Welcome to Royal Caribbean Cruises Ltd.'s 2013 Sustainability Report. This interactive document allows you to access information easily, search for a specific item, or go directly to another page, section or website.

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Sustainability and Sound Stewardship

At Royal Caribbean Cruises Ltd., safeguarding the world’s oceans, the destinations where we operate, and protecting the health and well-being of our guests and crewmembers are of paramount importance.

Our commitment to sustainability and sound stewardship is a journey. This Sustainability Report provides us with a framework in which we reflect on our performance in 2013 but also identify opportunities to improve on past successes and create further value for our Company and stakeholders through our efforts and programs.

Stakeholder Feedback

This Report was developed in accordance with the Global Reporting Initiative’s latest guidelines, the G4 version, at Core level, following its materiality principles. A GRI Content Index is located at the end of the report to assist readers in locating disclosures of interest.

sustainability@rccl.com
We welcome stakeholder feedback on this Report.

Environmental Commitment

We also invite you to learn more about our commitment by visiting the websites for our brands:

Azamara Club Cruises
Celebrity Cruises
Royal Caribbean International

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.
Message from our CEO

Welcome to Royal Caribbean Cruises Ltd.’s 2013 Sustainability Report, where you will learn more about our commitment to the oceans where we sail, the communities where our employees live, the destinations our ships visit, and how that commitment continues to evolve. Using the internationally recognized GRI G4 reporting standards, this is the first of our sustainability reports to include input from both internal and external stakeholders who helped us target deeper and broader topics to cover.

Moving to this method of reporting is one way that we are advancing our sustainability commitment. Since we formalized our commitment to the oceans by creating our Save The Waves® program in 1992, we have sought out the most effective ways to grow and evolve this commitment, and the opportunities are endless. Our business depends upon many elements – people, environments, technologies, processes, and communities. We must continuously ensure that all of these are healthy, efficient, and nurtured, for years to come; and that our guests feel good about choosing our cruise brands.

Every day, around the world, our highly capable men and women from more than 136 countries work hard to deliver unforgettable vacation moments to our guests. Last year, our 41 ships sailed to nearly 500 destinations, contributing billions of dollars to local economies and supporting thousands of small businesses. As we moved guests, ships, employees, and supplies around the world last year, we also moved closer to our 2015 sustainability goals:

- Not only did we implement processes to repurpose 100% of the offloaded, non-hazardous waste from the two largest ships in the world, Oasis of the Seas® and Allure of the Seas®, we did the same on 10 more of our ships sailing from Florida.
- We also began repurposing 100% of the hazardous/special waste from seven of those 12 ships. We plan to continue to evolve this in 2014, and I look forward to reporting on our next round of accomplishments in this area.
- While we continue to work toward our 33% greenhouse gas emissions reduction goal for 2015, we reached 21%, as a result of improvements in our technologies, operations, and ship design.
- Labadee, our private destination in Haiti, achieved the industry’s – and RCL’s – second Gold Level Eco-Certification for sustainable tourism.
- We are closer to our 2015 goal of ensuring that at least 50% of the shore excursions we offer are third-party-certified as sustainable, with 34% participating at the end of 2013.

We also met unexpected challenges in 2013. Everything we do starts with our employees and we are committed to helping to protect the communities where they live. In late 2013, when Typhoon Haiyan devastated the Philippines, home to more than 12,000 of our employees, we reached out to help by partnering with World Vision’s on-the-ground operation and activating our employee relief fund.

I invite you to learn more about our progress and ongoing efforts in this report.

Always looking ahead, we continue to strive toward achieving and evolving our goals. Like the horizon where the ocean meets the sky, our commitment to protecting the environments and communities in which we operate keeps us moving forward, adjusting our sails, remaining steadfast, and charting our course toward a more sustainable future.

Richard D. Fain
Chairman & Chief Executive Officer
Royal Caribbean Cruises Ltd.
**Materiality and Defining Report Content**

To assist in defining report content and to identify opportunities where we can better respond to the topics of greatest impact and stakeholder concern, Royal Caribbean Cruises Ltd. conducted its first sustainability materiality assessment in 2013.

Guided by the Global Reporting Initiative’s G4 materiality principles and prescribed approach, we engaged our stakeholders and leadership teams to develop a sustainability materiality matrix. This materiality matrix, which is distinct from the concept of materiality as referred to under U.S. and foreign securities laws, serves as the foundation from which the Report’s content was developed, and provides a structure from which we can continue to expand upon our commitments to sustainability and sound stewardship.

**Developing our Sustainability Materiality Matrix**

We initiated the process by mapping our stakeholders and identifying 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 in which 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. Our internal assessment included interviews with company leaders within our Supply Chain Management, Finance, Human Resources, Operations (Marine and Hotel), Corporate Communications, Audit and Advisory, Government Relations, Legal and Safety, Security, Environment, Medical and Public Health functions.

