The world is changing at pace; shifts in global megatrends and our marketplace have demanded that we reassess how we live, work and travel. In March 2013, we defined a new strategy that will allow us to deliver sustainable and profitable growth. Through simplification, innovation and personalisation we’re hoping to transform our business for a better future. Part of this Transformation involves being more mindful about how we interact with our customers and about how we can extend our positive influence as a business. As a multinational organisation with a wide global reach, we recognise that we have the opportunity to embed sustainability principles throughout our offer to enhance the environment and the communities in which we operate worldwide.

This report outlines how we’re delivering this.
Since the beginning of time, people have had a fascination with exploring and seeking new adventure. Each new journey is a personal voyage of discovery. As a pioneer with a trusted heritage, we have shaped the modern travel experience by understanding what our customers want and inspiring their dreams.

Our timeless spirit of innovation started in 1842 and it is this that makes us stand out from the crowd, reflected in our new, trusted products and growing suite of online tools and applications. Innovation shaped our past and it will shape our future.

Trust, personalisation and innovation are the values that customers come to us for. We are very proud to serve the 20 million customers who choose to travel with us annually and are transforming our business so that we can serve even more customers in ways that better deliver better the most important weeks of their year.

Our very essence is to deliver inspiring personal journeys as the trusted pioneer in global travel. The core of our strategy is to deliver a high tech, high touch approach, and be there for our customers wherever, whenever and however they want to connect with us.

Thomas Cook Group plc is one of the world's leading leisure travel groups with sales of over £9 billion and more than 20 million customers in the year ended 30 September 2013. Thomas Cook is supported by c.27,000 employees and operates from 17 countries; it is number one or two in all its core markets. Thomas Cook Group plc’s shares are listed on the London Stock Exchange (TCG).
2013 Sustainability highlights

Creating a sustainable marketplace highlights

15 million
Providing 15 million customers with a fully protected package holiday

+6%
243 hotels are subscribed to Travelife, a 6% increase from the previous financial year

92%
92% of UK customers rated our sustainability performance as either excellent or good

Bringing out the best in our people highlights

90%
Trained over 90% of employees in the Code of Conduct

Protecting the environment highlights

31%
Reduced our office and retail electricity consumption by 31% over the last 3 years

Supporting global communities highlights

£4 million
Thomas Cook Children’s Charity raised more than £4 million since 2009

15 million customers with a fully protected package holiday

243 hotels are subscribed to Travelife, a 6% increase from the previous financial year

92% of UK customers rated our sustainability performance as either excellent or good

Trained over 90% of employees in the Code of Conduct

Reduced our office and retail electricity consumption by 31% over the last 3 years

Launched 40 “Local Label” excursions across 23 destinations
Introduction by Harriet Green

Our Transformation is designed to deliver sustainable value creation.

Transforming our business sustainably

Thomas Cook is changing. We have started the journey to transform our business to enable us to deliver sustainable profitable growth. We have put in place the building blocks by introducing an internal operating methodology, the Thomas Cook Business System, to our business, our products, people and processes, and introduced a powerful unified brand structure, which have helped to create a structure in which Thomas Cook can thrive and grow, and which capitalises on our strong heritage.

Our Transformation is designed to deliver sustainable value creation. For us this means having the best people, best products and best processes in place to create a thriving business.

The new strategy, which was presented to investors and other stakeholders in March 2013, has created the framework for our future success. Implementation of the programme will continue to drive significant change and improvement across our Group as people work together to champion our Transformation.

The Thomas Cook Business System is a disciplined operating methodology that underpins our organisational change as we professionalise our Group, has four major pillars, with the customer at the heart of everything we do. It drives the “high tech, high touch” delivery of trusted personalised products, supported by an efficient, lean and innovative system that is overseen with relentless performance management.

Travel is one of the few fast-growing, global markets. We are privileged to work in an industry of opportunity but we also carry a tremendous responsibility in terms of the efforts we must take to ensure that it is sustainable. Being a successful business goes hand in hand with being a responsible business and I am proud that, as a Group, we have a strong commitment to environmental and social sustainability as demonstrated by the work being done to meet our challenging 2020 sustainability targets. I was delighted that this commitment was recognised by Thomas Cook being awarded the Achievement in Sustainability award at the PLC awards in March 2014.

I am also very proud of our Code of Conduct, launched in early 2013, which has created a framework for the values and behaviours adopted by all our people. Almost all our workforce has now been trained on the behaviours in our Code, and all our new starters have that training as part of their induction into our business. Our Code helps our people to understand and live our values, including those relating to Operating Sustainably, engaging with the communities in which we work and to which our customers travel, and protecting the children who travel with us, and live in the destinations we visit. Embedding these behaviours in the minds of everyone in our company will help us continue to deliver holidays to our customers in a responsible way.

This report provides an insight into all the exciting work we are undertaking in sustainability, and will demonstrate how we can all work together to live up to our responsibilities.

Harriet Green
Group Chief Executive Officer
Our sustainability strategy

Sustainability is fundamental to the success of our business. Not only is it at the heart of how we behave, it’s a principle that we work hard to embed at each stage of our customers’ experience with us. From planning their holiday through to booking, arriving home and sharing their experience with friends, sustainability plays a key role in how we operate on a daily basis.

Our commitment to sustainability is emphasised by our sustainability strategy which sets out our vision for a sustainable future.

“To ensure the longevity of our business through sustainable Transformation and profitable growth, and to integrate sustainability into our work and every element of the customer journey – in every product we sell, in every customer’s holiday experience and in every employee’s role.”

We continue to find ways to improve our approach to sustainability, and have recently formed a Sustainability Steering Group, made up of senior leaders in the business, who will ensure the delivery of our sustainability strategy.

Our dedicated series of 2020 targets are helping us to drive sustainable performance across four key areas;

> creating a sustainable marketplace;
> protecting the environment;
> bringing out the best in our people; and
> supporting global communities.

To find out more about what we did in these areas in 2013, please refer to “Our performance” on pages 31–32.

Sustainability and Transformation

Our Transformation plan is based on sustainable profitable growth. For us this means having the best people, best products and best processes in place to create a thriving business. Our approach to sustainability is intrinsically linked to this objective. For instance:

> By working with suppliers to build trust, we’re strengthening our relationships and creating a more sustainable marketplace;
> By increasing efficiencies and minimising wasteful practices, we’re generating significant savings while safeguarding the environment;
> By engaging and energising our employees through talent development and a culture of responsible business practice, we’re bringing out the best in our people; and
> By supporting local communities we aim to enhance those destinations our customers love to visit and to use our business to improve people’s livelihoods.

The new strategy for profitable growth has created the framework for our future success. Implementation of the programme will continue to drive significant change and improvement across our Group as our people work together to champion our Transformation.

As well as driving our performance in the areas listed above, our Transformation has helped us to improve our performance across a number of key areas in 2013. The recruitment of high calibre talent into the organisation at executive and other levels of management has contributed significantly to the raising of standards and disciplines required to deliver our corporate strategy. This has been coupled with a significant cultural shift in our business. We have implemented a new set of Corporate Values in 2013, as well as embedding a Code of Conduct through a thorough training programme.

Our Transformation has also helped to identify and address many elements of risk. These include the potential impacts of political and economic instability, water and energy shortages, human rights issues in destinations, as well as the financial impacts of carbon legislation and consumer directives.

To page 26 of this report, or page 25 of our annual report for more about how we’re building an effective organisation.
Sustainability focus areas

By placing customers at the heart of our daily activities through the Thomas Cook Business System, we’re creating better holiday experiences and a better business. We focus on driving improvements across four key pillars to achieve this.

**Let’s go!**

**Creating a sustainable marketplace**
We will deliver profitable growth through trusted, personalised products, and this involves close cooperation with our suppliers to build that trust. By increasing efficiency through effective waste reduction and by helping our customers to enjoy safe holiday experiences, we’re creating sustainable holiday experiences.

**Protecting the environment**
We seek to manage environmental risk through robust policies and procedures, monitoring our performance and identifying areas for improvement within our own operations and across the value chain.

** Bringing out the best in our people**
Our Thomas Cook Business system will deliver top-to-bottom leadership and relentless performance management which will engage and energise all our employees. By developing talent and leadership, and rewarding high performance we’re bringing out the best in our people.

**Supporting global communities**
We’re continuing to develop our group-wide community strategy to promote the health and prosperity of our destination and home communities.

**What does this mean?**

- **What does this mean?**
  - **Creating a sustainable marketplace**
    - We will deliver profitable growth through trusted, personalised products, and this involves close cooperation with our suppliers to build that trust. By increasing efficiency through effective waste reduction and by helping our customers to enjoy safe holiday experiences, we’re creating sustainable holiday experiences.
  - **Protecting the environment**
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  - **Bringing out the best in our people**
    - Our Thomas Cook Business system will deliver top-to-bottom leadership and relentless performance management which will engage and energise all our employees. By developing talent and leadership, and rewarding high performance we’re bringing out the best in our people.
  - **Supporting global communities**
    - We’re continuing to develop our group-wide community strategy to promote the health and prosperity of our destination and home communities.

**Highlights in 2013**

- 243 hotels are subscribed to Travelife, a certification scheme for hotels and accommodation to improve their social and environmental performance. This represents a 6% increase from last year.
- We operate one of the most efficient airlines worldwide, 70.9 g CO₂ per passenger kilometre.
- We trained more than 90% of employees in the Code of Conduct. It is also part of the induction process for all new employees.
- Thomas Cook Children’s Charity has raised more than £4 million since 2009.

