

A photograph of two women on the deck of a cruise ship. They are leaning on the railing and looking out at a vast, deep blue ocean under a clear sky. The woman in the foreground is wearing a white sleeveless top and dark pants, while the woman behind her is wearing a light blue dress and a wide-brimmed hat. To the left, a set of stairs with a yellow safety strip is visible.

SUSTAINABILITY
REPORT
2021

BALEARIA

SUSTAINABILITY
REPORT

2021

BALEARIA

Baleària 2021

In three minutes

Leading shipping company

29
SHIPS

24
ROUTES



6 COUNTRIES
1,391,000 MILES

Domestic routes: Balearic Islands, Canary Islands, Ceuta and Melilla.

International routes: Morocco, Algeria, France, the United States and the Bahamas.

2,911,000
PASSENGERS



765,000
VEHICLES



6,584,000
LM CARGO



396
MILLION EUROS
OPERATING REVENUE



93% domestic routes

Passengers and cargo had the same weight in terms of turnover.

Traffic

Green course

Pioneers in natural gas

Baleària is in the final stage of its plan to switch the fleet to natural gas, a fuel in the transition towards full decarbonisation.

9 GAS-POWERED SHIPS
380 MILLION EUROS INVESTMENT

Incorporation of the 'Eleanor Roosevelt', the first fast ferry in the world with dual natural gas engines.

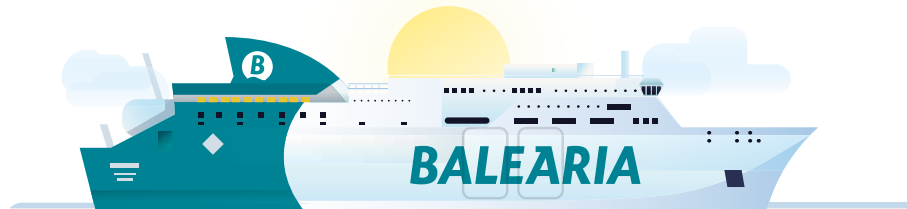
Eco-efficient sailing

0.411
RATIO
tCO₂/MILE

*EU Projects
Linked to hydrogen and emissions monitoring.*

Summary

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Customer experience

Customer care

403,000
CUSTOMERS
ATTENDED



Satisfaction



Online channels

Digital was consolidated as the main sales channel.



11,764,000 WEB VISITS

242,500 FOLLOWERS ON SOCIAL MEDIA



Baleària Club

New loyalty programme using points to gain access to offers and benefits.

Team

Staff

1,636
EMPLOYEES



44% 56%

Training

27,000
HOURS

Internal communication

11 Baleària Convention
New internal app

The smart journey

Virtual assistants (chatbot and travel information portal) were developed and seat numbering was initiated.

10

SMART SHIPS
WITH SMART B



Control Tower

Real-time data monitoring of the fleet to make fast and efficient decisions.

7

SHIPS
WITH SENSORS



Digitalisation

Baleària Foundation



282
ACTIONS

8
LLONGES DE
LA CULTURA

Suppliers



7,400
SUPPLIERS

78%
LOCAL
SUPPLIERS

Social commitment

Letter from the Chairman

6

In 2021, Baleària successfully weathered a difficult stress test with good results, which will help to compensate for the 2020 financial year by improving our solvency. The key to success has been to consolidate our strategy and harness our capabilities as a company in a complex context. We have managed this with solvency, innovation, responsibility and sustainability as our driving principles.

This year, our EBITDA exceeded 100 million euros for the first time in our history, especially thanks to our efforts and the good performance of fuel prices in the first three quarters. This result helped to consolidate our solvency, reducing debt, strengthening our cash flow and ensuring the continuity of our investment plan. We increased the traffic in all our transport segments, including 38% more passengers, 15% more cargo and 29% more vehicles compared to

2020 thanks to the good response of domestic traffic. But beyond what has been achieved, we are proud of why and how we have done this.

As a maritime transport company linked to tourism, one of the sectors hardest hit by the pandemic, we have managed this crisis by becoming an increasingly eco-efficient shipping company (much more environmentally, economically and socially sustainable), committed to the region and with a vocation for public service. At Baleària we believe that we are the proof that trees with solid roots withstand gales better. Our green heart and horizon, and our smart spirit are not slogans, this is our reality, as this document shows. An exercise in rigour and transparency that we are undertaking for the twelfth year following the criteria of the Global Reporting Initiative (GRI), in line with the United Nations Global Compact,

which we see as an ethical obligation. At Baleària, we were pioneers in adopting the Sustainable Development Goals (SDGs) and the 2030 Agenda. Generating wealth today without taking out a loan on tomorrow is part of our company's genetic make-up, which aims for zero emissions and total decarbonisation by 2050. We are involved in projects linked to green hydrogen and biomethane from renewable sources, and we are committed to natural gas as a transition fuel. We are pioneering the use of this cleaner energy, and we are finalising our 380 million euro investment in nine gas-powered ships. These dual engines are prepared to use CO₂-neutral renewable gas from animal farms and also partially consume green hydrogen. This year we have increased our consumption of natural gas by 36%, despite the fact that in October we felt obliged to reduce its use and

prioritise it for port manoeuvres and stays. This is a temporary measure adopted out of responsibility and to preserve the company's viability due to the escalating price of this greener fuel.

Our firm commitment to eco-efficiency and competitiveness is also based on digital transformation. We have ten smart vessels that enhance the experience and comfort levels for both passengers and cargo customers. We are progressing towards the goal of transforming Baleària into a data-driven company, with decisions guided by big data, taken in real time with the utmost efficiency, and through the development of predictive models that will allow us to incorporate artificial intelligence in our management. In 2021 we completed the first phase of our Fleet Control Tower to monitor navigation parameters and improve operations. Seven

≈ **Our future lies in continuing to be a local shipping company with soul and values, committed to the region and its people. A passion for a job well done and roots we are proud of will enable us to maintain our robust leadership position.**



ships already have sensors installed on them to measure emissions as part of the Green and Connected Ports project.

Baleària has an economic, social and cultural pull effect on the regions in which it operates. Because we are a local shipping company with an international vocation. That is why 78% of our suppliers are local. In this way the company passes on the value it generates to its stakeholders.

The more than 1,600 people who work for our company are committed to providing excellent service each day to the millions of passengers and thousands of cargo customers who travel with us. The 98.1% loyalty rate and the positive feedback about our service are a great incentive for us. We have invested 21% more in training through the Baleària Business School in

order to adapt to the times and new demands.

The digital transition, innovation and the search for CO₂-neutral energies are what we navigate by. If there is a true flagship for our green and smart culture, it is the *Eleanor Roosevelt*, the world's first fast ferry for passengers and cargo powered by natural gas engines. We have also started building the first 100% electric passenger and cargo *ferry* in the Mediterranean, which produces zero emissions during port stays and approaches by using green hydrogen as a test bed for this energy source.

We are strong because we are solvent and reliable. The trust we generate is our most important asset. As a responsible company, we want to be a driving force for cultural invigoration, promoting cohesion, freedom and inclusion in an open society. Through the Baleària Foundation we have tak-

en part in more than 280 activities. Our commitment to succeeding in the future by conquering the present means remaining a local shipping company with soul and values, sensitive to the social and economic reality of our regions. A passion for a job well done and roots we are proud of will enable us to maintain our robust leadership position.

Adolfo Utor
Chairman of Baleària



LEADING SHIPPING COMPANY

BALEARIA

A local shipping company with a green heart and a smart spirit

Sustainable and smart mobility at sea is the driving force behind Baleària, a company inspired by innovation and care for the environment, and involved in the development and well-being of people.

Baleària is the leading shipping group in Spain, with more than 20 years of history in the maritime transport of passengers, vehicles and goods, with routes that link Mainland Spain with the Balearic Islands, Canary Islands, Ceuta and Melilla on a daily basis. It is also the only maritime company that connects the four islands in the Balearic archi-

pelago. Internationally, it operates in North Africa (Morocco and Algeria), the south of France, and links the United States and the Bahamas.

Our shipping company is a global benchmark in sustainability thanks to its pioneering commitment to eco-efficient mobility driven by cleaner and more eco-friendly energy sources, such as natural gas, allowing us to progress towards decarbonisation. Baleària has some thirty ships, nine of which form part of a fleet equipped to sail using natural gas, exemplifying the company's energy transition. Under the slogan 'Green Course', the shipping firm shares its commitment and participates in projects linked to the use of renewable energies, such as green hydrogen and biomethane, with the goal of achieving zero-emission shipping by 2050.

Innovation is the key to the company's identity and leadership. Baleària is developing projects that place digitisation and technology at the service of the customer: it has a fleet of smart ships that offer a fuller and more personalised experience, exploiting the capabilities of big data to become a data-driven company, among other initiatives.

Baleària is a local shipping company with an international vocation, employing more than 1,600 people, on the shore and in the fleet. The company's impact also extends through the Baleària Foundation, through which it organises and encourages social, cultural and environmental actions with the aim of promoting the development of the regions it links and improving the well-being of their inhabitants.

≈ Main SDGs Baleària contributes to

- SDG 9** Industry, innovation and infrastructure
- SDG 11** Sustainable cities and communities
- SDG 13** Climate Action

Corporate Governance



10

ADOLFO UTOR, CHAIRMAN OF BALEÀRIA

Adolfo Utor (Al Hoceima, 1961) is the president and, since the end of 2021, the sole shareholder of Baleària, whose creation he captained in 1998. In addition, Utor is president of the Social Council of the University of Alicante, a full member of the Spanish Royal Academy of the Sea, a member of the Board of Directors of the Valencian Association of Entrepreneurs (AVE) and also chairs the ANAVE Regular Shipping Lines Committee, among other things.

BOARD OF DIRECTORS

Adolfo Utor	Chairman and sole shareholder	1998
Georges Bassoul	Chief Business Officer	2019
Ricardo Climent	Chief Financial Officer	2004
José Manuel Orengo	Secretary General, and Head of CSR	2019

Following the purchase of the Matutes Group shares, Abel Matutes, Juan Lladó and José Bonet left the Board of Directors.

The company is also organised through the **Standing Committee** (composed of the Board of Directors and the Director of Digital Operations) and the **Executive Committee** (which also includes the managers of the different areas and the directors of Fleet, Communication, Systems, On-board Services, People, Cargo, Operations and Institutional Relations).



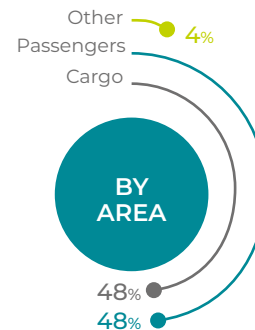
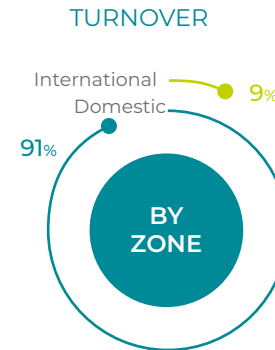
At the end of 2021, the chairman and founder of Baleària, Adolfo Utor, became the sole shareholder of the company following his purchase of the shares held by the Matutes group.



