seastainability
2017
# Table of Contents

- **Seastainability** .................................................. 3
- **Conservation** ...................................................... 9
- **Operations** .......................................................... 14
- **Community** .......................................................... 26
- **Who We Are** ........................................................ 32
- **Climate Change** ..................................................... 38
- **Reporting** ............................................................. 43
Seastainability

We have a responsibility to the guests who sail with us, the people who work for us and the communities we visit, but most critically we have a responsibility to the oceans. They are not only at the heart of our business, but connect each and every one of us.
2017 was a year that tested our convictions and reaffirmed some of our core beliefs.

As a cruise line, we have a unique responsibility to the oceans. That is why in 2017, following the United States’ move away from the Paris Agreement, we felt compelled to sign "We Are Still In." Our mantra is continuous improvement, and we are working hard to reduce our environmental footprint and combat climate change, daily, under the Paris Agreement and Sustainable Development Goals guidelines.

That work expanded two years ago, when we set sustainability goals in partnership with World Wildlife Fund (WWF). To reach those goals, we are making steady progress on emissions reduction, sustainable sourcing, and destinations stewardship. WWF challenges our teams, and that’s a good thing.

Our commitments extend far beyond our work with WWF, including goals on waste, water, and animal welfare, as well as our newest drive to reduce our consumption of single-use plastics. Our teams already recycle everything that can be recycled, but by re-examining plastics use onboard our ships, we are approaching the problem with a new lens of preventing waste.

Our people’s passion and vision are what truly fuels our accomplishments. That passion was put to the test this summer with an unprecedented hurricane season that affected our Miami corporate headquarters, the islands that are a critical part of our vacation experience, and the countless people that live and work across the region.

We could not be prouder of our people. Their drive to do the right thing, to be resourceful and creative problem solvers is astounding. Our hurricane response was not about the bottom line, but human compassion. We are proud to have evacuated thousands of storm victims and carried tons of relief supplies to those most devastated.

But the Caribbean is a resilient place, and its spirit is very much alive – from Magen’s Bay in St. Thomas, which we helped restore, to San Juan, Puerto Rico, where our guests are volunteering in the community while calling on the island. The Caribbean is coming back strong and we are proud to play our part.

It’s part of our DNA to embrace challenges and strive for the best. This report reflects the hard work and commitment of our people who rise to the challenge daily.

Richard Fain  
Chairman & CEO  
Royal Caribbean Cruises Ltd.

William K. Reilly  
Chair, Safety, Environment and Health Committee,  
RCL Board of Directors
Oceans are **71% of the planet** and **100% critical** to our business. Conserving their health is paramount.

**ROYAL CARIBBEAN’S 2020 ENVIRONMENTAL GOALS**

Our 2020 environmental goals set ambitious and measurable sustainability targets to reduce our environmental footprint and raise awareness about ocean conservation.
A journey to zero waste
Whenever possible the waste on our ships is reused, recycled or converted to energy.

75% of the waste landed from our ships never sees a landfill

The right buying choices make a difference
We’re buying more sustainable and humane products, like MSC seafood and cage-free eggs. We are eliminating the use of plastic straws and stirrers. Those are just some of the steps we’re taking in our supply chain to support a more circular economy.

- No Plastic Straws
- Gestation Crate-Free Pork by 2022
- Cage-Free Eggs by 2022
- 90% MSC-certified and 75% ASC-certified Seafood by 2020

At its core, tourism depends on the beauty of the environment
Every day, everywhere our ships go, we operate with a philosophy of continuous improvement. We’re focused on making destinations and shore excursions more sustainable and offering GSTC-certified tours to our guests.
Royal Caribbean focuses on four key sustainability goals:

- Industry, Innovation and Infrastructure
- Life Below Water
- Sustainable Cities and Communities
- Quality Education

and further touch upon nine additional goals:

- Good Health and Well-Being
- Gender Equality
- Clean Water and Sanitation
- Affordable and Clean Energy
- Reduced Inequalities
- Responsible Consumption and Production
- Climate Action
- Life on Land
- Partnership for Goals
Conservation

We have a responsibility to the guests who sail with us, the people who work for us and the communities we visit, but most critically we have a responsibility to the oceans – they are not only at the heart of our business, but connect each and every one of us.
A partnership for our oceans

At Royal Caribbean, our mantra is continuous improvement. It drives us to improve everything. In 2016 we challenged ourselves to expand our conservation and sustainable business practices and so we partnered with one of the world’s most respected conservation organizations, World Wildlife Fund (WWF). Together we have set out on a five-year journey to help ensure the long-term health of the oceans.

The relationship officially launched in January 2016 by setting specific and measurable sustainability targets to reduce our environmental footprint, raise awareness about ocean conservation among our more than five million guests, and support WWF’s global oceans conservation work with a philanthropic contribution of $5 million over five years.

Our initial targets focused on reducing carbon emissions and ensuring sustainable seafood procurement. In June 2016, we upped those commitments by announcing additional 2020 targets, related to sustainable sourcing strategies for key soft commodities, as well as the sustainability of our tour operators and destinations.

A full list of our 2020 Sustainability Goals is available here. In addition, we have reaffirmed our corporate sustainability goals, including waste and recycling, wastewater, and water bunkering through 2020.

With the help of our guests, we raised an additional $1 million for WWF

In 2016, we upped those commitments by announcing additional 2020 targets, related to sustainable sourcing strategies for key soft commodities, as well as the sustainability of our tour operators and destinations.

A full list of our 2020 Sustainability Goals is available here. In addition, we have reaffirmed our corporate sustainability goals, including waste and recycling, wastewater, and water bunkering through 2020.

Inspiring future conservationists

Working together to achieve ambitious sustainability targets is only one part of ensuring the long-term health of the oceans. Through our partnership with World Wildlife Fund (WWF) we are engaging our guests to participate in the protection of our oceans and marine wildlife. Across Royal Caribbean International, Celebrity Cruises, and Azamara Club Cruises—our three global brands—the partnership is educating guests about the importance of ocean conservation and what they can do to contribute during their cruise and after.

Educational materials include WWF conservation-themed television content that plays in guest staterooms, distribution of a special edition of the WWF magazine, and ocean-conservation themed children’s programming. This past year, our partnership has also developed ocean-themed activities such as fund- and awareness-raising walks for sea turtle conservation, a WWF speaker series on Azamara, and symbolic species adoptions and signature t-shirts that benefit WWF.
Celebrating a 25-year-old commitment

2017 marked 25 years of Save the Waves, our commitment to environmental stewardship. Stemming from a company wide recycling program in 1992, Save the Waves branched out over the years to include more ambitious goals such as emissions reduction and waste water treatment. The program’s main principles are:

- **REDUCE, REUSE, RECYCLE** – Reduce the generation of waste material, reuse and recycle wherever possible, and properly dispose of remaining wastes.
- **PRACTICE POLLUTION PREVENTION** – It is strictly forbidden to throw anything overboard.
- **GO ABOVE AND BEYOND COMPLIANCE (ABC)** – Do more than the regulations require.
- **CONTINUOUS IMPROVEMENT** – Change is the only constant. Innovation is encouraged and rewarded.

As our knowledge of the oceans grew, so did our program, which evolved into a broader sustainability platform aimed at preserving the oceans and protecting coastal communities. Extending well beyond shipboard operations and our employee workforce, the platform drives our collaboration with educational institutions such as the University of Miami, conservation-focused nongovernmental organizations such as World Wildlife Fund and other entities which help Caribbean, Latin American, and South Pacific destinations strengthen policies and protect resources so their marine environment can remain vibrant and healthy.

PROVIDING REAL-TIME DATA FOR CLIMATE CHANGE RESEARCH

At the root of improvement lies a lot of research. When it comes to climate change, the same is true. That is why the University of Miami’s Rosenstiel School of Marine and Atmospheric Science (RSMAS) operates labs onboard our ships. With grants from RCL, their OceanScope program captures oceanographic and atmospheric data important to climate change research.

The relationship began in 2000 when *Explorer of the Seas* was outfitted with a comprehensive suite of oceanographic and meteorological instruments that provide real-time data on atmospheric and ocean conditions to scientists along the ship’s paths.

The ship’s set itinerary – sailing from the U.S. northeast to Bermuda – created a perfect, and cost-effective way to gather important data points that measure ocean circulation dynamics.

Climate change affects sensitive marine ecosystems such as coral reefs, which are critically important habitats for marine species. As an integral provider of countless natural services, coral reefs act as natural barriers that protect coasts from ocean currents. Additionally, corals are a source of livelihood and sustenance to some of the poorest populations in the world.

Presently, Royal Caribbean International’s *Allure of the Seas* and *Adventure of the Seas* and Celebrity Cruises’ *Celebrity Equinox* are providing real-time data to scientists as part of OceanScope and data collected by the RSMAS labs on our ships have been cited in over 200 academic publications worldwide.
UPDATE ON DONSOL

Donsol, Philippines is where our partnership with WWF was launched two years ago and it remains a special part of our partnership. We continue to support the region through conservation projects, education and helping the municipal government in expand its sustainable tourism offerings.

Through our support, WWF trained teachers and student leaders in an environmental education school curriculum in Donsol’s 47 public elementary schools and is now expanding that program.

In the past year, WWF has conducted research to ascertain whether Donsol has potential to become a birdwatching destination. A recent survey found 51 species of birds in the municipality – and strong potential for Donsol to bolster its local economy while helping conserve the local habitat.

WWF is also implementing conservation projects in Donsol, focusing on the area’s water quality and the whale shark, an iconic species indigenous to the area. WWF recently conducted research into the availability of plankton, a key source of food for the whale shark. The project identified 89 species of plankton in 2017, and will continue to survey in subsequent years to determine whether there is enough available food for the whale shark.

CONSERVATION

Keeping the Galápagos wild

Most of our guests share our passion for protecting the environment. Some of the most passionate are guests who cruise through one of the most unique and scientifically important areas on earth— the Galápagos Islands.

Our water and land excursions at the archipelago are led by Galápagos National Park naturalists, who inspire guests to fully immerse themselves in the Galápagos ecosystem and partake in its restoration.

Since 2014, we have encouraged guests aboard Celebrity Xpedition to plant trees in support of the Scalescia reforestation effort. The native trees’ ongoing deforestation has rippling effects on the wildlife that relies on the trees for survival. Guests were eager to participate, with 90% of them taking part in the project. More than 30,000 trees have been planted in collaboration with the Galápagos National Park, well exceeding our goal of 5,000 trees.

After marveling at the raw beauty of the islands, guests often feel compelled to continue helping the conservation efforts. While onboard, we provide the opportunity to make donations to the Galápagos Fund, which we manage in partnership with the Virginia-based Galápagos Conservancy.

EDUCATION FOR NATURE – STUDY IN THE GALÁPAGOS

This past year, we announced our support for conservation training and education in one of the world’s most ecologically rich sites – the Galápagos.

