- Do not monitor any office work areas and we monitor certain vessel work areas for security purposes (such as garages and engine room), without collecting any personal data.
- Require written consent on behalf of employees, in case required to disclose personal data to any person with preferential relationship (such as doctors or lawyers).
- Do not withhold personal documents (such as identification cards, passports or any other personal papers).

As a result of our practices we did not receive any formal employee complaints in 2016 regarding privacy issues or personal data security.

## We offer competitive salaries

We strive to maintain our employee salaries and wages above the legal minimum salary and attract highly-skilled workforce, despite the recession of the Greek economy. At the same time, we compensate all employees within the agreed time period and we do not deduct salaries due to disciplinary offenses or other deductions except those stipulated by law.

It must be noted that in 2016:

- The minimum salary was in all cases higher than the defined legal basic salary, except for one marine employees' job position, where the salary is equal to the salary defined in the collective agreement.
- The average salary for male office employees compared to female office employees is higher by 18%, while the average salary for males in office Director/Manager positions compared to females in office Director/Manager positions is lower by 20.8%, due to factors such as professional experience, qualifications and expertise.
- There are no differences between the average salary for males and females in our vessel crews, as their salary solely depends on their specialization.

- The ratio of annual total compensation for our highest-paid individual in offices and vessels to the median of annual total compensation for all office and marine employees (excluding the highest-paid individual) is 8.3 and 4 respectively.
- The ratio of percentage increase in annual total compensation for our highest-paid individual in offices to the median percentage increase in annual total compensation for all office employees (excluding the highest-paid individual) is 5.1.
- The ratio of percentage decrease in annual total compensation for our highest-paid individual in vessels to the median percentage decrease in annual total compensation for all marine employees (excluding the highest-paid individual) is 1.36.



## We offer additional benefits

We offer a number of voluntary benefits which cover 99.5% of office employees (employees with permanent employment contracts and temporary employment contracts of over 6 months), as well as all marine employees. All our office employees are covered by health insurance, for which we spent €124,638 in 2016, compared to €114,300 in 2015.

### Additional Benefits

	Marine Employees	Office Employees
Expanded life insurance to all employees, their spouses and their children		✓
Coverage against disability/incapacitation		✓
Postgraduate program support		✓
Christmas cheques for every child up to 14 years old		✓
Annual Christmas festive event		✓
Provision of free passenger and private vehicle tickets and meals onboard our vessels (upon availability)	✓	✓
Discount for passenger and private vehicle tickets for first-degree relatives (upon availability)	✓	✓
Discount for certain items from vessel shops	✓	✓

## 4. Training and Development

### We develop our employees

**Internal Advancements:** Our priority is to support our employees' development and cover job openings from existing employees. As a result of this policy, the percentage of permanent job openings in offices covered by internal candidates reached 50% within 2016, compared to 1% in 2015.

We covered 50% of permanent job openings in offices by internal candidates



**Job Rotation:** We have established a job rotation program for office employees, in order to keep them motivated and offer the opportunity to acquire additional knowledge and experience, with 5 job rotations taking place within 2016, compared to 2 in 2015.

**Job Descriptions:** In our attempt to ensure individual and organizational effectiveness and maximize employee satisfaction, we have started to record in written job descriptions and responsibilities for all employees. As a result, a detailed job description is available for 60% and 100% of office and marine employees respectively.

### We train our employees

**Training Program:** To design our annual Training Plan, we consider:

- Identified training needs.
- Responsibilities and requirements for every job position.
- Changes in the shipping industry (e.g. legal framework).

We deliver a wide range of training programs and seminars for our marine and office employees each year, which indicatively include:

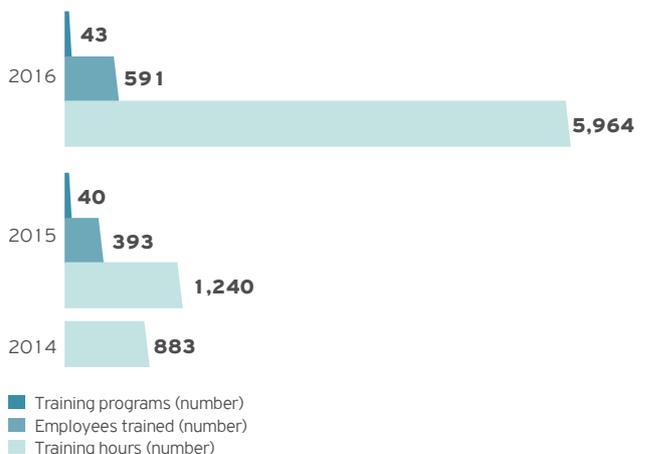
- Marine employees:
  - Safe work practices onboard our vessels.
  - Effective leadership.
  - Mobilization and motivation.
  - Excellent customer service.
  - Technical and sales skills.
  - Safety and security issues.
  - Response to pollution incidents.
  - Fire fighting.
  - Cleaning processes.
- Office employees:
  - Shipping.
  - Finance.
  - Labor/Insurance issues.
  - Management issues (e.g. human resources, internal audit, legal).
  - Customer service.
  - Safety.
  - Corporate Responsibility.

The following data summarize the results of our training practices and overall performance. It must be noted that data do not include internal trainings conducted onboard our vessels. Within 2016:

- We trained at least one time, over 41% of office employees.
- We conducted training programs on Corporate Responsibility issues, with the participation of 15.9% of employees and 88.8% of Directors/Managers and Top Management Executives, as well as 100% of executive BoD members. No relevant training programs were conducted to marine employees.
- We trained 511 marine employees on management issues and all marine employees renewed their competency certificates.
- Total cost of training programs exceeded €84,600, compared to €56,822 in 2015.



### Employee Training



\* Training data for 2016 include office employees and marine employees who were trained on management issues; they do not include marine employees' training to renew or receive new competency certificates (included in the training data for 2015) and/or internal trainings conducted on vessels.

## Employee Training

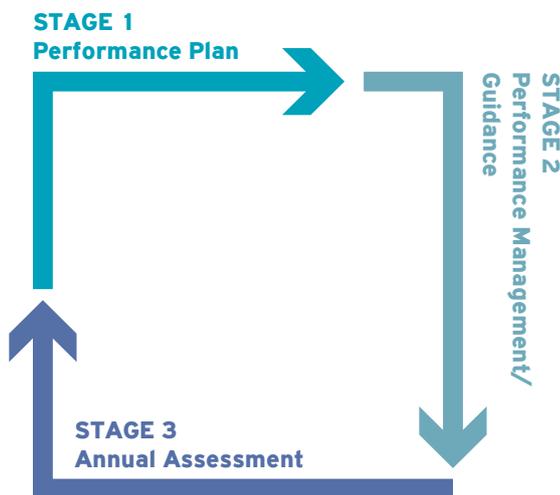
Averages	2014	2015	2016
<b>Office employees</b>			
Training per employee (hours)	3.3	5.5	14.5
Training per male employee (hours)	3.9	8.1	17.4
Training per female employee (hours)	2.8	3.2	11.9
Training per employee in Top Management positions (hours)	NR	NR	12.1
Training per employee in management positions (hours)	3	9	20.7
Training per employee in administrative positions (hours)	3.4	10.8	20.1
<b>Marine employees*</b>			
Training per employee (hours)	0.2	1.4	2.4
Training per male employee (hours)	0.2	1.2	2.36
Training per female employee (hours)	NR	0.2	2.6
Training per employee in Top Management positions (hours)	NR	NR	3
Training per employee in management positions (hours)	1.3	0.9	5.8
Training per employee in administrative positions (hours)	NR	1.5	NR

\* Average training hours for marine employees refer to training on management issues and do not include marine employees' training to renew or receive new competency certificates (included in the training data for 2015) and/or internal trainings conducted on vessels.

NR: Not reported

## We appraise our employees

We implement a Performance Appraisal System for our office and marine employees, with a three-phase Performance Appraisal System for office employees to identify their strengths and areas for improvement and improve their overall performance:



The Performance Appraisal System for office employees consists of 5 main areas:

1. Performance Criteria.
  - Personal Objectives.
  - Performance Standards (one of which is Compliance with Procedures).
  - Attributes (Common Attributes and Team Leading Position Attributes).
2. Appraisal Summary.
3. Employee Professional Requirements.
4. Training and Development Activities.
5. Comments.

At the same time, we appraise all Officers and marine employees (including employees whose employment tenure onboard our vessels has expired) four times per year, in order to ensure efficient crew selection and proper vessel manning. The appraisal results are included in a relevant Report which is forwarded to the Marine Personnel Department and assesses marine employees' performance, skills and diligence throughout their service onboard our vessels.

## Performance Appraisal



\* No performance appraisal for office employees took place within 2016, as the Performance Appraisal System will be reviewed.



## 5. Achievements 2016 and Objectives 2017

We committed	Progress	We aim	By
To conduct performance appraisal for 100% of office employees.	0%	To conduct performance appraisal for 100% of office employees with a new Performance Appraisal System.	2018
To conduct an Employee Satisfaction Survey (not conducted within 2016).	0%	To conduct an Employee Satisfaction Survey.	2017
To train 600 marine employees on management issues.	75%		
To include Corporate Responsibility in the information material of new hired employees (by 2017).	0%	To include Corporate Responsibility in the information material of new hired employees.	2017
To train all Managers on Corporate Responsibility (by 2017).	75%	To train all Managers on Corporate Responsibility.	2017

# VII. Passengers

We ensure our Passenger Safety

## WE ARE...



**5,033**  
journeys annually



**59** vessel inspections from local authorities (for food hygiene and safety)



**107,123** calls responded by Customer Services Division



**945** questionnaires in vessels



**199,673** members in the Passenger Loyalty & Reward program seasmiles

## WE COMMIT TO...

Safeguard the health and safety of our passengers and offer them the best possible travel experience, in order to meet their needs and expectations during their journey.

## WE FOLLOW...

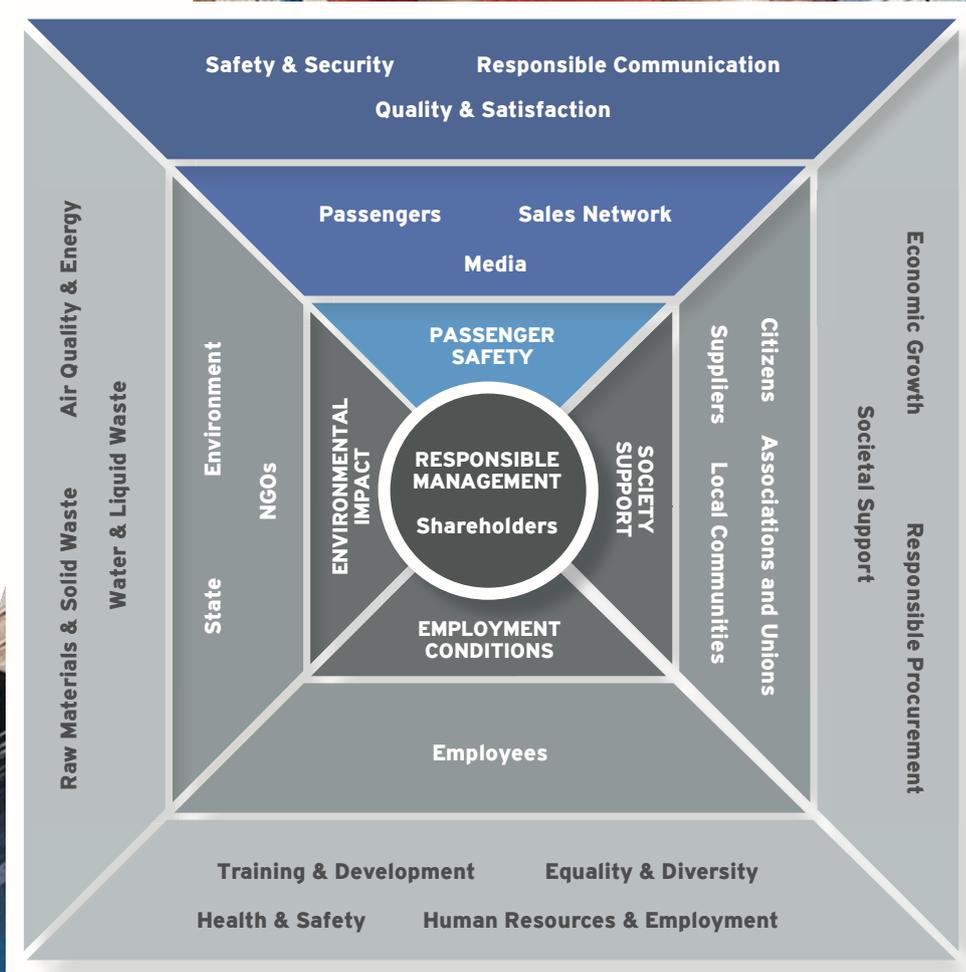
Principles of the United Nations' Global Compact

	PRINCIPLE
Support a precautionary approach to environmental challenges	7
Promote greater environmental responsibility	8

## WE ACHIEVED...

- ✓ We conducted internal trainings on passenger safety procedures to 100% of marine employees.
- ✓ The overall performance of our vessels in the Domestic and Adriatic Sea lines increased by 1% and 2% respectively.
- ✓ We were subject to 59 inspections from local authorities for food hygiene and safety, with no recorded non-compliance incidents.
- ✓ We maintain 4 corporate websites, with over 2.5 million unique visitors annually and handle 5 mobile applications with over 89,000 downloads.
- ✓ We trained 33.3% of Marketing Department employees on responsible communication issues.
- ✓ We sent 68,954 SMS messages to our passengers.
- ✓ We dispatched 2,317 notifications to serve passengers with particular requirements to our vessels, out of which 228 for passengers with reduced mobility and 13 for passengers with sensitivity to allergens.
- ✓ We increased the members in our loyalty and reward program by 38%.