Economic performance

The Baleària Group achieved record financial results, despite the pandemic, involving mobility restrictions and the cancellation of Operation Crossing the Strait of Gibraltar (OCS) for the second year in a row.

The result for the year was 49,734,000 euros, compared to a loss of more than 15 million in 2020. The EBITDA hit 103,543,000 euros, which is 66% more than in 2020 and 24% more than in 2019. The group's operating revenues stood at 396,419,000 euros, 16% higher than in 2020, but below the revenues of 2019.



396 MILLION EUROS
OPERATING REVENUE
+16%

103 MILLION EUROS
EBITDA
+66%

49 MILLION EUROS
RESULTS FOR THE YEAR

Main investments

The main investments were related to the fleet, to produce more eco-efficient ships, both in terms of re-engineering and new construction. In addition, investments were made in the deployment of the new corporate management system. *More info* p. 17, 18, and 21

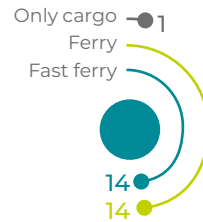
75.8 million euros

Fleet

29 SHIPS

+ 3 auxiliary vessels*

28 Owned



9 NATURAL GAS-POWERED SHIPS

10 SMART SHIPS

FERRIES



Abel Matutes	23 kn	190 m	900	625	●	●
Bahama Mama	23 kn	154 m	1,000	350	●	●
Dénia Ciutat Creativa	19 kn	150 m	399	430		
Hedy Lamarr	24 kn	186 m	600	646	●	●
Hypatia de Alejandria	24 kn	186 m	880	608	●	●
Marie Curie	24 kn	186 m	880	608	●	●
Martín i Soler	23 kn	165 m	1,200	567	●	●
Nápoles	23 kn	186 m	1,600	339	●	●
Passió per Formentera	22 kn	100 m	800	105		
Poeta López Anglada	18 kn	133 m	1,257	243		
Posidonia	17 kn	69 m	550	90		
Regina Baltica	19 kn	145 m	1,600	350		
Rosalind Franklin**	22 kn	188 m	860	624	●	
Sicília	23 kn	186 m	1,000	481	●	●
Wasa Express**		140 m	1,500			

FAST FERRIES



Avenir Dos	34 kn	82 m	855	174		
Bimini Blue Marlin	30 kn	39 m	356	-		
Cecilia Payne	38 kn	86 m	800	200		
Formentera Direct	30 kn	50 m	309	36		
Eco Aqua	28 kn	28 m	355	-		
Eco Aire	28 kn	28 m	355	-		
Eco Terra	28 kn	28 m	355	-		
Eco Lux	28 kn	28 m	355	-		
Eleanor Roosevelt	35 kn	123 m	1,200	450	●	●
Jaume I	32 kn	78 m	623	130		
Jaume II	32 kn	81 m	624	140		
Jaume III	32 kn	81 m	655	140		●
Nixe	32 kn	63 m	546	122		
Ramon Llull	32 kn	83 m	476	120		●

ONLY CARGO

Vivot	12 kn	64 m	41	117		
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(**) The *Rosalind Franklin* completed its charter in November, and the *Wasa Express* was incorporated that same month.

● To natural gas ● To natural gas (projected)
● Smart ship ● Smart ship (projected)
● Scrubbers

(*) *Águila Pescadora*, *Corb Marí* and *Rolón Plata Dos*.



Routes

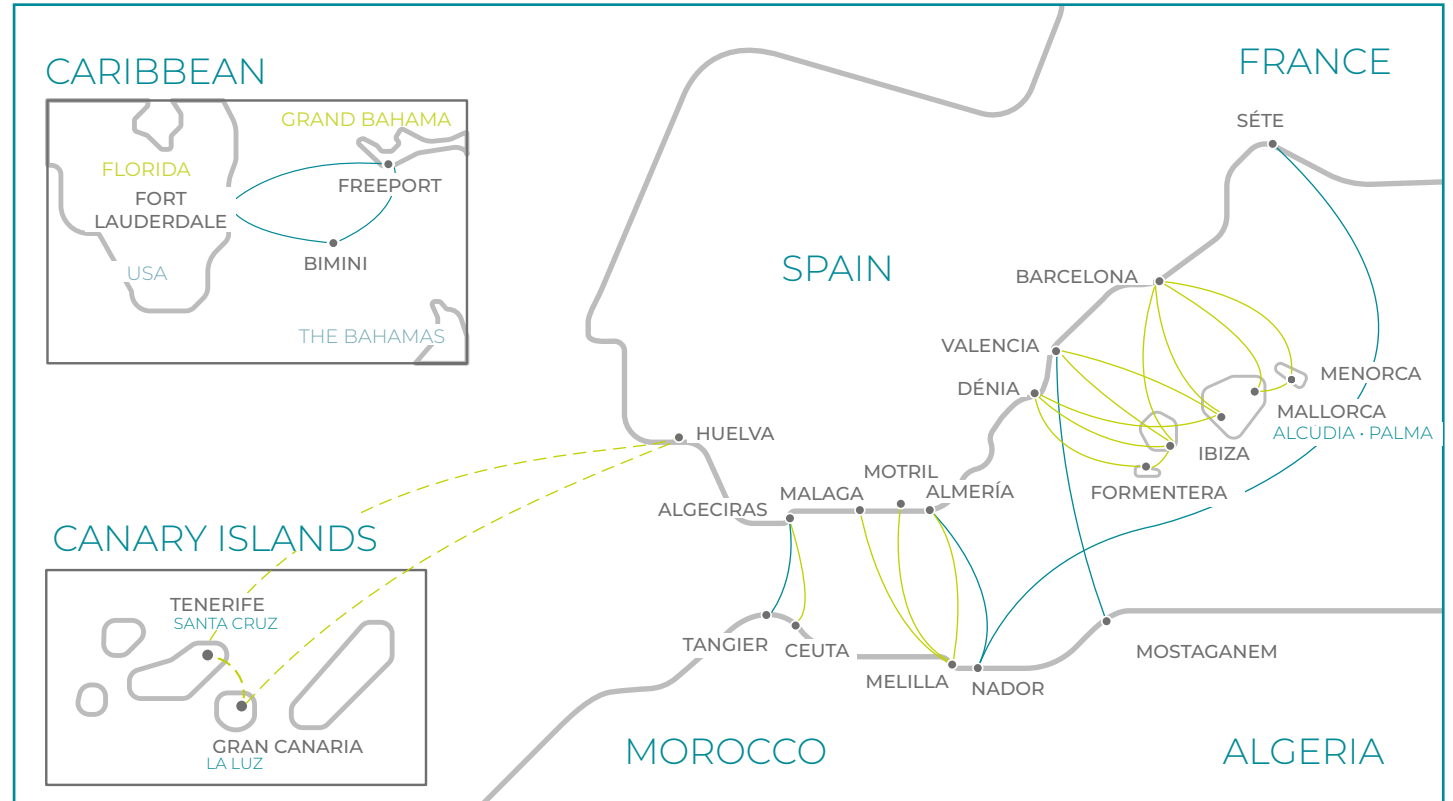
24 ROUTES

32,307 JOURNEYS

+25%

6 COUNTRIES

90% domestic 10% international



2,911,000

PASSENGERS

+38%

2,762,000 domestic (+40%)

151,000 international (+8%)



▼ Balearic Islands ▼ Ceuta ▼ International
▼ Melilla ▼ Canary Islands

14

765,000

VEHICLES

+29%

732,000 domestic (+34%)

34,000 international (-25%)



▼ Balearic Islands ▼ Ceuta ▼ International
▼ Melilla ▼ Canary Islands

Passenger transport

DOMESTIC ROUTES

Mobility restrictions and travel uncertainties affected domestic traffic unevenly.

The Balearic Island lines performed well, especially over the summer months, and passenger volumes increased compared to 2020 and were maintained compared to 2019, despite the health context. It is worth noting the increase in inter-island connections and that the routes involving Menorca and Formentera were those in highest demand.

Passenger and vehicle traffic in Ceuta and Melilla plummeted by 50% and the journeys were made mainly by residents. On the Almería/Motril-Melilla route, Baleària was awarded a one-year contract to operate the public interest line.

The Huelva-Canary Islands routes, where Baleària operates together with Fred.Olsen Express, were consolidated in their third year of operation, with a 50% increase in passengers compared to 2020.

INTERNATIONAL ROUTES

International routes were severely affected by pandemic restrictions. For the second consecutive year there was no Operation Crossing the Strait due to the fact that passenger traffic between Morocco and Spain was shut down all year. The only journeys made were from Nador to the French port of Sète and occasional repatriation services. Algeria was also inactive until the end of November, when it reopened its borders.



Freight transport



In 2021, the routes with the Balearic Islands were once again the centre of Baleària's cargo business in terms of linear metres transported. These connections were further strengthened with the launch of a second direct daily service from Valencia, boosting the Balearic Islands service.

The greatest growth in the cargo area on all of Baleària's routes was centred on the international lines with Morocco, which are gradually gaining weight in terms of linear metres transported. In the southern area, the Algeciras-Tangier line stood out, with 16% growth, as did the opening of the Motril-Melilla connection, with three weekly rotations.

Routes with the Canary Islands have experienced a continuous rise, which in the three years they

have been running have added more than 730,000 linear metres, and have growth of more than 10% in cargo transported, compared to 2019.

Cargo website

Digitalisation made it possible to streamline port operations and improve logistics planning for customers.

76% AUTOMATED BOOKINGS
IN THE BALEARIC ISLANDS

58% on all routes

6,584,000
LM CARGO
+15%

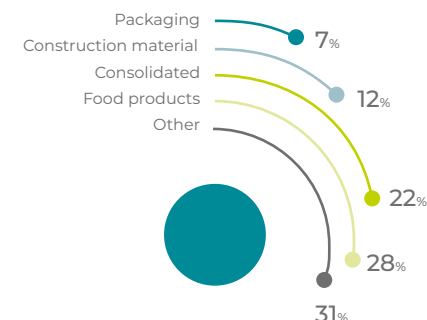
487,700 TRUCKS
(1m equivalent)

5,012,000 domestic (+13%)

1,571,000 international (+19%)



COMMODITY TYPE





GREEN COURSE

Eco-efficient sailing

Natural gas consumption increased by 36% in 2021, thanks to the eight ships that were able to use this cleaner fuel. In October, Baleària opted to reduce its use and prioritise it for port manoeuvres and stays, a temporary measure in order to preserve its competitiveness in the face of the rising cost of this fuel.