Through WWF’s Russell E. Train Education for Nature Program (EFN), we are providing financial support to two home-grown conservation leaders that will help address conservation challenges in the Galápagos. EFN supports conservationists to pursue graduate studies, attend short-term training courses, and train local communities. EFN is currently accepting fellowship applications and aims to have selected fellows by summer of 2018.

UPDATE ON DONSOL
Committing to combat wildlife trafficking

It takes a village, the old proverb says, and in the case of wildlife trafficking, it takes a global village. On March 3, 2016, World Wildlife Day, Royal Caribbean Cruises Ltd. (RCL) joined 16 other companies and the U.S. Wildlife Trafficking Alliance (USWTA) to crack down on wildlife trafficking and educate consumers on the dangers trafficking poses to animals around the world.

The illegal wildlife trade not only threatens the survival of many species in the wild but generates approximately $10 billion per year in illegal profits for sophisticated criminal syndicates that are masterminding the killing, transport and marketing of illegal wildlife products.

As a travel and hospitality company we are joining the cause by building awareness of wildlife crime and influencing buying behavior through the education of our 60,000+ crew members and upwards of 5 million travelers annually. We also are working to identify and eliminate any indirect sale of products and souvenirs made from illegal wildlife products, through our onboard shopping vendors and suppliers.

Our impact around the world

In addition to our ambitious sustainability targets we are working together with WWF to identify project grants where our funds can make an impact on ocean conservation work around the globe.

SHARKS & RAYS GUIDE

Stemming from our partnership's commitment to sustainable tourism, we supported the development of the world's first-ever guidelines for shark and ray tourism. These guidelines offer a roadmap to tourism operators and coastal communities to protect local livelihoods and help conserve shark and ray species by utilizing sustainable tourism strategies.

In the past year, WWF has worked to share these best practices across critical shark and ray ecosystems in the Caribbean, Coral Triangle, and the South Pacific. Alongside our partner, Project AWARE, we have shared the guidelines in workshops at a dive industry expo event in Orlando, Florida, at a tourism policy development forum in Papa New Guinea, and conducted outreach to tourism operators in Fiji. Thanks to our efforts, Papa New Guinea and Fiji are incorporating the guide recommendations into their national dive operations policies. This guide will be particularly impactful in Fiji’s waters, as they are the home to the highest concentration of shark and ray attractions in the South Pacific.
Operating Seastainably

We have an opportunity to make choices that can extend the life cycles of products and support sustainably sourced products to achieve a circular economy.
Reducing our plastic consumption

Healthy oceans are vital to the success of our company, and we understand our responsibility to protect the seas. In 2017, we began implementing an "on request" straws program onboard our ships and developed a task force to identify ways to minimize—and if possible, eliminate—the use of plastics onboard our ships.

Our newest ship, *Symphony of the Seas*’ features the latest steps in our drive to become plastic free—no plastic straws, stirrers or picks are used onboard. Plastic stirrers and picks are being replaced with FSC-certified bamboo and straws will be replaced with on request paper straws. *Symphony* is the first ship to implement this next step in our plastic reduction initiative and will soon by followed by the rest of the fleet.

Sustainable seafood on every plate

While oceans are home to at least a million plant and animal species, it is estimated that approximately 90 percent of the world’s fisheries have been pushed to or beyond their limits. The use of unsustainable fishing methods and overfishing of our current resources have primarily contributed to the decline of global fisheries. Pollution, poorly planned development, and the effects of climate change have also contributed to the degradation of the underwater environment.

THAT’S WHY IN 2017 WE EMBARKED ON A PATH TOWARDS SOURCING MORE SUSTAINABLE SEAFOOD.

The goal is ambitious and a first for our industry, but it will ultimately allow our guests to join us in supporting making responsible seafood dining choices. To make that choice more accessible for our guests, our aim is to source 90% of wild-caught seafood from Marine Stewardship Council (MSC)-certified fisheries, and 75% of farmed seafood from Aquaculture Stewardship Council (ASC)-certified farms in North America and Europe. Additionally, we will achieve MSC and ASC chain of custody certification for our global fleet, affirming that both wild-caught and farmed seafood all the way back to a sustainable fishery or responsible farm are traceable.

Our challenge will be the ability to source enough certified MSC or ASC product in specific regions. As a global company, we need to source product and find distribution channels within every region, and a concern will be sourcing in places that are behind, in terms of sustainability. It’s not an easy road, but RCL wants to do the right thing for our customers and support organizations working to conserve the long-term viability of global fish stocks.
Fishery improvement projects

Off the coasts of Peru and Ecuador lie some of the world’s most productive and vital fisheries, yet warming oceans and dwindling stocks are putting this critical source of nutrition and jobs at risk. That’s why we joined with WWF and a growing number of seafood buyers, retailers, and other businesses to advance more sustainable practices that can ensure a future for the region’s mahi-mahi fisheries.

**FOR THE THOUSANDS OF ARTISANAL FISHERS AND THEIR COMMUNITIES, MAHI-MAHI IS THEIR LIVELIHOOD.**

Through a multi-stakeholder approach to fishery improvement projects or FIPs, fisheries are implementing changes that will enable them to meet the MSC standard. Since implementation, the FIPs have achieved many successes, including the establishment of a closed fishing season to allow juveniles to mature and reproduce; the adoption of national fishery management plans; the adoption of gear that limits sea turtle bycatch; use of logbooks to better monitor fish stocks; and the first-ever preliminary regional stock assessment for mahi-mahi in the eastern Pacific Ocean, which is especially critical for managing the highly migratory stocks across international borders.

By engaging fishers and farmers in strengthening their practices, we are not just increasing the number of certified sources for our supply chain, but also boosting the overall supply of sustainably and responsibly produced seafood.

Supporting a **circular economy**

We are developing and implementing improved sustainable and humane sourcing practices for key food commodities onboard our ships. We are well underway with our 2020 sustainable seafood goal and working towards sourcing cage-free eggs and pork from gestation crate-free producers by 2022. We have also recently committed to sourcing 100% of whole broiler chicken from GAP-certified sources by 2024 in the U.S. and Canada and requiring these chickens be processed in a manner that utilizes a pre-shackle, multi-step controlled atmosphere processing style.

In 2016, we analyzed key food commodity categories to identify and prioritize commodities with the highest environmental impact. Then in 2017, we selected three products – coffee, tea, and sugar – to develop strategies to improve sustainable sourcing practices of each commodity by 2020.
CASCADING MATERIAL VISIONS

Sourcing sustainably doesn’t end with food. In 2017, we signed on to World Wildlife Fund’s Cascading Materials Vision, becoming part of a collection of more than 15 brands and organizations who envision a more efficient global system for the reuse of materials. Today, 8 million metric tons of plastic enter the ocean each year because of inadequate waste management systems, causing irreversible harm to our ocean habitats. The Cascading Materials Vision provides us the opportunity to commit to implementing better materials management that is grounded in science and has a far-reaching scope beyond the company’s practices. Together, through innovative collaborations, we can protect the future wealth our planet’s natural resources.

SOURCING LOCALLY A WIN-WIN INITIATIVE

Whether it is pineapples or towels, all our products must go through RCL’s Supply Chain before ending up on an RCL cruise ship. Over the last 10 years, RCL’s partnerships with countries in the Caribbean have increased, and our relationship with suppliers has grown stronger.

By purchasing local products, RCL supports its destinations’ local economies, obtains fresher, better-quality products and reduces its carbon footprint. The Supply Chain team continuously looks for opportunities to source local products and—having identified each country’s agricultural strengths—incentivizes suppliers to improve their products and works with them to achieve mutually beneficial business plans.

The Supply Chain team has also been working to increase local sourcing of food and beverage items in various countries in the Caribbean and Latin America. For example, when we initially partnered with Puerto Rico, we were only purchasing fresh produce from the island. Today, we have worked with Puerto Rico’s Ministry of Tourism to extend the number of food categories to fresh produce, soda, water, and groceries.

We are focused on procuring products and services from suppliers that share their commitment to quality, safety, innovation, sustainability and customer satisfaction. In line with this effort, the team has developed a Supplier Registration Portal through which suppliers can apply to do business with RCL. The portal allows suppliers to learn more about RCL’s business practices, and enable those interested in doing business with RCL to pre-qualify for that opportunity. All suppliers must meet RCL’s Supplier Guiding Principles, which entails their commitment to fair labor practices, ethical business conduct, and environmental protection.

To ensure potential suppliers’ products are on par with RCL’s standards and those of their source country, the team travels to the suppliers’ fields or facilities to examine the products for size, traceability, and quality. Then, RCL works with the local governments within each country to develop a plan for the suppliers that allows RCL to monitor transactions.

COMPLYING WITH INTERNATIONAL REGULATIONS

MARPOL regulations require the worldwide limitations on fuel’s sulfur content to reduce to .5% by 2020. Additionally, all ships built after March 2016 must meet an Energy Efficiency Design Index (EEDI).

MARPOL regulations also establish Emission Control Areas, which place stringent limitations on sulfur and nitrogen oxide emissions in the Baltic Sea, North Sea, North American coast and the waters surrounding Puerto Rico and the U.S. Virgin Islands. In 2015, the fuel sulfur limit on the the above mentioned ECAs was set at 0.1%.

Our journey toward the deployment of AEP systems has been a long and thoughtful one. As we reach this milestone, we take with us the knowledge and experiences and look to channel them into meeting the shifting emissions regulations including the recently passed IMO agreement to cut emissions generated by shipping by 50% below 2008 levels by 2050.
Exceeding national averages

The average person in the United States uses about 100 gallons of water per day. On our ships, we have reduced that average to 53 gallons of water per person per day in 2017. Additional water-saving initiatives include:

- Installing new ice makers that use 65% less water than previous machines
- Purchasing sink aerators and low-flow showerheads in crew and guest staterooms
- Using water-reduction technology in kitchens and laundry facilities, including reduced-flow dishwashers, sink aerators and low-consumption laundry equipment
- Re-using clean condensate water from ships’ air conditioning units in laundry areas

Onboard, fresh water is used for drinking, showers, sinks, toilets, galleys, pools and spas and is obtained in one of two ways: Producing it onboard through steam desalination or reverse osmosis; or by acquiring it from local sources, also known as bunkering.

IN 2017, WE PRODUCED 2% MORE FRESHWATER ONBOARD

Download the Fresh Water, Waste Water and Effluent Fact Sheet
If it can be recycled, it will

WE NEVER RELEASE ANY UNTREATED WASTE INTO THE OCEAN. IT DOES NOT HAPPEN. THAT’S BECAUSE WE INVEST A LOT OF TIME AND MONEY INTO TECHNOLOGIES THAT TREAT OUR WASTEWATER AND SOLID WASTE.

We believe that solid waste shouldn’t go into the oceans or landfills. Using the tried-and-true “Reduce-Reuse-Recycle” model, we’ve been able to reduce the average waste-to-landfill per available passenger to eight ounces per day—far less than the average U.S. waste per person per day of 2.8 pounds.