We also engaged with some of our external stakeholders to validate the preliminary findings from our internal assessment by surveying sample groups of our customers and employees. We also conducted stakeholder interviews with non-governmental organizations (NGOs) such as the Marine Stewardship Council and Fair Trade USA, and with our trade organization partner, the Cruise Lines International Association, in addition to industry peers, suppliers, and representatives from our destination communities.

The results of our materiality assessment were reviewed by our cross-functional reporting working group to hone in on critical topics where the company can continue to improve and better respond to key topics of stakeholder concern.
Defining Report Content

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. Disclosures to these can be found in the following sections of the report:

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• Guest Experience .................................................. 26
• Employee Engagement ........................................... 30
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Building upon the Process

Through our first materiality assessment, we gained valuable insights and identified the opportunity to expand the scope of topics covered in this year’s report. We see the process of conducting materiality assessments as iterative and aligned to our focus on continuous improvement so that we can better serve our stakeholders through our Company’s programs and reporting on environmental, social and economic topics.

The 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 economic, social, or environmental impact of RCL’s operations.
Royal Caribbean Cruises Ltd. (RCL) is the world’s second largest cruise company. We own Royal Caribbean International, Celebrity Cruises, Pullmantur, Azamara Club Cruises, CDF Croisières de France and a 50% joint venture interest in TUI Cruises. Together, these six brands operate a combined 41 ships in the cruise vacation industry with an aggregate capacity of approximately 98,750 berths as of December 31, 2013. These brands have an additional six ships under construction contracts to be delivered by 2016.

Our ships operate on a selection of worldwide itineraries that call on 490 destinations on all seven continents. In addition to our headquarters in Miami, Florida, we have offices and a network of international representatives around the world that primarily focus on our global guest sourcing. During 2013, our brands carried more than 4.8 million guests on two-to-18-night itineraries. We have approximately 64,000 employees on our ships and at our shoreside offices around the world.

Our common stock is listed on the New York Stock Exchange and the Oslo Stock Exchange under the symbol “RCL”.

Our Investor Website
www.rclinvestor.com
Our Brands

Royal Caribbean International

The world’s largest global cruise brand has developed a storied heritage over the last 42 years. In 2013, the brand operated across 6 continents, sourced guests from more than 217 countries and territories, and delivered vacations to nearly 3.5 million guests.

Celebrity Cruises

Celebrity Cruises’ 11 ships offer modern luxury vacations visiting all seven continents. Celebrity also presents immersive vacation experiences in Alaska, Australia, New Zealand, Canada, Europe and South America.

Azamara Club Cruises

Azamara Club Cruises is a destination-immersive cruise line for up-market travelers. Azamara Club Cruises’ two mid-sized ships offer voyages featuring classic and less traveled destinations in Asia, North, South and Central America, the West Indies, Northern and Western Europe and the Mediterranean. Azamara also periodically sails to Antarctica, and will begin visiting Australia in late 2015.

Pullmantur

Pullmantur is a contemporary cruise line that began in Spain, where it is still the cruise industry's market leader, and is growing its presence in Latin America. Its four ships visit the Mediterranean, Baltic, Caribbean and Latin America.

CDF

CDF Croisières De France is a contemporary brand serving the French market. Croisières de France has built its success on a unique, innovative concept celebrating an “all-inclusive” French art of living. Established in 2007, its first ship, Bleu de France, began sailing in May 2008.

TUI Cruises

TUI Cruises is a joint venture, established in 2008, between Royal Caribbean Cruises Ltd. and German-based TUI A.G. This contemporary brand welcomed its first newbuild, the 1,250-guest Mein Schiff 3, in 2014, bringing the TUI fleet to three vessels. The family-and-couples focused line takes guests on Nordic, Baltic, Mediterranean and Caribbean cruises.

The boundary of our 2013 Sustainability Report is primarily focused on the following three brands: Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises.
Environmental Stewardship is Engrained in Our Company History

1968
Royal Caribbean International (RCI) founded.

1970
Industry’s first ship built for warm-weather cruising introduced.

1985
Royal Caribbean Cruises Ltd. (RCL) organized on July 23.

1988
We launch the world’s first “megaship”, Sovereign of the Seas, which boasts a five-deck Centrum with glass elevators, sweeping staircases and fountains in marble pools.

1988
Royal Caribbean International’s six Vision Class “Ships of Light” vessels introduced (featuring nearly two acres of glass windows).