**What’s next?**

- To continue the roll out of the Quality Assurance programme, which involves a continuous audit of key measures including health and safety, customer service, quality and sustainability.
- Further professionalise the “high tech, high touch” delivery of our products, supported by a lean and innovative operating system which will drive efficiencies and environmental improvements.
- Continue to embed the Company values and invest in development and attract new talent.
- To continue to find ways to measure and improve the contribution our holidays bring to the communities and local economies that we travel to.

**To “Our performance” on pages 31–32 to see how we’re performing across these areas**
Embedding sustainability across the customer journey

Sustainability plays a fundamental role in how we operate as a business. Not only is it at the heart of how we behave, it is a principle that is deeply embedded at each stage of our customers’ experience with us. From planning their holiday through to booking, arriving home and sharing their experience with friends, sustainability plays a key role in how we operate on a daily basis.

We’ve structured our 2013 report around how we’re embedding sustainability across each of the stages of our customers journey with us.

Before our customers even leave for their destination, they want to have peace of mind that their holiday experience will meet their expectations and be delivered by a company they trust. We’re driving high standards of quality assurance across the Group, providing financial protection, and interacting with our stakeholders to offer bespoke holiday options that fulfil their dreams.

When it’s time to book their holidays, our customers want to choose the package that’s right for them. By adopting an innovative high tech, high touch approach, we’re improving our customer experience with Thomas Cook while minimising our environmental impacts.

On departure, our customers want an easy and stress-free journey. We’re achieving this is by putting customers at the heart of everything we do. In 2013 we prioritised child protection as a key initiative through dedicated cabin crew training. There’s also a lot we’re doing behind the scenes to improve our environmental impact and efficiencies.

We seek to support the thriving communities where our customers travel and recognise it as an integral part of creating a holiday experience. We support local destinations by promoting local culture and contributing to local economic development. We also seek to create a sustainable supply chain and engage with our customers to help us better manage environmental impacts such as water use and waste.

We want all of our customers to enjoy their trip and experience with Thomas Cook. That’s why we monitor their views and seek to enhance customer satisfaction. We believe strongly in collaboration and partnerships to support our vision of a sustainable future – sharing information, best practice and results with our stakeholders plays a critical role in this success.
Dreaming and Planning

What does this mean?
Before our customers even leave for their destination, they want to have peace of mind that their holiday experience will meet their expectations and be delivered by a company they trust. By driving the highest standards of quality assurance across the Group, we’re making sure that our customers receive the holiday experiences they expect while meeting strict sustainability standards. By providing financial protection, we’re helping our customers plan their trips in a way that safeguards their finances. And by thorough continual customer feedback, we’re offering bespoke holiday options to help them to fulfil their dreams.

Our targets
- To incorporate sustainability into our corporate values
- To have sustainability messages in all appropriate customer facing materials – brochures, newsletters, websites and resort guides, across all brands

Performance highlights
- 15 million customers were provided with a fully protected package holiday in 2013
- 18,000 travellers were surveyed to better understand and address their holiday requirements

What are we doing?
Driving quality assurance across the Group

An important part of our strategy for profitable growth is to ensure that we create products our customers can trust. We have developed a robust quality assurance programme to ensure our customers receive what they expect from their holidays. The programme provides a series of minimum acceptable standards to be adopted in all our Concept and Top 400 hotels. We have focused on delivering to, and beyond, our customer expectations by ensuring the safety of their holidays, delivering quality excellence, as well as requiring hotels to recognise the importance of sustainability by working towards a Travelife or other environmental and social accreditation. This will play a key part in our continued push to build a sustainable supply chain.

In doing so, we’re making Thomas Cook a more attractive prospect for those in the process of planning their holiday. We ensure that all our operations are tightly regulated and we minimise health and safety risks, wherever possible. Our airlines meet regulatory safety standards and our hotels, transfers and excursions are audited against internal and industry preferred practice.

Our health and safety strategy and processes incorporate best practice, whilst recognising that the variety of products and services we offer are delivered by a number of independent suppliers, operating in different locations and subject to diverse safety standards and regulations. We aim for consistency across the Group and adopt a number of common systems relating to safety, which standardise decision making and reporting processes. Suppliers are informed of this and we strive to continually improve our processes.

Our group health and safety framework relies on a number of core components, which include:

- Supplier checks: We expect as a minimum that our suppliers will meet the legal requirements of their own country, and require them to address any specific issues of concern, which may not be covered in their local laws, through our Preferred Health & Safety Practices. We expect all the third-party airlines with whom we work to meet appropriate, acceptable international safety standards.
- Training our employees: We provide training for all our destination teams, who play a vital role in remaining vigilant over health and safety concerns and escalating issues for further investigation.
- Customer information and awareness: We want to give our customers the freedom to safeguard themselves, their families and their travelling companions by providing information to raise safety awareness. For example, we provide key safety information in brochures, on tickets and flights and in resort, as well as promoting Foreign Office travel advice and health information. We also seek to learn from our customers’ experience with us by gathering feedback on how they feel we’re performing.
- Collaborating with experts: We work with specialists who are able to give us detailed advice on safety matters which may affect the holidays we sell. These include the World Health Organisation and the European Centre for Disease Prevention and Control.
- Reporting and performance: Working towards consistency in our customer incident and illness reporting helps us to monitor incidents closely and make health and safety changes where necessary.
High tech, high touch – communicating with customers

The increasing use of technology as a link to our customers is helping to transform our customer communications. Germany and Scandinavia both launched a newly designed sustainability section across their websites, helping customers to find out more about their destination, as well as how to immerse themselves more in the local culture whilst preserving the environments they enjoy. The new blog area in Germany’s website has also been well-used, with information included about sustainability projects in the places customers intend to visit.

Adding value to attract customers

For Thomas Cook to thrive as a business, it’s vital that we understand what attracts new customers, adds greatest value for our existing customers and delivers the best return. In doing so, we’re enabling our customers to make a more informed decision about who they choose to be their holiday provider of choice.

In order to develop the Group’s future direction and vision, we reviewed our entire customer proposition, channels, content and brands in 2013. To help create the framework for our Transformation, we carried out a robust survey, with over 18,000 travellers, to improve our understanding of their interests and concerns.

In addition to this, we also continued to communicate how we’re reducing our sustainability impacts as a business. By mapping our sustainability impacts against our customer’s journey with Thomas Cook, we’re finding new ways to improve the customer experience while demonstrating how we’re delivering dream holidays in a way that protects and enhances the planet.

Enhancing financial protection

In 2013, around 15 million customers enjoyed fully protected package holidays with us and it’s vital that we demonstrate that their trust is well-placed. Part of the quality and strength of our global brand is the support and protection offered to our customers from the moment they book.

The Company has made significant steps to strengthen its own financial position through capital refinancing, improved cash and working capital management (see page 32 of our Annual Report). We have worked with our providers of short and long-term finance to ensure we remain financially strong, with a sustainable long-term business model.

The traditional tour operator model remains successful and traditional package holidays are still an attractive product for our customers. We believe that this is due to the availability of competitively priced products, and the greater security and quality assurance available when booking package holidays over individual holiday components. Financial protection schemes, like the UK ATOL scheme, protect our customers and give them confidence to commit their holidays in advance, safe in the knowledge that their money will be secure.

We actively work with governments to ensure that as many holidaymakers as possible have their finances protected. Customer surveys have consistently shown that many travellers assume that they are financially protected, even when this may not be the case. As a result the European Commission has made proposals during 2013 to extend the scope of financial protection beyond tour operators, to ensure that those selling additional holiday products offer the same types of protection.
Booking

What does this mean?
When it’s time to book their holidays, our customers want to choose the package that’s right for them. By adopting an innovative high tech, high touch approach, we’re improving our customer experience with Thomas Cook while minimising our environmental impacts.

What are we doing?
High tech, high touch
The very essence of our strategy is to be there for our customers wherever, whenever and however they want to connect with us. We want to be high tech and high touch in all that we do to make it easier for customers to interact, respond and book with us.

By harnessing the power of technology to improve the customer experience, we’re making it easier for them to select their destination, book, receive important information, ask questions and engage with us at every point in their journey. For example our new concept stores in the UK allow customers to browse holiday options on a tablet independently as well as providing access to employees who can provide more advice if required. Our Agents can also create a short-list of holidays and email them for the customer to review and book at home through our new Dream Capture system. It’s about letting the customer choose how they want to interact with us.

Using technology to reduce our impact
Not only is our high tech, high touch approach helping us to connect more easily, it’s also enabling us to run our business more efficiently. The use of technology is allowing us to provide information to our customers in more effective ways than the traditional holiday brochure, which in turn is helping us to reduce our environmental impacts. For example in the UK brochures have been streamlined to save more than 1,000 tonnes of paper and to produce 2 million fewer brochures per year. Our operations in Poland have also reduced brochure production by 10%.

Our targets
> Reduce paper usage by 20%
> 100% paper purchased to come from recycled or certified sustainable sources

Performance highlight
2 million
Less brochures were printed in the UK 2013. Our Northern European operations no longer produce printed brochures.
Optimum flight

Through our partnership with Manchester Airport and collaborative working between global air navigation service providers, Thomas Cook UK Airlines operated a test flight programme in February 2013 to achieve the “Optimum Flight”. The aims of this were to investigate increased efficiencies in all areas of flight operations using a variety of techniques. This involved applying good practice to all aspects of flight, from route planning to modes of operation, such as continuous climb from the starting airport, and a continuous descent approach to the landing airport. It even included scoping out best practice measures whilst on the ground. Results were measured to calculate reductions achieved and it has been estimated that each optimum flight can achieve a 3% fuel saving.