How did we get there? First, we aim to reduce waste whenever possible. We work with our suppliers to reduce packaging materials and use more sustainable resources. Next, we re-use materials—participating in container return programs and establishing a donation database for our fleet. Finally, we recycle. All trash onboard our ships is hand sorted by our crewmembers to determine what can be recycled. Each of our ships is equipped with specially designed climate-controlled storage facilities that allow them to hold recyclables until the optimal and approved recycling time or until “Green Loading” hubs are reached.

75% of the waste landed from our ships never sees a landfill. But we didn't stop there. We’ve set a new 2020 goal to reduce waste-to-landfill by 85% per passenger per day from our 2007 baseline. This goal will get us even closer to achieving zero waste. To turn this goal into a reality and overcome infrastructure challenges in local markets, we plan to establish “Green Loading” hubs in all North American and Northern European itineraries as well as five additional markets. As part of this process, we also will be working with the hubs to obtain third-party zero waste certifications.

75% OF THE WASTE LANDED FROM OUR SHIPS NEVER SEES A LANDFILL

Download the Solid Waste and Chemical Management Fact Sheet
As with most cases, when medical emergencies arise onboard our ships it is managed by a team. That team consists of the ship’s captain, the Coast Guard, whether U.S. or of another country and the ship’s medical team.

When a medical emergency is urgent and calls for airlifting, no single person has the authority to order a medical evacuation at sea. First the onboard physician declares the medical emergency with the ship’s captain, who provides strategic information to the Coast Guard. From that point, the Coast Guard either approves the airlift based on a review of the patient’s condition or strategic factors such as weather, or denies the request.

Airlifting is generally reserved for unstable situations such as angina, heart attacks, hemorrhaging or if they have a major trauma. The priority is to stabilize the patient before being transported to a land-based medical facility as the available space inside a rescue helicopter is tight.

That procedure is carefully orchestrated in a three-part, 23-point USCG directive beginning with how to properly request helicopter assistance to preparing the patient for hoisting from ship’s deck to chopper.

Concurrently, the captain takes the ship as close to shore and a hospital as possible within the time available. Once the helicopter reaches the ship, which ideally will be maintaining an easy speed with any wind on the port bow, it approaches from behind on the port side. While medical evacuation at sea is not easy, we have a good grasp on what we can and can’t do and we have great cooperation from the Coast Guard.

**Health, safety and security**

We are committed to creating a safe and healthy environment where our guests can enjoy themselves and our employees can thrive. This commitment extends to our shoreside facilities, ships and private destinations, as well as seaport terminals and ports-of-call worldwide.

**Managing medical emergencies**

As with most cases, when medical emergencies arise onboard our ships it is managed by a team. That team consist of the ship’s captain, the Coast Guard, whether U.S. or of another country and the ship’s medical team.

When a medical emergency is urgent and calls for airlifting, no single person has the authority to order a medical evacuation at sea. First the onboard physician declares the medical emergency with the ship’s captain, who provides strategic information to the Coast Guard. From that point, the Coast Guard either approves the airlift based on a review of the patient’s condition or strategic factors such as weather, or denies the request.

Airlifting is generally reserved for unstable situations such as angina, heart attacks, hemorrhaging or if they have a major trauma. The priority is to stabilize the patient before being transported to a land-based medical facility as the available space inside a rescue helicopter is tight.

That procedure is carefully orchestrated in a three-part, 23-point USCG directive beginning with how to properly request helicopter assistance to preparing the patient for hoisting from ship’s deck to chopper.

Concurrently, the captain takes the ship as close to shore and a hospital as possible within the time available. Once the helicopter reaches the ship, which ideally will be maintaining an easy speed with any wind on the port bow, it approaches from behind on the port side. While medical evacuation at sea is not easy, we have a good grasp on what we can and can’t do and we have great cooperation from the Coast Guard.
“Wash your hands…” It’s become a catchy jingle – with crewmembers and guests alike humming it as they stroll across the decks of our ships. And while everyone loves a good jingle, this one was tasked with an important job – instilling the basics of a healthy and safe environment to our guests.

As a cruise line, the health and safety of our guests is always paramount. Gastrointestinal illnesses such as norovirus – which can thrive in a closed environment – can become a larger problem when not properly addressed. For us, that means vigorous onboard cleaning and sanitation procedures. This past year, we also introduced the catchy “Wash Your Hands” video across the fleet. The video aims to inform guests that the most effective way to prevent illness is to wash their hands. In line with that knowledge, we installed hand-washing stations near main food venues, like the Windjammer buffet.

Although current sanitation practices are effective – we’ve seen a drop in norovirus cases – we’ve begun piloting groundbreaking Electro Chemical Activation technology, which uses only food grade salt and water for sanitation. We also have ordered 350 special commercial sprayers, specially designed for cruise ships and produced by ByoPlanet International, at cost of $2 million to combat norovirus and other illnesses.

Noroviruses can linger on surfaces for an extended period of time. To combat this, entire ships are disinfected between voyages, creating a “sanitation barrier” to ensure that any norovirus particles do not carry over to the cruise ship’s next voyage. Several times a day while at sea, crew members sanitize surfaces where germs are easily spread, including door handles, handrails and elevator buttons.

If a norovirus outbreak is even suspected, more crew members are brought in to help clean the ship with electrostatic sprayers, which help sanitizer solutions adhere to common surfaces and get into harder-to-reach places on the ship. We also perform random inspections of shore excursions offering food and beverage and test our water systems 15 times more often than what is required by law.

To guide industry solutions, we actively participate in our industry’s Gastrointestinal Illness Task Force to share best practices across cruise lines and work with the U.S. Centers for Disease Control and Prevention to discuss how to combat norovirus more effectively.

It is our responsibility to take every possible step to protect our guests and employees, so we will continue to emphasize preventative measures and look at new technologies that might aid in the fight against illnesses, including hands-free bathroom doors; antimicrobial copper-alloy handrails that kill norovirus on contact; and ultraviolet light, which is known to be highly effective in killing norovirus.
Risk management
We work hard to manage potential enterprise risks – closely monitoring emerging risks related to global security, climate change and information protection.

Planning for weather
With ships all over the world, facing different weather conditions every day, it only makes sense that we would have our own chief meteorologist. This newly created role is a cruise industry first. Based at our Miami headquarters, this seasoned meteorologist works closely to help ship captains interpret forecast and to keep with ship captains—as guests and crew informed, no matter where they are.

SAFETY AND COMFORT COME FIRST
Safety-wise, we do everything in our power to never have a ship in harm's way. The beauty of a ship is that it can move—unlike luxury hotels or destinations. If a hurricane or other severe weather is forecasted, marine operations team assess when it will arrive, how severe it may be, how to maneuver the ship to avoid it—and, if necessary, whether they need to change course altogether.

THERE IS A PLAN B AND C
The team always has several options to consider. Once they feel confident in a forecast, they evaluate if the ship can get ahead of it by speeding up, slowing down—or rerouting.

We never forget that guests invested their money to spend your vacation with us, and we want to make sure we get it right—and that it’s the best it can be. No matter where a ship is headed, whether cruising the Caribbean or the coast of Australia, guests can be at ease knowing someone is monitoring the weather 24/7.

Crew injury prevention
Our Risk Management Department, which includes Claims Finance, Insurance, Crew Medical, Claims Litigation and Loss Prevention functions has allowed us to better manage health and safety issues. In alignment with our commitment to protecting the health and safety of our crew, we also continue to enhance company oversight of crew safety through our Risk Management program. We continued to expand our material handling training program to include the operation of pallet jacks and extendable boom work platforms. We also established a formal hazard assessment review program for new builds and refurbishments, which includes a review of new features and a historical review of existing features so that proper enhancements can be made to materials, installations and operations to enhance safety; and evaluated more than 100 different fleet tasks to ensure the adequacy of personal protective equipment in collaboration with RCL’s Procurement team.

Celebrating data privacy day
As part of RCL’s commitment to information security, we celebrated Data Privacy Day in support of the international effort led by the National Cyber Security Alliance to educate and raise awareness about the importance of protecting personal and company information. To coincide with Data Privacy Day, a global message was sent to all employees company-wide, serving as a reminder that we all share the responsibility to be conscientious stewards of data by respecting privacy and safeguarding information.

Download the Risk Management Fact Sheet
For the first time in its 155-year history, the Royal Institution of Naval Architects (RINA) has chosen a cruise ship as the recipient of its prestigious Maritime Safety Award. The annual award, recognizing “an individual, company or organization which has made a significant technological contribution to improving maritime safety,” was presented to Royal Caribbean Cruises Ltd. for the design and implementation of an integrated Safety Command Center (SCC) onboard Quantum of the Seas.

The SCC breaks down incident response, physically and functionally, into a collection of "pods," each with its own specialty, which can act separately or as part of an integrated response as each incident requires.

In nominating RCL for the award, professors Dracos Vassalos and Tom Allan – both RINA fellows who sit on the RCL Maritime Safety Advisory Board – said the SCC addresses a gap in the International Convention for the Safety of Life at Sea (SOLAS).

In the decades that followed its creation in 1914, SOLAS mostly addressed ship fires and their prevention, detection and extinguishing. Onboard “safety centers” came to be after the International Maritime Organization singled out the problem of an emergency distracting the ship’s master from safely navigating the ship.

But “when Safety Centers were introduced, particularly in the cruise ship industry, the whole idea seemed like an afterthought without proper analysis of the needs, proper allocation of resources and proper integration of the effort to offer seamless operation and support,” Vassalos and Allan wrote.

The SCC’s guiding principle, “Partition to understand and integrate to solve,” resulted in a design that includes:

- An Incident Pod, providing an overview of the problem and the necessary tools for fire safety, stability, HVAC, flood detection and automation as well as the necessary means to mobilize group coordinators.
- An Evacuation Pod, linking the ship’s master and staff captain to a dedicated team managing and carrying out any orders to leave the ship.
- A Communication Pod to manage the vital task of external communication with outside support services.
- A Command Pod, which can be isolated behind sliding glass doors that lead to the bridge, which allows the bridge to monitor crisis response as necessary or shut out distracting noise or activity to concentrate on navigation.

This configuration provides dedicated spaces for the various tasks that may be required by a safety incident, all funneling to a command space where the responders can gather, share damage assessments, view video evidence and drawings of affected areas and anything else required of a true incident command center from the start of the trouble until the ship returns to port.
Equipping every onboard security guard with an unobtrusive body camera was an ideal solution to a sometimes vexing problem. Still, some tweaks were needed. "For example, a lot of our security personnel are Filipino females, and they tend to be small in stature," says Jennifer Love, Royal Caribbean Cruises' security chief and senior vice president for safety, security, environment, and medical/public health. "We had to do some work on the length of the lens so we didn’t get a picture of your waist on down."

About a year ago, Love saw that security staff encounters with guests in potentially confrontational situations presented a troubling vulnerability – conflicting accounts of the interaction, particularly when guards were called to and entered a stateroom. With most of her adult life spent in the FBI, Love knew how to address it. She proposed equipping every RCL onboard security guard with a body camera to record any interaction with a guest.