1992
Save the Waves®, a formal environmental program established.

1993
Same Royal Caribbean Cruises Ltd. (RCL) traded on NYSE.

1996
Ocean Fund™ launched, and Environmental Officers placed onboard every ship.

1997
ISO 14001 Environmental and ISO 9001 Quality Certifications received.

1998
Environmental Committee of the Board of Directors established (chaired by former U.S. EPA Administrator William K. Reilly).

1998
Celebrity Cruises fleet acquired featuring Celebrity Century, Celebrity Galaxy and Celebrity Mercury.

1998
Began installation of first generation Advanced Wastewater Purification systems, and launched fleet-wide Environmental Ship of Year competition.

1999
Installation of smokeless gas turbine engines on eight ships completed.

2000
Installation of smokeless gas turbine engines on eight ships completed.

2002
Celebrity completes launch of four new ships starting with the Celebrity Millennium in three years (now consistently recognized as a top 10 among large ships by Conde Nast Traveler).

2003
World’s largest cruise ship at the time launched (Voyager of the Seas) followed by her four sister ships, unveiling the world’s first ice-skating rink, rock-climbing wall and horizontal atrium on a cruise ship.

2004
Mega-yacht begins cruising the Galapagos Islands with launch of Celebrity Xpedition.

2005
Celebrity completes launch of four new ships starting with the Celebrity Millennium in three years (now consistently recognized as a top 10 among large ships by Conde Nast Traveler).
Environmental Stewardship is Engrained in Our Company History

2006
Galápagos Fund established to support conservation initiatives on the island.

2007
Azamara Club Cruises brand introduced featuring exotic destinations in Antarctica and South America.

2008
World’s largest cruise ship at the time launched (Freedom of the Seas) followed by her two sister ships featuring industry’s first onboard surfing simulator.

2009
New Sustainable Marine Tour Operators Standard piloted.

2010
New generation of cruise ship innovations brought to market with inauguration of world’s now largest cruise ships (Oasis of the Seas and Allure of the Seas) featuring an open-air Central Park, Boardwalk carousel and Aqua Theater.

2012
Celebrity Cruises completed a five-ship expansion with the launch of Celebrity Solstice and her four sister ships.

2014
Quantum of the Seas to debut; (first ship to offer simulated skydiving and an observation capsule providing water views from 300 ft).

2012
Cocoay®, our private destination in the Bahamas, achieved the industry’s – and RCL’s – first Gold Level Eco-Certification for sustainable tourism.

2013
Labadee®, our private destination in Haiti, achieved the industry’s – and RCL’s – second Gold Level Eco-Certification for sustainable tourism.

2011
Cocoay®, our private destination in the Bahamas, achieved the industry’s – and RCL’s – first Gold Level Eco-Certification for sustainable tourism.

2010
RCI wins the Condé Nast Traveler World Savers Award, receiving top honors in the Cruise Lines category.

2009
Chief Environmental Officer, a corporate-officer-level position, established. Solar panels and “green roof” added to the Celebrity Solstice. Team Earth lounge created to provide guests with environmental education.

2011
Celebrity Cruises wins the Condé Nast Traveler World Savers Award, receiving top honors in the Cruise Lines category.

2011
Exhaust gas scrubbers tested on two RCI ships.

2006
Partnerships with Conservation International and Sustainable Travel International launched.

2006
Galápagos Fund established to support conservation initiatives on the island.

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Strategy and Governance

At Royal Caribbean, we believe that companies can be financially successful while also serving as stewards of the environment and the communities in which they operate. We take this responsibility very seriously, and we feel it is inextricably linked with our continued success as an industry-leading cruise line.

Our Vision and Principal Operating Strategies

Our Company’s vision is to generate superior returns for our shareholders by empowering and enabling our employees to deliver the best vacation experience and enhancing the well-being of our communities. To deliver on our vision, we must manage and balance a series of important economic, environmental, and social considerations in the decisions we make and the ways in which we operate every day. As such, sustainability is embedded within our Company’s principal operating strategies, which include the following:

- **Protect our guests**
  - Protect the health, safety and security of our guests

- **Protect our environment**
  - Protect the environment in which our ships and organization operate

- **Strengthen our human capital**
  - Foster successful employees and relationships
A Principles-Based Approach

The way we execute our vision and principal operating strategies reflects the principles of our organization:

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.

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

Continuous Improvement
We implement practices and programs that promote the Company’s commitment to continuously improve; innovation is encouraged and rewarded.

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

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.

Enabling Responsible Growth
As our Company grows in revenue and geographic reach, we aim to achieve responsible growth by employing an integrated economic, environmental and social management approach. As we visit each port, we are able to promote economic development within our destinations through taxes, port fees, port development projects, and most notably, guest and crew spending at destinations. It is estimated that cruise industry guests alone generated $1.5 billion in revenue to governments and businesses operating in 21 countries in the Caribbean, Central and South America during the 2011-2012 cruise season purchasing food, beverage, clothing, jewelry, electronics and cultural items from local artisans.
Investing in the Port of Roatán

Our recent investment in the Port of Roatán, an island in Honduras, provides a model for how we intend to engage in responsible growth. Under a public-private partnership model, RCL co-developed and now manages the Roatán port facilities as a public port available to all cruise lines.