WE FOCUS...



# 1. Safety and Security

## We ensure passenger safety onboard our vessels

We consider passenger health and safety onboard our vessels as our indisputable obligation. Therefore, we:

- Were subject to extensive vessel inspections from external bodies (Merchant Vessels Inspection and classification societies) in 2016.
- Have established Safety Committees in all vessels, in order to examine and assess health and safety issues.
- Train our employees on passenger safety procedures.
- Carry out regular maintenance of rescue equipment.
- Demonstrate use of lifejackets to passengers and display informational videos regarding use of lifejackets, assembly stations and rescue equipment.
- Have placed clear signs with fundamental safety information.
- Have equipped all our vessels with the necessary medical and pharmaceutical equipment.
- Have made the Cardio Express telemedicine support service available to all our vessels for the initial assessment of medical incidents at sea.
- Prohibit transportation of explosives, flammable, combustible and hazardous materials in general, except those permitted by the relevant legislation.
- Operate 2 reservation and ticketing systems, which are certified by the relevant authorities and ensure that the number of issued tickets do not exceed the respective maximum number. Within 2016:
  - There were no complaints for overbooking and no relevant fines were imposed by respective authorities.
  - Regarding one previous writ of summons for a relevant violation on Blue Star Patmos in August 2013, for which a fine of €500 was imposed, the case is expected to be discussed before the Piraeus First Instance Court within 2017.



We conducted internal trainings on passenger safety procedures to 100% of marine employees

## Emergency Response Team



We have created an Emergency Response Team to guide vessels and communicate with third parties on their behalf (such as the Ministry of Shipping and Marine Policy's Search and Rescue Center, rescue teams, experts and Media), in order for vessels to focus on handling potential emergency situations. The Team consists of:

- The Chief Executive Officer.
- The Marine Operations Executive Director.
- The Marine Operations Director.
- The Electrical / Electronic Support Director.
- The Legal Counsel.
- The Marine Personnel Director.

At the same time, we have established a substitute Emergency Response Team. In 2016, Emergency Response Team's members met for internal trainings.

## Addressing Infectious / Transmittable Diseases



According to an established procedure and the semiannual internal trainings conducted onboard all vessels to address incidents of infectious / transmittable diseases, we immediately notify and request assistance from the respective port authorities and external authorities (e.g. Hellenic Center for Disease Control and Prevention) in case of respective incidents and lead the vessel to the nearest port.

The patient is then rushed to the vessel's infirmary, where we record in detail personal information and medical history and apply the necessary precautions for the crew or the doctor (such as hand disinfectant, surgical gloves and mask, disposable waterproof suit and apron, infectious waste disposal bags and laser thermometer). Upon arrival, the patient is escorted outside the vessel and handed over to the respective authorities (e.g. HCDCP), while we disinfect the cabins and areas visited by the patient and place all items handled in appropriate bags, which we hand over to an external specialized company, following the competent authorities' agreement. No incident of patient with infectious / transmittable disease was reported in 2016.

## Missing Onboard Person Search



Each vessel has developed a Missing Person Response Plan (SAA), in order to respond to confirmed cases of disappeared and missing persons. According to this procedure, we inform all passengers regarding an incident and set up a search team to search throughout vessel areas (initially cabins, lounges, decks and WCs and subsequently engine room, crew premises, garages and warehouses). In case the missing person is not found until the port of arrival, port authorities thoroughly check all passengers and search all vehicles during passenger disembarkation. No missing person incident was reported in 2016.

## We offer safe products and services

We strive to provide quality and safe products and services to our passengers, in order to ensure our long-term business success. Therefore:

- All contractors comply with the requirements of ISO 9001 Quality Management System and ISO 22000 Food Safety Management System, in order to eliminate risks (such as materials or ingredients) that could potentially harm human health. Within this context, we are informed regarding regular audit results conducted by contractors and proceed with corrective actions if required.
- Audit our Management Systems (Quality, Environmental and Food Safety Management Systems), as well as the quality of products and services itself.
- Record audit findings and potential corrective actions with specific remediation time plan, which are communicated to all involved parties.
- Are annually audited by ABS (American Bureau of Shipping) for ISO 9001 and ISO 14001 certificates, with respective audits to contractors for their ISO 22000 certificates taking place from their own certification bodies.
- Perform a "Mystery Passenger" survey in 17 and 19 passenger service categories in three stages of three visits per year onboard our vessels in Domestic and Adriatic Sea lines respectively, in order to ensure effective vessel operation, quality services and prompt response to passenger needs. It must be noted that in 2016, as in 2015, no procedures and practices had to be revised or improved as a result of our "Mystery Passenger" surveys.

Within 2016, there were no incidents of products and services non-compliance, during the external audits conducted by the relevant health and market authorities.



The overall performance of our vessels in the Domestic and Adriatic Sea lines increased by 1% and 2% respectively

**Food hygiene and safety:** We have defined specific food hygiene and safety procedures, in order to provide high quality products to our passengers. Within this context, our food and catering contractors apply food safety management systems. More specifically, we:

- Have the necessary cleaning/sanitation and food storage areas, as well as specific catering areas.
- Provide employees with the necessary clothing during food preparation, such as uniforms and head caps.
- Specify the use of disposable gloves to prepare cold kitchen meals (such as sandwiches and salads) and warm kitchen portions and we prohibit use of the same gloves to handle fresh and cooked foodstuffs, according to respective procedures.
- Require employees to wash their hands before starting and finishing their work, and after waste handling, use of cleaners or chemicals, as well as after every contact with a phone, money, fresh foodstuffs or doorknobs, according to respective procedures.
- Strictly prohibit smoking in food preparation areas.
- On average, audit compliance with our procedures and practices once per month per vessel. These inspections resulted in no findings or corrective actions taken within 2016, compared to 37 and 34 respectively in 2015.

**Hotel services hygiene and safety:** We focus to provide high quality hotel services onboard our vessels, since passenger satisfaction is directly associated with their safe accommodation. Therefore, we:

- Systematically sanitize public and accommodation areas.
- Inspect passenger and crew accommodation areas, with 50 inspections and no findings or corrective actions required within 2016.



## Vessel Inspections from Local Authorities

Besides ourselves inspecting our vessels, we are subject to additional scheduled or unscheduled inspections from local authorities. These inspections address our vessels' Hotel Operations & Customer Services Department for health issues or hygiene certificates, either when the vessel is docked or at sea. Upon inspection completion, we proceed with the required corrective actions, according to the results from the draft audit report, which is filed in the vessel's inspection archive. We assess inspection results for each vessel twice a year, in order to:

- Identify repeated comments or cases of non-compliance.
- Assess corrective actions already taken.
- Proceed with further corrective actions, if deemed necessary.



We were subject to 59 inspections from local authorities for food hygiene and safety, with no recorded non-compliance incidents

## "PURE CABIN"

We were the world's first passenger shipping company to introduce the "PURE CABIN" category in one Adriatic Sea line vessel in 2010. Since 2011, we have expanded its use in three additional vessels in Domestic lines. Approximately 2% of all cabins onboard our vessels are "PURE CABINS" and 2% of our overall passenger volume travel within such cabins, which are provided at an extra charge. "PURE CABINS" feature a state-of-the-art air and surface purifying system, in order to offer improved accommodation conditions to passengers sensitive to airborne particles. After each use, "PURE CABINS" are purified and a cleaning certificate with the corresponding inspection date is issued.



Within 2016, there were:

- No cases of non-compliance with regulations regarding product and service use or their health and safety impacts.
- No recalls of products and services regarding health and safety impacts.
- No significant relevant fines (over €20,000) or other sanctions imposed from respective authorities.

## We ensure protection of personal items

Indicating our commitment to ensure our passengers' safety, protect their personal items and offer a quality travel experience, we:

- Provide safe storage for any property, money and valuables whose value does not exceed €500 within each vessel's Purser Office.
- Inform passengers regarding safety of personal items through loudspeaker announcements during their journey.
- Intensify inspections to luggage areas with additional marine employees on routes with increased passenger volume.
- Have established a formal procedure to handle lost and found items.
- Compensate passengers in cases marine employees are responsible for damaged or ruined luggage or vehicle during boarding/disembarkation or during the journey.

## Passenger Compensations

	2014	2015	2016
Lost/found or damaged items (number)	4,635	4,283	4,642
Adriatic Sea lines (number)	526	235	525
Domestic lines (number)	4,109	4,048	4,117
Compensations paid for luggage and other damages (€)	40,282	47,259	28,917
Compensations paid for luggage (€)	33,739	44,606	24,027
Compensations paid for other damages (€)	6,544	2,653	4,890
Compensations paid for vehicle damages (€)	33,674	357,587*	41,960

\* The increased compensations for 2015 were the result of damages equal to €326,573.2 in one vessel cargo, due to extreme weather conditions.

Within 2016, two passenger lawsuits for a lost luggage and a lost unaccompanied parcel onboard our vessels took place, which are expected to be discussed during 2017.

## Passenger Items and Luggage Found



According to a formally established lost and found items procedure, we keep small and high value items which were found onboard a vessel for 21 and 30 days respectively.

More specifically, we:

- Destroy various items after 21 days have elapsed, except for books (which are provided to the crew's library), as well as foodstuffs, medicines and personal hygiene items (which are either immediately destroyed or after 3 days, depending on their kind).
- Keep travel and personal documents for 7 days and then hand them over to port authorities.
- After 30 days have elapsed for valuable items, we:
  - Deposit monetary amounts to the charitable organization supported by each vessel (see section V-2).
  - Send electronic equipment for recycling by the Information Technology and Telecommunications Division, according to a specific procedure. There were over 50 electrical devices sent for recycling within 2016.

## We ensure protection of personal data

We strive to ensure protection of our passengers' personal data, in order to establish solid and concrete trust relationships. Therefore, we:

- Keep personal data collected from passengers, professionals and website visitors in a secure database.
- Do not disclose any information to third parties, unless required by law and/or competent authorities.
- Seek individual consent to process personal data, exclusively for communication, statistical analysis and service improvement purposes.
- Inform customers that incoming calls are recorded, prior to connect them with Customer Services Division representatives.

Within 2016, we did not receive any complaint regarding privacy issues or loss of personal data, while no relevant fines were imposed by respective authorities.

## 2. Responsible Communication

### We responsibly advertise our products and services

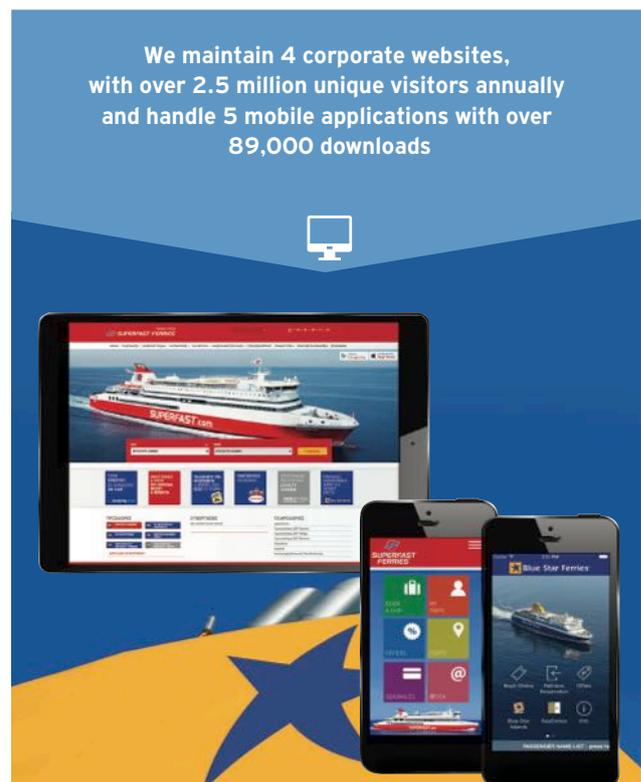
We aim to ensure our communication material is fair, legal, sincere, corresponds to reality, does not display or promote stereotypes and respects people's diversity. Therefore, we:

- Follow the principles of the Hellenic Code of Advertising & Communication, issued by the Communication Audit Council.
- Do not use texts, audio or images that promote stereotypes.
- Ensure use of proper communication and advertisements for our products and services, in collaboration with the Marketing and Sales Departments.
- Have structured our Blue Star Ferries and Superfast Ferries websites, easily accessible by people with visual impairments.
- Do not sell or provide any products and services which are either banned or disputed in foreign markets.

Furthermore, we state applicable conditions on Blue Star Ferries and Superfast Ferries websites regarding:

- Regulations and boarding processes.
- Tickets.
- Reservations.
- Cancellations or refunds.
- Transportation of pets.
- Storage of personal belongings.

We maintain 4 corporate websites, with over 2.5 million unique visitors annually and handle 5 mobile applications with over 89,000 downloads



At the same time, we maintain one corporate website and manage a mobile application for AML, with over 240,000 unique visitors and 1,249 downloads within 2016.

## Labeling Allergens



We require from prepackaged foodstuff suppliers to comply with the European Regulation for Food Labeling 1169/2011 and clearly display whether their products contain specific ingredients included in the allergens list, according to Directive 2003/89/EC. At the same time, we have placed clear and detailed signs to inform consumers about allergens for every non-prepackaged meal within our vessels (such as gluten, eggs, soy and milk).