Departing

What does this mean?

On departure, our customers want an easy and stress-free journey. One of the key ways in which we’re achieving this is by putting customers at the heart of everything we do. In 2013 we prioritised child protection as a key initiative through dedicated cabin crew training.

There’s also a lot we’re doing behind the scenes to improve our environmental impact and efficiencies across our business. From reducing emissions across our fleet to minimising operational waste, we’re working hard to create a less carbon-intensive business both when our customers depart and arrive at their holiday destinations.

Our targets

> Group Airlines to make a 12% improvement in fuel efficiency;
> 100% of in-flight meal service to be made from recyclable/biodegradable materials;
> Reduce energy consumption by 20%;
> 20% of electricity to come from renewable sources;
> Zero waste to landfill from head office;
> Increase the number of destination airports that recycle;
> Zero in-flight waste to landfill at base airports;
> Introduce an internal carbon charge for all business travel emissions, and
> Develop and implement a Group Child Protection Policy.

Performance highlights

70.9 g CO$_2$ are generated per passenger kilometre across our Group Airlines. This makes us one of the most efficient airlines in the world.

31% reduction in electricity consumption across our office and retail network over the last three years.

What are we doing?

Combating climate change

Climate change and greenhouse gas emissions remain a global challenge for all businesses and we recognise the part our organisation plays in addressing this challenge. We also recognise the risk that our business faces from environmental threats.

As a sector, we need to take responsibility for this global challenge, as we are both a contributor to and at risk from climate change. Industry collaboration is needed to make a tangible difference and as a founding member of Sustainable Aviation in the UK and the Aviation Initiative for Renewable Energy in Germany, we’re playing a key role in achieving this.

We actively encourage other airlines to: report their emissions transparently, as there is no industry best practice on emissions reporting; improve efficiencies; share best practice; and drive change across the whole aviation sector.

Carbon emissions represent our most significant environmental impact and these come mainly from fuel use in our aircraft and electricity consumption across our offices, retail stores and hotel premises. With our business relying on airline transportation, it is fundamental that we focus our efforts on managing and reducing our impacts in this area.

We operate 86 aircraft and are proud that our airlines are among the most efficient worldwide – our emissions per revenue passenger kilometre (RPK) are at 70 g CO$_2$ per RPK and we’re striving to improve this even further by working towards a 12% improvement in efficiency by 2020, compared to a 2008 baseline.

Our performance
Improving our fuel efficiency

The majority of our emissions come from our airlines and increasing fuel efficiency therefore continues to be one of our key priorities—we are proud to operate one of the most efficient airlines in the world but strive towards continual improvement. By bringing our airlines together into a single Group Airline segment, we will be able to deliver further improvements and share best practices across those airlines. A key focus in 2013 has been on improving efficiencies by reducing in-flight weight. A trial of lightweight trolleys, managed by Group Airlines, was completed with positive results. Condor aims to replace all trolleys with a lightweight version by 2014 and estimate a €800,000 fuel saving from this. Thomas Cook Airlines Scandinavia has also implemented lightweight trolleys, with a weight saving of 6kg per trolley and an average CO2 saving of 283 tonnes per year. Other lightweight replacements include luggage containers, saving more than 100 tonnes of CO2. Thomas Cook Airlines Belgium has reduced the amount of water carried on board as well as the amount of paper carried by using electronic manuals. For all airlines shorter routes are calculated and flown, single engine taxi-in and continuous descent approach landings are used where possible. A significant reduction in weight and emissions is expected over the winter season, which aligns with the objectives in both the UK and Northern European Airlines ISO14001 certifications.

As a result of these initiatives Condor was among the 10 most fuel efficient airlines in a study by Atmosfair.

What are we doing?

Greenhouse gas emissions – all figures expressed in tonnes of CO2 equivalent

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
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<tr>
<td>Airline fuel</td>
<td>4,388,150</td>
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<td>4,116,081</td>
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<tr>
<td>Gas</td>
<td>6,192</td>
<td>5,649</td>
<td>6,027</td>
</tr>
<tr>
<td>Petrol</td>
<td>429</td>
<td>594</td>
<td>348</td>
</tr>
<tr>
<td>Diesel</td>
<td>2,502</td>
<td>2,710</td>
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</tr>
<tr>
<td>Other fuels</td>
<td>3,000</td>
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<td>1,381</td>
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<tr>
<td>Total Scope 1</td>
<td>4,600,273</td>
<td>4,333,207</td>
<td>4,126,290</td>
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<tr>
<td>Electricity</td>
<td>47,692</td>
<td>39,365</td>
<td>38,038</td>
</tr>
<tr>
<td>District heating</td>
<td>1,486</td>
<td>523</td>
<td>620</td>
</tr>
<tr>
<td>Total Scope 2</td>
<td>49,178</td>
<td>39,888</td>
<td>38,658</td>
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<tr>
<td>Total emissions</td>
<td>4,649,651</td>
<td>4,373,095</td>
<td>4,162,948</td>
</tr>
</tbody>
</table>

In order to boost transparency surrounding our carbon emissions, we participate in the Carbon Disclosure Project each year and have again scored in the top quartile of responding organisations in our sector.

We are focusing on improving our data collection processes around the Group both to enhance data accuracy and to enable opportunities for improvement by tracking and analysing sustainability data. To enable this process we launched a sustainability database in 2012. Source markets are now providing and analysing quarterly energy, waste, paper and water figures which allows them to spot opportunities for improvement much earlier.

Improving our fuel efficiency

The majority of our emissions come from our airlines and increasing fuel efficiency therefore continues to be one of our key priorities—we are proud to operate one of the most efficient airlines in the world but strive towards continual improvement. By bringing our airlines together into a single Group Airline segment, we will be able to deliver further improvements and share best practices across those airlines. A key focus in 2013 has been on improving efficiencies by reducing in-flight weight. A trial of lightweight trolleys, managed by Group Airlines, was completed with positive results. Condor aims to replace all trolleys with a lightweight version by 2014 and estimate a €800,000 fuel saving from this. Thomas Cook Airlines Scandinavia has also implemented lightweight trolleys, with a weight saving of 6kg per trolley and an average CO2 saving of 283 tonnes per year. Other lightweight replacements include luggage containers, saving more than 100 tonnes of CO2. Thomas Cook Airlines Belgium has reduced the amount of water carried on board as well as the amount of paper carried by using electronic manuals. For all airlines shorter routes are calculated and flown, single engine taxi-in and continuous descent approach landings are used where possible. A significant reduction in weight and emissions is expected over the winter season, which aligns with the objectives in both the UK and Northern European Airlines ISO14001 certifications.

As a result of these initiatives Condor was among the 10 most fuel efficient airlines in a study by Atmosfair.

Airline emissions per passenger kilometre – figures expressed in grams CO2 per passenger kilometre

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>75.7</td>
<td>75.4</td>
<td>75.1</td>
<td>73.1</td>
<td>72.8</td>
</tr>
<tr>
<td>2010</td>
<td>75.4</td>
<td>75.1</td>
<td>73.1</td>
<td>72.8</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>75.1</td>
<td>73.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>73.1</td>
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<td>2013</td>
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In 2013 fuel efficiency per passenger kilometre has improved by 6%, compared to 2009, the 2020 target baseline year. This is as a result of various fuel efficiency projects such as winglets, pilot training and weight saving initiatives, as well as a flying a more efficient reduced fleet.
Improving our fuel efficiency continued

To achieve our ambitious targets for continued improved efficiency within our airlines requires collaboration between manufacturers, airports, air navigation and others factors, including:

- Investing in technology, for example retrofitting winglets and lightweight trolleys;
- Improving operational efficiencies, for example pilot training in efficient flying;
- Building and using efficient infrastructure, for example improved flight planning to fly the shortest routes;
- Investing in a fleet renewal programme, which includes sharklets on the A321 Aircraft.

- Amending flight plans to enable pilots to take the correct amount of fuel and reducing discretionary fuel as well as fly shorter routes.
- Pilot training and provision of information on fuel saving initiatives such as Continuous Descent Approaches and Single Engine Taxi-In.
- Trialling different coatings and paints which enable increased aerodynamics.
- Retrofitting existing aircraft with zonal drying systems, which evaporate and displace the condensed water that naturally accumulates in aircraft.
- Increased use of fixed electrical power units at airports, instead of on-board auxiliary power units (APU), which burn aviation fuel.
- Optimised loading of aircraft included in ground procedures.
- Investment in lightweight items such as trolleys and luggage containers.
- Investment in tablets to replace heavy paper manuals.
- Equipping our Boeing aircraft planes with winglets and Airbus A321 with sharklets, saving approximately 5% of fuel per flight.

Improving our fuel efficiency continued

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- Building and using efficient infrastructure, for example improved flight planning to fly the shortest routes;
- Investing in a fleet renewal programme, which includes sharklets on the A321 Aircraft.

- Amending flight plans to enable pilots to take the correct amount of fuel and reducing discretionary fuel as well as fly shorter routes.
- Pilot training and provision of information on fuel saving initiatives such as Continuous Descent Approaches and Single Engine Taxi-In.
- Trialling different coatings and paints which enable increased aerodynamics.
- Retrofitting existing aircraft with zonal drying systems, which evaporate and displace the condensed water that naturally accumulates in aircraft.
- Increased use of fixed electrical power units at airports, instead of on-board auxiliary power units (APU), which burn aviation fuel.
- Optimised loading of aircraft included in ground procedures.
- Investment in lightweight items such as trolleys and luggage containers.
- Investment in tablets to replace heavy paper manuals.
- Equipping our Boeing aircraft planes with winglets and Airbus A321 with sharklets, saving approximately 5% of fuel per flight.
What are we doing?