Tourism is the main economic activity in Roatán, with more than 25% of all households in the island deriving their livelihoods from jobs generated at this port. Our investment in the Port of Roatán has allowed the destination to keep up with the industry trend of building larger ships, therefore positioning Roatán as a destination capable of berthing the newest vessels being built by most cruise lines whose arrival have a tremendous economic impact on the local community. As a result, tour operators and independent taxi drivers have invested in better vehicles and the growing passenger spending amounts have provided significant direct and indirect employment in all sectors of the economy.

We have also worked to spread our commitment to conservation and sustainable tourism on the island. In 2013, a grant from our Ocean Fund enabled development of a destination stewardship action plan for the island in collaboration with local authorities and tourism boards. Project outcomes included establishment of a destination management organization and a community cultural marketplace, in addition to defining steps to improve management of solid waste and freshwater resources.

Our Save The Waves® Program

In 1992, we formalized our environmental efforts into a program we call Save The Waves®. Since its creation, the Save The Waves® program has evolved from a simple focus on reducing, reusing and recycling waste to a company-wide philosophy that is integrated into the daily operations onboard our ships. To support our Above and Beyond Compliance and Continuous Improvement principles, RCL has established a set of 2015 goals aimed at further elevating our Save the Waves® program. These goals will be refreshed at the end of 2015 to guide our efforts over the next decade.

2015 Save The Waves® Program Goals

- **33% reduction in Greenhouse Gas (GHG) emissions per available passenger cruise day (from 2005 levels)**
- **70% decrease in waste to landfill (from 2007 levels)**
- **80% of guests**
- **100% of crew and key people**
  - in our destinations will be familiar with our environmental principles, Save the Waves® and The Ocean Fund™
- **50% of shore excursions offered by RCL**
  - will be third-party verified to an internationally recognized sustainability standard
- **Only discharge processed bilge water that has been purified to an effluent quality 3 times more stringent than international standards**
- **125% increase in recycled waste from our ships (from 2007 baseline)**
Leadership at the Highest Levels

Our Corporate Sustainability Council provides a company-wide framework and organizational structure to oversee our commitment to environmental stewardship. Established in 2008, the Council includes senior executives from all parts of our Company, who champion corporate policies and programs that reduce the impact of our operations in real and measurable ways.

Our Board of Directors’ Safety, Environment and Health Committee also provides guidance and oversight on safety, security, environmental stewardship and medical/public health work. As part of its responsibilities, the Safety, Environment and Health Committee monitors RCL’s overall safety, environment and health compliance performance, and reviews safety, environment and health programs and policies onboard our cruise ships.

Our Board’s Audit Committee regularly receives reports about the different components of our Compliance and Ethics Program, including risk assessment and controls, policies and procedures, training and communication, monitoring and testing, and reporting and investigations. Supported by our Audit and Advisory Services function, the Board also provides oversight of our enterprise risk management procedures and key findings, in addition to guidance on key performance indicators related to human capital development, customer relationship management, and other key strategic functions of our Company, Royal Caribbean Cruises Ltd.

Our Maritime Advisory Board

In 2006, RCL’s Maritime Advisory Board was established to advise our corporate leadership on the development of policies and practices within the areas of operational safety and environment, as well as future ship design and renovation. Each member is selected by a steering committee and has broad maritime and academic expertise and experience.

The Maritime Advisory Board meets regularly with RCL’s marine safety team, provides advice on technical and operational safety plans and helps us assess new safety, security, environment and operational technologies and strategies. The Board is an invaluable asset — providing outside perspectives and decades of best-in-class experience to help us remain progressive and leading-edge in our safety mission.

Maritime Advisory Board Members

Dr. Tom Allan
- Former Director, U.K. Maritime Coastguard Agency
- Former Chairman of the IMO’s Maritime Safety Committee

Vice Admiral James C. Card
- U.S. Coast Guard (retired)
- Former SVP of Technology American Bureau of Shipping

Professor Dracos Vassalos
- Head of the Department of Naval Architecture and Marine Engineering Universities of Glasgow and Strathclyde
- Chairman of Safety at Sea Ltd.

Colonel Steve Chealander
- U.S. Air Force (retired) fighter pilot
- A Captain for American Airlines
- A Board Member with the U.S. National Transportation Safety Board
- Vice President of Training and Flight Operations Support for Airbus

Dr. Tor Svensen
- President, Det Norske Veritas Maritime
At RCL, we serve a varied group of stakeholders, which includes 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.