Love pitched the idea RCL Chairman and CEO Richard Fain, keying on the times – they’re common – when a security guard is called to enter an occupied stateroom. "We’re going into these situations blind," she recalls telling Fain. "I told him I don’t know how many times we’re called to staterooms, but it’s a lot of what we do. And I said one of the things that I thought about was if our people had body cameras, it's a valuable tool.

"And I talked about the advantages of police departments [using body cams] and seeing that the number of allegations of police brutality claims go down, the number of cases goes down, the amounts that they pay out in lawsuits go down, and they get less complaints because people modify their behavior when they realize that they’re being recorded."

Fain was sold and Love arranged to buy the gear, making RCL the first cruiseline to do so. The security staff has since been trained and each carries a tiny body cam in their breast pocket. Love says the camera provides two-party mitigation of a contentious encounter between guard and guest, because it also records the guard’s behavior. "This is what I explain to the security guards: 'It's another tool on your tool belt, and another piece of equipment we give you to protect yourself and to protect our guests,'" Love says. She expects that RCL’s use of body cams will echo the experience of the law enforcement agencies that employ them.

Before using the cams, privacy laws were researched at each of the ports visited by RCL to assure compliance. “When we start to record people we tell them, ‘You’re about to be recorded,’” Love says. “I've looked at some of the films and it’s amazing how quickly people go from being highly agitated to not being highly agitated.” Before, some incidents were recorded as happenstance. Now they’re standard operating procedure.

Nothing is more important to us than the safety and security of our guests and crew, so we set high standards for ourselves – and on the most important subjects, we look to experts for guidance. This year, we worked with RAINN (Rape, Abuse & Incest National Network), the largest anti-sexual violence organization in the U.S., and became the first corporation certified for compliance with the new standards. RAINN’s mission is to educate the public, as well as the private sector, about prevention of rape and other forms of sexual violence. Its outreach efforts to communities, college campuses and entertainment venues educate an estimated 120 million Americans each year about sexual assault, and it spearheads national efforts to improve victim services and ensure prosecution of offenders.

RAINN’s stamp of approval for RCL followed a highly detailed inspection and analysis of onboard plans and practices by Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises. Examiners covered 10 key areas for compliance, including general prevention efforts; victim care and mental health services; medical service and supply; training of general crew, medical and security staff; hiring guidelines; physical ship security; and prospective passenger screening.

In addition to reviewing our written plans and policies, RAINN inspectors also conducted onboard staff interviews and spent about four months reviewing more than 2,000 pages of RCL policies, protocols and staff training materials for sexual assault prevention and response. Onsite inspections and audits were conducted at our headquarters and ships, and some 200 onboard interviews were conducted with crew members to ensure their full understanding and implementation of RCL policies.

Download the Security Fact Sheet
Living our code, anchored in our values

Our employees strive to do the right thing and we like to give them the tools to do so. In conjunction with our campaign "Do the Right Thing" campaign, we celebrated our first Ethics Everywhere Week to promote our Code of Business Conduct. Together with a revamped code, we updated our training modules with innovative training methods including situational storytelling and gamification and introduced our Compliance Champion Award to recognize exceptional behavior. These initiatives are further supported by new hire and ship personnel training, brown bag luncheons, an ethics survey, compliance training workshops and our newsletter Staying the Course from Ship to Shore—all which focus on each employee’s role to identify and report good faith concerns.

Third time honored speaks volumes

For the third year in a row, we were recognized by the Ethisphere Institute as one of the World’s Most Ethical Companies. We are proud to be one of only 135 businesses so honored, and the only one cited in the Leisure & Recreation category. For us it’s a simple three-word phrase: Make Good Choices. Each year, best practices evolve and so companies are on their toes to make sure their programs evolve. Our employees have a commitment to compliance, doing the right thing and integrity.

Our compliance team celebrates ethics during National Corporate Compliance and Ethics Week.

Our Global Compliance and Ethics program aims to consistently apply the principles of culture, values, leadership and innovation across our organization.
Engaging with vibrant communities

At its core, tourism depends on the beauty of the environment. Our guests want to explore and discover new cultures and locations and we want to do our part to make sure that these destinations continue to thrive. We do that by working with local governments, tourism businesses, communities, and our guests. Through this multi-stakeholder approach, we are collectively moving towards more sustainable business practices and in turn destinations.
Exploring the world **sustainably**

Ensuring the destinations we visit are viable far into the future is critical to the success of our business, as is providing tours that operated sustainably. That is why helping care for and protect the places we visit – destination stewardship – is one of the areas where we have set demanding sustainability goals to meet by 2020.

With guidance from the World Wildlife Fund we have embarked on an industry leading path towards destination stewardship in two key areas – tours and destinations.

Both paths endorse the Global Sustainable Tourism Council, the leading global sustainable standard-setting body for tourism. Sponsored by the United Nations World Tourism Organization, and backed by stakeholders worldwide, GSTC’s standard includes 40 principles and additional indicators that regard sustainability in a holistic sense, not just from an environmental perspective.

As part of our 5-year global partnership announced in 2016, we have committed to ensure 1,000 of our destination tours come from operators certified as environmentally, socially and culturally sustainable practitioners following the GSTC standard.

Prospective tour operators will be brought up to speed on our certification requirements, in part by information now included in our requests for proposals an educational aspect also is aimed at guests.

**OUR GOAL IS TO OFFER 1,000 TOURS**
PROVIDED BY OPERATORS CERTIFIED TO THE GSTC STANDARD AVAILABLE TO GUESTS BY THE END OF 2020.
TOGETHER, MORE IS POSSIBLE

Sustainable tourism is too large and complex of an issue for any one organization or government to tackle. That is why we are working alongside WWF and the German Development Cooperation (GIZ), to undertake joint destination assessments around the Mesoamerican Reef in Central America, a marine region that is rich in biodiversity. This process started with Cozumel, Mexico and will include two new destinations in the area. Through this collaboration, we hope to support cruise destinations in the Mesoamerican Reef region to improve their destination management and environmental stewardship.

Together we spoke of our lessons learned and called on other leaders to join us during a global conference organized by the United Nations World Tourism Organization (UNWTO) and others in November. We hope to mobilize others to work with us to safeguard tourism destinations for generations to come.

SUPPORTING SUSTAINABLE DESTINATIONS

Destinations can also undergo a destination assessment based on GSTC Destination standards. This multi-stakeholder approach examines how a destination maintains the area’s unique cultural and environmental heritage while protecting the local economy. Through our partnership, and in collaboration with other stakeholders, we will support the destination assessment process in two tourism destinations, as well as two of the company’s private destinations, to identify sustainability and environmental threats. Once the destination is assessed against the GSTC destination criteria, WWF, RCL, and other designated partners will work to develop action plans to mitigate these threats hand-in-hand with local governments and other stakeholders.

Together with WWF, we have started the destination assessment process in Cozumel, Mexico, alongside the local government and other stakeholders. The first step in this process was a workshop, “Towards the Sustainability of Cozumel,” which highlighted all the participants’ commitments to improve the long-term sustainability of Cozumel as a tourism destination.
GET INVOLVED VOLUNTEER EVERYWHERE

20 years ago, we hosted our first G.I.V.E. Day to give back to the communities where we live and operate. Each year employees and their friends and families, suppliers and business partners, join forces nationally and internationally to assist nonprofit and community organizations in improving the quality of lives in their communities. From G.I.V.E. For The Holidays across our fleet to initiatives like the beach clean ups, employees leave with a sense of camaraderie with colleagues and our communities.

MENTORING THE NEXT GENERATION

For over 15 years, RCL has partnered with Big Brothers Big Sisters to host monthly visits for local high school students that expose them to our work environment and mentor them about future professional options. The BBBS program is part of a larger mentoring program across the company which includes KAPOP (Kids and the Power of Work) and Posse Foundation.

Through KAPOP, team members in both our Miami and Miramar offices work with elementary school children to get them excited about learning and to help them understand the future benefits of having a good education.

In 2012, we also formed a partnership with The Posse Foundation and set up a summer internship program providing opportunities for the students to have real world work experiences along with their formal education.
Not just a destination, our community

Our connections with Haiti are strong. We have had a permanent home in the North part of the country since 1988, and we are working together with organizations such as the Pan American Development Foundation (PADF) to promote greater development and infrastructure for the region. The most recent initiative – a sanitation project - ensures the 6,000 residents of Labadie Village have access to clean water and other basic services through an upgraded water reservoir, a refurbished clean water kiosk and a new water catchment system.

By protecting the water supply and improving the area’s infrastructure, the sanitation project has reduced the risk of community-based disease outbreaks. Additionally, the project installed solar water pumps, repaired water storage tanks, cleaned water collection receptacles to reduce the risk of contamination and planted more than 8,000 trees to protect the local watershed.

The construction of several facilities including community showers, a fish breeding pond and dozens of laundry stations also has served to ease residents’ lives and make them more resistant to potential health threats.

THE IMPORTANCE OF EDUCATION

In response to the 2010 earthquake in Haiti, and in addition to disaster relief efforts, Royal Caribbean funded the building of a school complex near the private destination Labadee. L’Ecole Nouvelle serves approximately 350 Haitian children a year from pre-kindergarten through 9th grade through a curriculum developed in keeping with Haitian government requirements.

The energy-efficient 6,500-square foot school complex was built using fiber composite panels that can sustain hurricane winds and resist earthquake conditions with materials transported from Miami via cruise ship. Students attending the school hail from the surrounding villages and receive transportation, health insurance and meals once enrolled. To date, the school’s children excel in Haitian national testing.

EMployee-led commitments

As a sailor, Environmental Officer Peter Roy knew that there were used sails from sailboats across the Caribbean that were often replaced following the season or a regatta. With regular calls to Labadee, Haiti, Royal Caribbean’s private destination on the north coast of Haiti, Roy also was aware that the picturesque fishing boats used by locals for their daily catch ran on pieced together sails.

It occurred to Roy that he and Royal Caribbean International’s Harmony of the Seas had an opportunity to transport gently-used sails from Harmony’s port of calls in Fort Lauderdale, St. Thomas and St. Maarten to fishermen on the north coast of Haiti. After coordinating with local yacht clubs, the program began late in 2016 and now runs year-round.

25 NUMBER OF SAILS DONATED & 200+ PALLETS OF SUPPLIES CARRIED BY ROYAL CARIBBEAN SHIPS
What good neighbors do

Employees who experience natural disasters and personal crises may receive relief and assistance through the Royal Caribbean Crew and Employee Disaster Relief Fund administered by The Miami Foundation. 2017 was an unprecedented hurricane season with many of our island neighbors being impacted, and even our corporate headquarters in Miami, FL.

When Hurricane Harvey savaged coastal Texas, closely followed by Irma’s fury in Florida and Maria’s devastation of Puerto Rico, the U.S. Virgin Islands and other Caribbean habitations, there was a quick, collective decision by RCL to take humanitarian action.

We have a strong sense of responsibility to our employees, their friends and families, our guests and the affected communities, and so four ships were committed to carry relief supplies and serve as a means of evacuation.