The dual engines on these ships are designed to run on CO₂-neutral renewable gas and partly green hydrogen. It should be noted that the shipping company is part of the European Union's Green Hysland project, which promotes the use of green hydrogen in the Balearic Islands.

In addition, the engines of the *Ave-mar Dos* fast ferry were replaced with a model that reduces polluting emissions.

CONSUMPTION	
Diesel	79,790 m ³
Fuel	72,565 t
Natural gas	698,531,771 kWh
CO ₂ EMISSIONS	
Diesel	219,994 t
Fuel	225,996 t
Natural gas	126,296 t
TOTAL	572,286 t

+36% use of natural gas

55,775 tn of CO₂ not emitted thanks to the use of natural gas

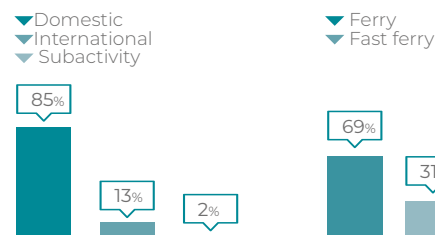
Baleària increased the efficiency of its routes and ships, as can be seen from the ratio of tonnes emitted in terms of miles sailed, which fell slightly.

0.411 RATIO
tCO₂/MILE

-2.7%

1,391,000 MILES sailed

+14%



Emission measurement

Green and Connected Ports

Baleària has been awarded a 50% subsidy under the European Union's Connecting Europe Facility 2014-2020 (CEF Transport) call for proposals. *More info* p. 23.

Other sustainability initiatives

Circular economy

A new vessel was added to the circular economy project which has enabled more than 7 tonnes of plastic to be converted into furniture for the *ferry*-terraces.

Recycling Project

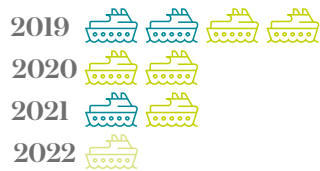
Baleària joined the Ecoembes project that promotes recycling for social purposes in the maritime stations of València and Dénia.

Pioneers in natural gas

380 MILLION EUROS INVESTMENT

9 vessels with NATURAL GAS ENGINES

18



● New construction ● Re-engineered*

Co-funded by the EU Connecting Europe Facility

Gas-powered sailing reduces CO₂ emissions by up to 30%, NO_x emissions by 85% and eliminates 100% of sulphur emissions (SO_x) and particulate matter harmful to health.

With the incorporation of the fast ferry *Eleanor Roosevelt*, the re-engineining of the *Martín i Soler* and the start of the retro-fit of the *Hedy Lamarr*, in 2021, Baleària entered the final phase of converting its fleet to sail on natural gas. A fuel in which it is a global pioneer and which it considers to be a transitional fuel towards total decarbonisation.

The company's long-term commitment to cleaner energies responds to social responsibility and competitiveness criteria and reaffirms its commitment to preserving the planet and the sea.

Baleària's fleet strategy is based on eco-efficient and smart ships that pioneer sustainable mobility at sea, while at the same time working on projects linked to the energies of the future with a view to the goal of zero emissions by 2050.





Baleària set a milestone in the history of maritime transport with the 2021 commissioning of the 'Eleanor Roosevelt', the world's first fast ferry with dual engines powered by natural gas.



HIGH-TECH

The ship features high-tech innovations that considerably reduce movement, vibrations and noise, increasing passenger comfort during the crossing.

SMART SHIP

The digitalisation of services is a distinguishing element of this vessel, the first to incorporate the Smart B system. *More info* p. 22.

ON-BOARD SERVICES

In terms of interior design, the emphasis was on large, bright spaces. Access is via escalator or lift and all the seats on the ship recline. The *Eleanor Roosevelt* has several cafés, a food truck, a children's area and a VIP lounge with panoramic smart glass windows.

SENSORISATION

The ship is equipped with measuring equipment and sensors as part of the Green and Connected Ports project. *More info* p. 23.

DECARBONISED PILOT TRIP

In June, the *Eleanor Roosevelt* made Europe's first fast ferry pilot journey using 100% renewable fuel. The ship sailed between Barcelona and Menorca using renewable biomethane, avoiding the emission of more than 50 tonnes of CO₂ into the atmosphere.

It also collaborated with Ports de Balears in the first technical tests in the port of Palma for the electrical connection of ships to land.

90 MILLION EUROS INVESTMENT

The largest high-speed ship in the world.

- 123 m** long
- 28 m** beam
- 1,200** passengers
- 450** vehicles

4 8,800 kw engines

35 knots

8.8 Ship satisfaction rating
 ★★★★★★☆☆

- 8.9** ██████████ Cleanliness on board
- 8.7** ██████████ Personnel
- 8.5** ██████████ Punctuality



DIGITALISATION

Operational digital transformation

The shipping line proceeded with the operational digital transformation, which encompasses the entire value chain. The focus was on laying the foundations for this transformation, and the strategic plan for 2022-2023 was defined.

The goals are to provide more services to the different areas, reduce costs and improve productivity, and integrate all the company's data to provide business intelligence. After analysing the various needs in the different areas, twenty projects were prioritised.

NEW MANAGEMENT SYSTEM

Baleària continued to roll out its new management system, which includes new functionalities and greater booking management simplicity. The system is based on a single-data philosophy, which allows information to be made available quickly and

easily for the other areas of the company. In 2021, six routes incorporated this system.

OTHER ACTIONS 2021

CYBERSECURITY. An ethical hacking exercise was conducted to test and identify vulnerabilities in the systems. An ATP (Advanced Threat Protection) service was launched to improve email security.

COLLABORATION. An email migration process from the Lotus Notes platform to Outlook 365 was implemented. This initiative facilitated the full deployment of the Office 365 suite and its utilities, including Sharepoint, Planner, One Drive, etc. The use of the suite improved collaboration and access to shared documents.

WORK PLACE. Continuing the process of upgrading workstations, more than 160 computers were replaced, resources were increased and more than 30 computers were upgraded to Windows 10.

INFRASTRUCTURE. A new remote desktop server cluster was created, new tablets were deployed for loading operations, and fibre optics were installed in four regional offices.

INTERNAL REQUESTS. More than 10,000 internal requests were handled, both for components and applications.

SYSTEMS DEVELOPMENT. More than 70 actions were carried out based on simplification, the consolidation of new functionalities and the creation of new services for the business.

Big data

80% BUSINESS DATA sources ingested

Increased use of data in all departments

Baleària continued to centralise business information to become a data driven company. The data was generated through data lake ecosystem technologies, providing support to the Fleet department for more efficient management.

The data lake coordinates and manages the information in the Control Tower, a fundamental tool for business monitoring and decision making. *More info* p. 23.

In the short term, data lake information will support sustainability projects such as carbon footprinting, which is important data for customers who demand quality information, and will generate more confidence and confirm Baleària's commitment to good market practices.

10 SMART SHIPS

with Smart B

41,700 INDIVIDUAL USERS

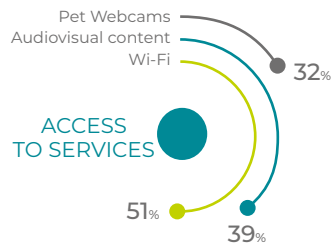
158,000 hours
of content watched

9,260 internet access vouchers

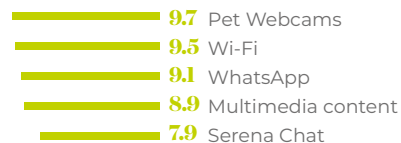
124,000 pet webcam accesses

5,300 pet webcam users

22



IMPORTANCE OF SERVICES FOR CLIENTS



The most digital journey

SMART B

The company has developed Smart B, a web portal that acts as a pro-active travel assistant and is currently available to customers travelling on Baleària's smart ships. Smart B supports passengers even before their journey: it lets them access their boarding pass and travel information, and purchase extra services. It also provides access to all smart ship services.

Digital Services

- ▶ Multimedia content platform
- ▶ Webcams in the Pet Friendly kennels
- ▶ Internet connection (vouchers)
- ▶ Access via QR
- ▶ Free WhatsApp coverage
- ▶ *Online* ordering from the cafeteria
- ▶ Digital signage

SERENA CHATBOT

Baleària has created Serena, a chatbot that provides customers with relevant information and guides them through their queries. It is available via the web, social media, WhatsApp and Smart B. In addition, passengers can issue their boarding passes from the chatbot.

135,000 CHATBOT conversations

Ratio of resolved questions



SEAT NUMBERING

An algorithm has been developed for automatic seat allocation. This distributes passengers according to the occupancy of the lounges, taking into account the fact that passengers in the same booking are travelling together. A few hours before they travel, customers receive their seating number via SMS or Whatsapp. This has made it possible to market specific accommodation types. The aim is to extend the seat numbering to the entire fleet.

2 FAST FERRIES

with numbered seats

≈ Baleària's goal is to become a data driven company, making decisions in an agile and efficient way based on the capture and analysis of relevant data.

Fleet Control Tower

Baleària completed the first phase of the Fleet Control Tower at the end of 2021: a mobile app that monitors different fleet data in real time (location, punctuality, speeds, etc.), which will also include data from sensorised vessels. This will make it possible to collect information that can be analysed and enable conclusions to be drawn that will improve vessel operations, control engine parameters or promote more efficient sailing. In the following phases, the PC version will be created with algorithms to optimise sailing efficiency and it will also be improved to cover all the company's departments.

7 SHIPS WITH SENSORS

2020 
 2021 
 2022 

 *Co-funded by the EU Connecting Europe Facility

PROJECT: GREEN AND CONNECTED PORTS

Measuring equipment is being installed on the sensorised vessels. The data from this is then integrated via the Control Tower.

- ▶ **Flowmeters** ▶ consumption analysis.
- ▶ **Torque meters** ▶ engine power control.
- ▶ **Accelerometer** ▶ passenger comfort analysis.
- ▶ **Draught sensors** ▶ load control and ship stability.
- ▶ **Gas analyser** ▶ measurement of gases emitted into the atmosphere.
- ▶ **Integration of Bridge equipment** ▶ navigation data.
- ▶ **Integration of machine equipment** ▶ data on motors, electrical generation...

A photograph of a man and a woman standing on the deck of a boat, looking out at the ocean. The woman is on the left, wearing a pink jacket, and the man is on the right, wearing a dark blue shirt. They are both looking towards the horizon. The sky is filled with soft, white and grey clouds, and the water is a deep blue-grey. The boat's railing is visible in the foreground. The text 'CUSTOMER EXPERIENCE' is overlaid in white on a green horizontal band across the middle of the image.