Learn more about how we engage with guests, employers, suppliers and destination communities in the Management Approach sections of our Report.
Partnership and Collaboration through Industry Associations

Our Company 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. Our senior executives have also served on the Board of CLIA’s charitable foundation, and we participate in CLIA’s local service projects near our corporate headquarters in South Florida.

We are also members of the Canada Cruise Association, the United States Travel Association, and the Florida Caribbean Cruise Association, where we serve on the Security and Operations Committees. Additionally, our shoreside employees engage with more than 100 associations pertaining to our industry and specific company functions including the Network of Executive Women in Hospitality, International Association of Privacy Professionals, Institute of Supply Chain Management, American Society of Training and Development, Society for Human Resources Management, Association of Certified Fraud Examiners, Institute of Internal Auditors, and International Association of Chiefs of Police.

Direct and Indirect Engagement with Policy Makers

As a CLIA member, RCL sends representatives to International Maritime Organization (IMO) and International Labor Organization (ILO) committee and subcommittee meetings as industry experts. In this role, we participate as a nongovernmental consultative representative, offering our practical experience and perspective on needed safety regulations and standards. We also engage indirectly through other industry associations, including the Florida Caribbean Cruise Association and the International Association of Antarctica Tour Operators (IAATO).

RCL also strives to help inform legislative bodies by participating in hearings to provide details about safety and security procedures, providing technical guidance and hosting regulators to tour our ships. In 2013, Royal Caribbean International testified before the United States Senate and the Australian Parliament to inform their review of cruise ship security and medical provisions. In 2013, we hosted 60 IMO Secretariat and member-state delegates and a U.S. Congressional delegation aboard our Independence of the Seas and Grandeur of the Seas ships to review industry safety and security measures.

In the regions where we operate, our Government Relations department works closely with local and national governments to support economic development and review tax regulations and other provisions that may impact our operations. RCL also maintains a Political Contributions Policy that is available on our Corporate Governance website.
Supporting Ocean and Climate Change Research

With grants from our Company’s Ocean Fund™, the University of Miami’s Rosenstiel School of Marine and Atmospheric Science (RSMAS) operates labs on two Royal Caribbean International ships and is installing equipment on a Celebrity Cruises ship to capture oceanographic and atmospheric data important to climate change research. Climate change affects sensitive marine ecosystems such as coral reefs, which are critically important habitats for marine species, and an integral provider of countless natural services that support coastal communities. Among these benefits, coral reefs provide coastal protection, help generate income from tourism, and are the source of livelihood and sustenance to some of the poorest populations in the world. The RSMAS labs on RCL ships provide important data that has been cited in over 200 academic publications worldwide. We are currently engaged in a five-year project to fully test, evaluate, and refine the OceanScope program to integrate ocean circulation dynamics data gathering into shipboard observation on our ships.
# Management Approach

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At RCL, compliance and ethics are taken very seriously with oversight from our Board of Directors and our Compliance and Ethics Committee, made up of cross-functional leaders including high-level members of the following departments: Legal, International, Operations, and Information Technology. Representatives from Human Resources, Safety, Security, and Audit and Advisory Services departments also participate in committee meetings. To respond to emerging needs as our Company continues to grow globally, we engage in an iterative management approach that emphasizes employee training and engagement, partnerships with regulatory bodies and third-party vendors.

### Compliance and Ethics

RCL believes it is critical that all employees regularly refresh their knowledge of our Code of Conduct and Business Ethics and our Employee Ethics and Standards Policy through training courses. The Company has established a biennial process in which all shoreside employees worldwide are required to take general Compliance and Ethics Training. Also, all new hires receive introductory training on the Code and Ethics Policy within 60 days of employment. Shipboard personnel receive similar Compliance and Ethics Training on a rolling annual basis.

- **60,000 employees** certify annually that they understand and comply with the Code and Ethics Policy.
- **Introductory training** on the Code and Ethics Policy within 60 days of employment for all new hires.

RCL also offers targeted training that covers a wide range of compliance-related topics, including anti-bribery, confidential information, and conflicts of interest.
Our Code of Conduct and Ethics Policy

The Company has also developed a process in which employees worldwide certify annually that they have read, understand and comply with the Code and Ethics Policy. As part of this process, our employees are made aware of the importance of the Code and Ethics Policy with their underlying teams. The most recent Code and Ethics Policy certification process for shoreside was rolled out along with the general Compliance and Ethics Training in the fourth quarter of 2013.