ΚΑΤΗΓΟΡΙΑ / CATEGORY	ΠΡΟΪΟΝΤΑ / PRODUCTS	ΑΔΕΚΤΟΓΩΝΙΑ ΑΝΑ ΤΡΟΦΙΜΟ / PRODUCT ALLERGENS LIST													
		Γαλακτοκομικά / Dairy	Αλάτι / Salt	Σούδα / Soda	Σιτάρι / Cereals	Αυγό / Egg	Αμύγδαλο / Almonds								
ΕΠΙΧΕΙΡΗΣΙΑΚΑ ΠΡΟΪΟΝΤΑ / OPERATIONAL PRODUCTS	Βούτυρο / Butter														
	Βούτυρο / Butter														
	Βούτυρο / Butter														
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ΕΠΙΧΕΙΡΗΣΙΑΚΑ ΠΡΟΪΟΝΤΑ / OPERATIONAL PRODUCTS	Βούτυρο / Butter														
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In 2016, there were:

- Initiatives to renew and revamp our corporate websites, in order to create a user friendly and efficient reservation interface, as well as improve accessibility for people with visual impairments.
- Five social and environmental messages to inform passengers in every vessel, regarding:
  - Water sport safety.
  - Fire prevention.
  - Ultraviolet radiation protection.
  - Voluntary blood donation.
  - "Agoni Grammi Gonimi" program.
- No cases of non-compliance with regulations and voluntary codes concerning marketing, advertising, promotion, product and service information and labeling.
- No cases of campaigns being withdrawn.
- No relevant fines or other sanctions were imposed by respective authorities.

## We ensure prompt communication

We strive to promptly inform our passengers in case of cancellation or delays in scheduled routes, in order to minimize their potential discomfort. Within this context, we utilize a wide range of communication means, which include:

- Websites [www.superfast.com](http://www.superfast.com) and [www.bluestarferries.com](http://www.bluestarferries.com).
- Radio.
- Port authority representatives.
- Various journal and news portals.
- Communication via SMS (in case passengers have registered their mobile number).
- Newsletters.
- Social media.
- Phone calls.
- E-mails.

Furthermore, we inform passengers with Greek and English audio announcements in case of delays during the journey, which include their cause and the estimated delay time.

We sent 68,954 SMS messages to our passengers



We trained 33.3% of Marketing Department employees on responsible communication issues

### 3. Quality and Satisfaction

#### We ensure that our services are affordable

We recognize the unfavorable economic situation for thousands of Greek households and we strive to provide competitive prices for our services, without however compromising their quality, in order to overcome the financial crisis and maintain transportation volume. Depending on line and destination, we offer:

- Early booking tickets, with up to 30% discount.
- Ticket packages, with significant discounts.
- Discounts in tickets for children, teenagers, young people and people above 65 years old.
- Discounts in selected destinations throughout the year.
- Discounts throughout the year (such as Super Economy, Special Economy, Supersaver Economy, Saver Economy, for passengers and private vehicles, for Naval and Coast Guard retirees, for combined Domestic and Adriatic Sea routes, for Officers and soldiers).
- Discounts for members registered in our Passenger Loyalty and Reward program.
- Discounts for university students and their families, even before their student identification card has been issued.

#### Supporting Tourism in Islands



Within 2016, we supported the effort to reverse the negative tourism trend and strengthen the transportation volume in Lesvos, Chios, Leros and Kos, due to the refugee crisis. For this reason, we offered a 30% discount to 5,372 passenger and 1,690 private vehicles and motorcycle tickets for passengers with at least four overnight stays in these islands, in collaboration with local municipalities and hoteliers' associations.



#### Family Cabins with Children Cartoons



We have introduced family cabins marked with the Bluestarino children cartoon and the Fasteritos children cartoons in all Blue Star and Superfast vessels respectively, for families with small children who have booked a 4-bed external cabin. Upon availability, Reception desks offer these specially decorated cabins to our child passengers free-of-charge. It must be noted that we increased the number of Bluestarino family cabins within 2016, with 4 additional cabins for every Blue Star vessel.



## We ensure equal treatment of passengers

### Equal Treatment

According to our Code of Ethics & Professional Conduct, we promote equal treatment for all customers and partners, without any exceptions, and behave with caution and care during our transactions with vulnerable social groups.

We ensure equal treatment of all our passengers, in order to enhance our customer-centric orientation. More specifically, we:

- Have equipped all our vessels and premises with the necessary infrastructure to facilitate access from people with disabilities.
- Do not impose extra charges on cabins for passengers with disabilities.
- Are promptly informed about the number of passengers with disabilities on each route, in order to plan the availability of wheelchairs.
- Check that emergency switches in cabins for passengers with disabilities are fully operational before passenger boarding.
- Require that food rations for passengers with sensitivity to allergens are prepared with separate food preparation equipment (such as frying pans, cutting boards, knives).
- Have introduced procedures for clothing management and protection of passengers from allergens.
- Created 92 new pet accommodation facilities in 6 vessels.



**We dispatched 2,317 notifications to serve passengers with particular requirements to our vessels, out of which 228 for passengers with reduced mobility and 13 for passengers with sensitivity to allergens**

### Custom-made Vessel Design



In order to facilitate passenger boarding, we have specifically tailor-designed the Blue Star Delos to address the needs of its route, by introducing:

- Wider boarding / disembarkation staircase with stair escalator, instead of two staircases on the vessel's left and right side.
- Two vehicle ramps, one larger than the other, in order to select which one to use depending on the cargo requirements and port infrastructure.
- Ability to reach appropriate speed, to perform a short-time journey.



### We listen to our passengers

In order to effectively serve our passengers, we have established mechanisms to communicate and receive comments and complaints, which are handled by our Customer Services Division. These mechanisms include:

- A call center and dedicated email address for passengers.
- Written communication from passengers.
- Private meetings with passengers.
- Comments form, complaints form, Pure Cabins questionnaire, A la Carte restaurants questionnaire, which are located in various vessel areas, such as the Reception desk and the bar, regarding quality, variety and service.
- A specific form which is completed by the Reception desk, in case verbal complaints are received or incidents are noted.
- The Complaints form, located in all vessels' restaurants.
- The dedicated devices to allow passengers to evaluate the services provided, which we installed in all our vessels within 2016.



## @sea Portal



Within 2016, we launched the new interactive and multifunctional @sea portal, where all Blue Star and Superfast passengers can connect with any device (laptop, smartphone or tablet), via the onboard wifi network. Therefore, they can access free-of-charge recreational material such as music, TV and games, as well as information about:

- Weather conditions.
- Vessel location in real-time.
- Restaurant and bar menus.
- Ports and destination information.
- Loyalty and Reward program seasmiles.



## Utilizing Questionnaires



Passenger questionnaires are forwarded to the vessel's Master, who reviews them and forwards the questionnaires to the Customer Services Division, which documents observations in a "Passenger Observation Report". The Report is forwarded monthly to our vessel Masters, the Divisions' directors and the catering contractor within each vessel and is subject to meetings for all interested parties, in order to assess and define further corrective and preventive actions, if deemed necessary.



## We monitor our passengers' satisfaction

We recognize the importance and our responsibility to offer reliable and responsible passenger services, in order to ensure our business success. Within 2016, we separated our Customer Services and Loyalty Division into two divisions, the Loyalty Division to manage communication related to our Loyalty and Reward program and the Customer Services Division, which received over 107,000 calls within 2016, responding to 93.5% of these, compared to 93.7% in 2015.



## Passengers Service

	2013	2014	2015	2016
Formal letters in response to comments, complaints and requests (number)	834	533	563	726
Adriatic Sea lines (number)	335	185	117	137
Domestic lines (number)	499	348	446	589
Formal thank-you letters (number)	139	127	163	190
Adriatic Sea lines (number)	52	43	54	40
Domestic lines (number)	87	84	109	150
Questionnaires in vessels (number)	1,376	1,189	1,096	945
Total calls (number)*	NR 105,802**	219,700	107,123	
Calls to Reservation and Loyalty Divisions	NR	NR	NR	176,456

\* Total calls for 2014 and 2015 also include calls related to our Loyalty and Reward program seasmiles; total calls for 2016 do not include calls related to seasmiles.

\*\* Total calls for 2014 refer to May-December 2014.

NR: Not reported

## Passenger Compensation

In case of journey delay, passengers are compensated according to the European law and the Passenger Charter of Rights and Obligations (with the modification of Law 3709/2008), with compensation being related to the journey duration. Indicatively, passengers are entitled to compensation for delays:

- Of at least 1 hour, for journeys of less than 4 hours.
- Of over 2 hours, for journeys between 4 and 8 hours.
- Of over 3 hours, for journeys between 8 and 24 hours.

More specifically, in case the scheduled departure is delayed for over 90 minutes, passengers are entitled to compensation according to their ticket, or to:

- Remain onboard and receive free light meals or refreshments until their destination is reached.
- Receive a free meal for delays of over four hours, as well as free on vessel or hotel accommodation, when feasible and necessary.
- Be compensated with 25% of the ticket value or other prior to agreement compensatory payment, in case they were forwarded to their destination with the same or another company vessel. Compensation depends on the delay itself (e.g. 1 hour for journeys up to 4 hours), with the compensation increasing to 50% of the ticket value, in case the delay is double.

- Be compensated with 200% of the passenger ticket value and receive back the vehicle ticket value, in case on our own responsibility they were not forwarded to their destination with the same or another vessel within 24 hours from the scheduled departure time.

During 2016 there were:

- 9 Adriatic route journeys with a delay of over 3 hours, for which we paid compensations of €515.2, covered the ticket cost for an alternative transportation mean to one passenger and offered 50% discount for future journeys to 5 additional passengers, even beyond our legal obligations.
- 3 Domestic route journeys with a delay of over 1 hour, for which we paid compensations of €206.5 to 4 passengers and offered 20% discount for future journeys to one additional passenger.
- 3 Adriatic route journeys with modified departure time, for which we paid compensations of €394 to 3 passengers, even beyond our legal obligations.
- Scheduled journeys in the Rafina - Cyclades route that were not conducted, due to our fleet restructure in the Domestic lines, for which we served all passengers on the specific route with other journeys and paid compensations of €1,180 on two cases.

## "Improving the Best"

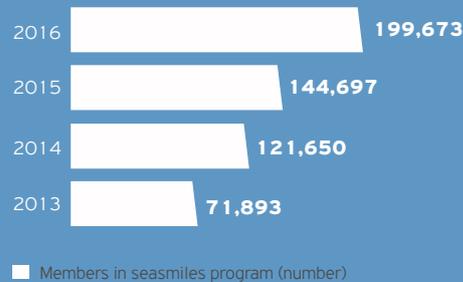
We seek our passengers to experience a polite, hospitable and pleasant journey. Therefore, all marine employees receive upon their appointment the "Improving the Best" guide by the Marine Personnel Department, in order to follow the guide and apply it in their everyday way of working. The guide describes crew duties, regulations, behavior and appearance guidelines, as well as general information about the Group and its vessels.



## Seasmiles Program

In 2011 we established the Passenger Loyalty and Reward program seasmiles, which provides members with exclusive benefits, gifts, special offers, high quality services, within three card levels (Provisional, Silver and Gold). Members collect points for every ticket and product bought from bars, restaurants and vessel stores, which are automatically registered in their personal account and can be redeemed for future journeys, meals and drinks, as well as products branded under the seasmiles logo.

### Seasmiles Loyalty & Reward Program



We increased the members in our loyalty and reward program by 38%



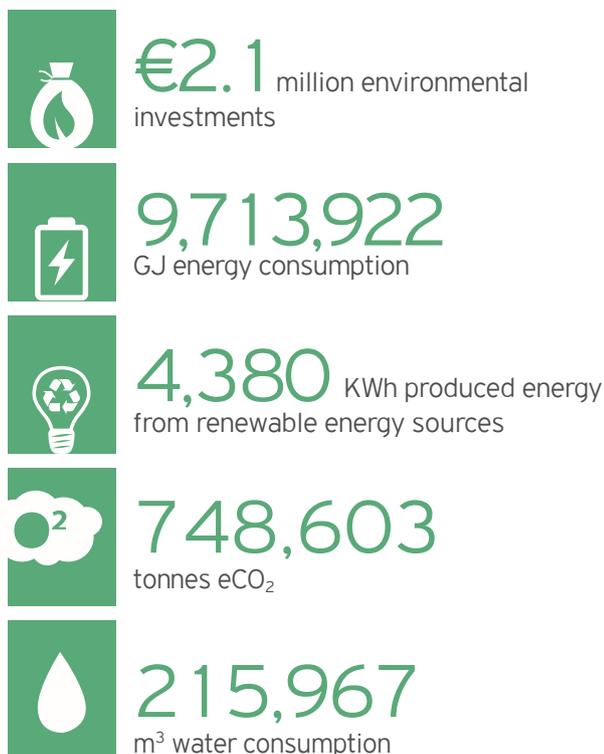
## 4. Achievements 2016 and Objectives 2017

We committed	Progress	We aim	By
To install a device on all vessels to allow passengers to evaluate the services provided.	100%		
To create 92 new accommodation facilities in 6 vessels for pets.	100%	To create 40 new pet accommodation facilities in 5 vessels.	2017
To establish a Customer Relationship Management system (CRM) (by 2020).	0%	To establish a Customer Relationship Management system (CRM).	2020
To advise customers on the responsible use of our services (e.g. environmental protection), through various means (e.g. communication programs, vessel screens) (by 2017).	100%	To advise customers on the responsible use of our services (e.g. environmental protection), through various means (e.g. communication programs, vessel screens).	2017
To categorize complaints per category (e.g. delays, price of tickets, price discrepancies) (by 2020).	0%	To categorize complaints per category (e.g. delays, price of tickets, price discrepancies).	2020
		To reorganize our Call Center.	2017
		To reduce unanswered calls from our Call Center by 40%.	2017
		To create a Project Team, in order to properly and efficiently respond to the new European Union's privacy requirements.	2017
		To achieve a scheduled routes rate of over 90%.	2017
		To certify 3 vessels according to the "We do local" standard.	2017
		To increase communication with our passengers through SMS by 20%.	2017
		To increase "PURE CABINS" in 2 vessels, with 4 cabins per vessel.	2017

# VIII. Environment

We reduce our Environmental Impact

## WE ARE...



## WE COMMIT TO...

Integrate sustainable development in our operations and apply environmentally friendlier business practices, in order to reduce, where feasible, our environmental impacts.