With Irma menacing our corporate headquarters we offered our employees, their families, and even pets, passage on Enchantment of the Seas, carrying coworkers safely out of the storm’s path. Before the storm hit we also prepped our employees with cases of bottled water and arranged for a gas truck to be available on campus for employees to fill up their tanks. Following the storm office gym’s showers and cafeterias were opened up for employees and families still without power.

Then Maria came on, leaving the U.S. Virgin Islands and Puerto Rico – which had been a temporary haven for evacuees from Irma – devastated.

In total, we evacuated 5,507 people, 102 dogs, 20 cats, three birds, a hamster and a guinea pig; and delivered 30,637 gallons of water, four tons of ice, 25 pallets of medical supplies, 9,355 gallons of milk, 13,050 pounds of animal supplies (including hay for livestock), 110,500 garbage bags, 4,200 rolls of toilet paper, 30,504 batteries and 450 generators, and matched cash donations up to a $1 million.

WE EVACUATED 5,507 PEOPLE
DELIVERED 30,637 GALLONS OF WATER
AND MATCHED CASH DONATIONS UP TO $1 MILLION

WATCH THE VIDEO

MAGEN’S BAY

By the time two Category 5 hurricanes – Irma and then Maria – got done with St. Thomas in the U.S. Virgin Islands, one of the world’s most beautiful beaches was devastated and defaced. After seeing the damage first hand we decided to take action to restore the 500-yard long beach.

We regraded the entire beach, supplied refrigeration and grilling equipment, replaced all signage and seven lifeguard stands, and brought hundreds of mature trees to the island in nearly 20 shipping containers.

To finish off, a unique artwork was commissioned. Residents from all over St. Thomas were hired to collect colorful pieces of lumber from ruined structures and bring them to Magen’s Bay. There they were assembled into a memorial to the storms’ devastation and the people who rose above it.
Who we are

Great vacations begin with great employees. Each day, our employees from all around the world go above and beyond to deliver exceptional vacations to our guests. Our leadership team, with oversight from our Board of Directors, strives to maintain a work environment that reinforces collaboration, motivation and innovation, and believes that a strong employee-focused culture is essential to a good business.
WHO WE ARE

Leading by example

City Year, United Way, Toys for the Poor ... the list goes on and covers a wide array of non-profit organizations where RCL senior leadership participate in community engagement. The philanthropy is one aspect of the senior management culture at Royal Caribbean where each vice president and above serve on a board of their choice in the community where they live.

Upwards of 60 members are actively involved in a variety of functions, serving as fundraisers, providing counsel, mentoring and acting as advisory roles at local universities.

For example, Jennifer Love, SVP of Public Health, Safety and Security, serves on the board of United Way of Miami and has attended a United Way women's forum to share her story of challenges and successes as a female executive. Celebrity Cruises' President CEO, Lisa Lutoff-Perlo serves on the board of Best Buddies International and championed the hiring of a Best Buddy in our Miami headquarters.

The results are a senior management team that understands the needs and strengths in our local communities. Understanding those needs at a granular level provides perspective for future opportunities and strategic planning while at the same time positioning ourselves as an agent of change in the community.

10 years of guidance

For more than 10 years RCL's Maritime Advisory Board has contributed advice, knowledge and expertise from its members to our corporate leadership. From a design idea’s inception through to its development, the Maritime Advisory Board offers independent perspectives backed by decades of best-in-class experience that help us cultivate leading policies, practices and products.

Members of the board are selected by a steering committee and bring with them a broad range of maritime experience from organizations such as the U.S. Coast Guard and the U.S. Air Force. To help us remain progressive in our practices, they regularly meet with RCL's marine safety leadership team, provide advice on technical and operational safety plans and help us assess new safety, security, environment and operational technologies and strategies.

COLLABORATING THROUGH INDUSTRY ORGANIZATIONS

RCL is an active member of the Cruise Lines International Association (CLIA) and its associations representing North and South America, Europe, Asia and Australia. Our participation with CLIA spans nearly every aspect of our business, and in recent years, we have worked with CLIA and other partners to develop and enhance industry standards for important topics including anti-corruption, public health, environmental stewardship, security, maritime safety and cyber security.

Download the Our Team Fact Sheet
Diversity and inclusion

Diversity at RCL can be seen among its 73,000 employees, encompassing 126 nationalities. It comes to life through programs like employee resource groups, autism-friendly cruising and empowering women on maritime career paths.

TOP MARKS IN 2017

After scoring a perfect 100 on the Human Rights Campaign’s 2018 Corporate Equality Index, RCL was named a “Best Place to Work for LGBTQ Equality.” This came through focused efforts and the development of a global non-discrimination policy that specifically prohibits discrimination on the basis of sexual orientation and gender identify. RCL has gone from being a company with the right instincts and motivations to a place where we are in the forefront of how to construct and sustain workplace environments that are open and tolerant to all.

EMPOWERING WOMEN IN A MALE DOMINATED INDUSTRY

The maritime world has always been male-driven – in fact, there was a time having a woman onboard ranked at the top of a long list of sailors’ superstitions. That’s since changed. We named the cruise industry’s first female captain – Karin Stahre-Janson of Sweden, in 2007 – and now our Celebrity Cruises brand is taking it further, with a goal to raise the ratio of women to men on their ships’ bridges to 1:1.

Celebrity is not just focused on gender equality, but also overall diversity, and has focused on an often-neglected source: Africa. The brand recently partnered with Regional Maritime University (RMU) in Accra, Ghana to train cadets.

Employee resource groups

In 2017 we looked to jump-start inclusion, to ensure a workplace where employees can be themselves, be appreciated for their differences and know they are woven into their company’s colorful cultural tapestry.

And so Employee Resource Groups were born. These seed groups were chosen to show the way for other ERGs, which work best when they arise from employees themselves. Already we have seen new groups form including “50 and Fabulous,” and “Solo Parents” is now operating in Manila.

We’re now up to 1,300 members. ERGs hold monthly meetings and have access to leadership, who mentor each group. And it offers other benefits for the company. Internally groups collaborate to improve operations, such as the Casino Group working with YoPro to attract more Millennials to the slots and tables. For all, the prize is an increasingly engaged collection of highly diverse employees more securely woven into the RCL tapestry.
JUST LIKE EVERYBODY ELSE

We believe that people with disabilities deserve to enjoy life— in particular, vacations—just like everybody else. We constantly work to address day-to-day challenges on ships and look for new areas to improve. In 2017 we were named one of the “Best Places to Work for Disability Inclusion” by the U.S. Business Leadership Network and the American Association of People with Disabilities after scoring 80 percent on the groups’ two-year-old Disability Equality Index.

Some efforts are as simple as thinking about beach sand and seeing the simple enhancement of putting down mats so wheelchairs don’t bog down. Others are finding reliable ways to make such signature onboard adventures as the iFly skydiving simulator and FlowRider’s surfing experience accessible to those with disabilities. Even onboard rock-climbing walls get the accessibility treatment. Food allergies also are given a lot of serious attention so they can be accommodated with foresight and planning.

AUTISM FRIENDLY CRUISING

To ensure that guests with autism could fully enjoy their time onboard, we became the first in the hospitality industry to offer complimentary on-demand access to exclusive content from the The Autism Channel. As a result, we were honored in 2017 with the Disability Matters Marketplace Award by Springboard Consulting.

Available on all Quantum, Oasis, Freedom, Voyager and Radiance class ships, The Autism Channel provides educational and entertainment programming ranging from a look inside the daily lives of families with children on the autism spectrum, to interviews with medical and legal professionals.

To help families with autism prepare for their cruise vacation, a Cruising Social Story booklet describing social interactions and situations is available online. Additionally, RCL offers priority check-in, boarding and departure for guests with autism, as well as special dietary accommodations and autism-friendly activities, including autism-friendly film screenings and our autism-friendly toy lending program.
Life’s precious moments
We wouldn’t want employees to miss life’s precious moments. With our new Paternity Leave benefit, new fathers can take up to 10 days of paid leave to bundle up with their new family member. While a baby’s first few days are fleeting, other life events are long-lasting and require extensive planning. Such is the case with retirement. With our Profit Sharing retirement plan, we help employees save for the future, allowing them to enjoy the present.

Giving back counts
Giving is fulfilling, and we feel responsible for encouraging employees to help people in need and preserve the environment. Our new Volunteer Time Off benefit allows all U.S. land-based employees to volunteer one work day a year to a non-profit organization and help improve our communities.

Achieving goals
Our employees’ goals are as important to us as they are to them. For employees busy hitting the books, we doubled yearly Tuition Reimbursement for undergraduate studies and more than tripled it for employees working on their Master’s or Ph.D. For those looking to adopt, life also got easier. Aside from the $2,500 in Adoption Assistance, we added 10 days of paid leave to help employees settle in with their child and begin building a lifelong bond. Got personal finance goals? Our Stock Purchase Plan benefit invites employees with at least one year of service to become shareholders at a 15% discount off the market value.

Unexpected moments
When life throws curveballs, we want our employees to have the freedom and resources to resolve personal matters in a healthy way. That is why we expanded our Bereavement Policy from three to five days, so employees can spend more time with family and friends when suffering a loss.

Staying healthy
With a robust selection of plans, our health benefits give employees and their families the ability to be prepared in case of an emergency. Employees, along with their spouse and dependents, also have access to an on-site clinic, where they can stop by to see a doctor or get an annual physical. To further ensure the preparedness of employees, we offer Life AD&D Insurance and Legal Insurance.

Simplifying errands
We want to make sure our employees’ lives are running as smoothly as our operations, but we know that menial day-to-day tasks can sometimes become unnecessary sources of stress. To alleviate that stress, employees have the opportunity to have fresh, organic fruits and vegetables delivered right to the office. No need to go to the grocery store. They can also take advantage of our On-Site Car Wash and have their car cleaned inside and out while they work. Our On-Site Gym and On-Site Spa also provide great channels for stress relief, but, if employees need a vacation or a night out on the town, they don’t have to pay full price with our Vendor Discounts.

Round It Out More
Our expanded employee benefits program seeks to improve our employees' lives in and out of the workplace. After all, happy employees yield better vacations for our guests.
11 thousand strong

Filipinos represent our largest demographic of employees – 11,000 strong, across all of our brands – and that number is expected to nearly triple in the coming years as new ships join our fleet.

At sea, employees are on the front lines of our company and play a key role in the memories our guests take with them for years to come. Providing a seamless hiring experience for them is very important to us, so we joined forces with long-time partner Philippine Transmarine Carriers to design a new office aimed at improving the overall experience for our At Sea employees. The state-of-the-art facility can be found at the centrally-located Mall of Asia, in Manila. It focuses on enhancing Filipinos’ skills and careers and will offer training, continuing education and personal and professional development programs. It was also important to us that our At Sea employees enjoy every bit of vacation time with their families, so we streamlined the experience with a more efficient recruitment and hiring process that includes faster processing of documents and a personalized candidate experience. We are now beginning to replicate this concept in other regions that have a concentration of At Sea employees, such as India and Indonesia.
Addressing climate change head on

Our company generates a significant amount of emissions from our operations. Naturally, reducing our greenhouse gas emissions, and other air pollutants, becomes a critical part of our approach to addressing climate change.
CLIMATE CHANGE

We are still in good company
The health of our planet is dependent upon the health of our oceans. Climate change continues to wreak havoc on ocean habitats. Moving the needle on climate change can’t be done by one company alone. In 2017, we took a step to drive collective action on climate change by joining We Are Still In, a coalition of companies, cities, states and universities who reaffirmed their commitment to uphold the 2016 Paris Agreement. By working together, and through encouraging and mentoring industry peers, we look forward to setting, achieving and surpassing our emissions reduction targets and putting our oceans and our planet in a position to thrive for years to come.