**Paperless cockpits**

As part of the high tech, high touch strategy our airlines are working hard to reduce the amount of paper carried on-board. Our Group Airlines have introduced tablets for pilots to reduce the amount of printed manuals while increasing the amount of information available to them. In Northern Europe alone, the project is expected to save 150 tonnes of fuel and one million pieces of paper, equating to 400 tonnes of CO₂.

**Driving Efficiencies**

By operating our business efficiently and measuring and managing our environmental impacts we can implement changes which reduce our costs and benefit the environment. In order to manage the impacts effectively we have adopted local environmental management systems at our main head offices. These initiatives have also encouraged employees to get involved in sustainability by making improvements to their surroundings to drive change. In the UK, the Peterborough headquarters has been awarded with an “Investors in the Environment” award, in Germany, the headquarters in Oberursel achieved the prestigious Okoprofit certification and the Helsinki office achieved World Wildlife Fund’s (WWF) Green Office label. In addition, both the UK and Scandinavian airlines have been certified to ISO 14001 and were among the first airlines worldwide to achieve this.

As we continue towards a target of having each head office hold an environmental certification by 2020, we are bringing sustainability alive for employees.

**Green Mobility**

During the summer of 2013, Thomas Cook Germany operated a “Green Mobility” campaign for employees, focused on car sharing and cycling. A car sharing website and app were launched to increase participation as well as to track reductions in journeys and associated carbon emissions.

A regional cycling competition held between companies in Oberursel also resulted in 35 additional employees riding their bike to work, monitoring the distance travelled and carbon savings made. Thomas Cook employees won the competition, with more than 7,000km cycled between them over the course of the year.

Additionally, employees were given tips on how they could act more sustainably in everyday working life and were asked to submit ideas for new green mobility projects for 2014. Approximately 60 project ideas have been submitted so far.

**Enhancing energy efficiency and security**

Energy efficiency is vital for reducing costs and emissions. Ensuring our business runs as efficiently as possible is a key part of our sustainable transformation programme. Work continues in these areas to maximise reductions. During 2013, electricity use across the offices and retail networks reduced by 31%, compared to our 2010 baseline year. This is due to a combination of streamlining locations and increasing focus on energy efficiency, installing new technologies and increasing our use of renewable energy.

**Total electricity for offices and retail**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity (kWh)</td>
<td>65.04m</td>
<td>70.59m</td>
<td>59.70m</td>
</tr>
<tr>
<td>kWh per m² floor space</td>
<td>264</td>
<td>235</td>
<td>193</td>
</tr>
</tbody>
</table>

We achieved a 31% reduction in electricity consumed across our offices and retail networks in 2013, compared to the 2010 baseline, as defined in our 2020 targets. In 2013 40% of electricity used came from renewable sources, achieving the 2020 target of 20% by 2020.

We are aware our gas emissions have increased in 2013, this was due to a very cold long winter period across Europe. We will continue to monitor gas usage more frequently through the new database.
Resource efficiency and waste

Resource efficiency brings both environmental and cost benefits. We’re working hard to find the most effective resource efficiency and waste solutions to deliver these benefits. One of our main waste streams aside from carbon emissions is paper, including unused and out-of-date brochures and office paper use. Our approach focuses on reduction initially, then reuse and recycling. Across our offices and retail stores, recycling programmes and initiatives have been put in place and our employees are actively encouraged to participate. Waste is measured as a total measurement, and per employee, to further incentivise improvement.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Total waste produced (tonnes)</td>
<td>9,849</td>
<td>7,089</td>
<td>6,670</td>
</tr>
<tr>
<td>Total waste produced per FTE (kg)</td>
<td>281</td>
<td>202</td>
<td>250</td>
</tr>
<tr>
<td>Waste recycled (tonnes)</td>
<td>4,437</td>
<td>5,009</td>
<td>3,746</td>
</tr>
<tr>
<td>Waste to landfill (tonnes)</td>
<td>5,221</td>
<td>1,879</td>
<td>2,673</td>
</tr>
<tr>
<td>Waste incinerated for energy (tonnes)</td>
<td>191</td>
<td>202</td>
<td>250</td>
</tr>
</tbody>
</table>

Head office locations are reducing the amount of waste sent to landfill in line with the 2020 target. However the amount sent to landfill has increased year-on-year. This is due to an increase in reporting areas which are sending their waste to landfill.

Within our main UK offices, there was a focus in 2013 on reduction in printing with employees being asked to take more care in what they print. Changes have also been made to printers to lower paper usage. This campaign has led to a reduction in variable printing cost of 55% in the fourth quarter of 2013, and in the Peterborough office alone, a saving of more than 475,000 sheets of paper has been achieved.

Reducing in-flight waste

In-flight waste is one of our highest waste streams and our airlines have been leaders in tackling this issue. Improving efficiencies extends to waste management and can bring a cost benefit as well as customer engagement.

A new recycling initiative introduced this year at Oslo airport by Thomas Cook Airlines Scandinavia has demonstrated the ability to engage customers, reduce environmental cost and raise funds for local communities. Several years ago, the airline was the first to separate collection of plastic bottles and aluminium cans from flights for recycling and now these are being sold to recycling centres. Money raised from this is then distributed directly to local charity, Save the Children Norway (Redd Barna).

As part of the optimum flight initiative in the UK (see page 12), a waste survey was conducted to investigate opportunities for increased recycling, waste reduction and potential cost savings from diverting waste from landfill. A further 30% of the in-flight waste generated could have been recycled. As a result of this finding, we will be working hard to increase the amount of waste sent for recycling through in-flight waste over the coming years.
Child protection

Child safety and protection is a key priority for our business and Thomas Cook Group is fully committed to the UN Convention on the Rights of the Child. We believe it is our responsibility to promote and safeguard children’s welfare and our focus on this work and commitment to “The Code” (an industry-driven international code of conduct) has this year led to us being nominated for a World Responsible Tourism award.

Child trafficking and prostitution in destinations have risen with the growth of the internet and increased air travel. We believe the tourism industry has an important role to play in tackling these challenges. We work to safeguard both the children of our customers, and those more generally in the destinations, as well as the wider community.

We are committed to raising awareness of child protection among our employees and all our stakeholders, ensuring they are suitably informed and trained to act effectively when child safety might be at risk. Working with the UK Border Agency, we have rolled out a training module for airline employees to raise awareness specifically on child trafficking so that they know what to look for and how to report suspicions to the authorities. The training was made available to 2,000 employees online and at cabin crew conferences over 2013. In addition, all our employees have received awareness training on child protection issues as part of our Code of Conduct.

Thomas Cook Germany collaborated with Terre des Hommes, ECPAT, DRV (the German Travel Association) and the German Family Ministry, to produce the film “Witness”, which is shown on all Condor flights and reaches 6.7 million passengers per year. Information on child security is also provided in customer travel documentation, in-flight magazines and on websites. All overseas staff working with children have received training on customer child protection, child prostitution and trafficking whilst all accommodation contracts contain a clause on child protection which places an onus on suppliers to address the issues too. This has helped the Group to reach more than 10,000 contracted hotels.

Thomas Cook’s approach to child safeguarding is highly commendable. Their team have tailored and delivered the Government’s e-learning human trafficking training package and they are now working on a ground-breaking initiative to help ensure the retail travel industry is geared up to identify and report a range of child safeguarding concerns.

This has added another layer to the UK’s efforts to stop the trafficking threat early and help prevent people from becoming victims of this crime in the first place.

We hope others in the industry will follow Thomas Cook’s excellent example.

The Rt Hon Theresa May MP
3 December 2013
Arriving and Experience

What does this mean?

We seek to support the thriving communities where our customers travel and recognise it as an integral part of creating a holiday experience. By supporting destinations and promoting local culture, we’re ensuring a high quality product and service, and by investing in communities we’re helping to grow our business and attract a talented workforce.

We promote local economic development by strengthening the tourism industry in regions and countries across the globe. What’s more, we also seek to create a sustainable supply chain and engage our customers in sustainability to help us better manage our resource efficiency and environmental footprint at our destinations. We paid particular focus on strengthening our approach to water management in 2013.

Our targets

- All Group owned/controlled hotels to have Travelife Gold Award;
- At least 1,500 Group suppliers of accommodation to have Travelife Awards;
- All tour operator overseas agents in mainstream destinations to have a Travelife/similar certification;
- Top 500 Group accommodation suppliers, by passenger volume, to manage and significantly reduce water use;
- To communicate sustainability messages to 1.5 million children travelling with us;
- Prioritise local sourcing for food and beverage at all Group owned/controlled hotels;
- Measure and improve the contribution our holidays bring to communities and the local economy; and
- Incorporate sustainability criteria into procurement processes.

Performance highlights

25 destinations achieved a Bronze Destinations of Excellence Award

243 hotels are subscribed to the Travelife Sustainability System, a 6% increase from previous financial year

What are we doing?

Enhancing local economic development

According to the World Travel and Tourism Council, Tourism is one of the largest industries in the world, generating an estimated 11% of global GDP and employing 200 million people. Managed well, it is clear tourism can be a real force for good, generating positive economic development. Thomas Cook is committed to ensuring that the economies of the destinations our customers love to visit benefit from the business.