Creating a “See Something, Say Something” Culture

RCL values open and transparent communication. One of our most important responsibilities as employees is to speak up if we suspect misconduct. Our Code clearly states that the Company does not tolerate retaliation of any kind, and takes retaliation claims very seriously. We reinforce and promote this message through training efforts and communication initiatives, including our current “See Something, Say Something” campaign.

To promote an ethical environment and communicate the various avenues for reporting known or suspected illegal and unethical activities, RCL also has a well-developed whistleblower hotline program entitled “AWARE”: Address Wrongdoing As Responsible Employees. We communicate the AWARE Hotline Program to both shipboard and shoreside employees in multiple languages.

Our Code is communicated company-wide to all employees via broadcast e-mail messages, and our Company’s intranet. RCL also recognizes the importance of sharing the Code in multiple languages that our employees from around the world can easily read and understand. All eight languages of the Code—English, Spanish, Portuguese, Mandarin, Creole, German, Italian, and French—are available via the Company intranet.

The Compliance and Ethics Group

In addition, RCL has established designated Compliance and Ethics contacts shoreside and shipboard. The Compliance and Ethics Group also maintains an internal email address where employees can report misconduct, raise concerns, and ask questions about ethics-related matters.
Ensuring Compliance with Safety and Security Laws

The cruise industry is highly regulated, and many important internationally recognized standards guide the industry’s safety and security efforts. Our ships are subject to the requirements of the International Maritime Organization, including standards set forth by the International Convention for the Safety of Life at Sea, International Ship and Port Facility Security Code, Maritime Transportation Security Act and Cruise Vessel Security and Safety Act. Compliance with international law is verified by ship inspections that are carried out not only by “port states” (nations where a ship calls), but also by classification societies, which are NGOs that, on behalf of the flag state, formally evaluate and certify a ship as fit for service. All of our ships are also subject to the regulatory requirements of their designated “flag state” as well as the laws governing the waters through which the ship passes.

To guide compliance with the numerous safety and security regulations that govern our ships around the world, RCL has developed a set of robust corporate safety and security policies, referred to as our Safety and Quality Management System (SQM) that standardizes the means by which safety and security are maintained from ship-to-ship and person-to-person. Our SQM forms the backbone of our operation and provides the policies, standards and guidance that govern both our strategic planning and our day-to-day operations. The procedures and operations governed by our SQM are subject to ongoing internal and external audits and review by maritime experts familiar with maritime safety and security requirements, in order to monitor and evaluate the safe operation of our ships and identify areas where we could make further improvements.

Through audits, open communication with our employees, and other means, improvements to our procedures and operations are continually identified and implemented. In keeping with our company philosophy of being “Above and Beyond Compliance,” RCL also voluntarily complies with standards established by the International Organization for Standardization.

Training and Ongoing Inspections to Protect Public Health

Public health onboard our ships is also subject to numerous local guidelines and regulations governing shipboard public health, including local, national and international regulations. The guidelines we follow throughout our fleet are contained in the U.S. Centers for Disease Control and Prevention’s Vessel Sanitation Program’s comprehensive Operations Manual. This manual details standards, procedures and inspection criteria related to topics such as communicable disease prevention and management, gastrointestinal illness surveillance, potable water, recreational facilities (including swimming pools, whirlpools and spas), food safety, integrated pest management, housekeeping, and child activity centers. We also adhere to the guidelines of Brazil’s National Health Surveillance Agency and the European Union’s Ship Sanitation Strategy and Program.

We work closely with U.S. and other governmental public health authorities where our ships sail to ensure that we comply with their laws and regulations. To measure our compliance, governmental authorities, third-party public health experts and our own internal inspectors, including a team of internal public health inspectors visit each ship twice a year to perform inspections. In addition to evaluating the quality and effectiveness of water quality, food safety, pest management and outbreak prevention public health measures, these internal inspectors also provide training to our crew on the best ways to maintain a healthy ship.
Planning Ahead to Comply with Environmental Regulations

Our ships are subject to many international, national and local regulations, including the IMO regulations under the International Convention for the Prevention of Pollution from Ships (known as the MARPOL Regulations). MARPOL regulations include requirements to minimize pollution by oil, sewage, garbage and air emissions, and require that the worldwide limitations on sulfur content of fuel be reduced to 0.5% by 2020, and that all new ships having their keel laid on or after March 1, 2016 are built to meet an energy efficiency design index (EEDI).


Consistent with our “Above and Beyond Compliance” principles, we are targeting a 25% efficiency improvement for our ships on order. In addition, we continue to work to improve the efficiency of our existing fleet, including improvements to the propulsion, machinery, HVAC, systems and lighting, among others. The overall impact of these efforts has resulted in a 20.6% per-available-passenger-cruise-day improvement in energy efficiency since 2005.