Seastainability at RCL
Cruise ships are cleaner than ever before and improving with each new class of ships. At Royal Caribbean, reducing energy consumption and emission of greenhouse gases and other air pollutants is a critical part of our environmental stewardship strategy. Our approach includes initiatives in both the marine and hotel operations of our business.

SYMPHONY OF THE SEAS IS 25% MORE EFFICIENT THAN HER SISTER SHIP BUILT EIGHT YEARS AGO

MARINE INITIATIVES INCLUDE
innovative programs such as advanced emissions purification systems, which remove approximately 98% of sulfur dioxide emissions, air lubrication systems; and, soon, the use of liquid natural gas.

HOTEL INITIATIVES INCLUDE
programs such as the use of energy-efficient equipment in galleys, replacement of incandescent bulbs with fluorescent and LED lighting, and the introduction of fuel cells.

ROYAL CARIBBEAN ALSO HAS COMMITTED TO A 35% REDUCTION IN GREENHOUSE GAS EMISSIONS BY 2020 AS PART OF A FIVE-YEAR PARTNERSHIP WITH WORLD WILDLIFE FUND.
Goals based on science

One of the main contributors to our carbon footprint is propulsion. It’s about 60% of the energy we consume. Guided by our partner, World Wildlife Fund (WWF), we set our 2020 goal to reduce our greenhouse gas emissions by 35 percent.

But before we could set that target, we had to do something never before done in the cruise industry - establish a public methodology for reducing emissions. The method measures the number of guests and the distance we carry them to calculate carbon emissions, rather than the number of guests and days sailed as was traditionally done.

Reducing our carbon footprint is embedded in our operations, from small tasks like swapping incandescent bulbs with LED ones to complex ones like our Advanced Emission Purification Systems, we continue to explore traditional and creative ways to reduce our operational needs.

BLANKETS OF BUBBLES
DECREASE FRICTION BETWEEN HULL AND WATER TO OFFER NET FUEL SAVINGS
UP TO 4%

OUR GREENHOUSE GAS EMISSIONS
4,234,268 TONNES

OVER 25 YEARS AGO
WE COMMITTED TO
SAVE THE WAVES,
A COMPANY-WIDE PHILOSOPHY
ANCHORED IN OUR DRIVE FOR CONTINUOUS IMPROVEMENT THAT EMBODIES OUR SUSTAINABILITY EFFORTS.
Emissions abatement technology

In addition to focusing on energy reduction and efficiencies, we believe that it is essential to evaluate and invest in alternative abatement technologies for fossil fuel exhaust emission. Since 2014 we have invested in Advanced Emission Purifications (AEP) systems across our fleet. These systems help us improve air quality. Their multi-stream exhaust gas cleaning systems are designed to treat exhaust gases created by the ship’s generators. They spray exhaust with a fine water mist within the ships funnel/stacks. As the water mist combines with the sulfur dioxide in the exhaust, it causes a chemical reaction and removes the sulfur while producing a clean white plume.

AEPS REMOVE APPROXIMATELY 98% OF SULFUR DIOXIDES, 40-60% OF TOTAL PARTICULATE MATTER AND UP TO 12% OF NITROGEN OXIDES.
Solving energy challenges with technology

There's an app for that, or in our case, a highly sophisticated software system seven years in the making. This industry-first energy management software identifies our ship's optimal balance, speed, and route and even suggests how many engines ships should use — and at what times and settings — to achieve top fuel efficiency.

A trillion measurement points allow our newly formed Fleet Optimization group to mastermind, minute-by-minute, the most efficient fuel operation possible among our 40+ ships. Visible across tablets, smartphones, and monitors across our office walls, the measurement points allow the team to respond with one of three actionable signals: "Green" for peak efficiency, "Yellow" for needs attention and "Red" for immediate correction.

Apart from speed and route, the team, who worked with Finland start-up Eniram to pilot the software, also took into account weather forecasts, currents and the real-time operating characteristics of other vessels in the area. The software's real-time data displays on the bridge of each ship and at our shoreside office. Continually adding other energy data points such as galleys, deck facilities and staterooms is further helping us refine the software into a holistic tool for energy efficiency.

A TRILLION POINTS OF MEASUREMENT HELP REDUCE FUEL USAGE

REDUCING COOLING ENERGY BY 25%

In the hospitality industry guest comfort is always top of mind. One of those comforts, maintaining the perfect ambient temperature is also one of our largest energy consumers. Our engineers are on a constant quest to identify efficiencies and innovations to reduce our costs and carbon footprint. Since 2013, we have been able to customize and create a "smart" HVAC (heating, ventilation and air conditioning) system to reduce our cooling by a quarter.

Download the Energy and Air Emissions Fact Sheet
Reporting

About this report

This year we have organized our report into seven main sections and evolved it into a dynamic web platform that best conveys our approach to sustainability. The six main sections – Seastainability, Conservation, Operations, Community, Who We Are and Climate Change – highlight our most compelling stories that exemplify our drive to innovate and think beyond the here and now. Each of these sections is supported with in-depth background information. The last section is organized by the Global Reporting Initiative (GRI) G4 Index and includes additional information on our most significant achievements and challenges in 2017, with many links to more information on our corporate site. While the format for this report has evolved, the scope, boundary and measurement methods used in this report have not changed from 2013.

We are committed to reporting our ongoing progress online and invite you to visit www.RCLCorporate.com periodically for updates.
Scope

This report represents Royal Caribbean Cruises Ltd.'s global operations as of FY 2017. Unless noted, goals and other data within the report reflect the following three brands: Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises. Our environmental performance also includes the energy emissions for Pullmantur Cruises, CDF Croisières de France and those attributable to our 50% ownership interest in TUI Cruises. This report was published in June 2018 and reflects our activities and performance for FY 2017.

*This report contains forward-looking statements, and actual results could differ materially. Past performance does not guarantee future results. Risk factors that could affect Royal Caribbean’s results are included in our filings with the Securities and Exchange Commission, including our most recent reports on Form 10-Q and Form 10-K and earnings release.

Strategy and governance

Our vision is to generate superior returns for our shareholders by empowering and enabling our employees to deliver the best vacation experiences and enhancing the well-being of our communities. Common threads emerge in how we execute on our vision and principal operating strategies:

Above and beyond compliance

By following strict company policies and practices and using innovative technologies, we strive to conduct our business Above and Beyond Compliance with existing laws and regulations. We use management systems that meet voluntary international standards, including ISO 9001:2000 quality and ISO 14001:2004 environmental standards.

Safety, quality and environmental management

Our strict adherence to company principles is written into our comprehensive, company-wide Safety, Quality and Environmental Management system (SQM), which helps to ensure that ships follow safe, standardized and consistent operations that protect our employees, our guests and the environment.

Culture

We maintain a corporate policy that emphasizes the Safety of Life and Safety of the Ship and sustains a company-wide culture where focus on prevention of safety and security incidents is a way of life. We strive to maintain a work environment that reinforces collaboration, and believe that maintaining our vibrant and distinctive culture is critical to the growth of our business. We also strive to use natural resources efficiently and responsibly, and incorporate sustainability into design and development projects.

Commitment

Our commitment to the environment and communities extends throughout our organization, from senior management to our newest crewmembers onboard our ships. We strive to inspire our guests to share our commitment.

Continuous improvement

We implement practices and programs that promote our Company’s commitment to continuously improve. Innovation is encouraged and rewarded.

Enterprise risk management

We engage cross-functionally and across brands to manage potential enterprise risks, such as global pandemics, climate change, resource scarcity and data privacy breaches.

To deliver this we must manage and balance a series of economic, environmental and social considerations in the decisions we make and how we operate every day.
Our methodology

In order to identify the most important corporate responsibility issues that should be discussed in our reporting, we identified key stakeholders and a set of more than 40 topics to evaluate across the following categories: Economic, Environmental, Labor Practices, Human Rights, Society and Product Responsibility.

We then conducted an internal assessment where, together with company leadership, we considered the degree of both our actual and potential economic, social and environmental impacts; in addition to the level of stakeholder concern for the topics identified. Additionally, we engaged with external stakeholders to validate the preliminary findings from our internal assessments. This included surveying sample groups of our guests and employees; and conducting stakeholder interviews with non-governmental organizations, industry peers, suppliers and representatives from our destination communities. Based on the findings of the sustainability materiality matrix, we have structured the report to include disclosures on our management approach for topics of at least medium impact or concern.

Sustainability Materiality Matrix: The following matrix serves as the foundation from which the report’s content has been developed and provides a structure from which we can continue to expand upon our commitments to sustainability and sound stewardship.

This Sustainability Materiality Matrix maps the issues that are most important for sustainability management and reporting based on the deemed level of concern to our stakeholders and the degree of RCL’s environmental, social and economic impacts.
Stakeholder engagement

At RCL, we serve a varied group of stakeholders, which include shareholders, guests, employees, suppliers, destination communities, policy makers, shoreside communities, travel agents, industry associations, non-governmental organizations and research institutions.