CUSTOMER EXPERIENCE

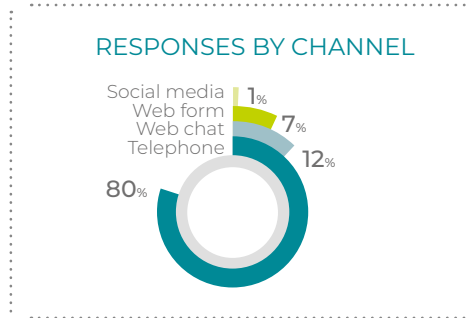
Customer care

The unification of all customer service channels on the same platforms in 2021 allowed us improve the measurement of customer service efficiency.

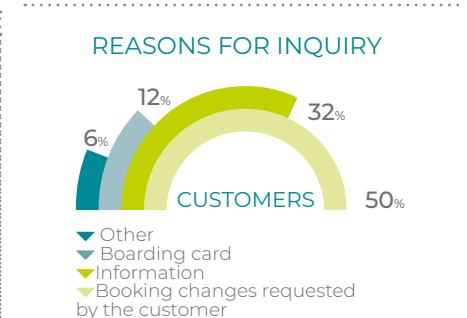
IMPROVEMENTS

In terms of **online support**, new automations were implemented in 2021 that enriched the articles and use cases of both the HelpCenter and the Serena *chatbot*, which are the steps prior to speaking to an agent. [More info](#) p. 22.

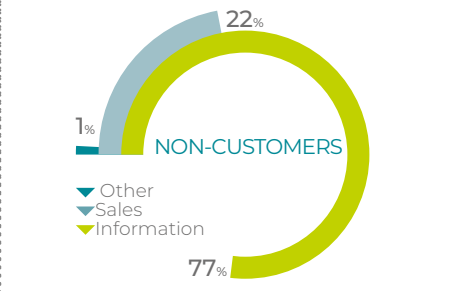
In **telephone customer service**, a new IVR system was launched (the voice messages that filter and direct



calls according to the customer's needs), and there was agent specialisation according to the reasons for the call and the type of customer. Priority is given to the subject of the



► 50% of the enquiries requesting information relate to fares or timetables.



► 70% of the enquiries requesting information relate to fares or timetables.

403,000
CUSTOMERS ATTENDED
+42%

98% RESOLVED IN THE FIRST CONTACT

25

7 minutes average first response



On-board services

LOUNGE REFURBISHMENT

The interiors of several ships were renovated to improve comfort, with welcoming modern designs.

According to the ship, new, more comfortable seats were installed, common areas were redesigned (such as the reception or the self-service restaurant), electric charging stations were included and other elements, such as flooring or upholstery, were replaced. On the boats on the Ibiza-Formentera route, new furniture was installed on the terraces.

26

3,135,000 EUROS INVESTMENT

1,600 new seats

NEW ACCOMMODATION

To meet the demands of different customer segments, new accommodation was created:

Sirena and Neptune Table

Accommodation focused on passengers travelling as a family or in groups of 4 or 6 people.

Neptune Executive

Accommodation for adults looking for a dedicated space where they can travel in peace and quiet.

VIP Plus

Superior front row seat, with footrest, more space and views of the sea.

Pet-Friendly Chairs

Small pets, in their own carriers, can travel with passengers in the lounges.



Catering and shops

New features linked to local produce and sustainability were introduced.

On the fast ferry *Eleanor Roosevelt* a food truck was installed in the outdoor area, as well as a shop-bar. New gluten-free products were added throughout the fleet.

Balearic Island products. Menus offering Balearic Island cuisine were included, as well as zero-kilometre products (Ibiza Produce) and fair trade goods (Oxfam Intermón) on some ships.

Social responsibility. We collaborated with the Nova Terra and Cuina Justa foundations, which produce meals while generating job opportunities for people at risk of social exclusion.

Eco-friendly. Biodegradable tableware continued to be used and edible coffee cups were introduced.

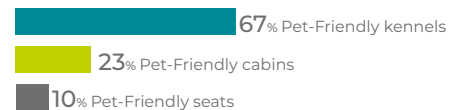
EVALUATION



Pet-Friendly shipping company

We continue to improve facilities and services for pets.

69,100 PETS transported
+41%



+89% of pets in cabins

EVALUATIONS



Smart ships

The company has 10 smart ships that offer customers services including a free digital entertainment platform, video surveillance for pets and internet access.

More info p. 22

Services for families

Baleària was awarded the Family Tourism Seal by the Spanish Federation of Large Families.

In 2021, activities aimed at family audiences, including children's entertainment, magic sessions and a photo studio, were relaunched. In addition, music sessions with DJs were scheduled on the terraces.

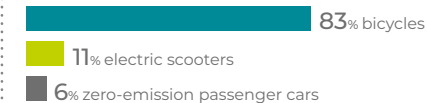
EVALUATION

7.6  Leisure on board

Eco vehicles

Baleària transports electric scooters and bicycles free of charge on all its routes, and zero-emission cars to Formentera.

11,400 ECO VEHICLES transported



Sales Channels

11,764,000
VISITS
+13%

186,000 Individual APP USERS

4.1 APP Assessment
★★★★☆

GROWTH OF ONLINE CHANNELS

	Sales	Visits
Baleària Webpage	34%	12%
Baleària App	11%	10%
Formentera Express Webpage	107%	81%



Thanks to Baleària's adaptation of its marketing strategies to the new consumer profiles, the digital channel was consolidated as the main source of turnover, increasing its sales, the number of visits, unique app users, and Baleària Club members.

E-COMMERCE

FORMENTERA EXPRESS

In 2021, the quick-shopping website Formentera Express doubled its sales and number of visits, and became the favourite method of digital tourists who want to buy their ticket to Formentera. True to its value proposition of 3-click shopping, users appreciated the convenience, usability and variety of payment methods.

IMPROVED USER EXPERIENCE

Baleària is immersed in a process of continually improving the digital user experience. More than 180 tests were run, leading to developments that resulted in improved conversion rates and positive customer feedback in terms of web-based sales and information processes.





TRADE AND PRICING POLICIES

Baleària continued to work on advanced sales with very flexible fare conditions, including long-term discounts, in order to meet customers' needs. In addition, it maintained its change and cancellation policy in line with the current market situation.

Baleària is the only shipping company with connections to all the Balearic Islands, and it made the most of this distinguishing fact by providing great discounts on various combined routes in this market.

New accommodation features were also created to adapt to the requests of the most demanding customers (*More info* p. 26) and loyalty was built among repeat passengers through the Baleària Club (*More info* p. 31).

TRAVEL AGENCIES

Baleària considers the agencies to be another member of the sales team, with whom it is in constant contact, allowing it to incorporate new products and improve services.

+50% contact with agencies

To boost this direct communication and adapt the offer to the needs of each agency, in 2021 Baleària introduced training, with fam trips to Ibiza, Mallorca and Menorca, and national webinars, together with Agenttravel and Hosteltur. The agencies' knowledge of the Baleària product allowed them to carry out personalised actions according to the type of tourism they target: senior, active, gastronomic, sports, cultural, etc.

Sponsorships and agreements

BALEANDO

Web portal offering ferry, hotel and activity holiday packages.

SPORT

Panda Raid, Rally Roses des Sables, Wing Foil Spain Series, Marnaton Formentera, Voluntaris del Mar, World Padel Tour Menorca, UD Ibiza, Rutas World, Regata de Vela Princesa Sofía Mallorca, Mallorca Classic Week Port Adriano, 15a Volta Menorca BTT.

GASTRONOMY AND MUSIC

TaPalma, Ciutadella Destí Gastronòmic, Masterchef Celebrity, Oktoberfest, Los40 Music Awards.

Tourism Fairs

Attendance at Fitur (Madrid) and Top Resa (Paris), and virtual attendance at BIT (Milan) and World Travel Market (London).

Associations

Baleària continued its membership of ACAVE (Asociación Corporativa de Agencias de Viajes Especializadas) and CEAV (Confederación Española de Agencias de Viajes).

Marketing

The summer campaign video, with the slogan 'Summer is ours', set a milestone in Baleària's communications, becoming one of the most watched commercial videos in the travel sector, according to the specialist outlet *Marketing Directo*. The advert involved the collaboration of hoteliers and artisans in Formentera.

30

430,000 YouTube views

In 2021, in addition to the conventional media coverage plan, a strong commitment was made to advertising on digital communication channels (mainly digital television and radio).

Moreover, in order to improve the passenger experience at all touch-points, in 2021, work was carried out to upgrade and refurbish a large number of ticket offices.

Social networks

The main goals are to increase brand recognition, have customer service channels available, and assist and generate direct and indirect sales.

The 2021 social media strategy was based on a greater dynamisation of content (more publications, live feeds, stories...), an increase in audiovisual content, the segmentation of publications by region and an increase in collaborations with influencers.

In addition, the design of the *Entre-Olas* blog was updated to integrate this into the look and feel of the Baleària website.

Featured actions

TikTok

Baleària made its debut on this platform with the *#ElVeranoEsNuestro* (Summer is ours) challenge, becoming the first company in the tourism industry in Spain to use this advertising format.

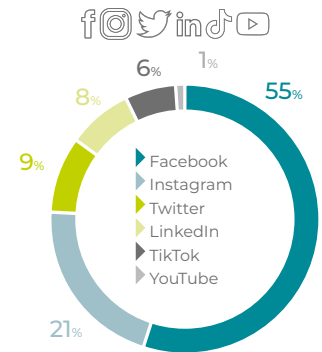
Fast ferry Eleanor Roosevelt

Several campaigns were carried out linked to the incorporation of this new fast ferry: the journey from the shipyard was broadcast, a report was issued on the ship's first voyage, and the *Eleanor Stories* series was released, starring real customers selected through a social network contest.

Women in B

Online event to highlight the role of women in Baleària and the maritime sector.

242,500
FOLLOWERS +34%



270 million views
TIKTOK CHALLENGE

76,200 'Entreolas' blog users

105,500 blog page views

Baleària Club

The new loyalty programme allows members to earn rewards from their trips through a points system, and gives them access to exclusive offers and benefits.

At the beginning of the summer, the shipping company launched the new Baleària Club loyalty programme, structured into three levels (Basic, Premium and Exclusive), depending on the points obtained over the preceding 18 months. Members earn points each time they travel, according to the route, their level within the club and other elements, such as whether they travel with a car or pet.

They can use the points to obtain rewards linked to Baleària (meals or discounts on board, free Wi-Fi, exclusive offers or discounts on bookings, etc.), to third parties, or exchange them for donations to social and environmental organisations with which the Baleària Foundation collaborates. Rewards and exclusive offers and benefits are customised for each member according to their preferences and usual routes.