The launch of our “Local Label” excursion product this year (see case study on page 19) has allowed us to start measuring the impact of our business on the local economy. Suppliers of these excursions go the extra mile to use and promote local products, contributing to a thriving destination environment and economy.

Average discretionary spend in destination economies by customers on the “Local Label” excursions launched this year is estimated to be £650,000. We are planning to expand this programme significantly during 2014.

In Mexico, Thomas Cook has supported a group of Mayan women to preserve the forests where they live and to provide bee boxes to home the endangered Melipona bee. Honey from the bees is harvested annually in such small quantities that only a few drops of the liquid are needed to create beautiful natural toiletries which were market-tested by Thomas Cook customers at workshops held this year. The products are now sold to hotels and the brand has been recognised locally as a business, a big step forward for the self-respect of the women involved as well as providing them with a source of income from tourism.
Arriving and Experience
continued

What are we doing?

Heart
Heart

Having industry input is essential when developing products for the tourism market. The support and guidance received from Thomas Cook proved to be invaluable in improving market access for our Gambian crafts producers.

Julie Middleton, Industry Programmes Manager, The Travel Foundation
27 November 2013

Promoting local cultures

An enriching holiday experience comes from not only seeing new places but from learning and experiencing the local culture and the diversity of the local people. We believe that by promoting diverse cultures and creating authentic experiences, we’ll create unforgettable experiences and places that people will want to visit again. We also believe that we’ll support local communities to keep traditions alive.

We seek to promote local cultural experiences at the booking stage of the customer journey. In 2013 we introduced “Local Label” to offer excursions that provide local, authentic and traditional experiences. We use the “Local Label” logo to highlight which excursions meet these requirements, making it easier for holidaymakers to identify and book them.

We currently offer 40 “Local Label” excursions in 23 destinations around the world. All of these have been checked against the Travel Foundation’s “Greener Excursions Checklist” to make sure they’re meeting specific sustainability requirements. In 2013 more than 63,000 customers went on a “Local Label” excursion over the summer. This equates to 15% of overall excursion passengers, and a 22% increase year-on-year. What’s more, 78% of our customers rated the experiences as either “good” or “excellent”. Our goal is to have at least one “Local Label” in every staffed destination next year.

Guaranteed Gambian

Thomas Cook has been working with the Travel Foundation since 2011 to create business opportunities for talented craft producers in The Gambia who lacked access to tourists and an understanding of the tourist market. Support and training was given to skilled local craft workers to help them sell their unique products to customers, providing a vital income stream to workers in one of the most impoverished countries in the world.

Today, more than 10 craft workers create products for Guaranteed Gambian and these can be found for sale in hotel souvenir shops and also at the ASSET Banjul Meeting place, which is popular with tourists. The project has dramatically changed the lives of many producers, with one now able to build a two-room house and send one of his nephews to school.

Taste of Fethiye, Turkey

The Taste of Fethiye project – the result of a collaborative project between Thomas Cook, Cooperative Travel and TUI Travel – supports local farmers in Fethiye, Turkey by working with them to improve farming techniques using natural farming methods. This subsequently helps to enable the supply of fresh local produce to surrounding hotels.

Currently eight hotels are purchasing Taste of Fethiye produce, with some holding Turkish evenings to showcase the produce and encourage customers to learn more about local food. Customers are encouraged to take a free recipe card so that they can recreate the flavours of their holiday on their return.

Over 900,000kg of fruit and vegetables have been produced since summer 2012 and it is estimated that approximately 50,000 holidaymakers in Fethiye will have eaten Taste of Fethiye produce in this time. The project has strong support from local government and industry organisations to ensure that this sustainable farming model is rolled out in other areas of Turkey.
Arriving and Experience
continued

What are we doing?

Communicating effectively on sustainability

Communicating our sustainability work to customers and employees in a way that brings holiday destinations to life is very important to us. Our “Local Label” excursion programme is an example of how effective and engaging customer communication can transform the holiday experience, whilst enhancing the destination.

Launched in May 2012, our Destinations of Excellence programme is a framework created for our overseas employees to ensure a consistent approach to sustainability is deployed across the business. As our organisation is made up of many different nationalities, the scheme was designed to facilitate employee engagement across different cultures and backgrounds. 25 destinations have achieved a Bronze award to date. The Bronze award is the first step on the sustainability journey and shows that a destination team has developed sustainability policies, is effectively managing their environmental impact, and engaging employees.

Communicating to the next generation of travellers

We recognise that there is an ever-increasing awareness of the importance of sustainability amongst the younger generation. As such, we have placed increasing emphasis on our sustainability agenda in the activities undertaken by children, both in our Children’s Clubs, and in the play and educational materials provided both in-flight and in their holiday destinations.

Thomas Cook Northern Europe developed a HAPPY PLANET booklet for all Sunwing Family Resorts, where children learn useful information on how they can help protect the environment, draw environmental themes, and play recycling games.

Baan Yo Plang

A rainforest and a school built of wood is definitely no match made in heaven. Therefore it was no surprise that not only the library but also the children’s books decomposed at the poor Baan Yo Plang School. The school is located in the Kao Sok nature park approximately 200km north of Phuket in Thailand. An employee of Thomas Cook Airlines Northern Europe heard about the issue and the airline donated 100,000 Baht (c. €2,300) to build a new library made of cement – built by local craftsmen together with the parents of the approximately 140 children in the school.

The Airline has subsequently donated small amounts for teaching resources for both the young and elder children. Ving, our tour operator brand in Norway and Sweden, has also supplied the school with computers from the office in Patong, and the Company has continued to support the school, including making it the focus of Christmas present collections from staff and their children in Northern Europe.
What are we doing?

Creating a sustainable supply chain

Maintaining an effective supply chain is critical to our business success – our customers’ holiday experiences are made by our suppliers, so we must work with them to develop and deliver the services and standards our customers expect.

We have focused on our own owned hotels, such as the Sunwing brand. Sunwing Family Resorts have for many years sought to address environmental concerns. These range from the sorting of waste at our resorts to co-operation, at a European level, in order to create guidelines for the tourist accommodation service industry. In recognition of our work, Sunwing Family Resorts Kallithea in Rhodes was the first hotel in Europe to receive the EU-Ecolabel for its accommodation. Furthermore in 2008, Sunwing Side West became the first hotel in Turkey and in 2012 Sunwing Kamala the first hotel in Asia also to receive the accolade.

We initiated a Quality Assurance programme in 2013 (see Quality Assurance on page 9). This programme requires suppliers to operate sustainable practices by adopting the Travelife system.

Hotels with Travelife Awards

We signed up to the Travelife Sustainability System as a Group in 2010 to support our work towards a sustainable destination supply chain. The Travelife standard is recognised by the Global Sustainable Tourism Council, providing reassurance for us that it is a robust certification scheme. Subscribed hotels are independently audited against criteria covering waste and energy management, employee engagement, local procurement and human resource management. Successful hotels receive bronze, silver or gold certification and logos are featured on our websites, in brochures and in marketing materials. The logos enable our customers to recognise hotels which protect and support their environment and local communities across the globe. 243 hotels in our programme are now subscribed, and have dedicated awards, which is a 6% increase on last year.

Improving our destination office sustainability

Our Destinations of Excellence programme has three levels of recognition – Bronze, Silver, Gold – and this year has seen an 88% increase in achievement of Bronze. To achieve this, employees must focus on in-house operations such as reducing energy and water use in employee accommodations and in our offices, encouraging car sharing or more sustainable forms of transport for our employees to get to work and waste reduction and recycling in our offices.

In The Algarve two cars were replaced with e-bikes, saving almost 4 tonnes of carbon and €21,000 in associated costs. Changes to printing policies in 2013 saved more than 200,000 sheets of paper along with the associated toner and cost savings, and more than 1,000 employees have been reached with Destinations of Excellence training.

Our decision to subscribe to Travelife at Group level, as well as the roll out of our Quality Assurance programme, has resulted in a 6% increase in awards overall. We have an ambitious target of 1,500 Travelife awarded hotels by 2020.

We work together with accommodation providers to raise awareness of the benefits of becoming a more sustainable business. For example the Senegambia Hotel in The Gambia took part in the Travel Foundation and Thomas Cook’s Switch Off Save Big programme. As a result of the training and support the hotel has set up a green team, replaced 90% of lightbulbs with energy efficient options, only switches on when a guest arrives, changed backwash procedures and installed a solar hot water system throughout the hotel. These changes have helped the business to win the Outstanding Hotel Award for the Switch Off Save Big programme and significantly reduce its impacts.
What are we doing?

Global standards for animal welfare

Animal welfare is of increasing concern to our customers and we take all welfare issues in our supply chain very seriously. We were the first major tour operator in the UK to have a published animal welfare policy and a team of employees trained in animal welfare auditing. We also work closely with industry colleagues, NGOs and campaign groups to promote and improve standards across the world.

Collaborating with ABTA

Thomas Cook UK has been working closely with ABTA and industry colleagues for several years to highlight the issues of animal welfare within the supply chain and was instrumental in the creation of the ABTA Animal Welfare Committee. Through collaboration with NGOs, campaign groups and academia, we launched a new set of Global Standards for Animal Welfare – including a set of minimum requirements for suppliers. Available on ABTA’s website, these standards have also been sent out to all destination tourism authorities and Thomas Cook has circulated them throughout our destinations to suppliers and employees.

Strengthening our approach to water management

Water scarcity is a reality in many parts of the world and in many of our destinations, affecting our business operations and the communities in which we operate. Our accommodation suppliers use significant quantities of water and it is our responsibility to engage with them on reduction strategies and also to educate our customers to avoid water wastage.