We prioritize and engage with our stakeholders in consideration of our respective economic, environmental and social impacts and dependencies. We utilize a variety of mechanisms to solicit feedback and respond to key topics and concerns from our stakeholders:
REPORTING

2015-2017 Performance Tables

ECONOMIC

Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues (in millions)</td>
<td>$8,778.0</td>
<td>$8,496.4</td>
<td>$8,299.0</td>
</tr>
<tr>
<td>Cruise Operating Expenses (in millions)</td>
<td>$4,896.58</td>
<td>$5,015.5</td>
<td>$5,099.3</td>
</tr>
</tbody>
</table>

ENVIRONMENTAL

Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse gas emissions (metric tonnes CO2e)¹</td>
<td>4,234,770</td>
<td>4,465,268</td>
<td>4,456,912</td>
</tr>
<tr>
<td>Scope 1</td>
<td>4,225,453</td>
<td>4,465,268</td>
<td>4,446,098</td>
</tr>
<tr>
<td>Scope 2</td>
<td>9,317</td>
<td>10,270</td>
<td>10,813</td>
</tr>
<tr>
<td>Emissions intensity in Tons of CO2e per 1,000 available cabin days</td>
<td>114.7</td>
<td>117.9</td>
<td>121.3</td>
</tr>
<tr>
<td>Emissions intensity in kilograms of CO2e per ALB-km</td>
<td>0.232</td>
<td>0.235</td>
<td></td>
</tr>
<tr>
<td>Energy consumption (megawatt hours)</td>
<td>6,093,161</td>
<td>6,516,015</td>
<td>6,511,654</td>
</tr>
<tr>
<td>Energy intensity per available cruise passenger day</td>
<td>0.165</td>
<td>0.177</td>
<td>0.187</td>
</tr>
<tr>
<td>Total SOx emissions (metric tonnes)</td>
<td>54,027</td>
<td>57,130</td>
<td>58,186</td>
</tr>
<tr>
<td>Total NOx emissions (metric tonnes)</td>
<td>60,059</td>
<td>63,277</td>
<td>64,123</td>
</tr>
<tr>
<td>Total Particulate Matter emissions (metric tonnes)</td>
<td>6,650</td>
<td>7,035</td>
<td>7,169</td>
</tr>
<tr>
<td>Solid waste-to-landfill (pounds per available cruise passenger day)⁴</td>
<td>0.37</td>
<td>0.40</td>
<td>0.46</td>
</tr>
<tr>
<td>Total waste recycled (pounds in millions)</td>
<td>40.3</td>
<td>37.42</td>
<td>31.5</td>
</tr>
<tr>
<td>Effluent quality for discharged process bilge water (parts per million)</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Number of ships with Advanced Water Purification Systems</td>
<td>37</td>
<td>35</td>
<td>35</td>
</tr>
</tbody>
</table>

SOCIAL

Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Employees</td>
<td>65,682</td>
<td>73,343</td>
<td>66,174</td>
</tr>
<tr>
<td>Total Number of Supervised Workers⁵</td>
<td>9,277</td>
<td>7,808</td>
<td>14,903</td>
</tr>
<tr>
<td>Employees Working Onboard our Ships</td>
<td>59,379</td>
<td>66,828</td>
<td>60,254</td>
</tr>
<tr>
<td>Employees Working at our Corporate Offices</td>
<td>6,303</td>
<td>6,515</td>
<td>5,920</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>65,587</td>
<td>73,241</td>
<td>66,058</td>
</tr>
<tr>
<td>Part-Time Employees</td>
<td>95</td>
<td>102</td>
<td>116</td>
</tr>
<tr>
<td>Male Employees</td>
<td>50,137</td>
<td>56,322</td>
<td>51,141</td>
</tr>
<tr>
<td>Female Employees</td>
<td>15,543</td>
<td>17,018</td>
<td>15,024</td>
</tr>
<tr>
<td>North &amp; Central America</td>
<td>13,130</td>
<td>14,735</td>
<td>15,607</td>
</tr>
<tr>
<td>South America</td>
<td>3,197</td>
<td>4,460</td>
<td>4,024</td>
</tr>
<tr>
<td>Europe &amp; Middle East</td>
<td>12,295</td>
<td>15,320</td>
<td>12,958</td>
</tr>
<tr>
<td>Asia &amp; Australia</td>
<td>37,060</td>
<td>38,828</td>
<td>33,585</td>
</tr>
<tr>
<td>Voluntary Employee Turnover</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees Working Onboard our Ships⁶</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Employees Working at our Corporate Offices</td>
<td>13%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>Average Training Hours per Employee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees working on our ship</td>
<td>40 hrs/year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees working at corpo office</td>
<td>24 hrs/year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of guests and crewmembers supported by Care Team and Care Team Associates</td>
<td>2,935</td>
<td>3,278</td>
<td>2,935</td>
</tr>
</tbody>
</table>

¹Emissions are calculated using The Greenhouse Gas Protocol. Scope 1 emissions include fuels used to operate our ships. Emissions factors can be found in our annual responses to the CDP Climate Change Information Request.

²In 2013, we added offices that are leased but that we have direct control of energy management (consumption and payment) to our boundary based to our GHG emission consolidation method of “financial control”.

³Starting in 2016, RCI changed the metric to ALB-DO/km from APCD in order to match international best practices and compliance with EU’s Monitoring, Reporting and Verification (MRV) program.

⁴Reduction is attributable to the following: 12 ships began repurposing 100% of their solid waste in December of 2013 in South Florida. 2014 was the first full year that our ships repurposed 100% of their solid waste in all of our Florida ports, while we also added new itineraries in North America to our 100% repurposing program. This allowed us to drastically reduce our waste to landfill numbers.

⁵Supervised workers includes shipboard concessionaires workers, and does not include information technology contractors.

⁶Includes training specific to an employee’s role in addition to Human Resources and Safety training.
<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>DESCRIPTION</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-15</td>
<td>Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses</td>
<td>Our Employees</td>
</tr>
<tr>
<td>G4-16</td>
<td>Memberships in associations and national/international advocacy organizations</td>
<td>Stakeholder Engagement, Our Leadership</td>
</tr>
</tbody>
</table>

**Identified Material Aspects and Boundaries**

| G4-17     | All entities included in the organization’s consolidated financial statements or equivalent documents | 2017 Annual Report (“Our Six Brands”, p.1) |
| G4-18     | Process for defining the report content and the Aspect Boundaries; and how the organization has implemented the Reporting Principles for Defining Report Content | Materiality |
| G4-19     | All the material aspects identified in the process for defining report content | Material aspects and boundaries are disclosures in the Specific Standard Disclosures within the GRI G4 Content Index. |
| G4-20     | The aspect boundary for each material aspect within the organization and whether the aspect is material for all entities within the organization | Material aspects and boundaries are disclosures in the Specific Standard Disclosures within the GRI G4 Content Index. |
| G4-21     | Whether the aspect boundary for each material aspect outside the organization | Material aspects and boundaries are disclosures in the Specific Standard Disclosures within the GRI G4 Content Index. |
| G4-22     | Effect of any restatements of information provided in previous reports, and the reasons for such restatements | There were no known, material restatements of information in our 2017 Sustainability Report. |
| G4-23     | Significant changes from previous reporting periods in the Scope and Aspect Boundaries | There were no significant changes during the reporting period. |

**Stakeholder Engagement**

| G4-24     | List of stakeholder groups engaged by the organization | Stakeholder Engagement |
| G4-25     | Basis for identification and selection of stakeholders with whom to engage | Stakeholder Engagement |
| G4-26     | Organization’s approach to stakeholder engagement | Stakeholder Engagement |
| G4-27     | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns | Stakeholder Engagement, Materiality |

**Report Profile**

| G4-28     | Reporting period for information provided. | Our reporting period is calendar year 2017. |
| G4-29     | Date of most recent previous report | 2017 Sustainability Report |
| G4-30     | Reporting cycle | Annual |
| G4-31     | Contact point for questions regarding the report or its contents | sustainability@rccl.com |
| G4-32     | GRI Index with “in accordance” option chosen and references to External Assurance Reports | We have self-reported in accordance with the G4 framework at the “Core” level. |
| G4-33     | Organization’s policy and current practice with regard to seeking external assurance for the report | We received assurance for our greenhouse gas emissions during the reporting period for Scope 1 and 2 greenhouse gas emissions. (Additional information can be found in our CDP 2017 Climate Change Investor response, Questions CC8.6, 8.7 and 8.8) |

**Governance**

| G4-34     | Governance structure of the organization, including committees of the highest governance body and those responsible for decision-making on economic, environmental and social impacts | Strategy and Governance, Additional information on our Corporate Governance Website (“Committee Composition”) |

**Ethics and Integrity**

| G4-56     | Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics | Compliance and Ethics |
II. SPECIFIC STANDARD DISCLOSURES:

A. DISCLOSURES ON MANAGEMENT APPROACH

<table>
<thead>
<tr>
<th>MATERIAL ASPECTS</th>
<th>LOCATION</th>
<th>MATERIAL WITHIN THE ORGANIZATION</th>
<th>MATERIAL OUTSIDE THE ORGANIZATION</th>
<th>RELEVANCE OUTSIDE THE ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Economic Boundaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Performance</td>
<td>2017 Annual Report</td>
<td>●</td>
<td>●</td>
<td>Our economic performance is relevant to our investors, employees, communities and suppliers.</td>
</tr>
<tr>
<td>Market Presence</td>
<td>Our Employees</td>
<td>●</td>
<td>●</td>
<td>Our presence as a local employer is relevant to our employees and communities of operation.</td>
</tr>
<tr>
<td>Indirect Economic Impacts</td>
<td>Introduction Where We Operate</td>
<td>●</td>
<td>●</td>
<td>Our indirect economic impacts are relevant to our guests and destination communities.</td>
</tr>
<tr>
<td>Procurement Practices</td>
<td>Supply Chain</td>
<td>●</td>
<td>●</td>
<td>Our procurement practices are relevant to our guests, suppliers and destination communities.</td>
</tr>
<tr>
<td><strong>2. Environmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>Environment</td>
<td>●</td>
<td>●</td>
<td>Our energy consumption is relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Water</td>
<td>Environment</td>
<td>●</td>
<td>●</td>
<td>Our water stewardship measures are relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Introduction Our Destinations Oceans</td>
<td>●</td>
<td>●</td>
<td>Biodiversity relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Emissions</td>
<td>Environment</td>
<td>●</td>
<td>●</td>
<td>Our emissions from operations are relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Effluents and Waste</td>
<td>Environment</td>
<td>●</td>
<td>●</td>
<td>Our handling of effluents and waste is relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Compliance</td>
<td>Compliance and Ethics</td>
<td>●</td>
<td>●</td>
<td>Environmental compliance is relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
<tr>
<td>Supplier Environmental Assessment</td>
<td>Supply Chain</td>
<td>●</td>
<td>●</td>
<td>Our environmental assessments of suppliers are relevant to our guests, suppliers and communities.</td>
</tr>
<tr>
<td><strong>3. Labor Practices and Decent Work</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>Our Employees</td>
<td>●</td>
<td>●</td>
<td>Our employment practices are relevant to our investors, guests and communities.</td>
</tr>
<tr>
<td>Labor and Management Relations</td>
<td>Our Employees</td>
<td>●</td>
<td>●</td>
<td>With approximately 86% of our workforce covered by collective bargaining agreements, labor and management relations are relevant to our investors and communities.</td>
</tr>
<tr>
<td>Occupational Health and Safety</td>
<td>Health &amp; Safety</td>
<td>●</td>
<td>●</td>
<td>Occupational health and safety is relevant to our investors and communities.</td>
</tr>
<tr>
<td>Training and Education</td>
<td>Our Employees</td>
<td>●</td>
<td>●</td>
<td>Training and education is relevant to our investors and communities.</td>
</tr>
<tr>
<td>Diversity and Equal Opportunity</td>
<td>Our Employees</td>
<td>●</td>
<td>●</td>
<td>Diversity and equal opportunity is relevant to our investors and communities.</td>
</tr>
<tr>
<td>Supplier Assessment for Labor Practices</td>
<td>Supply Chain</td>
<td>●</td>
<td>●</td>
<td>Our assessments of supplier labor practices are relevant to our guests, suppliers and communities.</td>
</tr>
<tr>
<td><strong>4. Human Rights</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier Human Rights Assessment</td>
<td>Supply Chain</td>
<td>●</td>
<td>●</td>
<td>Our human rights assessments of suppliers are relevant to our guests, suppliers and communities.</td>
</tr>
</tbody>
</table>
### 5. Society