## WE FOLLOW...

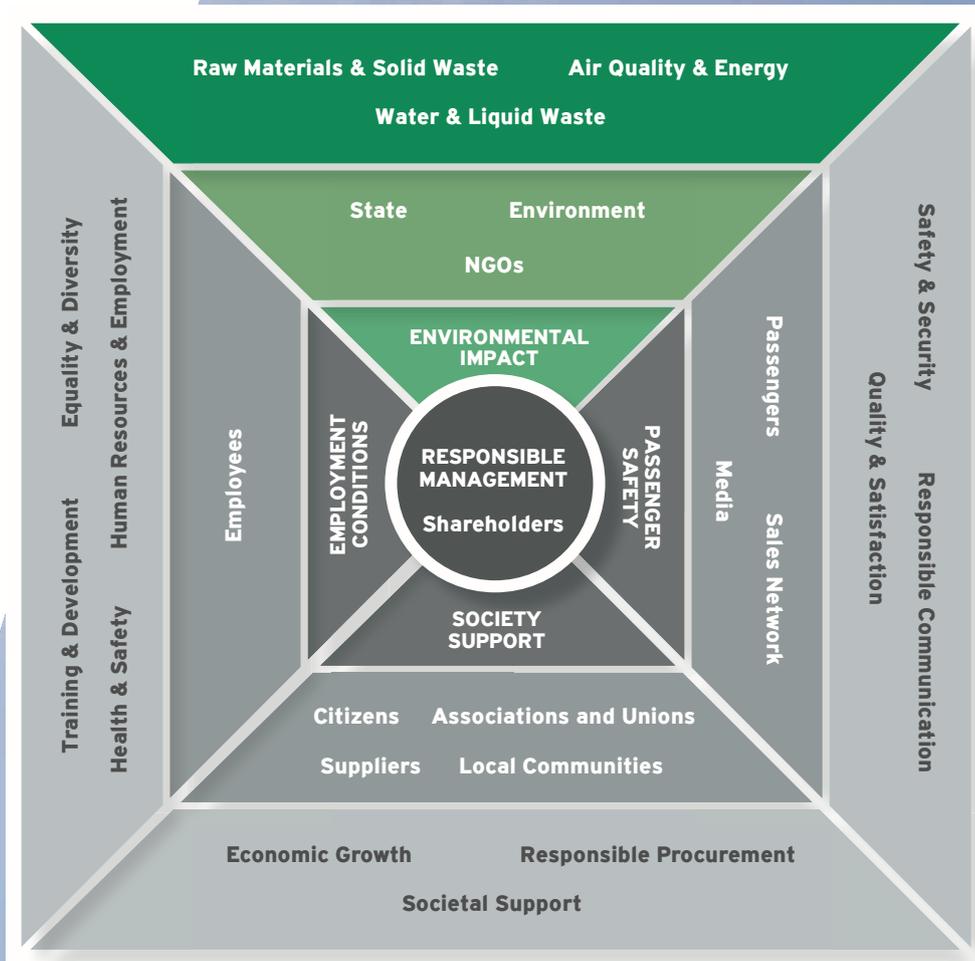
Principles of the United Nations' Global Compact

	PRINCIPLE
Support a precautionary approach to environmental challenges	7
Promote greater environmental responsibility	8
Encourage development and diffusion of environmentally friendly technologies	9

## WE ACHIEVED...

- ✓ We produced 4,380 KWh of electricity.
- ✓ We use refrigerant materials that do not affect the ozone layer (such as R134a, R404a, R410) in 100% of refrigerators and freezers onboard our vessels.
- ✓ We informed our passengers on Corporate Responsibility issues, such as environmental protection.
- ✓ We used 43% recycled paper for printing and copying at our offices and vessels.
- ✓ We transported from Islands free-of-charge over 78 tonnes of materials for recycling.
- ✓ We reduced our total water consumption by 3%.

WE FOCUS...



# 1. Air Quality and Energy

## We operate in a systematic way

We are committed to operate responsibly regarding the environment and to minimize the negative environmental impact, which inevitably originates from our operations. Within this context, we:

- Record our environmental performance.
- Implement an Environmental Management System and evaluate our environmental impact annually.
- Have implemented and certified all our vessels according to ISO 14001, becoming the first group in the Greek passenger shipping industry to do so.
- Have Energy Efficiency certificates issued for all our vessels.
- Demand an asbestos non-use certificate from our suppliers.
- Have appointed Officers with responsibilities on environmental practices on all our vessels.
- Discuss environmental protection issues during respective meetings of each vessel's Safety Committee.
- Train employees on environmental issues and conduct internal trainings for all marine employees, on issues such as waste management and responsible use of water. Within 2016, we conducted external trainings to 3 office employees on environmental issues, for a total duration of 19 hours, compared to 7 office employees and 22 hours in 2015.

- Have established a weekly training plan for marine employees, in order to prevent pollution incidents (e.g. sea pollution) and train them to promptly and effectively respond to such incidents.
- Conduct weekly environmental emergency exercises on vessels, in cooperation with local authorities and participation of office employees.

It must be noted that in 2016:

- We invested approximately €2.1 million for environmental protection programs (disposal and environmental rehabilitation investments, as well as prevention and environmental management investments), without including in this figure insurance coverage amounts.
- We were not accused of violating any environmental legislation and we did not receive any written notices by relevant authorities regarding environmental issues. As a result of an imposed fine of €13,500 regarding a limited pollution incident in Blue Galaxy (see section VIII-3), we reviewed our relevant oil bunkering and respective crew training procedures.
- No respective significant fines (over €20,000) or other sanctions were imposed, during the scheduled and ad-hoc audits conducted by relevant authorities.

## We manage our environmental footprint

In order to identify the sources from which we can reduce our environmental impact, we calculate greenhouse gas emissions per energy source used, which include oil (both for shipping fuels and onboard electricity generation) and electricity (for office operations):

### Energy and Environmental Footprint

Source	Consumption 2015	Energy Consumption 2015 (GJ)	Environmental Footprint 2015 (tn eCO <sub>2</sub> )	Consumption 2016	Energy Consumption 2016 (GJ)	Environmental Footprint 2016 (tn eCO <sub>2</sub> )
<b>Scope 1</b>						
Oil	219,477 tn	9,016,449	694,049.3	236,466 tn	9,709,322	747,717.5
MGO	8,946 tn	384,678	28,627.2	7,903 tn	337,283	25,289.6
LFO	173,039 tn	7,094,599	545,072.8	187,656 tn	7,795,138	591,116.4
HFO	37,492 tn	1,537,172	120,349.3	40,907 tn	1,576,901	131,311.5
<b>Scope 2</b>						
Electricity	819,932.2 KWh	2,951.8	590.3	1,363,371.9 KWh	4,600	885.4
<b>Total</b>		<b>9,019,400.8</b>	<b>694,639.6</b>		<b>9,713,922</b>	<b>748,602.9</b>

\* Data refer to our offices and vessels.

\*\* Sources of conversion factors: International Maritime Organization (MGO, LFO and HFO), IEA - CO<sub>2</sub> Emissions from Fuel Combustion 2015 edition 1 (Electricity)

In order to manage our environmental footprint and achieve efficient energy consumption, we:

- Have installed sunscreen films in our offices' ground floor and mezzanine.
- Have introduced automations into our offices' BMS for efficient cooling / heating.
- Have installed energy saving light bulbs (LED) in our offices with a 5-year warranty and we use LED light bulbs onboard vessels, except for security lights.
- Ensure optimum efficiency level for vessel engines to be used in each journey, in order to both preserve engines and avoid unnecessary fuel consumption.
- Utilize the exhaust gas heat of main engines to heat air circulating in public areas and hot water in sanitary areas.
- Adjust electrical appliances (such as refrigerators and freezers) at optimum use and operation levels, according to both legislation and manuals.
- Deactivate electrical appliances when not in use.
- Regularly clean vessel hulls and propellers for improved energy efficiency.
- Lower or turn down air conditioning in empty cabins.
- Purchase office equipment (such as computers and printers) with "energy star" specifications.
- Replaced 46 advertising signs in our vessels with new LED advertising billboards and installed 17 new LED signs.

### Installing Photovoltaic Panels



In 2014, we installed a pilot photovoltaic panel unit onboard Blue Star Delos, in order to reduce fossil fuels used to generate electricity and gaseous pollutants in the long-term. Although we did not further upgrade the unit within 2016, we continued its operation with positive results, as we reduced the use of vessel power generators for electricity and consequently prevented approximately 2,844 kgr of carbon dioxide emissions.

### Energy Produced from Renewable Energy Sources



We produced 4,380 KWh of electricity

### Participation in Programs



We strive to be continuously informed about environmental issues, and therefore participate in European Union research programs (FLAGSHIP), as well as collaborate with internal combustion engine manufacturers (WNSD) in joint research projects to reduce emissions. At the same time, we participate in the European-funded programs Poseidon Med I and Poseidon Med II, which aim to explore the possibility to use environmentally friendlier shipping fuels.

More specifically:

- Poseidon Med I aims to establish the legal framework and conditions to use Liquefied Natural Gas (LNG) as a shipping fuel in the Mediterranean and Adriatic Sea. The program features 19 partners from 5 member-States (Greece, Cyprus, Italy, Croatia and Slovenia) and our Group is actively involved to submit pilot projects regarding vessel upgrading and building new vessels.
- Poseidon Med II is a follow-up to "Poseidon Med I" and "Archipelago-LNG" programs and is funded by the European Union, with the participation of 26 partners from three member-States (Greece, Italy and Cyprus), in order to utilize LNG in six main European ports (Piraeus, Patra, Heraklion, Venice, Igoumenitsa and Limassol) and LNG station in Revithousa. The program features studies to introduce and use LNG as a shipping fuel in Southeastern Mediterranean Sea and design LNG supply network and related infrastructure on a broader scale.

In 2016 we signed a memorandum of understanding (MOU) with the Public Natural Gas Supply Company (DEPA). Within this context, we will jointly examine parameters and conditions for use of LNG in our vessels and we will seek to further develop our cooperation, based on the conclusions drawn.



## Use of Liquefied Natural Gas

Natural gas is converted into liquid by cooling it to -162°C, which shrinks its volume by 600 times and allows efficient and safe transportation. Liquefied Natural Gas is odorless, non-toxic and non-corrosive and is considered the world's cleanest fossil fuel, as it has no SO<sub>2</sub> emissions and can achieve 95%-100% lower particulate matter emissions (PM), 85% lower NO<sub>x</sub> emissions and 25% lower CO<sub>2</sub> emissions, compared to marine diesel oil.

## We reduce our impact on the ozone layer

**Buildings/Vessels:** We require our suppliers not to use refrigerant materials which significantly affect the ozone layer (such as R22) during maintenance activities in offices and vessels, and instead use refrigerants that do not affect the ozone layer (such as CO<sub>2</sub>, R 407, R 410, R 404, R 134a).

**Refrigerators/Freezers:** In 2016, we installed 38 refrigerators and freezers with environmentally friendlier refrigerant materials.



We use refrigerant materials that do not affect the ozone layer (such as R 134a, R404a, R410) in 100% of refrigerators and freezers onboard our vessels

At the same time, we replenish refrigerant and fire suppressant materials (which inevitably leak) in our offices and vessels with environmentally friendlier refrigerant materials, as their Ozone Depleting Potential (R-11 equivalent) is zero.

In 2016, the total quantity of refrigerant materials used was 3,124.5 kgr, compared to 2,577 kgr in 2015.

## Refrigerant Materials

Material	2015		2016	
	Stored (kgr)	Used (kgr)	Stored (kgr)	Used (kgr)
CO <sub>2</sub>	31,772.9	0	33,797	0
R22	0	0	0	0
R134	1,230	0	1,230	0
R134A	4,901.2	655	4,901.2	1,123
R404	156	0	156	0
R404A	1,978	980	1,978	1,295
R407	225	233	225	395
R407A	3	0	3	0
R410	90	0	90	0
R410A	0	50	0	0
R417	172	190	172	116
R422	593	469	593	195.5
Other	98	0	98	0
<b>Total</b>	<b>41,219.1</b>	<b>2,577</b>	<b>43,243.2</b>	<b>3,124.5</b>

## We reduce our atmospheric impact

Our air pollutants (except carbon dioxide, which is described above) mainly emanate from vessel engines during their operation. To manage their impact, we:

- Use marine gas oil (MGO) with 0.1% sulphur content when vessels stay within ports for over 2 hours, as well as low sulphur heavy fuel oil (LSHFO) with up to 1.5% sulphur content when vessels are in European waters.
- Use machinery which comply with the legislative requirements regarding nitrogen oxides (NO<sub>x</sub>) and particulate matter (PM) emissions from vessel engines.
- Perform the necessary maintenance activities to ensure proper machinery function, as well as regular internal and external inspections to certify their proper function through relevant certificates (such as the International Air Pollution Certificate).
- Proceed with corrective measures, if deemed necessary.