+17% NEW MEMBERS

155,000 WEBSITE ACCESS to the Club

4,800 rewards redeemed

24,145,000 points awarded

1,500 members registered on the recommendation of another member

45% Club mails opened



Customer Satisfaction

≈ For years, Baleària has had a system for measuring customer satisfaction throughout the customer journey, which allows it to obtain information and adapt its service to passengers' needs.

METHOD

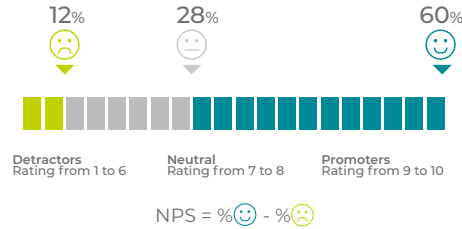
To ascertain customer satisfaction levels, Baleària uses two methods. Firstly, the company sends a transactional online survey to passengers when they finish their trip, which provides daily feedback. In addition, an external polling company carries out telephone surveys at various times throughout the year.

32

RESULTS

Both the number of Baleària promoters and the number of passengers who said they would travel again increased. The scores of virtually all of the items analysed improved. The NPS growth on the routes with Melilla (62.7) and Ceuta (60), which also recorded good levels of loyalty and service ratings, is noteworthy.

48.5 NPS
NET PROMOTER SCORE
+4.5

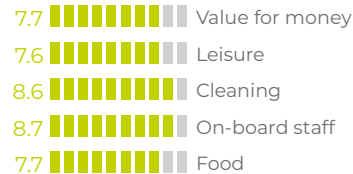


22,300 FEEDBACK
from clients

98.1% LOYALTY
INDEX
+1.8%

8.4 Evaluation
OF SHIPS

8.2 Evaluation
SERVICE



Security

≈ Caring for the health of customers and employees continued to be one of Baleària's priorities. The company was reawarded the Global Safe Site seal of approval from Bureau Veritas and received the Asepeyo Best Preventive Practice award.

COVID-19 MEASURES

Baleària took a number of measures against COVID-19, which were adapted according to the context. Actions included reducing the capacity of vessels and taking temperatures. Online booking and invoicing was promoted and a specific cleaning plan was drawn up, using certified viricides and disinfectants. The use of face masks was mandatory on board, and hydroalcoholic gel was provided. The health status of the crew was regularly monitored and they received specific training on action protocols. In the summer, Baleària initiated an additional vaccination plan to ensure the complete immunity of its crews.

PROTECTION AND SAFETY PROTOCOLS

Emergency preparedness exercises are conducted on a weekly basis across the entire fleet. In addition, in order to improve protocols and ensure effective coordination, practical sessions are regularly held with different organisations.

Baleària has established protocols to prevent possible environmental damage, and has emergency control and marine pollution prevention plans.

24 SHIPS WITH THE
GLOBAL SAFE SITE





TEAM



Team management



In a year of challenges, crews and shore staff made every effort to implement the necessary safety measures and continue to strive for excellence in service, based on customer comfort and confidence.

Baleària continued to adopt organisational measures to help reconcile personal, family and professional needs, aligning these with the company's objectives.

Baleària is in the process of reviewing equality protocols and policies, together with the social representation of workers, with the aim of guaranteeing greater equality in its teams. It is also committed to inclusion and diversity, for which reason it signed the CEO Diversity Pact in collaboration with the Adecco and CEOE foundations.

TALENT MANAGEMENT

Baleària wants to achieve its goals by embedding culture and values into each of its actions. With the aim of aligning staff behaviour and values, the company adapted the Performance Management System, based on a competency model, which rep-

resents the set of skills, attitudes and knowledge that are fundamental in the people who make up the company. The assessments and actions recorded from each evaluation will be the basis for enhancing talent in Baleària.

Other actions

PERSONNEL COORDINATORS

This figure was created to assist workers in aspects related to selection, training and development, among other areas.

JOB MAP

A visual matrix was created that structures all the company's positions. This will improve decision-making in relation to people and team management.

MONTHLY SCORECARD

A reporting method was implemented through a management control tool to analyse and plan human resources indicators.

'BRÚJULA' PROGRAMME

More than 130 employees volunteered to be guides in the induction plan for new recruits, Brújula (com-

pass), out of which 45 were trained for this role.

'KNOW MY AREA' PROGRAMME

Monthly online meeting to inform the whole team about the functions and work of each department.

'HERE TALENT' PROGRAMME

Baleària participated in this programme in collaboration with the ESIC Business & Marketing School and Valencia Plaza, with the aim of incorporating the best junior talent into its teams.

Workforce profile

1,636 EMPLOYEES

+7%



44%



56%

Women Men

Fleet	13%	87%
Shore	43%	57%

GEOGRAPHICAL DISTRIBUTION OF LAND AREA

BAHAMAS 1.6%



USA 3.5%



86.6%

SPAIN

Valencian Community 48.3%
Balearic Islands 16.4%
Andalusia 10.2%
Ceuta 4.9%
Catalonia 4.8%
Melilla 1.7%
Madrid 0.3%

MOROCCO 8.2%

34% OF THE WORKFORCE IS INTERNATIONAL

53 nationalities

69% of the crew are from the EU

The easing of restrictions and the improved situation related to the pandemic allowed Baleària to increase its average workforce by 7% compared to the previous year, driving the creation of jobs for both Fleet and Shore personnel.

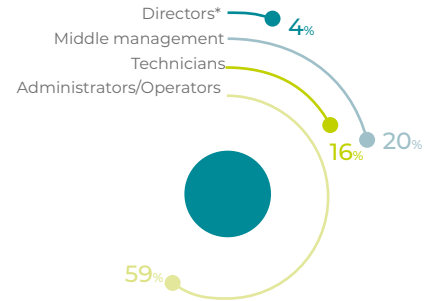
On the other hand, the shipping company continues to find that this is a largely male-dominated sector, especially in the Fleet, despite the fact that women are increasingly represented in these jobs.





Baleària is committed to continuing to professionalise the teams, incorporating specialised personnel in the different areas, ensuring the stability and continuous improvement of the people who make up the company.





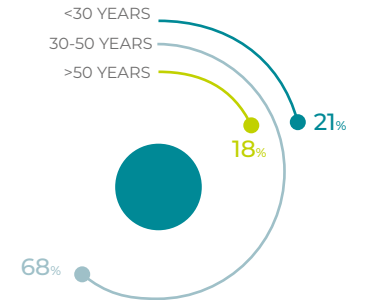
BY EMPLOYMENT CATEGORY







				
Directors*	1%	6%	3%	5%
Middle management	14%	23%	14%	25%
Technicians	15%	16%	20%	14%
Administrators/Operators	70%	55%	63%	56%

*Includes captains.

BY AGE



				
<30 YEARS	20%	21%	20%	21%
30-50 YEARS	12%	21%	18%	19%
>50 YEARS	68%	58%	62%	60%

Average age: **39** years.

Baleària Business School

≈ Baleària Business School meets the training needs of Baleària according to the regulations, sector and the company's business, to ensure that employees maintain their level of competitiveness and productivity.

1,500 EMPLOYEES TRAINED
+21%

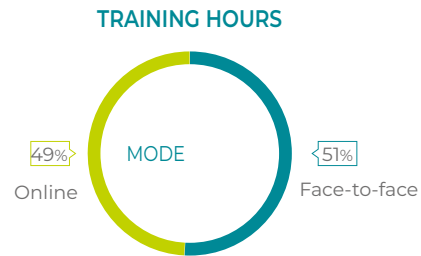
565,000 € INVESTEMENT in training
+44%

27,000 HOURS of training
-9%

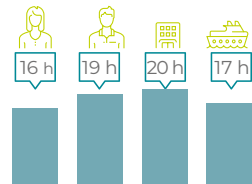
631 training actions

3.6 AVERAGE RATING for training actions
(out of 4 points). ★★★★★

3.7 e-learning platform rating



AVERAGE PER EMPLOYEE



Interns	8 h
Admin. /Operators	14 h
Technicians	34 h
Middle management	21 h
Directors	27 h

18 hours on average per employee

MAIN TOPICS

Maritime	29%
Food safety	25%
IT	12%
Workplace Risk Prevention	8%
Office automation	4%
Other subjects	22%

The training of crew members in terms of both renewing their maritime certifications and becoming IGF code certified is of particular importance. Additionally, staff were trained in new external software (such as Outlook 365) and company-specific internal tools (New Management System), and the new host tutors for the Brújula Programme were prepared. In addition, training was incorporated via the virtual classroom (live training via online platforms).



Internal communication



NEW INTERNAL APP

During the year, the new internal communication tool was progressively rolled out to the organisation. Be Baleària it's a multi-language social networking application, focused on the professional sphere and allowing access via the telephone.

In addition to channelling all corporate information and being a human resources management point, the main objectives of this tool are to foster pride in belonging, increase cohesion between teams, promote bidirectional communication and give people visibility.

≈ **Communication within the organisation was boosted by putting people at the centre and fostering cohesion.**

850 Active USERS

52 % of the workforce

210 daily active users

II BALEÀRIA CONVENTION

The company held a convention that was attended by a large representation of workers from the headquarters, regional offices and the fleet. During the day, in addition to a speech by the Chairman, there were talks, round tables and workshops on different topics: digitalisation, sustainability, values, and so on.

Employment Policies



Full-time	91%	99%	97%
Part-time	9%	1%	3%

237 new recruits

29% 71%

47 interns

16 31 20 27

FLEET SOCIAL FUND

1.3 % of the payroll is earmarked for social improvements provided by the company and managed by the employees' representatives.

BENEFIT CLUB

New club for Baleària staff with offers and promotions related to different products and services.



SOCIAL COMMITMENT

Transparency, ethics and compliance



The Ethics and Compliance Committee, set up in 2019, ensures that all departments comply with current legislation and are aligned with the ethical values and social responsibility of Baleària; it also promotes improvements in these areas.

STAKEHOLDERS	COMMUNICATION CHANNELS	● occasional ● constant ● yearly
Passengers	● Ticket office and on-board staff, contact centre, website, social media, satisfaction surveys, <i>newsletters</i> , advertising campaigns and news in the media. ● Entreatas magazine ● Sustainability Report	
Cargo customers	● Sales visits, phone calls, emails and media reports. ● Sustainability Report	
Employees	● Internal communication network, internal communications, email, meetings and instant messaging. ● Sustainability Report	
Travel agencies	● Satisfaction surveys ● Sales visits, Contact Centre, newsletters and agency websites. ● Sustainability Report	
Suppliers	● Approval questionnaire ● Email address ● Sustainability Report	
Society	● Events, conventions, agreements and website . ● Communications to the press ● Sustainability Report	
Mass media	● Press releases, press conferences, presentations, social media, emails, phone calls, website. ● Sustainability Report	
Public authorities	● Email, website, media communications. ● Sustainability Report	
Shareholders	● Shareholders' meeting and Sustainability report. ● Communications to the press	

VALUES

In 2021, Baleària's new values were approved (sustainability, innovation, solvency and responsibility). These will be the basis for the company's new Code of Ethics and Conduct in the coming year.