<table>
<thead>
<tr>
<th>MATERIAL ASPECTS</th>
<th>LOCATION</th>
<th>MATERIAL WITHIN THE ORGANIZATION</th>
<th>MATERIAL OUTSIDE THE ORGANIZATION</th>
<th>RELEVANCE OUTSIDE THE ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Communities</td>
<td>Our Offices Our Destinations</td>
<td>•</td>
<td>•</td>
<td>Local community impacts are relevant to all stakeholders, particularly the communities where we operate.</td>
</tr>
<tr>
<td>Anti-Corruption</td>
<td>Compliance and Ethics</td>
<td>•</td>
<td>•</td>
<td>Anti-Corruption is relevant to our communities, investors and guests.</td>
</tr>
<tr>
<td>Public Policy</td>
<td>Our Leadership Cruise Industry Regulations and Standards</td>
<td>•</td>
<td>•</td>
<td>Public policy engagement is relevant to all stakeholders including the destinations communities that our ships visit.</td>
</tr>
</tbody>
</table>

### 6. Product Responsibility

<table>
<thead>
<tr>
<th>MATERIAL ASPECTS</th>
<th>LOCATION</th>
<th>MATERIAL WITHIN THE ORGANIZATION</th>
<th>MATERIAL OUTSIDE THE ORGANIZATION</th>
<th>RELEVANCE OUTSIDE THE ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Health and Safety</td>
<td>Health, Safety and Security</td>
<td>•</td>
<td>•</td>
<td>In our materiality assessment, we learned food safety was increasingly a topic of stakeholder concern.</td>
</tr>
<tr>
<td>Product and Service Labeling</td>
<td>Our Guests</td>
<td>•</td>
<td>•</td>
<td>Customer satisfaction is relevant to guests and investors.</td>
</tr>
<tr>
<td>Customer Privacy</td>
<td>Risk Management</td>
<td>•</td>
<td>•</td>
<td>The protection of customer data privacy is relevant to guests and investors.</td>
</tr>
<tr>
<td>Compliance</td>
<td>Compliance and Ethics</td>
<td>•</td>
<td>•</td>
<td>Compliance is relevant to our guests, investors and communities.</td>
</tr>
</tbody>
</table>

### B. PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>MATERIAL ASPECTS</th>
<th>GRI INDICATORS</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Economic</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Performance</td>
<td>G4-EC1 Direct economic value generated and distributed</td>
<td>2015-2017 Performance Tables This indicator is partially reported. CDP 2017 Climate Change Investor Response Questions CC5 and CC6 Benefits vary across countries and brands. Information on annual pension expenses can be found in our 2017 Annual Report (“Note 11. Retirement Plan”, p. 83) This indicator is partially reported.</td>
</tr>
<tr>
<td></td>
<td>G4-EC2 Financial implications and other risks and opportunities for the organization’s activities due to climate change</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G4-EC3 Coverage of the organization’s defined benefit plan obligations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G4-EC6 Proportion of senior management hired from the local community at significant locations of operation</td>
<td>Our Employees This indicator is partially reported.</td>
</tr>
<tr>
<td>Market Presence</td>
<td>G4-EC7 Development and impact of infrastructure investments and services supported</td>
<td>Introduction Our Employees Our Destinations</td>
</tr>
<tr>
<td>Indirect Economic Impacts</td>
<td>G4-EC9 Proportion of spending on local suppliers at significant locations of operation</td>
<td>Supply Chain This indicator is partially reported.</td>
</tr>
<tr>
<td>MATERIAL ASPECTS</td>
<td>GRI INDICATORS</td>
<td>LOCATION</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>2. Environmental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>G4-EN3 Energy consumption within the organization</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td></td>
<td>G4-EN5 Energy intensity</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td>Water</td>
<td>G4-EN8 Total water withdrawal by source</td>
<td>2015-2017 Performance Tables This indicator is partially reported.</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>G4-EN14 Habitats protected and restored</td>
<td>Our Destinations This indicator is partially reported.</td>
</tr>
<tr>
<td>Emissions</td>
<td>G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)</td>
<td>2015-2017 Performance Tables ✔ Assured by third-party verifier</td>
</tr>
<tr>
<td></td>
<td>G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)</td>
<td>2015-2017 Performance Tables ✔ Assured by third-party verifier</td>
</tr>
<tr>
<td></td>
<td>G4-EN17 Energy indirect greenhouse gas (GHG) emissions (Scope 3)</td>
<td>CDP 2017 Climate Change Investor Response, Question CC14.1</td>
</tr>
<tr>
<td></td>
<td>G4-EN18 Greenhouse gas (GHG) emissions intensity</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td></td>
<td>G4-EN19 Reduction of greenhouse gas (GHG) emissions</td>
<td>CDP 2017 Climate Change Investor Response, Question CC3.3b</td>
</tr>
<tr>
<td></td>
<td>G4-EN21 NOx, SOx and particulate matter emissions</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td>Effluents and Waste</td>
<td>G4-EN23 Proportion of spending on local suppliers at significant locations of operation</td>
<td>2015-2017 Performance Tables This indicator is partially reported.</td>
</tr>
<tr>
<td>Compliance</td>
<td>G4-EN29 Proportion of spending on local suppliers at significant locations of operation</td>
<td>There were no significant fines or non-monetary sanctions for non-compliance recorded in 2017.</td>
</tr>
<tr>
<td>Supplier Environmental Assessment</td>
<td>G4-EN32 Proportion of spending on local suppliers at significant locations of operation</td>
<td>Supply Chain This indicator is partially reported.</td>
</tr>
<tr>
<td>3. Labor Practices and Decent Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>G4-LA1 Employee turnover</td>
<td>Supply Chain This indicator is partially reported.</td>
</tr>
<tr>
<td></td>
<td>G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations</td>
<td>Royal Corporate Careers website (containing information on benefits provided to part-time and temporary employees) This indicator is partially reported.</td>
</tr>
<tr>
<td>Labor and Management Relations</td>
<td>G4-LA4 Minimum notice periods regarding operational changes</td>
<td>Minimum notice periods vary across collective agreements.</td>
</tr>
<tr>
<td>Occupational Health and Safety</td>
<td>G4-LA5 Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs</td>
<td>100% of our at sea employees are represented by formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.</td>
</tr>
<tr>
<td>MATERIAL ASPECTS</td>
<td>GRI INDICATORS</td>
<td>LOCATION</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------</td>
<td>----------</td>
</tr>
<tr>
<td>Training and Education</td>
<td>G4-LA9 Average hours of training per employee</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td></td>
<td>G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</td>
<td>Managers were expected to conduct performance and career development reviews with all of their employees during the reporting period.</td>
</tr>
<tr>
<td>Diversity and Equal Opportunity</td>
<td>G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity</td>
<td>2015-2017 Performance Tables</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Employees) This indicator is partially reported.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2017 Proxy Statement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Board of Directors) This indicator is partially reported.</td>
</tr>
<tr>
<td>Supplier Assessment for Labor Practices</td>
<td>G4-LA14 Percentage of new suppliers that were screened using labor practices criteria</td>
<td>Supply Chain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This indicator is partially reported.</td>
</tr>
<tr>
<td>4. Human Rights</td>
<td>Supplier Human Rights Assessment</td>
<td>G4-HR10 Percentage of new suppliers that were screened using human rights criteria</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This indicator is partially reported.</td>
</tr>
<tr>
<td>5. Society</td>
<td>Local Communities</td>
<td>G4-SO1 Percentage of operations with implemented local community engagement, impact assessments and development programs</td>
</tr>
<tr>
<td>Anti-Corruption</td>
<td>G4-SO4 Communication and training on anti-corruption policies and procedures</td>
<td>Compliance and Ethics</td>
</tr>
<tr>
<td>Public Policy</td>
<td>G4-SO6 Total value of political contributions by country and recipient/beneficiary</td>
<td>Political Contributions Policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This indicator is partially reported.</td>
</tr>
<tr>
<td>6. Product Responsibility</td>
<td>Customer Health and Safety</td>
<td>G4-PR1 Percentage of significant product and service categories for which health and safety impacts are assessed for improvement</td>
</tr>
<tr>
<td>Product and Service Labeling</td>
<td>G4-PR5 Results of surveys measuring customer satisfaction</td>
<td>Our Guests</td>
</tr>
<tr>
<td>Customer Privacy</td>
<td>G4-PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
<td>Risk Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This indicator is partially reported.</td>
</tr>
<tr>
<td>Compliance</td>
<td>G4-PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services</td>
<td>There were no significant fines during the reporting period.</td>
</tr>
</tbody>
</table>
Introduction
DNV GL Business Assurance USA, Inc. (DNV GL) has been commissioned by the management of Royal Caribbean Cruises Ltd. (RCCL) to carry out an independent verification of its 2017 environmental footprint claims and assertions relating to GHG emissions (Scope 1 and 2). These assertions are relevant to the 2017 calendar year.

RCCL has sole responsibility for preparation of the data and external report. DNV GL, in performing assurance work, is responsible to the management of RCCL. The assurance statement, however, represents DNV GL's independent opinion and is intended to inform all stakeholders including RCCL.

Scope of Assurance
- 2017 Greenhouse Gas (GHG) emissions inventory Scope 1 and 2

Organizational Boundary for Reporting Energy Use and GHG emission
- GHG Emissions
  > Financial Control
  > Global sites

Reporting Protocols against which verification was conducted:
- ISO14064-1:2006 - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals

Verification Protocols used to conduct the verification:
- International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’; and
Level of assurance
Limited

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Limited Assurance is a commonly used assurance level across multinational companies reporting to global sustainability standards.

DNV GL applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2011 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Data verified

<table>
<thead>
<tr>
<th>GREENHOUSE GAS EMISSIONS</th>
<th>MtCO₂e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1 Emissions</td>
<td>4,225,453</td>
</tr>
<tr>
<td>Scope 2 Emissions (Location based)</td>
<td>9,317</td>
</tr>
<tr>
<td>Scope 2 Emissions (Marked based)</td>
<td>9,622</td>
</tr>
</tbody>
</table>

Assurance opinion:
DNV GL through the verification confirms that the RCCL emissions report is in line with WRI/WBSCD Protocol and ISO 14064-1 requirements. The organizational boundaries are determined correctly and all data and emissions sources are identified and included in the inventory. There was no evidence that environmental data assertions are not materially correct and are not a fair representation of environmental data and that the information and GHG quantification, monitoring and reporting have not been prepared in accordance with WRI/WBSCD Protocol and ISO 14064-1.

DNV GL Business Assurance USA, Inc.
Oakland, California
07/20/2018

Tom Gosselin
Project Director

Shaun Walden
Independent Reviewer

Shruthi Poonacha Bachamanda
Lead Verifier

The purpose of the DNV GL group of companies is to promote safe and sustainable futures. The USA & Canada Sustainability team is part of DNV GL Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnvglsustainability.com