## We monitor noise levels

We strive to reduce noise pollution, since vessel docking and operation can be a potential source of noise. Indicatively, we ensure the use of machinery and mechanical equipment, which comply with the required standards on noise levels, while it must be noted that we did not receive any formal complaints regarding our vessels' acoustic impact.

## We sensitize employees and passengers

**Employee awareness:** We recognize the importance our employees to be aware about the environment, and therefore implement initiatives to adopt environmentally responsible practices within the workplace. Within this context, we have placed designated signs to remind all marine employees to turn off any unnecessary lights.

**Passenger awareness:** We believe we are morally obliged to raise passenger awareness regarding environmental protection, not only during their journey, but also in their daily activities. Within this context, we:



- Distribute our own climate change brochure to all passengers, which suggests environmentally friendlier practices onboard, at home, as well as during driving.
- Have placed designated signs in all vessel cabins to encourage passengers to turn off lights when not in use.
- Have signed the Declaration on Sustainable mobility & transport of the International Union of Railways (UIC).
- Promote alternative and environmentally friendlier forms of transportation and travel, and offer travel packages which combine "Train and Vessel" transportation for domestic and European destinations.
- Participate in most Eurail & Interail Pass products and have created our own Eurail/Interail Greek Islands Pass, which offers 6 free train and vessel journeys to holders.
- Display on vessel screens information on how to prevent forest fires, in cooperation with the General Secretariat for Civil Protection (GSCP), an agency within Ministry of Interior.



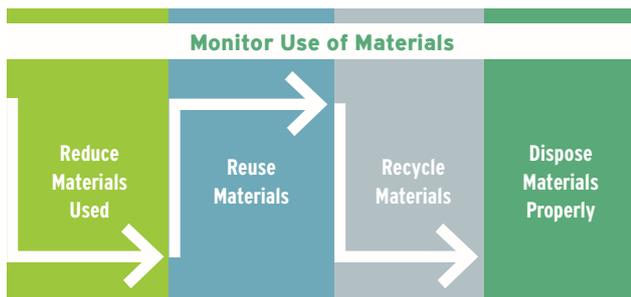
## 2. Raw Materials and Solid Waste

### We manage raw materials

We recognize that raw materials are not inexhaustible, but finite, and prioritize the use of natural resources as efficiently as possible. To achieve this, we implement programs to:

- Monitor use of materials.
- Reduce materials used.
- Reuse materials.
- Recycle materials.
- Dispose materials properly.

### Reduce Impacts from Consumption of Materials



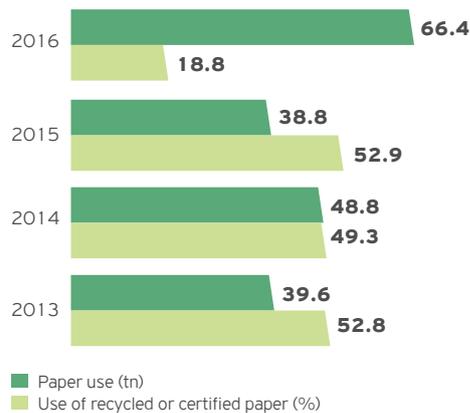
### We reduce materials used

We implement initiatives to reduce use of materials, within the context of our efforts for efficient use of natural resources. Indicatively, we:

- Entirely use multifunction printers and photocopiers at our offices, whose 93% of mechanisms, spare parts and consumables is recycled and refurbished. Furthermore:
  - The percentage of recycled or certified paper we used for all purposes was 19.7%.
  - Besides using recycled paper, we do not use any other recycled materials.
- Have installed air dryers in WCs of all our vessels, in order to reduce use of paper for hand drying.
- Ensure the efficient use of spare parts and other supplies (such as consumables), in order not to store large quantities.
- Have installed chemical dosimeters onboard our vessels and train marine employees on their proper use, in order to ensure efficient use of chemical substances.



### Paper Use for Commercial Purposes



### We reuse materials

We reuse consumables, where possible, as we:

- Return loading pallets back to our suppliers, in order to reuse them.
- Use clean damaged sheets, towels, pillowcases and other fabrics to clean various surfaces and as towels in the engine room.

## We recycle materials

Waste associated with our activities is a direct result primarily of our vessel operations, and secondary a result of our office operations (i.e. paper, toners):

### Material Consumption and Recycling

Material	Consumption 2016	Recycling 2015	Recycling 2016
Paper	69,464 kgr	7,000 kgr	7,100 kgr
Toners/ink cartridges for printers/faxes/photocopying machines	1,589 units (out of which 771 were recycled)	495 kgr	180 kgr (249 units)
Domestic batteries	128 kgr	87 kgr	128 kgr
Vessel batteries	5,000 kgr	8,200 kgr	5,000 kgr
UPS Batteries	3,155 kgr	NR	145 kgr
IT equipment (computers, printers etc.) / electrical equipment and light bulbs	680 units 27,575 light bulbs	84 units from offices 8 m <sup>3</sup> from vessels 950 light bulbs	1,900 kgr from vessels 5.5 m <sup>3</sup> from vessels
Cooking oils	61 tn	8,235 kgr from vessels 14.4 m <sup>3</sup> from vessels	2,370 kgr from vessels 25.2 m <sup>3</sup> from vessels
Empty paint cans	NR	NR	30 m <sup>3</sup> from vessels
Lubricants	1,283,184 lt	275.8 m <sup>3</sup>	235.6 m <sup>3</sup>
Medicines and pharmaceuticals	614 units	398 units	368 units
Chemical substances	60,072 lt	NR	NR

NR: Not reported

**Special waste:** We forward special waste collected onboard our vessels (such as IT and electrical equipment) to specialized special waste collecting companies, which comply with strict standards regarding environmental protection and apply proper treatment methods.

**Various materials:** We have placed recycling bins in our offices and vessels to collect and forward for recycling paper, toners, electronic equipment, fluorescent lamps, domestic batteries, as well as UPS / laptop / mobile phones batteries, as part of our efforts to promote recycling throughout daily activities of employees and passengers.

At the same time, we also collect and forward for recycling used cooking oils from vessels.

**Medicines and pharmaceutical materials:** We forward expired medicines to pharmacies that have joined the collection program, regardless whether these have been used. However, we do not forward pharmaceutical materials such as syringes, mercury thermometers, scalpels and serums.

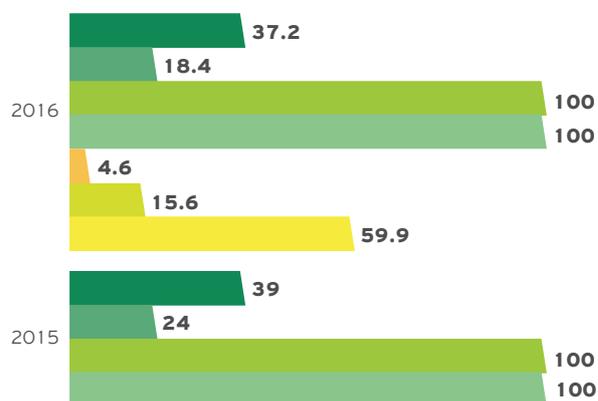


### Paper Recycling

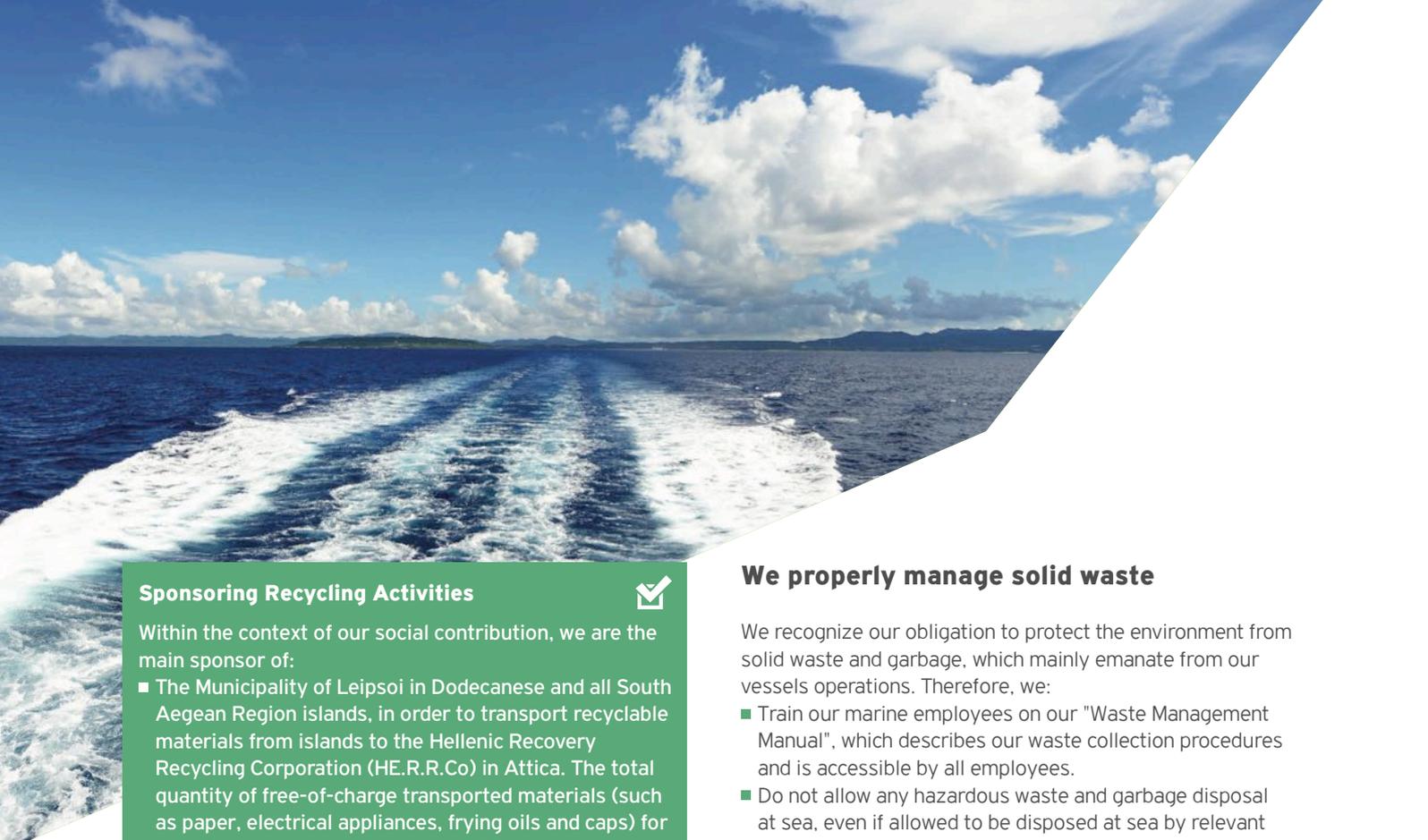


We forward for recycling all collected waste or used paper through the non-profit organization "Klimaka", which provides medical and psychosocial services to vulnerable social groups, contributes to lessen social exclusion and promotes equal opportunities for people to access public goods. The organization employs homeless people to collect paper and covers part of its expenses with this activity's revenues.

### Materials Recycling



- Paper per employee (kgr/office employee)
- Lubricants (%)
- Domestic batteries (%)
- Vessel batteries (%)
- UPS batteries (%)
- Toners/ink cartridges (%)
- Medicines and pharmaceuticals (%)



### Sponsoring Recycling Activities

Within the context of our social contribution, we are the main sponsor of:

- The Municipality of Leipsoi in Dodecanese and all South Aegean Region islands, in order to transport recyclable materials from islands to the Hellenic Recovery Recycling Corporation (HE.R.R.Co) in Attica. The total quantity of free-of-charge transported materials (such as paper, electrical appliances, frying oils and caps) for recycling through our vessels was 78.4 tonnes.
- The organization OIKO PATMOS, in order to transport recyclable materials collected from recycling activities in the Dodecanese. In 2016, we supported the organization to collect the necessary quantity of plastic caps and deliver a motorized wheelchair in Kalithies, Rhodes, as well as deliver a check of €630 to the friends of Patmos Hospital, as a result of the revenues generated from collecting plastics, aluminum and caps, in order to contribute to the Hospital's needs in medicines.



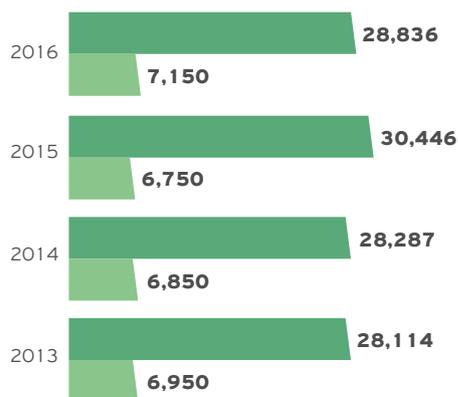
We transported from Islands free-of-charge over 78 tonnes of materials for recycling

### We properly manage solid waste

We recognize our obligation to protect the environment from solid waste and garbage, which mainly emanate from our vessels operations. Therefore, we:

- Train our marine employees on our "Waste Management Manual", which describes our waste collection procedures and is accessible by all employees.
- Do not allow any hazardous waste and garbage disposal at sea, even if allowed to be disposed at sea by relevant legislation.
- Do not discharge food or any related garbage at sea.
- Have placed designated signs to remind passengers and employees not to throw waste overboard.
- Have determined specific collection points for waste generated onboard our vessels.
- Deliver all garbage and solid waste from our vessels to appropriate reception facilities of licensed contractors within ports after each journey, exceeding the relevant legislative requirements.