ETHICS CHANNEL

A whistle-blowing channel was published on the Baleària website so that any stakeholder can report any possible ethical or legal misconduct.

GIFT POLICY

Baleària approved its Gift Policy, which values trust in employees, as it does not prohibit them from accepting gifts and sharing these with the teams, in accordance with a series of premises, and under the control of the Ethics and Compliance Committee and the company's senior management.

For the fifth consecutive year, the Global Compact Spanish Network classified the Baleària 2020 report at the highest level (Advanced).

Baleària Foundation

The aim of the Baleària Foundation is to carry out activities to enhance social cohesion, culture and environmental sustainability in the regions

42

282 COLLABORATIONS AND ACTIONS

565,000 euros BUDGET

150 PARTNER ORGANISATIONS

BALEÀRIA CULTURAL

The most important group exhibitions organised by the Foundation in 2021 were *La mar dels Baleàrics* and *Universe confined*. Both contributed to transmitting the Foundation's aim of promoting artistic and cultural exchange in the regions linked by the shipping company. These travelling exhibitions could be visited in different locations.

Among the individual exhibitions, artists such as Rafael Armengol, Marco Caparrós, Ramón Pérez Carrió, Menéndez Rojas and Francesc Florit Nin stood out.

The Torre del Rellotge in Ondara joined the Llonges de la Cultura programme to show off the most sustainable vision of art. This space was dedicated to exhibitions with an environmental message.

8 LLONGES DE LA CULTURA

14,000 VISITS to exhibitions

2 new llonges
Club Diario Ibiza
Torre del Rellotge, Ondara

Self-organised
In conjunction with third parties

175 CULTURAL ACTIVITIES



338 artists





The Baleària Foundation was honoured at the Premis de la Tardor de Compromís per Dénia for its social involvement and cultural dissemination.



ECO BALEÀRIA

University of the Balearic Islands.

Collaboration in different projects from the Biology and Interdisciplinary Ecology departments, as well as in studies carried out with BiodiBal.

Sightings of marine species.

Scientists from the Xarxa de Rescat de Fauna Marina of the Catalan Government and the Pelagicus organisation monitored marine species from the vessels.

Palma Aquarium. The company facilitated the transfer of 173 sea turtles that were either injured or about to be released into the sea for the first time, as well as participating in two sea turtle education days.

Other entities. The company also collaborated with environmental organisations such as Obesmar, Ime-dea and Gen-Gob.

BALEÀRIA SOLIDARITY

One of the Foundation's aims is to promote initiatives that improve the quality of life of groups at risk of social exclusion. In 2021, it collaborated in various solidarity and social initiatives.

Projects linked to children.

The company collaborated in toy collection campaigns for the Red Cross and Extiende Tu Mano and an initiative for long-term hospitalised children by Proyecto Juntos, among other things.

It also helped organisations such as the Fundació Banc de Sang i Teixits de les Illes Balears, APNEEF, ONCE, Comedor social Jesús Abandonado, Hermanitas de los Pobres, Hospital Marina Salut, Centre Investigador en Ciències de la Salut i Medi Ambient de la Marina Alta, and others.

HEALTHY BALEÀRIA

Sports teams.

The Foundation supports local clubs in the regions where it operates so that they can participate in national events. It also sponsors the Peña Deportiva Santa Eulalia and the Fundació de Pilota Valenciana.

Programmes aimed at company employees.

The Foundation revived the Healthy Routes programme, in which six trips were held, involving 171 participants. It also resumed the project for baskets of 0 km products for employees at the head office, in collaboration with Xarxa Agrícola.

Relationships with society

Since 2017, Baleària has been a member of the Spanish Global Compact Network, the largest corporate sustainability initiative promoted by the United Nations.

44

In 2021, Baleària became a founding member of AVE's **Mediterranean LAB Foundation**, aimed at boosting innovation in the Valencian Community, the company joined the **Net-Zero MAR Alliance** to promote maritime decarbonisation, and was also appointed a member company of the Maritime section of **Gasnam's Board of Directors**.

Awards

Best Preventive Practice

The mutual company **Asepeyo** highlighted the key protocols put in place to protect workers and passengers against the coronavirus pandemic.

Economy

The **Levante-EMV Prensa Ibérica 2021** awards acknowledged Baleària's ability to adapt to the challenges posed during the pandemic.

Best Shipping Company

The **Condé Nast Traveller Awards** recognised Baleària as the best company in the shipping and cruise category.

Innovation and sustainability

The company received the **SER Viajeros Comunidad Valenciana** award in the sustainability and innovation category for its fleet innovations.

Social commitment

Baleària Foundation was honoured at the **Premis de la Tardor de Compromís per Dénia** for its social involvement and cultural dissemination.

Eco-efficient Mobility

The **Ecomov Fair in Valencia** acknowledged Baleària's commitment to natural gas as a more sustainable fuel in part of its fleet.



Forums and conferences in which Baleària has taken part

SUSTAINABILITY

- ▶ Radio Mallorca's Sustainable Tourism meetings
- ▶ II University of Valencia's II Sustainability Conference
- ▶ Ports de la Generalitat i Economia Blava (Ports of the Generalitat and the Blue Economy)
- ▶ Gasnam's Green Gas Mobility Summit
- ▶ Shippax Ferry Conference
- ▶ UN Framework Convention on Climate Change COP26
- ▶ Renewable Gases from MyCityA- TodoGas
- ▶ Companies facing the challenges of sustainability, from Ibercaja

DIGITALISATION

- ▶ Digitalisation of Tourism in the Murcia Region
- ▶ Telefónica's Digital Balearic Islands
- ▶ Environmental Sensor Network and IT Platform Engineering

- ▶ Business experiences of digital transformation of the Mediterranean LAB Foundation
- ▶ Cybersecurity at World Maritime Week
- ▶ Business digitalisation strategies by Las Provincias
- ▶ Successful cases of smart tourism in the Murcia region

OTHER

- ▶ 1st Balearic Islands - Valencian Community Summit
- ▶ Maritime competition and cooperation with the Propeller Club
- ▶ APD CFO Congress
- ▶ 1st Melilla Tourism Forum Dialogues for the Future
- ▶ Future Dialogues
- ▶ Short Sea Shipping Conference of the Huelva Port Authority
- ▶ Communication Effectiveness Conference by the Advertising Association of the Valencian Region

Organisations that Baleària is a member of

- ▶ Business Association for Progress in Management
- ▶ Association of Naval and Oceanic Engineers
- ▶ Spanish Shipping Line Association (ANAVE)
- ▶ Valencian Business Association (AVE)
- ▶ BatteryPlat
- ▶ Alicante Chamber of Commerce
- ▶ ADEIT Chair of Enterprise Culture
- ▶ CEO for Diversity
- ▶ Marina Alta Business Federation (CEDMA)
- ▶ Bureau Veritas Naval Committee
- ▶ Climate Community
- ▶ Enterprise Confederation of Valencia (CEV)
- ▶ Social Council of the University of Alicante
- ▶ Valencia Tourism Code of Ethics
- ▶ Exceltur
- ▶ Conexus Foundation
- ▶ EDEM Foundation
- ▶ Business and Climate Foundation
- ▶ Conexus Foundation
- ▶ Gasnam
- ▶ Energy Technology Institute
- ▶ National Tourism Board
- ▶ Spanish Royal Academy of the Sea
- ▶ Spanish Royal Navy League
- ▶ Sana+Mente Responsables' Business Network
- ▶ Integrated Destination Tourism Quality System



Suppliers

78% LOCAL SUPPLIERS

7,412 TOTAL Suppliers

46

SUPPLIERS BY ZONES

Balearic Islands	19%
Alicante	13%
Madrid	12%
Valencia	12%
Barcelona	11%
Cádiz	7%
Other	4%

121 new suppliers

95.6% approved suppliers



Baleària plays a driving role in the economy of the regions in which it operates, mainly through its commitment to local suppliers, who share the same values as the shipping company.

The Purchasing Department evaluates new suppliers to determine whether these are approved, and annually re-evaluates them according to any possible incidents (punctuality, product or service quality, incidents, etc.) as well as improvements in commercial dealings.

SUPPLY CHAIN

Requests for the purchase of a product or service must be approved by the person in charge (or approved by the Purchasing Committee for amounts over €1,000). The purchasing department compares the different suppliers (which must be approved) and places the order with the most suitable one. Orders are received at one of the warehouses and distributed.



Indicators

Global Reporting Initiative (GRI). Sustainable Development Goals (SDGs)

I. BASIC GENERAL CONTENT

1. Profile of the organisation

102-1	Name of the organisation ▶ <i>Baleària</i>
102-2	Activities, brands, products and services ▶ <i>P. 9, 14 and 15</i>
102-3	Location of headquarters ▶ <i>Dénia (Alicante)</i>
102-4	Location of operations ▶ <i>P. 9 and 13</i>
102-5	Ownership and legal status ▶ <i>Grupo Baleària</i>
102-6	Markets served ▶ <i>P. 9 and 13</i>
102-7	Size of the organisation ▶ <i>P. 9</i>
102-8	Information on employees and new workers ▶ <i>P. 35, 36 and 37</i> ▶ SDG 5, SDG 8
102-9	Supply chain ▶ <i>Materials are delivered by the suppliers to the company's onshore warehouses and are transported whenever possible with their own vans via the ships. Where this is not possible, land or air transport is used.</i> ▶ <i>P. 48</i>
102-10	Changes in the organisation and supply chain ▶ <i>The only significant change is the opening of the Motril regional office.</i> ▶ <i>P. 4 and 5</i>
102-11	Precautionary principle or approach ▶ <i>Baleària has established protocols, both on shore and on board its vessels, to prevent any potentially serious damage to the environment. For this purpose, it has emergency control plans in accordance with its Environmental Management System and SOPEP plans to prevent pollution at sea. In addition, Baleària conducts drills at specific times to familiarise its staff with any possible environmental emergencies that may arise.</i>
102-12	External initiatives ▶ <i>P. 42, 43 and 44</i> ▶ SDG 17
102-13	Affiliation to associations ▶ <i>P. 42, 43 and 44</i> ▶ SDG 17

2. Strategy

102-14	Declaration by senior executives ▶ <i>P. 6 and 7</i>
102-15	Main impacts, risks and opportunities ▶ <i>The negative impact of the pandemic and the restrictions at the beginning of the year, as well as the increase in the price of liquefied natural gas, the company's main commitment to sustainability, were particularly noteworthy. In terms of opportunities, special emphasis was placed on research into new sources of energy for navigation, such as electric power or hydrogen.</i>