In November 2013, Thomas Cook Germany undertook research into water consumption within hotels together with an expert in climate change in tourism, Dr Stefan Gössling. Three of our SENTIDO hotels were involved to assess where hotels have the greatest impact on water consumption. The results showed that direct water consumption (water used in swimming pools, garden irrigation and bathrooms) was less than that of indirect water consumption (water used to grow food and produce energy). By implementing a wide range of measures the hotels studied can save 20% in their water and energy footprints.

The Thomas Cook Children’s Charity also supports the work of Just a Drop, a charity dedicated to providing clean drinking water to families who need it most.

Water consumption in Hotels

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water (litres)</td>
<td>925m</td>
</tr>
<tr>
<td>Water used per guest night (litres)</td>
<td>216</td>
</tr>
</tbody>
</table>

2013 data is across the Thomas Cook Group owned and controlled hotels. This is the first year we have obtained data from across all hotel chains.
What does this mean?

We want all of our customers to enjoy their trip and experience with Thomas Cook. That's why we closely monitor their views and seek to enhance the levels of customer satisfaction with the service we provide. We believe strongly in collaboration and partnerships to support our vision of a sustainable future—sharing information, best practice and results with our stakeholders plays a critical role in this success.

Our targets

> All segments to implement a charitable strategy
> To achieve an average score of very good/excellent on customer feedback questionnaires for our sustainability performance.

Performance highlights

92% of UK customers rated our sustainability performance as either good or excellent

£4 million has been raised by Thomas Cook Children's Charity since 2009. This funding has been used to make a difference to children in the UK and in disaster-hit areas of the world

What are we doing?

Increasing customer satisfaction

Our customers are at the heart of everything we do and we aim to always maintain high levels of customer satisfaction. To achieve this, we:

> Train our customer-facing employees to deliver our promises at every stage of the journey;
> Listen to our customers and respond to their needs, expectations and feedback;
> Ask our customers to tell us about their experiences, using channels such as online forums, mystery shoppers, satisfaction surveys, social media and telephone interviews; and
> Analyse our customers' feedback, sharing it across the business and acting on it to improve our products and services and resolve concerns.

In 2013, 93.8% of our Northern European customers were satisfied with their holiday and 95.4% would recommend us to a friend. Similarly, Condor scored the highest in a customer satisfaction survey of popular airlines, conducted by the German Institute for Service Quality (DISQ) in 2012.

Helping dreams come true

We help our customers, destination communities and employees to fulfil their dreams by investing in thriving communities both at home and abroad. In doing so, we’re growing our business, building customer trust, and creating a healthier and happier society.

Thomas Cook has a strong tradition of charitable giving and community investment, dating back to our founder who was a passionate philanthropist. Today we continue to support charities and community development across the communities where we operate through fundraising, corporate giving, staff time and resource, volunteering and in-kind donations. For example, Thomas Cook Germany donated €100,000 to build a school in Northern Sri Lanka in cooperation with the German charity World Hunger Aid. Large parts of Sri Lanka’s infrastructure were destroyed in the civil war and the school system was especially badly damaged. As education provides the key to better opportunities, Thomas Cook decided to support the rebuilding of this vital part of Sri Lanka’s future – especially as our customers have been travelling to this beautiful island since 1966.

We also contribute to disaster and emergency relief efforts by fundraising and providing in-kind support.
Thomas Cook measures the contributions that we make across the business to a variety of community and charitable initiatives. Our total contributions are recorded below:

Total community investment

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of cash contributions (€)</td>
<td>186,057</td>
<td>1,509,365</td>
<td>1,153,765</td>
</tr>
<tr>
<td>Employee volunteering (€)</td>
<td>68,619</td>
<td>13,037</td>
<td>24,864</td>
</tr>
<tr>
<td>In-kind Contributions (€)</td>
<td>210,866</td>
<td>1,340,977</td>
<td>537,150</td>
</tr>
<tr>
<td>Management costs (€)</td>
<td>263,448</td>
<td>155,229</td>
<td>123,670</td>
</tr>
<tr>
<td>Total value (£)</td>
<td>708,990</td>
<td>3,018,608</td>
<td>1,839,429</td>
</tr>
</tbody>
</table>

The value of cash contributions is made from customer and employee donations. The total value shows a three-fold increase to 2012. This is due to more comprehensive data collection on charity and community activities across the Group. In-kind support decreased due to the sale of North America who contributed a large percentage of support.

In the UK, our Thomas Cook Children’s Charity (TCCC) has raised more than £4 million since 2009. These funds are spent on making dreams come true for sick and disadvantaged children – by helping to improve education, well-being and health care facilities. In order to increase our impact, we also work with various charity partners to improve children’s lives. In the last year, the Charity continued its Olympics Legacy work in partnership with Sport England on its Inspired Facilities programme, by enabling communities to access sporting facilities. We also supported the charity Together for Short Lives to enhance children’s hospices and sponsored the National Junior Wheelpower Games at Stoke Mandeville stadium to give more than 160 disabled children the opportunity to get involved in a variety of different sports.

As well as our charitable giving, we also run initiatives across our business units. At Condor, for instance, our senior managers take part in an annual “Social Day” to support local people in the Frankfurt area where they are based. In 2013, 36 of the most senior staff members were involved in a project to support a school for children with disabilities which needed a new play area. The managers helped to renovate a huge area between two school buildings and transform it into a colourful and safe retreat.

Good sports facilities play an important role in local communities; they not only improve people’s sporting experience but also help attract new participants. This is why our Inspired Facilities fund is so important. The invaluable support we’ve received through our partnership with the Thomas Cook Children’s Charity on this fund has allowed us to support even more projects, encouraging young people in disadvantaged areas to get into sport. Thank you TCCC!

Charles Johnston
Property Director at Sport England
28 November 2013

“Ein Herz für Kinder”

Condor teamed up with the well-known German Janosch cartoon characters to support aid organisation BILD hilft e.V. “Ein Herz für Kinder” with a large-scale fundraising campaign. The charity aims to support children with health issues around the world and Condor is donating a percentage of flight ticket sales and the revenue of numerous special promotions to support the campaign.

To draw additional attention to the cause, the cartoon characters “Tigerduck and friends” have been flying around Condor websites and smiling from the bodies of our aircraft. One Boeing 767-300 with the Janosch cartoon characters painted on its fuselage is flying around the world to attract attention and all other planes will reference the campaign alongside the Condor logo.

For more information on our charitable giving and partnerships, please see page 32.
Happy hooves – engaging with stakeholders

Thomas Cook has long played a leading role in engaging with animal welfare groups to improve the conditions of animals in destinations. This year, we supported SPANA – a charity which works to protect working animals overseas. SPANA were proposing to introduce a licensing scheme in Tunisia, to ensure minimum standards of animal welfare were met for caleche operators. Thomas Cook agreed to endorse an advocacy letter to the local municipality supporting the SPANA proposal that caleche horses be licensed and inspected regularly by vets. We also took part in a short film for consumers about animal welfare in Tunisia and how to recognise good practice. This endorsement has provided support to SPANA, demonstrating the importance of the issue for tour operators and for future business in the area.

Endorsement from Thomas Cook, a respected and trusted partner in the tourism industry, has been of vital importance in SPANA’s campaign to improve the health and welfare of caleche horses in Tozeur.

Laura Higham, Veterinary Programme Adviser, SPANA – 3 December 2013
**What are we doing?**

### Managing sustainable development

The Board of Directors is responsible for the long-term success and sustainability of the Group and holds responsibility for overseeing the development and approval of strategy being delegated to the Health, Safety and Environmental Committee.

In 2014, in order to deliver a group-wide approach and assist in delivering our sustainability objectives, a Sustainability Steering Group was established. This Group will take ownership of our sustainability strategy and deliverables, and coordinate strategic input from key stakeholders across the Group’s business segments and markets. The Group Working Party on Sustainability is made up of representatives from each part of the business who hold responsibility for delivering the sustainability objectives, and shares best practice from across the Group’s operating segments. It was set up in 2010 and meets twice per year to oversee implementation and strategic decision making. Implementation and decision making is done at a local level within business segments and monitoring and reporting are coordinated centrally.

In addition to our Code of Conduct, which brings together our values and key ethical policies for our employees, we have a suite of policies which address our responsible behaviours.

For further information on these contact sustainability@thomascook.com or visit the sustainability section of our website at: www.thomascookgroup.com/sustainability

### Key issues for a sustainable future

We work hard to identify the key areas of focus which will contribute to our vision of a sustainable future and have consulted a number of stakeholder groups to review these areas. We’re also in constant contact with millions of our customers, employees, suppliers and many other groups, and continue to use their input to ensure that we’re focusing on the sustainability topics that matter most to them.

The Group Working Party of Sustainability identified economic, environmental and social issues relevant to all areas of our business. This list was then reviewed and prioritised, in conjunction with a variety of key stakeholders in the business to develop a list of key issues.

As part of our Transformation process and our brand development strategy, we reviewed all stages of the customer journey in 2013, and have mapped our sustainable impacts against these (see page 8). We have also continued to report and measure progress against our ambitious set of sustainability targets for 2020, which can be found on page 31 of this report.

We continually review our targets, to ensure that they remain relevant and appropriate for our business.

### Building an effective organisation

The key to an effective organisation is having the right people in the right roles focused on the right priorities. Creating and embedding our new unified culture is critical to the success of our Transformation.