Advanced Exhaust Purification (AEP) Systems

In addition, we have been actively developing and testing Advanced Exhaust Purification (AEP) systems on our existing fleet. We have received exemptions for six of our ships, which will apply while they are sailing in the North American and Caribbean Sea Emission Control Areas. We believe that the learning from our existing endeavors, including our newbuild program, as well as our further efforts with regard to this technology, will allow us to execute an effective AEP system strategy for our fleet.
Monitoring Anti-Corruption Risk

Given the Company’s global reach, we take geographic risk into account when assessing the Company’s anti-bribery exposure. Additionally, as with any international travel, the Company’s customers and crew are subject to certain government checks and clearances before being allowed to enter into each country. These checks and clearances involve regular interaction with government officials and, as a result, can present risk for the Company. Like other global companies operating in the international market, RCL has an extensive network of third-party service providers that can create potential risk for the Company depending on the nature of the services performed.

Anti-Corruption Program
Identify high-risk areas and factors that present major bribery risks.

Our annual risk assessment of RCL’s global operations for compliance with anti-bribery laws and regulations helps keep our Anti-Corruption Program current and effective by identifying new areas of risk. In 2013, we joined Trace International to assist with our training and other anti-bribery compliance efforts. We provide specialized anti-bribery training to select departments within the Company. This training focuses on bribery concepts, laws and regulations, enforcement actions, case studies and detection of red flags. Targeted anti-bribery training is also provided to third parties. Different settings are used to deliver this training, including trade association and supplier conferences.

Additionally, for certain third parties, we have specific invoice review and approval guidelines that are audited to ensure anti-bribery compliance. These third parties are also required to certify compliance with the Company’s Anti-Bribery Policy and applicable anti-bribery laws and regulations and are subject to due diligence procedures, which include questionnaires, reference checks, and debarment checks.

Focusing on Continuous Improvement and Taking Action When Needed

The Compliance and Ethics Committee meets quarterly to provide a forum to identify, raise and discuss important compliance and ethics matters, and ensure that issues of importance are communicated throughout the organization. To continually improve our Compliance and Ethics Program, we compare our program against best practices and external benchmarking resources as well as internal data gathered from sources such as the Company’s AWARE Hotline and annual Employee Engagement Survey. Also, on an annual basis, the Board of Directors, in consultation with Management, assesses and approves updates to our Code.
To ensure that our guests have the best possible vacation experiences onboard our ships, we aim to continuously evolve and improve through innovation, personalized service and product consistency across our fleet. Toward that end, we aim to enrich the guest experience through culinary, entertainment, and technology enhancements while ensuring the safety of our guests and crew.

**Guest Experience**

We recognize and reward our most loyal guests with special benefits and experiences. Each of our three US-based brands offer a loyalty program featuring exclusive access to special offers, onboard events, discounts on onboard services, news and information, priority embarkation benefits, and much more. These programs also provide members with friendly, personable, dedicated service and attention.

Membership is complimentary, guests are enrolled after just one sailing, and guests earn points each time they sail.
Measuring Guest Satisfaction

Following every voyage, we provide guests with the opportunity to complete guest surveys regarding their cruise experiences. These surveys contain a number of questions across various categories and are scored on a 1-10 scale. We send these surveys electronically to guests’ personal devices. Guests have seven days following the cruise to answer the questions, during which they receive two reminders. Our operational teams can access the guest survey data in real time, which allows them to quickly identify areas of high success, and at the same time, areas that may require attention and rapid corrective action. This tool also facilitates historical comparisons.

Electronic guest surveys contain numerous categories to be critiqued on a 1-10 scale

Analyze summary reports to determine which vessels exceed, meet, or fall short of targets

We regularly analyze summary reports for each vessel to determine which vessels exceed, meet, or fall short of targets. For vessels that exceed targets, we look to identify best practices that can be incorporated across the fleet. For ships below target, we use the data to implement corrective actions.

Additionally, we seek guest feedback through guest comment cards, onboard surveys and surveys specifically sent to loyalty program members. For Royal Caribbean International, we use this information, along with the electronic survey results, to create proprietary, internal Guest Index Scores for the entire fleet. In 2013, areas where Royal Caribbean International scored particularly high include issue resolution and the handling of pier check-in.

We pride ourselves on responding to concerns raised by guests through surveys and other communications channels to adjust existing policies. Examples include implementing our health-and-safety-driven Smoking Policy where appropriate; enhancing our procedures to increase guest comfort and safety; and identifying new services, pricing and promotional opportunities.