3. Ethics and integrity

102-16	Values, principles, standards and norms of conduct ▶ <i>Not in the report but available at https://issuu.com/balearia/docs/codi_conducta_v2015_espanol</i>
102-17	Advisory mechanisms and ethical concerns ▶ <i>Not in the report but available at https://issuu.com/balearia/docs/codi_conducta_v2015_espanol</i>

4. Governance

102-18	Governance structure ▶ <i>P. 10</i>
102-19	Delegation of authority ▶ <i>The supreme governing body delegates authority through the Executive Committee to each person responsible for social, environmental or economic matters.</i>
102-20	Executive-level responsibility for economic, environmental and social issues ▶ <i>The Executive Committee is responsible for coordinating the planning and implementation of the company's strategy, as well as monitoring its opportunities, risks and impacts. This body is responsible for making decisions on economic, social and environmental issues, where responsibility for these issues is held by three committee members. These people report directly to the supreme governing body, or this committee, where authority is also delegated to those persons responsible for these matters by the supreme governing body.</i>
102-21	Stakeholder consultation on economic, environmental and social issues ▶ <i>No stakeholder consultation was carried out in 2021. The last one was carried out in 2019, the results of which are reflected in the 2020 report.</i>
102-22	Structure of the supreme governing body and its committees ▶ <i>P. 10</i>

102-23	Chairman of the supreme governing body▶P. 10	102-36	Process for determining remuneration▶The company Willis Towers Watson conducted a market positioning analysis.
102-24	Appointment and selection of the highest governance body▶Art. 26 Company Articles of Association Composition of the Board and number of directors. The Board of Directors shall be made up of at least 3 and no more than 13 members. Determination of the specific number of directors required to make up the Board at any given time, in all cases within the minimum and maximum referred to in this article, is the responsibility of the General Shareholders' Meeting. Shareholder status is not required for election to the Board. The appointment of the members of said Board shall necessarily be performed by means of the proportional system governed by Article 137 of the Public Limited Liability Companies Act and the provisions in development thereof. Art. 27. Directors shall be appointed for a term of five years. They may be re-elected by the General Meeting on one or more occasions, and for periods the same maximum duration. Consideration is given to diversity, independence and experience in economic, environmental and social matters.	102-37	Involvement of stakeholders in remuneration▶This is determined according to the agreement, both in terms of salary tables and the variable part of the fleet.
102-25	Conflicts of Interest▶The body in charge of managing conflicts of interest is the Ethics and Compliance Committee and these conflicts of interest are expressed in the Code of Conduct. The contracting of personnel or suppliers dependent on members or governing bodies is strictly forbidden, unless authorised by this committee.	102-38	Total annual compensation ratio▶The ratio of the highest paid person's annual compensation to the median is 6.07. This represents a reduction of 0.41 points.
102-26	Function of the supreme governing body in the selection of aims, values and strategies▶The supreme governing body has the function of approving the mission, vision and values, as well as developing the strategies, policies and objectives connected with these matters.	102-39	Percentage total annual compensation increase ratio▶Information not available.
102-27	Collective knowledge of the highest governance body▶The supreme governing body has in place specific training actions allowing it to develop and enhance its knowledge.	5. Participation of stakeholder groups	
102-28	Evaluation of the performance of the supreme governing body▶No evaluation of the performance of the supreme governing body is performed.	102-40	List of stakeholder groups▶P. 41
102-29	Identification and management of economic, environmental and social impacts▶The Executive Committee is responsible for identifying and managing economic, environmental and social impacts.	102-41	Collective bargaining agreements▶100%
102-30	Efficacy of risk management processes▶The supreme governing body addresses risk management processes at monthly meetings.	102-42	Identification and selection of stakeholders▶P. 41
102-31	Evaluation of economic, environmental and social issues▶Monthly	102-43	Approach to Stakeholder Engagement▶The participation of each stakeholder group was not analysed. Apart from the employees directly involved, no other stakeholders were involved in the preparation of the report.
102-32	Function of the supreme governing body in generating sustainability reports▶Review and final approval.	102-44	Key issues and concerns mentioned▶No survey of key issues and concerns was carried out in this financial year.
102-33	Communication of critical concerns▶The concerns of the company are expressed in its mission▶P. 9	6. Report generation practices	
102-34	Nature and total number of critical concerns▶Information not available. If there are any critical concerns these are conveyed directly to the management and addressed immediately.	102-45	Entities included in the consolidated financial statements▶Baleària Group (Cargua, Kanalion, Compañía Marítima Alborán, Canary Bridge Seaways, Gestión Naviera, Baleària Caribbean).
102-35	Remuneration policies▶A proposal for a remuneration policy was presented to the standing committee, establishing salary bands, criteria for applying the bands and a variable remuneration system, which will be applied progressively over the coming years.	102-46	Definition of the content of the reports and topic coverage▶The content of these reports is defined on the basis of the principles set out by the GRI (Inclusion of stakeholders, sustainability context, materiality and completeness). To guarantee the quality of these reports, the principles of accuracy, balance, clarity, comparability, reliability and timeliness are applied.
		102-47	List of material issues▶No study of material issues was carried out in this exercise.
		102-48	Restatement of information▶Expressed on a case-by-case basis, where applicable.
		102-49	Changes in reporting▶There have been no changes in reporting.
		102-50	Reporting period▶2021
		102-51	Date of last report▶2020
		102-52	Report preparation cycle▶Annual
		102-53	Point of contact for questions about the report▶canaletico@balearia.com
		102-54	Statement on the preparation of the report in accordance with GRI standards▶This report has been prepared in accordance with the comprehensive option of the GRI standards. This report reflects the economic and social (workforce) performance in the financial year (1 November, 2020 - 31 October, 2021). All other data refer to the calendar year.
		102-55	GRI table of contents▶Ps. 47-52

102-56 External verification ▶ *Not performed*

II. THEMATIC CONTENT

ECONOMIC

201. Economic performance

201-01 Direct economic value generated and distributed ▶ *P. 11* ▶ SDG 9

201-02 Financial implications and other risks and opportunities arising from climate change
▶ *Baleària has initiated calculation and verification projects, in collaboration with the company RINA, to anticipate the entry into force of two regulations on 1 January 2023: Energy Efficiency Index for Existing Ships (EEXI), applicable to ships over 400 GT (23 ships in the fleet will be affected). Carbon Intensity Index (CII). Applicable to vessels of more than 5,000 GT (15 ships in the fleet will be affected).* ▶ SDG 9

201-03 Obligations of the defined benefit plan and other retirement plans ▶ *This only includes medical insurance actions for fleet personnel and training actions for maritime qualifications. Some provincial agreements provide for retirement incentives.*

201-04 Financial assistance received from the government ▶ *In 2021 Baleària received the following grants from the European Union.
>>CEF funds: 3,118,672 € (for the retrofits of the Abel Matutes, Martín i Soler, Sicília, Nápoles and Bahama Mama) + 136,950 € (for the retrofit of the Hedy Lamarr).
>>Horizon 2020 funds: 35,225 € (Green Hysland Project)
>>Green and Connected Ports: 136,949€
>>Total: 3,428,796€
P. 17.*

202. Market presence

202-01 Ratio of standard entry level wage by sex to local minimum wage ▶ *The ratio of the standard entry level wage by sex to the local minimum wage is 1.017 for both men and women.* ▶ SDG 5

202-02 Proportion of senior executives recruited from the local community ▶ *72% (53% in 2020). A senior executive is understood as any figure with management responsibilities and membership of the company's senior management committees. Significant operations are those performed at each of the Baleària regional offices.* ▶ SDG 8

203. Indirect economic impacts

203-01 Investment in infrastructure and supported services ▶ *P. 11 and 41* ▶ SDG 9, 11

203-02 Significant indirect economic impacts ▶ *Information not available.*

204. Acquisition practices

204-01 Proportion of expenditure at local suppliers ▶ *Information not available.* ▶ SDG 8

205. Anti-corruption

205-01 Operations evaluated for corruption-related risks ▶ *The company has a Criminal Offences Prevention Manual and appointed a committee for this purpose.*

205-02 Communication and training on anti-corruption policies and procedures ▶ *No training has been conducted on this topic.*

205-03 Confirmed cases of corruption and actions taken ▶ *No cases of corruption have been detected. Baleària has an email address so that employees or suppliers can report any illicit behaviour they detect.*

206. Unfair competition

206-01 Legal actions connected with unfair competition, monopolistic and anti-trust practices
▶ *There are no ongoing proceedings in this regard.*

ENVIRONMENTAL

301. Materials

301-01 **Materials used by weight or volume** ▶ *13,838,540 ecological consumables used (cutlery, glasses, plates, toothpicks, napkins, etc.).*

301-02 Recycled materials used. ▶ *The organisation has no recycled material used.*

301-03 Reused products and packaging materials. ▶ *The organisation has no reused products and does not use packaging materials.*

302. Energy

302-01 Energy consumption within the organisation. ▶ *Electricity consumption - 1,040,990 kWh // Water consumption - 54,057,50m³ // Diesel consumption - 79,790m³ // Fuel consumption - 72,565t // LNG consumption - 698,531.711kWh // Photovoltaic installation at Valencia maritime station - 11,907.19kW* ▶ P. 17.

302-02 Energy consumption within the organisation. ▶ *Information not available.*

302-03 Energy intensity. ▶ *Ratio tCO₂/mile: 0.411. This has decreased by 2.79% compared to the previous year, due to the increase in LNG consumption.* ▶ SDG 13

302-04 Reduction of energy consumption. ▶ *The energy consumption of the maritime stations was reduced by 32%, from 1,536 Mw to 1,040 Mw in this period.* ▶ P. 17.