We are reviewing our organisational efficiency and effectiveness, as part of our Transformation, to identify relevant, clear principles and metrics. We will focus initially on reviewing the structure in our organisation and drive organisational change in line with best practice metrics. This will ensure the organisation is fit for purpose and sustainable into the future working more effectively as a team, driving out cost and ensuring our leaders are closer to our customers.

Our high-performance culture will become one where diverse talent is attracted, employees are developed to maximise their potential and performance and where employees are encouraged to collaborate, to share and embed best practice. In the last year we rolled out an updated Code of Conduct and have made significant investment and attracted world-class talent to strengthen leadership across the Group.

For further information on these contact sustainability@thomascook.com or visit the sustainability section of our website at: www.thomascookgroup.com/sustainability
Management approach continued

What are we doing?

Values, Ways of Working and Code of Conduct

Thomas Cook developed the Group’s new “Values and Ways of Working”, which supported the new Code of Conduct. The Values provide a framework across the Group to guide behaviours and how we conduct our work to the highest standards. Over 90% of employees across the Group have received comprehensive face-to-face training on the Code. All new employees undergo the training in their inductions and the remainder of employees will be trained in the near term. As a result, the overall culture of the organisation is more open, and there is increased sharing of best practice and examples of collaborative working across the Group. The Thomas Cook Leadership Council (TCLC) comprises our top 130 leaders. It meets quarterly to share best practice and progress on our Transformation. In addition, the CEO holds frequent meetings with the senior leadership team and Executive Committee, formed in November 2013 to ensure all leaders are fully aligned in key decisions and they have the support they need to deliver. Input was taken from the TCLC to identify and develop our leadership behaviours which are a critical component of our new high-performance culture. These behaviours will be embedded across the Group as we build a world-class talent system to maximise talent, performance and development.

Employee engagement

In September 2013 we launched the “Every Voice” employee survey. This was the first time a uniform survey was delivered to every employee across the Group. The response rate was 73% and we are engaging with our employees to share the results and work on action plans to address issues raised. A further group-wide survey will take place in 2014 enabling us to track our progress and compare it to the baseline of the 2013 survey.

Employee health and safety

Looking after the health, welfare and well-being of our employees is a key priority and we aim to provide the best working environment for all our people.

Each of our businesses provide relevant safety training to our people throughout the year and work closely with local governing bodies to coordinate activities, where appropriate. We raise awareness and train our people in general safety issues and provide in-depth vocational training for those in specific roles. We regularly review the risks at all our workplaces and all aspects of our operation, and provide safe working procedures and appropriate safety equipment and relevant training. We record details of any accidents or incidents experienced by our staff.

Employee health and safety – reportable incidents

<table>
<thead>
<tr>
<th>Year</th>
<th>Employee accidents</th>
<th>Raids on stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>28</td>
<td>10</td>
</tr>
<tr>
<td>2012</td>
<td>61</td>
<td>6</td>
</tr>
</tbody>
</table>

In addition to fulfilling our legal obligations, Thomas Cook Group offers all employees a variety of counselling and support services delivered by a specialist external provider. All employees have access to clinical advice and support should they suffer work-related trauma – this extends to site visits by trained trauma consultants which can be initiated by employee or manager referral.

Our Board of Directors has ultimate responsibility for health and safety, supported by the Health, Safety and Environment Committee. Local Human Resources teams are responsible for managing activities to ensure the safety of our people and we have segment-level health and safety committees and consultative forums which monitor results, implement corrective actions and recommend measures for improvement.

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In addition to the employee engagement survey there are a number of other methods used to engage employees on all business issues. These range from CEO blogs, cascade briefings and videos and e-newsletters to face-to-face local interactive events in each segment. In order to streamline our employee communications we will launch “HeartBeat,” a new group-wide intranet across our segments from March 2014. Inspired by our team’s transform Church remains vital to our success and to improving the overall customer journey and experience. The group-wide A Million Hearts programme, developed in response to our employee survey, aims to address some of the biggest challenges we face and ensure our teams are part of our journey.
Management approach continued

What are we doing?

Employee volunteering

Engaging our employees on sustainability is a critical part of our work. We want people who are passionate about working for us, who will deliver the best customer service, drive efficiencies and enhance performance across our business as well as support our customers to make an informed holiday choice.

Since the launch of the Group Working Party on Sustainability in 2010, employees have become more aware and engaged in sustainability initiatives across the Group. This has in turn helped us improve our performance as well as extend knowledge and information to customers and suppliers. We use all channels, from intranet and employee magazines to conferences, inductions and training to communicate and share ideas. Many of our business segments also have their own employee forums and committees to drive forward change within their areas.

We encourage our people to get involved in a variety of volunteering activities which not only benefit local communities, but help them develop new skills which they can bring back into the business. In 2012 we launched a volunteering policy in the UK business and promoted a series of volunteering projects.

<table>
<thead>
<tr>
<th>Year</th>
<th>Hours</th>
<th>Volunteers</th>
<th>Value (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>790</td>
<td>113</td>
<td>13,037</td>
</tr>
<tr>
<td>2013</td>
<td>1,444</td>
<td>228</td>
<td>24,864</td>
</tr>
</tbody>
</table>

Our employee volunteering has increased in 2013 due to increased reporting and the launch of an employee volunteering policy in 2012.

Succession planning

As part of the Transformation there is renewed focus on development and succession. Development and maintaining strong leadership and succession within the organisation will be significantly enhanced with the introduction of our Performance and Talent System. During 2013 we launched the executive development programme for 53 of our leaders. The purpose of the programme is to provide key leaders with a personal profile of strengths, targeted improvement areas and development options which will enhance job performance. To further support succession plans we are currently designing a Thomas Cook Group Emerging Talent Programme to provide accelerated development and growth opportunities for participants into key leadership roles.

Rewards and recognition

Research shows a clear and positive correlation between recognition, engagement and performance of employees. Therefore, in order to further embed our new values and culture, we have launched a group-wide online recognition scheme called “From the Heart” which enables peer-to-peer recognition of colleagues who are living the Values. There are different levels of awards which employees receive as points, redeemable against a wide range of local merchandise in each country. The system is accessible online, across all devices, reinforcing our Transformation to high tech, high touch.

Alignment of objectives and goals to our Strategy and Transformation will be key to our successful execution. To deliver this it is crucial that employees are clear about what is expected of them and how success will be measured. All employees have clear objectives which are formally reviewed twice yearly. We have introduced new principles to align our approach to performance across the Group in 2014. This will support our succession work as we identify and develop pipelines of talent to continue to support the Transformation. During 2014 we will be introducing an online Performance and Talent System to track the performance and potential of all our employees.

At our Capital Markets Day in March 2013 we announced our strategic targets and KPIs for our Transformation. Since then we have reviewed our Reward Policy across the senior leadership team. The aim was to ensure that our pay rewards the delivery of our strategy and enables our key leaders and talented individuals to share in the success that they are creating with our Transformation.

Our Code of Conduct

The launch of the new Thomas Cook Code of Conduct in 2013, which covers key areas such as operating sustainably, community engagement and child protection issues, has meant that 22,300 employees (approximately 90% of our workforce) across the Group have received training on these topics. A training programme runs throughout the course of the year to keep all new and existing staff up-to-date on the Code. This ensures that they recognise the importance of good behaviour in delivering a sustainable future for our business. We also measure how employees embrace the Code of Conduct through follow-up interviews, inclusion in the group-wide employee engagement survey and in performance reviews. The feedback received so far on the introduction of the Code has been extremely positive.
Our apprenticeship programmes

The Thomas Cook Group has for many years been a strong supporter of apprenticeship programmes, and has a positive reputation for training new entrants to the travel industry, many of whom go on to make long-term careers within the industry. Our apprentices currently work across our shop, airline and travel businesses in the Company’s network in the UK and Germany in particular. The vast majority of those apprentices are retained at the end of their contract, and become full time employees of the Company.

The travel industry is competitive and roles are highly sought after. This is why apprenticeships such as those offered by Thomas Cook are a fantastic opportunity. This year Thomas Cook UK is looking to recruit 220 young people who can demonstrate a passion for travel and who will love working as part of a team to deliver an exceptional customer experience.

Pat Dupille, Contacts & Funding Manager
Learning & Development
Thomas Cook UK
Management approach continued

What are we doing?

Risk management

As part of the Transformation programme, the Group has significantly strengthened its risk management, with a consistent approach to forecasting and financial reviews, and rigorous disciplines to minimise risk exposure and identify issues early. The Group’s systems for risk mitigation and identification cover sustainability risks as well as other business risks.

Operating in a dynamic and rapidly-evolving environment requires a flexible and responsive risk management process. Risk registers are continually updated through a programme of risk workshops, with operational and financial management. Risk is formally assessed as an agenda item at all monthly segment-level Board meetings, with key risks being escalated and discussed within the Risk Matters Group. The purpose of this group is to provide leadership, direction and oversight with regard to the Group’s overall risk framework, appetite, tolerance and relevant risk policies, processes and controls. It meets on a bi-monthly basis, is attended by senior executives from across the Group and external advisers, and reports to the Audit Committee and Risks and Disclosures Committee.