### Solid Waste



■ Solid waste (m<sup>3</sup>)  
 ■ Solid waste indicator (m<sup>3</sup> per million passengers)

## 3. Water and Liquid Waste

### We monitor water consumption

We aim to contribute to better manage water resources in the long-term, being aware of the responsible approach required on this issue. Therefore, we:

- Use extensively seawater onboard vessels after appropriate treatment, for activities such as cooling machines and cleaning decks.
- Perform only absolutely necessary external cleaning and washing activities, in cases of rainfalls or bad weather.
- Have installed photocell-operated water mixers in public WCs onboard Blue Star Delos and Blue Star Patmos.
- Have installed filters to reduce consumption of drinking water.
- Plan and select the minimum number of hydrants to be used during water supply.
- Check water meters before water supply has began and after it has ended and have appointed a vessel Officer to monitor and confirm the actual water supply.
- Use pressure machinery, where possible, and ensure their proper maintenance.
- Ensure proper and regular maintenance of water production equipment and dictate immediate notification of any failures to the Technical Division.
- Have placed designated signs to remind passengers and employees to use water responsibly in accommodation, sanitary and catering areas.
- Train employees to use water more efficiently.
- Ensure that water leakages (such as in pipes, shower heads and flushers) or any other leakages are immediately managed, as well as perform all necessary maintenance activities on vessel systems. Within 2016, there was no significant leakage of any material (e.g. chemical substances spills), with a limited pollution incident in Blue Galaxy due to an oil tank overflow caused by carelessness during a repetitive task without any issues until now, which resulted in a minor oil spill at sea during the vessel's oil bunkering.



We reduced our total water consumption by 3%



### Water

	2013	2014	2015	2016
Water consumption (m <sup>3</sup> )	122,521	113,663	222,758	215,967.3
Vessels	120,014	111,437	221,508	214,125
Offices	2,507	2,226	1,250	1,842.3
Water sources (%)				
Public water supply networks	NR	NR	65.6 (146,583 m <sup>3</sup> )	64.7 (139,792.3 m <sup>3</sup> )
Seawater	NR	NR	34.2 (76,175 m <sup>3</sup> )	35.3 (76,175 m <sup>3</sup> )

### Drinking Water Quality Assurance



We have established a procedure to supply, manage safely and sample drinking water, in order to ensure the quality of water used and consumed onboard our vessels, according to which we:

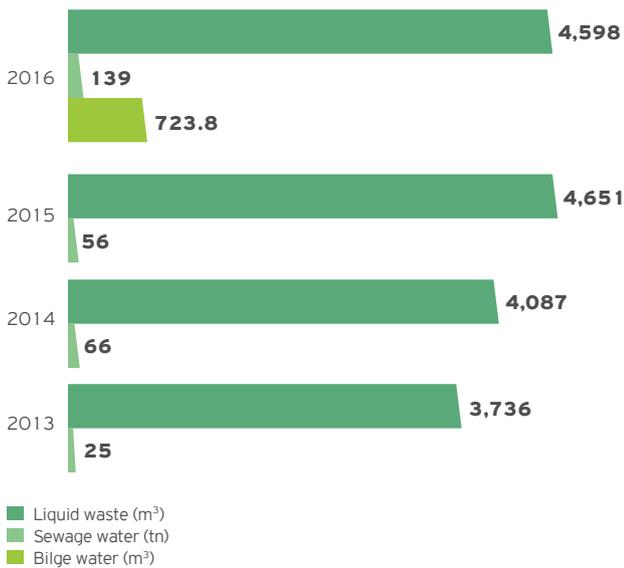
- Use separate water hose to supply water, which is solely intended for this purpose and is kept away from any potential sources of contamination.
- Ensure water hose runs for a few minutes prior to connect it to the drinking water supply tank, in order not to introduce stagnant water or external materials, which could potentially pose health risks to the supply tank.
- Regularly clean and sanitize drinking water tanks, exceeding legislative requirements, and ensure continuous chlorination of drinking water.
- Sanitize shower heads, sprinklers in bars and filters in washbasins located in cabins, public areas, bars and kitchen twice a month.
- Collaborate with an external partner to collect drinking water samples.
- Analyze water samples in accredited laboratories, which issue a respective report with results and suggest corrective actions, in case there are any problems. No such incidents occurred within 2016.

## We manage liquid waste

Being aware that uncontrolled liquid waste disposal at seas can significantly affect the marine environment, we:

- Do not dispose processed sewage water from sewage systems within ports, exceeding the respective legislation.
- Regularly monitor operation of wastewater treatment systems.
- Comply with relevant regulations regarding bilge and ballast water management and monitor their implementation, adhering to ISM procedures.
- Deliver all liquid waste from our vessels (lubricants and fuel waste) to licensed contractors within ports.

### Liquid Waste



\* Quantities of sewage water refer to cases where vessels are docked or during maintenance/cleaning activities to the sewage network.

\*\* Quantities of bilge water refer to quantities delivered to appropriate reception facilities of licensed contractors within ports.

## We assess our impact on biodiversity

### Biodiversity

As water covers 71% of our planet, preserving the balance of marine ecosystems and biodiversity are crucial for humankind. The intense growth of human activities and the associated environmental pollution have significantly degraded the natural environment within a very short period of time.

Consequently, many organisms fail to adapt to these new conditions, with their survival being threatened. According to the United Nations' "Millennium Ecosystem Assessment" report, the extinction of species due to human intervention occurs 1,000 times faster than it would naturally and 1/4 of the planet's mammals face extinction in the coming years. The situation is even more critical for the marine environment, as it is estimated that 60% of coral reefs will extinct by 2030, due to illegal fishing and pollution.

**Marine Biodiversity:** We recognize the importance of marine biodiversity and our obligation to reduce the risk of disrupting it. Therefore, we:

- Abide to the relevant legislation concerning the abstraction and use of seawater as ballast water in our vessels, in order to avoid transfer of marine organisms into other non-native ecosystems.
- Do not use the toxic substance tributyltin (TBT) in anti-fouling paints for any of our vessels.
- Use exclusively environmentally friendlier cleaning agents during cleaning activities of garages, decks and exterior surfaces in general.
- Promote beach cleaning by producing and distributing beach ashtrays for free through our central agencies and vessels. Since 2007, we have distributed over 1.3 million ashtrays to passengers and citizens.



### Coastal and Seafloor Erosion ?

Waves created by vessels are one of the main reasons of coastal and seafloor erosion, especially in shallow waters, since large and fast vessels cruising along beaches or other coastal areas create large waves directed towards the coastline, subtracting and carrying various sediments, gravel, marine flora and fauna from beaches, as well as the seafloor. Coastal and seafloor erosion affects:

- Stability of various structures in coastal areas, such as buildings, piers and docks.
- Survivability of various marine ecosystems, altering living conditions for many marine organisms.

For this reason, we comply with legislation and adhere to the cruising speed limits defined by the relevant provisions, in order to minimize the respective impact. It must be noted that that we did not receive any formal complaints regarding our vessels' rippling impact to local communities.

**Land Biodiversity:** We recognize the importance of biodiversity for the ecosystems' balance and we do not conduct any activities within protected areas, as our offices are located in an urban environment, without any adjacent protected areas or areas of high biodiversity value (even outside protected areas).



## 4. Achievements 2016 and Objectives 2017

We committed	Progress	We aim	By
To replace 150 advertising signs in our vessels with new LED advertising billboards.	25%	To replace 86 advertising signs in our vessels with new LED advertising billboards.	2017
To install a BMS system in our offices for efficient cooling/heating.	75%	To add parameters to the BMS system for our offices' effective depiction and technical support, combined with more efficient energy cost management.	2017
To relocate to new offices with reduced energy requirements.	25%	To install solar absorption systems in low energy efficiency areas of our offices.	2017
To install LED light bulbs in our offices.	100%	To implement a recycling system for paper, cartridges, IT equipment, batteries and organic waste.	2017
		To train our office employees on recycling issues.	2017
To further upgrade the photovoltaic panel unit onboard Blue Star Delos.	0%	To further upgrade the photovoltaic panel unit onboard Blue Star Delos.	2020
		To reduce consumption of refrigerant materials by 2%.	2017

# IX. Summary

## 1. About this Report

This is the 8th Corporate Responsibility Report published by Attica Group. Here in, we present the practices followed and the results achieved, through focusing on topics our Stakeholders are interested in and committing in the long-term towards responsible business operations.

**The Principles we follow:** The Report follows:

- For structure and content, the guidelines "Sustainability Reporting Standards" (version 2016) of the Global Reporting Initiative (GRI).
- For principles, the UN's Global Compact.
- For presentation of quantitative data, the EFQM's RADAR Card.

**The scope we refer to:** The Corporate Responsibility Report:

- Refers to the period 1/1/2016-31/12/2016 (unless indicated otherwise in certain points).
- Addresses all activities of ATTICA HOLDINGS S.A. (Attica Group), namely the provision of maritime transportation services for passengers, private vehicles and freight units in the Eastern Mediterranean Sea, with references to the Group's activities in the Morocco - Spain route in area III (Attica Group), which are not included in the scope of this Report.
- Contains, as a norm, quantitative data for the period 2014-2016 for all quantitative indicators.
- Contains data from direct measurement, while cases of estimations or data that refer to Africa Morocco Links (AML) are clearly indicated.
- Data presented have been collected internally, in order to be published in this Report.

**The limitations we recognize:** We recognize limitations in the Report, which we intend to handle in future publications, such as presentation of more quantitative data and objectives.

**The option of our Report:** This Report has been prepared in accordance with the GRI Standards: Core option.

**Your feedback:** We welcome your thoughts, comments or proposals through the feedback form at the end of this Report or at the following address:

**Corporate Responsibility Team**  
**Attica Group**  
**1-7 Lysikratous & Evripidou Str., 17674 Athens**  
**E-mail: [csr@attica-group.com](mailto:csr@attica-group.com)**

**The symbols we use:** For convenient reading of this Report, please pay attention to the following main symbols, which are widely used:

### Good Practice

Indicates examples of good practices implemented.



### Policy

Indicates sections from formal corporate Policies.



### Did you Know

Indicates information of particular interest.



### Issue of Consideration

Indicates issues of public interest and consideration.



### Development of Report:

The Report has been developed in cooperation with STREAM Management [www.stream-eu.com](http://www.stream-eu.com)



## 2. Summary Data



Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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### MANAGEMENT

We commit to adopt responsible policies and practices in our operations and to harmoniously cooperate with our Stakeholders, in order to create mutual long-term value.						
GRI indicators in the Report (number, full + partially)	35 + 0	56 + 10	58 + 14		We increased by 9% the number of GRI indicators and by 8% the number of quantitative indicators we make reference to within the Report.	
Quantitative indicators in the Report (number)	115	185	200			
Objectives in the Report (number)	0	24	33	To restructure the Group's Management and Organizational structure.		To include our Corporate Responsibility Report's quantitative indicators in our SAP ERP (by 2018).
				To create a Quality Assurance and Environment Department.		
				To train the Corporate Responsibility Team in Report development.		
				To conduct a Stakeholder Engagement process on issues related to Corporate Responsibility (by 2018).		To conduct a Stakeholder Engagement process on issues related to Corporate Responsibility (by 2018).
				To include Corporate Responsibility Team's responsibilities within its members' formal job descriptions (by 2017).		To include Corporate Responsibility Team's responsibilities within its members' formal job descriptions.
Violation cases concerning our main principles and rules of professional behavior (number)	NR	0	0		No violation cases concerning our main principles and rules of professional behavior occurred.	
					We have communicated Codes of professional behavior to 100% of our employees.	
				To conduct trainings or briefings related to the Code of Ethics & Professional Conduct (by 2017).		To conduct trainings or briefings related to the Code of Ethics & Professional Conduct.
Office employees informed on anti-corruption procedures (%)	NR	100	100		We informed 100% of office employees on our anti-corruption policies and procedures.	To develop an Anti-Corruption Code.
Corruption incidents (number)	0	0	0		No bribery incidents related to our employees occurred.	
Management Executives informed on competition issues (number)	NR	7	8		We informed 8 Management Executives on legislative competition issues.	
Significant fines (number)	0	0	0		We were subject to 41 external Management System audits, with no recorded non-compliance incident.	

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## SOCIETY

We commit to combine our business success with our country's and partners' development, as well as support local communities affected by our operations, in order to contribute to improving the quality of life and prosperity of our society in general.						
Turnover (total sales with VAT) (million €)	266.66	277.63	268.61			
Profits after taxes (million €)	4.27	33.18	20.25			
Cost of employees (including salaries, benefits and insurance payments) (million €)	55.42	58.7	60.59		We distributed over €335.3 million in economic value: over €60.5 million to employees (for salaries, benefits and insurance payments), €48.6 million for taxes (including VAT and port taxes), €60.9 million to providers of capital (for interest and return payments), €14.9 million to agents (for commissions), €145.1 million to suppliers (for purchases of goods and services), €1.3 million to society (for discount tickets, implemented programs, sponsorships and donations) and €4 million for investments.	
Payments to suppliers (million €)	144.41*	116.23*	145.1			
Investments (million €)	37.73	1.15	4.06			
Sales network employees participating in trainings (number)	NR	83	74			To increase training hours for sales network employees by 5%.
Social contribution (€)	1,677,153	2,186,348	1,398,436		We allocated 100% of sponsorships and donations to local communities.	To support the activities of charitable organizations and NGOs.
					We welcomed 866 young people from schools and universities visiting our facilities.	
					We supported the development of 232 students in Merchant Navy's Officer and Coast Guard academies.	
Discount tickets (number)	85,757	84,764	44,747			
Employee volunteers (number)	138	148	121			To implement at least 2 volunteer activities with the participation of our employees.
Blood units from voluntary blood donation programs (number)	69	82	68		We collected 324 blood units through our voluntary blood donation programs in the last four years.	
Suppliers (number)	2,100	1,130	1,202	To establish a single Procurement Process.		To consolidate/review the various procurement processes per Department and establish a single Procurement Process (by 2018).