302-05 Reduction of energy requirements for products and services. ▶ *Electricity consumption in the Valencia branch decreased by 4%, due to the installation of photovoltaic panels, from 79,649 kWh to 76,375 kWh.* ▶ SDG 12

303. Water

303-01 Water extraction by source. ▶ *The company obtains the water that it uses from the municipal mains supply in the various locations where it operates. Water consumption in regional offices in this period was 10,979 m³ and on vessels 44,397.40 m³.*

303-02 Water sources significantly affected by water extraction. ▶ *The sources used (municipal networks) are not affected.*

303-03 Recycled and reused water. ▶ *Baleària does not use recycled water and has no resources in place for water recycling.*

304. Biodiversity

304-01 Operational sites owned, leased or managed, located within or adjacent to protected areas or zones of high biodiversity value outside protected areas. ▶ *Baleària does not have any operational sites located within or adjacent to protected areas or zones of high biodiversity value.*

304-02 Significant impacts of activities, products and services on biodiversity. ▶ *The significant impacts identified by Baleària in connection with its activities are the: emission of combustion gases from engines; generation of solid urban waste; generation of hazardous waste; and consumption of natural resources (fossil fuels and water). To reduce these impacts, Baleària implements various initiatives, including the use of natural gas, thereby reducing CO₂ and NO_x emissions, and virtually eliminating the generation of SO_x and particles.*

304-03 Protected or restored habitats. ▶ *Participation in the following initiatives: Course on aquatic birds in the Ebro Delta Natural Park. "Plàstic 0" in the Ses Salines Natural Park - Formentera. Whale watching in the Strait of Gibraltar. University of the Balearic Islands (UIB): Research into entomological fauna - especially butterflies and bees - in Formentera. UIB research - Biobidal butterflies in the S'Albufera Menorca Natural Park. Cleaning of the port of Sant Antoni, Ibiza.* ▶ SDG 14

304-04 Species on the IUCN Red List and national conservation lists whose habitats are within areas affected by operations. ▶ *26 vulnerable and 10 endangered species.*

305. Emissions

305-01 Direct GHG emissions (scope 1). ▶ *P. 17.* ▶ SDG 13

305-02 Indirect GHG emissions through energy generation (Scope 2). ▶ *On ships, on-board electricity is produced through the use of auxiliary engines or shaft generators (through the operation of the main engines), so this indicator is directly related to the consumption of the main and auxiliary engines.* ▶ SDG 13

305-03 Other indirect GHG emissions (3). ▶ *Information not available. These are not measured and are not expected to be calculated in the short term.*

305-04 Intensity of GHG emissions ▶ *P. 17* ▶ SDG 13

305-05 Reduction of GHG emissions ▶ *P. 17* ▶ SDG 13

305-06 Emissions of ozone-depleting substances (ODS) ▶ *Information not available. These are not measured.*

305-07 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions ▶ *Information not available. These are not measured.*

306. Effluent and waste

306-01 Discharge of water in accordance with quality and destination ▶ *Waste water is generated by the company's ships and handed over at the different ports via the MARPOL service. Waste water discharged by marine stations comes from human use and goes into the sewage system. 7,576.60 m³ of bilge water was generated, which was removed from the vessels by authorised companies for subsequent treatment.*

306-02 Waste by type and disposal method ▶ *14,090.49 m³ of MARPOL V category waste was generated on board the ships, which was removed in part by different authorised companies.*

306-03 Significant spills ▶ *These are measured through the reporting of such incidents by ships and port authorities. Two incidents were recorded: 25/05/2021 ferry Marie Curie in Huelva (100 litres of engine oil), 18/06/2021 ferry Posidonia in Formentera (10 litres of hydraulic oil).*

306-04 Hazardous waste transport ▶ *Baleària is not involved in the transportation of hazardous waste. Any hazardous waste that might be carried by Baleària is shipped as freight and transported on self-propelled vehicles operated by waste managers, without the shipping company interacting with this type of merchandise at any time.*

306-05 Water bodies affected by water discharge and/or run-offs ▶ *Baleària does not perform water discharges or run-offs. The waste water generated by its ships is delivered to on-land treatment facilities.*

307. Environmental compliance

307-01 Breach of environmental regulations and legislation ▶ *No notices received of proceedings in this regard.*

308. Environmental evaluation of suppliers

308-01 New suppliers that have passed evaluation and selection filters in accordance with environmental criteria ▶ *18.7% (+2% from the previous year) of the suppliers evaluated apply environmental criteria as required by the company (information on certified environmental management systems).*

308-02 Negative environmental impacts on the supply chain, and measures taken ▶ *82.4% of the suppliers evaluated do not have a certified environmental system. Relations with them have not been terminated, although work is underway to offer improvements. The negative environmental impacts in the supply chain are the CO₂ emissions emitted during the transport of the material transported to the company's regional branches. It should also be noted that, in order to reduce these emissions, priority is given to local suppliers.*

SOCIAL

Work-life balance (material issue)

103-1 103-2 103-3	Work-life balance is an issue of particular importance for employees, who would like the company to offer measures to achieve such a balance, with the organisation playing a fundamental role through direct actions. A work-life balance plan has been drawn up for this purpose setting out measures, in addition to others that have already been implemented, and which describes the company's current policies, commitments, objectives and goals, resources, programme and initiatives. For the purposes of assessing the cost-effectiveness and efficiency of this matter, the absenteeism rate will be evaluated, among other points.
401. Employment	
401-01	New recruits and staff turnover ► 237 new recruits; staff turnover has not been calculated.
401-02	Benefits for full-time employees not given to part-time or temporary employees ► The social benefits apply equally to all workers, irrespective of their working hours. All employees receive incapacity and disability cover and parental leave. Life insurance in accordance with collective agreement and special terms for medical insurance. ► SDG 8
401-03	Parental leave ► In 2021, 26 parental leaves were recorded, of which 14 were taken by men (one did not return from leave) and 12 were taken by women (two did not return from leave). ► SDG 5
402. Worker-company relations	
402-01	Minimum notice periods for operational changes ► As established by current legislation.
403. Health and safety at work	
403-01	Worker representation in formal worker-company health and safety committees ► 100% of the workers are represented by the Health and Safety Committee, which is governed by the provisions of Articles 38 and 39 of Law 31/1995 on the Prevention of Occupational Risks.
403-02	Types of accidents and accident frequency rates, occupational diseases, lost days, absenteeism and number of fatalities due to work-related accidents ► In 2021, there were 18 occupational accidents, involving 14 men and 4 women, excluding cases in itinere. The reasons were overexertion (4), falls at the same level (1), collisions with stationary objects (3), blows and cuts by objects or tools (3), in itinere (2). With respect to accident rates, the incidence rate was 18.89, the frequency rate was 9.55, the severity rate was 0.35 and the average duration was 36 days. A total of 92,336 hours of absenteeism were recorded. Common contingencies accounted for 4.34% and occupational contingencies for 0.85%. There were no occupational diseases or deaths from work-related accidents.
403-03	Workers with high incidence or high risk of illnesses connected with their activity ► None.
403-04	Health and safety issues dealt with in formal agreements with trade unions ► Within the Health and Safety Committee, 100% of the issues regarding the prevention of occupational risks are addressed, and agreements are reached on this matter.
404. Training and education	
404-01	Average hours of training a year per employee ► P. 38 ► SDG 8

404-02	Programmes to improve employee skills and transition support programmes. ► P. 38 ► SDG 10
404-03	Percentage of employees receiving regular performance and professional development evaluation ► P. 39
405. Diversity and equal opportunities	
405-01	Diversity of governance bodies and employees ► P. 39 ► SDG 5
405-02	Ratio of basic salary and remuneration of women versus men ► Information not available. ► SDG 5
406. Non-discrimination	
406-01	Cases of discrimination and corrective actions undertaken ► Not included. ► SDG 5
407. Freedom of association and collective bargaining	
407-01	Operations and suppliers with a significant risk of cases of child labour ► The company supports the right of freedom of association and recognition of collective bargaining. No centres or suppliers have been identified in this regard.
408. Child labour	
408-01	Operations and suppliers with significant risk of child labour ► Not applicable
409. Forced or bonded labour	
409-01	Operations and suppliers with significant risk of forced or bonded labour ► Not applicable
410. Security practices	
410-01	Security personnel trained in human rights policies and procedures ► Security personnel are sub-contracted and information on their human rights policy-related skills is not available.
411. Rights of indigenous peoples	
411-01	Cases of violations of the rights of indigenous peoples ► Not applicable.
412. Human rights assessment	
412-01	Operations subject to human rights impact reviews or evaluations ► None performed
412-02	Employee training in human rights policies or procedures ► Baleària developed a course on Human Rights with material offered by the Global Compact, which has been incorporated into the catalogue of online courses available from the Baleària Business School. In 2021, 6 people participated, with a total of 24 hours of training.
412-03	Significant investment contracts and agreements with human rights clauses or subject to human rights evaluation ► None performed.
413. Local communities	
413-01	Operations involving the local community, impact assessments and development programmes ► P. 42

413-02 Operations with significant real or potential negative impacts on local communities► *Company activities that could generate negative impacts on local communities are those connected with the noise generated by the ships' engines when they are in port.*

414. Social evaluation of suppliers

414-01 New suppliers passing through selection filters in accordance with social criteria ► 27% of the suppliers evaluated applied the social criteria required by the company (voluntary certification of their occupational risk prevention system (OHSAS 18001/45001 or other)) and understand and apply the criteria included within the Baleària Code of Conduct and Ethics. | SDG 5

414-02 Negative social impacts on the supply chain and measures taken► 73% of the suppliers evaluated could have some type of negative social impact, although these are not significant. *The relationship has not been terminated with any of these. The negative social impacts that could occur in the supply chain are those that depend on manufacturers in Asian countries, which provide services to Baleària's suppliers, and may be involved in child or forced labour practices, etc.*

415. Public policies

415-01 Contribution to political parties and/or representatives ► *Baleària made no contribution in this regard.*

416. Customer health and safety (material issue)

103-1
103-2
103-3 *Maritime safety is an aspect of overriding importance for Baleària, with a direct impact on the services it provides. The Safety Management System covers its entire fleet, and the company has a DPA in place for this purpose, and an area dedicated to compliance with all requirements based on this aspect. The Management System is supported by the company's maritime safety and environmental protection policy, establishing a clear commitment to the implementation of policies to eliminate and/or minimise risks to personal health, damage to the environment, equipment and ships, along with compliance with the laws and legal regulations in force at the domestic and international levels, thereby complying with the requirements of the ISM Code. This system is continuously reviewed by the company by conducting internal inspections and audits, and is also audited once per year by the authority in order to guarantee compliance.*

416-01 Evaluation of impacts on health and safety in the product or service categories► *Through its Safety Management System, safety committees, audits and management tools, Baleària continuously evaluates compliance with the applicable health and safety measures and promotes the continuous improvement of these measures on board its ships and in its facilities.►SDG 3*

416-02 Cases of non-compliance related to health and safety impacts in the product and service categories | *None received.►SDG 3*

417. Marketing and labelling

417-01 Requirements for information and labelling of products and services ► *Baleària uses its website to inform customers as to control and safety measures established for embarkation on its ships. On board, passengers are also provided with information cards on the various methods of evacuating the ship they are sailing on, and they are informed how to use these, should they be needed, by means of a video shown when the crossing begins.*

417-02 Cases of non-compliance connected with information and labelling of products► *None received.*

417-03 Cases of non-compliance related to marketing communications► *One warning was received for outdoor advertising, which was withdrawn.*

418. Customer privacy

418-01 Substantiated claims regarding violations of customer privacy and loss of customer data► *None received in this regard.*

419. Socioeconomic compliance

419-01 Breach of laws and regulations in the social and economic spheres► *None in the economic sphere. In social terms these are insignificant.*

CREDITS

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