Significant sustainability risks include:

<table>
<thead>
<tr>
<th>Sustainability risk</th>
<th>Why it matters</th>
<th>What we are doing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand reputation</td>
<td>Potential brand damage by failing to implement our sustainability strategy</td>
<td>We continue to embed our sustainability strategy into the business. For example, our 2020 sustainability vision is an integral part of our Code of Conduct, launched in 2013.</td>
</tr>
<tr>
<td>Supply chain management</td>
<td>Reputational risk if we do not ensure high-quality, sustainable products and services throughout our supply chain.</td>
<td>The Travelife Sustainability System continues to be implemented by contracted hotels.</td>
</tr>
<tr>
<td>Climate change and greenhouse gas emissions</td>
<td>Cost to the business of regulatory requirements; ability to adapt to the effects of climate change as our products and services depend on the natural environment.</td>
<td>We are keeping abreast of forthcoming environmental legislation and ensuring that relevant processes and procedures are in place to respond to this. Our adoption of the Travelife Sustainability System helps to ensure hotels reduce consumption and can continue operating for the future.</td>
</tr>
<tr>
<td>Conservation of natural assets and biodiversity</td>
<td>Increased pressure from tourism on natural resources, which are already stretched in some holiday destinations.</td>
<td>We are partnering with key stakeholders in destinations such as Futuris to protect both natural and cultural sites. Use of the Travelife Sustainability System encourages hotels to effectively manage energy, waste and water consumption.</td>
</tr>
<tr>
<td>Energy cost and security</td>
<td>Cost and continuity of energy and airline fuel supplies.</td>
<td>We continue to manage fuel saving initiatives through our Airline Operational Efficiency Working Group. We have a focus on reducing electricity consumption and moving to renewable electricity contracts where available.</td>
</tr>
<tr>
<td>Recruit and retain talent</td>
<td>Being able to recruit and retain the best people in the business, as our people are our strongest asset.</td>
<td>Building an effective organisation has been a key focus over the past year. We have strengthened our leadership capability as well as setting up an Emerging Talent Programme to provide accelerated development and growth opportunities for participants into key leadership roles.</td>
</tr>
<tr>
<td>Sustainability of destinations and home communities</td>
<td>High-quality destinations and products are an integral part of our customers’ holiday experience. Thriving home communities are essential for developing our business, recruiting talent and maintaining and growing our customer base.</td>
<td>In our destinations, we are working with governments, trade associations and other key destination partners to promote sustainable tourism. At home, we are developing employee volunteering and continuing to invest in community projects that generate shared socio-economic and environmental benefits.</td>
</tr>
</tbody>
</table>
Our performance

Progress against 2020 targets

Our 2020 aims were developed in line with the key issues identified as most important to our business. Our aims are ambitious and provide greater focus and direction for our sustainability initiatives over the medium to long term. These aims will be reviewed by the Sustainability Steering Committee during 2014 to ensure they remain relevant and appropriate, and in line with the business Transformation strategy.

Protecting the environment

### Target
- Group Airlines to make a 12% improvement in efficiency.
- 100% of in-flight meal service packaging to be made from recyclable/biodegradable materials.
- Have zero in-flight waste to landfill at base airports.
- Increase the number of destination airports who recycle at overseas stops.
- Reduce energy consumption by 20%.
- 20% electricity to come from renewable sources.
- Zero head office waste to landfill.
- Each Thomas Cook Source Market to achieve an environmental certification at head offices.
- Reduce paper usage by 20%.
- 100% paper purchased from recycled/certified sustainable sources.
- Introduce an internal carbon charge for all business travel emissions.

### Progress
- 6% improvement made to date, against 2008 benchmark.
- Continued review of existing catering contracts to benchmark for improvement.
- Work has continued with base airports to ensure recycling infrastructure is in place.
- Exercise conducted to assess waste conditions at all destination airports to which we operate.
- On track, with overall reduction at 10% across our offices and retail networks and a 17% YOY reduction achieved in the UK business.
- Achieved currently 40% comes from renewable sources and for our main office in Germany, 100% of electricity is now from renewable sources.
- Achieved in Northern Europe and Thomas Cook Airlines Scandinavia. Recycling programmes continue to be strengthened in other offices.
- Certification achieved at: Thomas Cook UK, Thomas Cook UK Airlines, Thomas Cook Germany, Condor, Thomas Cook Airlines Scandinavia and Thomas Cook Finland. Work continues in Thomas Cook Northern Europe.
- Achieved. The development of our “high tech, high touch” strategy has meant a continued focus on reduction in brochure pages, resulting in 60% reduction compared to the baseline year.
- Achieved within Thomas Cook Northern Europe (TCNE). Other markets working towards this target.
- Achieved within Thomas Cook Northern Europe for all duty air travel. Monies raised go into the TCNE Environmental Fund and are used to further develop environmental initiatives.

Creating a sustainable marketplace

### Target
- Incorporate sustainability criteria into all procurement processes.
- Top 500 Group accommodation suppliers, by passenger volume, to manage and significantly reduce water use.
- To have sustainability messages in all appropriate customer facing materials i.e. brochures, newsletters, websites and resort guides, across all brands.
- To achieve an average score of very good/excellent on customer feedback questionnaires for our sustainability performance.
- To communicate sustainability messages to 1.5 million children travelling with us.
- At least 1,500 Group suppliers of accommodation to have Travelife Awards.
- All tour operator overseas agents in mainstream destinations to have a Travelife/similar certification.

### Progress
- Sustainability criteria form part of the procurement processes in some segments of the Group. We aim to expand this to all segments.
- Water reduction projects continue to take place within accommodation providers. In 2014, Thomas Cook Germany will focus on water reduction projects with hotels in Rhodes.
- Travelife logos and information are featured in brochures across the Group. Information is featured also in e-tickets, social media, in-flight magazines, resort guides and on websites. Work continues in all areas to expand and improve communications online and in destination.
- 92% rated our sustainability performance as good or excellent this year in the UK. Work continues across the Group to introduce the topic to customers and ensure effective results.
- Sustainability has been made a fun educational part of many children’s clubs programmes.
- 243 have awards so far and work continues with our key SENTIDO brand, 56% of which have awards.
- Partnership programmes continue to benchmark current agent best practice on sustainability.
Our performance continued

Bringing out the best in people

<table>
<thead>
<tr>
<th>Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of employees in the Group to have undergone training on sustainability.</td>
<td>The launch of the Code of Conduct means that sustainability is integrated into induction and training programmes across the Group. Focused training on particular areas for relevant employees continues to be expanded.</td>
</tr>
<tr>
<td>To have an average score of excellent on employee engagement surveys for business performance and commitment to sustainability.</td>
<td>Our employee engagement reporting was revised during 2013, and we are reviewing this target.</td>
</tr>
<tr>
<td>Sustainability to be a measurable objective of segment Boards and above.</td>
<td>We are reviewing this target in the context of our overall Transformation agenda.</td>
</tr>
<tr>
<td>To incorporate sustainability into the Company Values.</td>
<td>Achieved. The Code of Conduct launched in 2013 which covers sustainability issues. Training on all aspects of the Code of Conduct was delivered in 90-minute classroom-style sessions, reaching 22,300 staff within the Thomas Cook Group.</td>
</tr>
</tbody>
</table>

Supporting global communities

<table>
<thead>
<tr>
<th>Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>All segments to implement a charitable strategy for home communities.</td>
<td>Work continues to align charitable giving strategy across all segments and our total community investment in 2013 was £1.6m.</td>
</tr>
<tr>
<td>Develop and implement a Group Child Protection Policy.</td>
<td>A policy was published in 2011 and implementation continues. Over 10 million customers have been reached with messages about child protection. In recognition of this work, Thomas Cook Group plc has been nominated for a prestigious World Responsible Tourism award.</td>
</tr>
<tr>
<td>Prioritise local sourcing for food and beverages at all Group owned/controlled hotels.</td>
<td>Stakeholder work continues on local definitions to ensure consistent approach.</td>
</tr>
<tr>
<td>Measure and improve the contribution our holidays bring to communities and the local economy.</td>
<td>The introduction of the Local Label excursion programme has given us an opportunity to begin to measure the contribution some of our excursions make to the local economies in destinations.</td>
</tr>
</tbody>
</table>

Partnerships

We believe very strongly that collaboration is essential to bring about large-scale change and to achieve our vision of a sustainable future. We therefore work with sustainability and industry organisations around the world to discuss and instigate action and issues that affect our business. In addition, we use our collective influence to drive sustainability beyond our own operations.

Our key partnerships include:

- **Tourism industry organisations and initiatives**
  - ABTA and DRV – the UK and Germany’s largest travel industry associations
  - EU ETS Committee for Danish Air Carriers
  - Aviation Initiative for Renewable Energy in Germany
  - The International Centre for Responsible Tourism – the world’s leading centre of expertise on responsible tourism
  - Fairtour – a travel industry organisation aiming to improve the sustainability of tourism in destinations
  - Travelife – an industry-led sustainability certification scheme

- **Sustainability reporting organisations**
  - CDP – the largest database of carbon management information from companies globally
  - London Benchmarking Group – a group of international businesses who seek to manage, measure and report on their community involvement

- **Animal Welfare charities**
  - Born Free Foundation
  - The Brooke
  - Greek Animal Welfare Fund
  - Zante Animal Welfare Fund
  - Society for the Protection of Animals Abroad (SPANA)

- **Other charities (this is a sample of charities we are involved with and is not a full list)**
  - The Travel Foundation – a UK charity which aims to promote sustainable tourism
  - Charities Aid Foundation
  - The Code – an industry-driven initiative focused on child protection
  - Help Alliance – an independent aid organisation
  - Wings of Help – an aid organisation coordinating air transport for rescue workers, supplies and patents
The Thomas Cook Group website provides news and details of the Group’s activities, plus links to our customer sites and up-to-date information, including:

- corporate news
- presentations
- share price data
- historic Annual and Sustainability Reports
- half-year results and interim management statements
- news alerts

www.thomascookgroup.com