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## SOCIETY

				To develop a Policy for our Contractors' Suppliers.		To develop a Policy for our Contractors' Suppliers (by 2019).
				To develop a Code of Conduct for Suppliers, including selection criteria to become a supplier (by 2017).		To develop a Code of Conduct for Suppliers, including selection criteria to become a supplier.
Procurement expenditure to local suppliers (%)	28.3	71.2	90.4		We increased the percentage of procurement expenditure to local suppliers to 90.4%.	
Purchases from rural suppliers (%)	2.1	11.8	16.8		We increased the percentage of rural suppliers by 42.3%.	

## EMPLOYEES

<p>We commit to cultivate a workplace focused on respect, equality, safety and merit, as well as offer training opportunities to our employees, in order to facilitate their personal and professional development.</p>						
Employees (number, offices + vessels)	182 + 1,010	181 + 1,115	191 + 1,151		We employ 100% of our employees with full time employment contracts.	
					We covered 50% of permanent job openings in offices by internal candidates.	
					No complaints or grievances regarding our marine employees' living conditions were filed.	
					No complaints or grievances regarding our employees' labour conditions were filed.	
				To conduct an Employee Satisfaction Survey.		To conduct an Employee Satisfaction Survey.
				To include Corporate Responsibility in the information material of new hired employees (by 2017).		To include Corporate Responsibility in the information material of new hired employees.
Women in overall workforce (%)	12.4	12.6	11.5			
Women in Director/Manager positions (%)	NR	2.3	1.9			
Local employees in Director/Manager positions (%)	NR	100	100		100% of employees in Director/Manager positions are of local nationality.	
Discrimination incidents (number)	0	0	0			

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## EMPLOYEES

Employees with entry level wage equal or higher than the legal basic wage or collective agreement (%)	NR	100	100		The entry level wage of office employees is higher than the minimum wage by 19.5%.	
Training hours (hours)	883	1,240	5,964	To train 600 marine employees on management issues.		
				To train all Managers on Corporate Responsibility (by 2017).		To train all Managers on Corporate Responsibility.
Employees receiving their annual leave, as initially planned (%)	NR	82.8	82.8		82.8% of our employees (80% of marine employees) received their annual leave, as initially planned.	
Employees participating in performance appraisal (%; offices / vessels)	NR	53 / 100	0 / 100	To conduct performance appraisal for 100% of office employees.		To conduct performance appraisal for 100% of office employees with a new Performance Appraisal System (by 2018).
Marine employees participating in internal trainings on Health and Safety issues (%)	NR	100	100		We conducted internal trainings on Health and Safety issues to 100% of marine employees.	
Fatal accidents (number, employees)	0	0	0			
Accidents (number)	17	20	19			
Accidents with absence >3 days (number)	NR	20	19			
Injury rate (rate)	1.4	1.31*	1.07			

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## PASSENGERS

We commit to safeguard the health and safety of our passengers and offer them the best possible travel experience, in order to meet their needs and expectations during their journey.						
Marine employees participating in internal trainings on passenger safety procedures (%)	NR	100	100		We conducted internal trainings on passenger safety procedures to 100% of marine employees.	
Vessels' evaluation within the context of "Mystery Passenger" (% Domestic lines / Adriatic Sea lines)	74 / 71	80 / 77	81 / 79		The overall performance of our vessels in the Domestic and Adriatic Sea lines increased by 1% and 2% respectively.	
				To advise customers on the responsible use of our services (e.g. environmental protection), through various means (e.g. communication programs, vessel screens) (by 2017).		To advise customers on the responsible use of our services (e.g. environmental protection), through various means (e.g. communication programs, vessel screens).
				To create 92 new accommodation facilities in 6 vessels for pets.		To create 40 new pet accommodation facilities in 5 vessels.
						To certify 3 vessels according to the "We do local" standard.
						To increase "PURE CABINS" in 2 vessels, with 4 cabins per vessel.
Inspections from local authorities for food hygiene and safety (number)	NR	87	59		We were subject to 59 inspections from local authorities for food hygiene and safety, with no recorded non-compliance incidents.	
Items lost/found or damaged (number)	4,635	4,283	4,642			
Compensations for vehicle damages (€)	33,674	357,587	41,960			
Complaints regarding customer privacy (number)	0	0	0		We trained 33.3% of Marketing Department employees on responsible communication issues.	To create a Project Team, in order to properly and efficiently respond to the new European Union's privacy requirements.
Delays in routes (number)	NR	6	15			To achieve a scheduled routes rate of over 90%.
Formal letters in response to comments, complaints and requests (number)	533	563	726		We maintain 4 corporate websites, with over 2.5 million unique visitors annually and handle 5 mobile applications with over 89,000 downloads.	

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## PASSENGERS

Formal thank-you letters (number)	127	163	190			
Questionnaires in vessels (number)	1,189	1,096	945	To install a device on all vessels to allow passengers to evaluate the services provided.		
Calls responded by Customer Services Division (number)	105,802	219,700	107,123			To reorganize our Call Center.
						To reduce unanswered calls from our Call Center by 40%.
				To establish a Customer Relationship Management system (CRM) (by 2020).		To establish a Customer Relationship Management system (CRM) (by 2020).
				To categorize complaints per category (e.g. delays, price of tickets, price discrepancies) (by 2020).		To categorize complaints per category (e.g. delays, price of tickets, price discrepancies) (by 2020).
					We sent 68,954 SMS messages to our passengers.	To increase communication with our passengers through SMS by 20%.
					We dispatched 2,317 notifications to serve passengers with particular requirements to our vessels, out of which 228 for passengers with reduced mobility and 13 for passengers with sensitivity to allergens.	
Members in loyalty and reward program (number)	121,650	144,697	199,673		We increased the members in our loyalty and reward program by 38%.	

## ENVIRONMENT

We commit to integrate sustainable development in our operations and apply environmentally friendlier business practices, in order to reduce, where feasible, our environmental impacts.

Environmental protection investments (million €)	1.3	4.3	2.1		We informed our passengers on Corporate Responsibility issues, such as environmental protection.	To train our office employees on recycling issues.
Energy consumption (GJ)	9,137,277	9,019,401	9,713,922	To replace 150 advertising signs in our vessels with new LED advertising billboards.		To replace 86 advertising signs in our vessels with new LED advertising billboards.

Section	2014	2015	2016	Objectives 2016	Achievements 2016	Objectives 2017
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## ENVIRONMENT

				To install a BMS system in our offices for efficient cooling/heating.		To add parameters to the BMS system for our offices' effective depiction and technical support, combined with more efficient energy cost management.
Electricity consumption (KWh)	883,670	819,932	1,363,372	To relocate to new offices with reduced energy requirements.		To install solar absorption systems in low energy efficiency areas of our offices.
				To install LED light bulbs in our offices.		
Electricity produced from renewable energy sources (KWh)	NR	4,380*	4,380	To further upgrade the photovoltaic panel unit onboard Blue Star Delos.	We produced 4,380 KWh of electricity. 	To further upgrade the photovoltaic panel unit onboard Blue Star Delos (by 2020).
Prevention of CO <sub>2</sub> due to energy use from renewable energy sources (kgr)	NR	3,154*	2,844			
Total eCO <sub>2</sub> emissions (tn)	712,949	694,640	748,603			
Use of refrigerant materials (kgr)	3,957	2,577	3,124.5		We use refrigerant materials that do not affect the ozone layer (such as R134a, R404a, R410) in 100% of refrigerators and freezers onboard our vessels.	To reduce consumption of refrigerant materials by 2%.
Total ODP of refrigerant materials (number, R-11 equivalent)	NR	0	0			
Paper used for commercial purposes (tn)	NR	38.8	66.4		We used 43% recycled paper for printing and copying at our offices and vessels.	
Recycled toners/ink cartridges for printers/faxes/photocopying machines (kgr)	328 (units)	495*	180			To implement a recycling system for paper, cartridges, IT equipment, batteries and organic waste.
Materials from recycling activities, transported for recycling (tn)	NR	179	78		We transported from Islands free-of-charge over 78 tonnes of materials for recycling.	
Solid waste (m <sup>3</sup> )	28,287	30,446	28,836			
Solid waste indicator (m <sup>3</sup> per million passengers)	6,850*	6,750*	7,150			
Water consumption (m <sup>3</sup> )	113,663	222,758*	215,967		We reduced our total water consumption by 3%.	
Liquid waste (m <sup>3</sup> )	4,087	4,651	4,598			

NR = Not Reported

\* Data provided in our previous Report have been restated.

### 3. Global Compact, Sustainable Development Goals, ISO26000 and GRI Tables

The correspondence between the content of this Report and the Global Compact Principles, the Sustainable Development Goals, the ISO26000 International Guidelines, as well as the Global Reporting Initiative's (GRI Standards 2016) General Disclosures, Management Approach and Topic-Specific Disclosures, is presented in the following tables.

- Coverage of Indicators and GRI's Disclosures is characterized as Full (F), Partial (P) or Not Applicable (NA).
- General Disclosures of GRI required for "Core" option are indicated in grey background.
- Management Approach, Topic Specific Disclosures and Boundaries for Material Topics (both for GRI related Topics and other Topics) are indicated on the Table, based on the Materiality Analysis conducted.
- No external assurance has been conducted for the Material Topics.

#### United Nations' Global Compact Table

Issue	Principle	Report Section	Coverage
<b>Human Rights</b>			
1.	Support and respect protection of internationally proclaimed human rights	V-3, VI-3	F
2.	Ensure not to be complicit in human rights abuses	VI-3	F
<b>Labour Standards</b>			
3.	Recognize freedom of association and right to collective bargaining	VI-3	F
4.	Eliminate all forms of forced and compulsory labour	VI-3	F
5.	Abolish effectively child labour	VI-3	F
6.	Eliminate discrimination in respect to employment and occupation	VI-3	F
<b>Environment</b>			
7.	Support a precautionary approach to environmental challenges	V-3, VIII-1-3	F
8.	Promote greater environmental responsibility	VIII-1-3	F
9.	Encourage development and diffusion of environmentally friendly technologies	VIII-1	F
<b>Corruption</b>			
10.	Work against all forms of corruption, including extortion and bribery	IV-1.2	F

#### United Nations' Sustainable Development Goals Table

Goal	Principle	Report Section
1.	End poverty in all its forms everywhere	V-1.2, VI-3
2.	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	V-2, VII-1
3.	Ensure healthy lives and promote well-being for all at all ages	V-2, VI-2, VII-1
4.	Ensure inclusive and quality education for all and promote lifelong learning	V-2, VI-4
5.	Achieve gender equality and empower all women and girls	VI-3
6.	Ensure access to water and sanitation for all	VIII-3
7.	Ensure access to affordable, reliable, sustainable and modern energy for all	VIII-1
8.	Promote inclusive and sustainable economic growth, employment and decent work for all	V-1.2, VI-1-3
9.	Build resilient infrastructure, promote sustainable industrialization and foster innovation	V-1.2, VIII-1
10.	Reduce inequality within and among countries	VI-3
11.	Make cities inclusive, safe, resilient and sustainable	V-2
12.	Ensure sustainable consumption and production patterns	V-3, VII-1, VIII-2
13.	Take urgent action to combat climate change and its impacts	VIII-1
14.	Conserve and sustainably use the oceans, seas and marine resources	VIII-2.3
15.	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	VIII-3
16.	Promote just, peaceful and inclusive societies	V-2
17.	Revitalize the global partnership for sustainable development	IV-VIII

## ISO26000 Table

Aspect	Report Section	Coverage
<b>1. Scope</b>	<b>IX-1</b>	<b>F</b>
<b>2. Definitions</b>	<b>IX-4</b>	<b>F</b>
<b>3. Understanding Social Responsibility</b>	<b>IV-1,2</b>	<b>F</b>
<b>4. Principles of Social Responsibility</b>	<b>IV-2,3</b>	<b>F</b>
<b>5. Recognizing Social Responsibility &amp; Engaging Stakeholders</b>	<b>IV-3</b>	<b>F</b>
<b>6. Guidance on Social Responsibility Core Subjects</b>		
a. Organizational Governance	IV-1	F
b. Human Rights	VI-3	F
c. Labor practices	VI-3	F
d. Environment	V-3, VIII-1-3	F
e. Fair operating practices	IV-1	F
f. Consumer issues	VII-1-3	F
g. Community involvement and development	V-2	F
<b>7. Guidance on Integrating SR throughout the Organization</b>		
a. Enhancing Credibility	IV-VIII	F
b. Communication	IV-1,2, VI-1	F

## GRI Content Index

GRI Standard	Report Section	Coverage	Boundary of Disclosure
<b>General Disclosures</b>			
<b>GRI 102: General Disclosures 2016</b>			
<b>Organizational Profile</b>			<b>Yes (Group)</b>
102-1	IX-1	F	
102-2	III-2	F	
102-3	III-2, IX-1	F	
102-4	III-2	F	
102-5	III-2	F	
102-6	III-2	F	
102-7	VI-1, III-2, V-1	F	
102-8	VI-1	F	
102-9	III-2	F	
102-10	III-2	F	
102-11	V-3, VI-2, VII-1, VIII-1	F	
102-12	IV-2	F	
102-13	IV-2	F	
<b>Strategy</b>			<b>Yes (Group)</b>
102-14	I	F	
102-15	I, IV-1	P	
<b>Ethics and Integrity</b>			<b>Yes (Group, Suppliers)</b>
102-16	IV-1,2, VI-2,3, VII-2, VIII-1-3	F	
102-17	IV-1	P	
<b>Governance</b>			<b>Yes (Group)</b>
102-18	IV-1	F	
102-19	IV-2	P	
102-20	IV-1	P	
102-21	IV-1	F	
102-22	IV-1	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
102-23	IV-1	F	
102-25	IV-1	F	
102-26	IV-2	P	
102-27	IV-1,2	P	
102-28	IV-1	P	
102-30	IV-1	P	
102-31	IV-1	F	
102-32	IV-3	F	
102-34	IV-1	F	
102-35	IV-1	P	
102-36	IV-1	P	
102-38	VI-3	F	
102-39	VI-3	F	
<b>Stakeholder Engagement</b>			<b>Yes (Group)</b>
102-40	IV-3	F	
102-41	VI-3	F	
102-42	IV-3	F	
102-43	IV-3	F	
102-44	IV-3	F	
<b>Reporting Practice</b>			<b>Yes (Group)</b>
102-45	V-1, IX-1	F	
102-46	IV-3, IX-3	F	
102-47	IV-3, IX-3	F	
102-48	IX-1	F	
102-49	IX-1	F	
102-50	IX-1	F	
102-51	IX-1	F	
102-52	IX-1	F	
102-53	IX-1	F	
102-54	IX-1	F	
102-55	IX-3	F	
102-56	IX-1,3	F	
<b>Economic Topics</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	IV-1,3, V-1-3, VI-1,3, IX-3	F	
103-2	IV-1, V-1-3, VI-1,3	F	
103-3	IV-1,3, V-1-3, VI-1,3	F	
<b>GRI 201: Economic Performance 2016</b>			
201-1	V-1	F	
201-4	V-1	F	
<b>GRI 202: Market Presence 2016</b>			<b>Yes (Group)</b>
202-1	VI-3	F	
202-2	VI-1	F	
<b>GRI 203: Indirect Economic Impacts 2016</b>			<b>Yes (Group)</b>
203-2	V-2	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
<b>GRI 204: Procurement Practices 2016</b>			<b>Yes (Group, Suppliers)</b>
204-1	V-3	F	
<b>GRI 205: Anti-corruption 2016</b>			
205-2	IV-1	P	
205-3	IV-1	F	
<b>GRI 206: Anti-competitive Behavior 2016</b>			<b>Yes (Group)</b>
206-1	IV-1	F	
<b>Environment Topics</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	IV-3, VIII-1-3, IX-3	F	
103-2	VIII-1-3	F	
103-3	IV-3, VIII-1-3	F	
<b>GRI 301: Materials 2016</b>			<b>Yes (Group)</b>
301-1	VIII-2	F	
301-2	VIII-2	F	
<b>GRI 302: Energy 2016</b>			<b>Yes (Group)</b>
302-1	VIII-1	F	
302-2	VIII-1	P	
302-4	VIII-1	P	
<b>GRI 303: Water 2016</b>			<b>Yes (Group)</b>
303-1	VIII-3	F	
303-2	VIII-3	F	
<b>GRI 304: Biodiversity 2016</b>			<b>Yes (Group)</b>
304-1	VIII-3	F	
304-2	VIII-3	F	
<b>GRI 305: Emissions 2016</b>			<b>Yes (Group)</b>
305-1	VIII-1	F	
305-2	VIII-1	P	
305-5	VIII-1	P	
305-6	VIII-1	F	
305-7	VIII-1	P	
<b>GRI 306: Effluents and Waste 2016</b>			<b>Yes (Group)</b>
306-2	VIII-2,3	P	
306-3	VIII-3	F	
306-4	VIII-2	P	
<b>GRI 307: Environmental Compliance 2016</b>			<b>Yes (Group)</b>
307-1	VIII-1	F	
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
308-2	V-3	F	
<b>Social Topics</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	IV-3, V-2,3, VI-1-4, VII-1,2, IX-3	F	
103-2	V-2,3, VI-1-4, VII-1,2	F	
103-3	IV-3, V-2,3, VI-1-4, VII-1,2	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
<b>GRI 401: Employment 2016</b>			<b>Yes (Group)</b>
401-1	VI-1	F	
401-2	VI-3	F	
401-3	VI-1	P	
<b>GRI 402: Labor/Management Relations 2016</b>			<b>Yes (Group)</b>
402-1	VI-3	F	
<b>GRI 403: Occupational Health and Safety 2016</b>			<b>Yes (Group)</b>
403-1	VI-2	F	
403-2	VI-2	F	
403-3	VI-2	F	
403-4	VI-2	F	
<b>GRI 404: Training and Education 2016</b>			<b>Yes (Group)</b>
404-1	VI-4	F	
404-3	VI-4	F	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			<b>Yes (Group)</b>
405-1	VI-1,3,4	F	
405-2	VI-3	F	
<b>GRI 406: Non-discrimination 2016</b>			<b>Yes (Group)</b>
406-1	VI-3	F	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>			
407-1	VI-3	P	
<b>GRI 408: Child Labor 2016</b>			
408-1	VI-3	P	
<b>GRI 409: Forced or Compulsory Labor 2016</b>			
409-1	VI-3	P	
<b>GRI 410: Security Practices 2016</b>			
410-1	V-2	F	
<b>GRI 411: Rights of Indigenous People 2016</b>			
411-1	-	NA	
<b>GRI 412: Human Rights Assessment 2016</b>			<b>Yes (Group)</b>
412-3	VI-3	F	
<b>GRI 413: Local Communities 2016</b>			<b>Yes (Group)</b>
413-1	V-2	P	
413-2	V-2	F	
<b>GRI 414: Supplier Social Assessment 2016</b>			<b>Yes (Group, Suppliers)</b>
414-2	V-3	F	
<b>GRI 415: Public Policy 2016</b>			
415-1	IV-1	F	
<b>GRI 416: Customer Health and Safety 2016</b>			<b>Yes (Group, Customers)</b>
416-1	VII-1	P	
416-2	VII-1	F	
<b>GRI 417: Marketing and Labelling 2016</b>			<b>Yes (Group, Customers, Network)</b>
417-1	VII-2	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
417-2	VII-2	F	
417-3	VII-2	F	
<b>GRI 418: Customer Privacy 2016</b>			
418-1	VII-1	F	
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	IV-1	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
<b>Other Topics (non GRI)</b>			
<b>GRI 103: Management Approach 2016</b>			
103-1	IV-3, V-2,3, VI-1, VII-1,3, VIII-1,3, IX-3	F	
103-2	V-2,3, VI-1, VII-1,3, VIII-1,3	F	
103-3	IV-3, V-2,3, VI-1, VII-1,3, VIII-1,3	F	
<b>Products and Services</b>			<b>Yes (Group)</b>
Audits and inspections for products and services quality (by number, outcome)	VII-1	F	
Passenger satisfaction surveys and practices (results)	IV-3,VII-3	F	
Non-compliance with health and market authorities and regulations (by number, outcomes)	VII-1	F	
Reductions in products and services prices	VII-3	F	
<b>Vessel Operations and Impacts</b>			<b>Yes (Group)</b>
Proactive approaches on vessel safety standards and respective compliance	VII-1	F	
Accidents within vessels (by type, reason, results)	VII-1	F	
Non-compliance with regulations regarding exceeding vessel capacity (by number, outcomes)	VII-1	F	
Non-compliance with regulations regarding rippling impacts to coastal areas (by number, outcomes)	VIII-3	F	
<b>Responsible Buying</b>			<b>Yes (Group, Suppliers)</b>
Suppliers evaluation (by percentage, frequency)	V-3	F	
Discontinuation of collaboration with suppliers (by number, reason)	V-3	F	

GRI Standard	Report Section	Coverage	Boundary of Disclosure
<b>Acoustic Impact</b>			<b>Yes (Group)</b>
Non-compliance with regulations regarding acoustic impact (by number, outcomes)	VIII-1	F	
<b>Work Conditions</b>			<b>Yes (Group)</b>
Employees with overtime work (by percentage, average)	VI-1	F	
Non-compliance with regulations regarding work conditions (by number, outcomes)	VI-1	F	
Non-compliance with regulations regarding accommodation conditions for marine employees (by number, outcomes)	VI-1	F	
<b>Volunteering</b>			<b>Yes (Group)</b>
Participation in volunteering activities	V-2	F	

## 4. Glossary

Please pay attention to the following, frequently used terms:

Term	Refers to
"Bilge water"	The mixture of water, lubricants and fuel produced during engine washing, as well as by accidental leaks.
"Biodiversity"	The various living organisms in an ecosystem (land, marine and aquatic), as well as the extent of their genetic composition.
"Carbon dioxide", "CO <sub>2</sub> "	The gaseous chemical compound derived from the combustion of fossil fuels (oil, gasoline, natural gas, etc.) and organic compounds (wood, plastic, etc.), which contributes to the greenhouse effect.
"Classification societies"	The maritime technical organizations who establish safety regulations for shipbuilding, as well as for the vessels' equipment.
"Corporate Responsibility", "Corporate Social Responsibility", "Sustainable Development"	The voluntary commitment of companies to include in their corporate practices economical, social and environmental criteria and activities, which are beyond the legislative requirements and are related to their impact on Stakeholders. The terms refer to the current economic growth that does not compromise the ability of future generations to satisfy their own needs.
"Environmental footprint"	The total greenhouse gas emissions that arise directly (e.g. burning of fossil fuels for heating) or indirectly (e.g. by the use of products) from a company.
"equivalent CO <sub>2</sub> ", "eCO <sub>2</sub> "	The measurement unit of all greenhouse gases that contribute to global warming (carbon dioxide-CO <sub>2</sub> , methane-CH <sub>4</sub> , nitrous oxide-N <sub>2</sub> O, fluorinated hydrocarbons-HFCS, perfluorocarbons-PFC's, sulfur hexafluoride-SF <sub>6</sub> ), expressed as equivalent carbon dioxide.
"Global Compact"	The United Nations Global Compact, an initiative to encourage companies to align their business operation with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption.
"Group", "we", "Attica Group"	To ATTICA HOLDINGS S.A. (which this Report addresses).
"IMO"	The International Maritime Organisation, which is a specialized organization to establish measures in order to improve safety of international shipping and prevent environmental pollution from vessels, and is also responsible for legal issues related to liability and indemnify cases of maritime accidents, as well as facilitate international maritime traffic.
"MARPOL"	The Convention of the International Maritime Organization to adopt concrete measures, in order to control and prevent pollution from vessels.
"Passengers"	The people transported with our vessels.
"Report"	The Corporate Responsibility Report 2016.
"VI-3" etc.	The area and section of this Report (e.g. used in the GRI, Global Compact and Stakeholder Tables). For example, the term "VI-3" makes reference to area VI (Employees), section 3 (Equality and Fairness).
"Universal Declaration of Human Rights"	The declaration adopted by the United Nations General Assembly in 1948 with the fundamental rights to which all human beings are inherently entitled.

## 5. Feedback Form

**1. To which Stakeholder group do you belong?**

Employees	<input type="checkbox"/>	Shareholders	<input type="checkbox"/>	Passengers	<input type="checkbox"/>	Sales Network	<input type="checkbox"/>
Suppliers	<input type="checkbox"/>	State	<input type="checkbox"/>	Associations and Unions	<input type="checkbox"/>	Local Communities	<input type="checkbox"/>
Citizens	<input type="checkbox"/>	NGOs	<input type="checkbox"/>	Media	<input type="checkbox"/>		
Other	<input type="text"/>						

**2. What is your impression, about the following areas of this Report?**

Area	Excellent	Good	Neutral	Mediocre	Bad
IV. Management	<input type="checkbox"/>				
V. Society	<input type="checkbox"/>				
VI. Employees	<input type="checkbox"/>				
VII. Passengers	<input type="checkbox"/>				
VIII. Environment	<input type="checkbox"/>				

**3. What is your impression, about the following elements of this Report?**

Element	Excellent	Good	Neutral	Mediocre	Bad
Sections have the right <u>balance</u>	<input type="checkbox"/>				
Important topics are <u>covered</u>	<input type="checkbox"/>				
Structure supports easy <u>reading</u>	<input type="checkbox"/>				
<u>Texts</u> are comprehensive	<input type="checkbox"/>				
<u>Quantitative</u> elements are complete	<input type="checkbox"/>				
<u>Graphs</u> included are comprehensive	<input type="checkbox"/>				
<u>Layout</u> is attractive/pleasant	<input type="checkbox"/>				

**4. Are there any topics, which are not answered (or not adequately covered) in this Report or do you have questions you would like to be answered in our next Report?**

**5. Are there any other comments/proposals you might have?**

**Personal Data (optionally):**

Name	<input type="text"/>
Organization	<input type="text"/>
Address	<input type="text"/>
Phone/Fax	<input type="text"/>
E-mail	<input type="text"/>

Please fill out the form and send it to:

Attica Group, Corporate Responsibility Team  
 1-7 Lysikratous & Evripidou Street, 17674, Athens  
 e-mail: [csr@attica-group.com](mailto:csr@attica-group.com)

All information on this form will be used only for evaluating this Report, through statistical analysis. Personal data are protected, as defined by the respective law regarding private information.





Development of content and layout:  
STREAM Management /www.stream-eu.com



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