Protecting Customer Data

Protecting customer data is a topic of growing importance due to the proliferation of cloud computing, pervasiveness of online data sharing applications, and increased use of mobile applications. As such, the protection of customer data is an increased area of focus for our Company. In 2013, we implemented a Data Leak Prevention Initiative, which involved investment in a sophisticated security technology that monitors and detects credit card and social security numbers either entering or leaving our network. To reduce the impact in the event of a credit card data breach, we also instituted a data retention policy where we keep no more than six months of customer credit cards on our reservations system. Additionally, we implemented a network access control solution throughout our corporate offices to enforce integrity checks before allowing a computer onto the network.

Data Leak Prevention Initiative
Sophisticated security technology monitors and detects credit card and social security numbers either entering or leaving our network
Implement tokenization
Solution in 2014; a system that replaces a credit card number with a token number acting as a surrogate value that is useless in the event that data is stolen or lost

In 2013, we did not experience any breaches of customer data; however, our focus on data protection will remain strong. In 2014, we plan to implement a tokenization solution that replaces a credit card number with a token acting as a surrogate value that is useless in the event that data is stolen or lost. We also plan to institute an Information Security governance program that will consolidate the various data protection efforts across the enterprise under one governing committee.
Providing Guests with Wellness Services Onboard

We aspire to provide guests with wellness services so they can maintain healthy eating and exercise habits onboard in addition to using the travel experience to reduce stress and enhance overall wellness. Each Royal Caribbean International ship has an onboard Vitality Spa® & Fitness center with cardio equipment, fitness classes and spa services.

Additionally, healthier food options are provided on the ships. We provide a series of wellness activities aboard Celebrity ships as part of its Celebrity Life program. Celebrity Cruises provides health acupuncture seminars, and also interactive trivia games and cooking demonstrations to encourage guests to make healthier choices onboard and in their daily lives.

Engaging Guests with our Environmental Stewardship

Recognizing the growing interest from our guests to understand more about our stewardship efforts, we have developed an environmental education and awareness program for guests sailing on our Royal Caribbean International ships. This program, called Save The Waves® — Royal Caribbean International and the Environment, builds on the success of the “Oceans Ahead” program currently offered on our Celebrity Cruises ships, but is designed specifically for Royal Caribbean International guests.

We offer free presentations to Royal Caribbean International cruisers about our approach to environmental stewardship and programming on the guest stateroom TV channels onboard. In addition, each officer, staff, and crewmember is encouraged to take time to explain the concept and importance of Save The Waves® to our guests. The Save The Waves® program is a high priority for the Company and has proven a source of significant pride throughout our corporate community. In Australia, we provide weekly “All Access” tours of our waste management area, for which we have received positive feedback from guests.
Making Sustainability and Conservation Part of the Guest Experience

Our ship, Celebrity Xpedition, provides excursions to the Galápagos Islands where sustainability and conservation are central to the guest experience. Naturalists from Galápagos National Park lead our water and land excursions that wholly immerse guests in Galápagos ecosystems.

Guests also are provided with authentic cultural and culinary experiences. On the excursions, they visit a local fishing cooperative that Celebrity Cruises helped to establish in order to help local fishing families develop a more reliable livelihood and therefore more sustainable economic independence. Our ship also engages with local artisans by bringing them onboard to sell their wares, and by supporting a local social enterprise that sells artisan chocolates and donates a portion of the proceeds to local sustainability efforts.

In 2014, we are engaging our guests to participate in tree planting to support the Scalesia reforestation effort, preserving an endemic tree that is under threat; its deforestation is causing ripple effects for other wildlife that live in and around these trees.

Through the excursion to the Galápagos Islands and our presence in the region, we strive to merge business with social purpose, and hope to inspire our guests as part of our pursuit to provide them with the experience of a lifetime.

Guest Donations to the Galápagos Fund

Surrounded and immersed in the flora and fauna that is so unique to the region, guests are often eager to continue to help with conservation efforts after their cruise. Celebrity Cruises provides guests the opportunity while onboard to donate to the Galápagos Fund, which the Company manages in partnership with the Virginia-based Galápagos Conservancy. In 2013, RCL’s Ocean Fund committed a $50,000 grant to the Galápagos Conservancy for matching guest donations to the Galápagos Fund while onboard the Celebrity Xpedition.
Employee Engagement

At Royal Caribbean Cruises Ltd., we believe one of our greatest assets is our human capital. Our motto is “Great Vacations Begin with Great Employees”, which is central to how we deliver on our vision and values. As the Company grows globally, we believe that workforce engagement is critical to future success and an important part of how we bind the fabric of our culture.

2013 Employee Engagement Highlights

- 90% of employees received performance reviews in 2013
- 89% response rate shoreside response rate for annual employee survey
- 136 different countries from which we hired crewmembers in 2013
- 6 years average tenure for shipboard employees
- 14th annual health and wellness fair
- 1,389 employees completed their health risk assessments
- 3,150 pounds and 1.1 million minutes total pounds lost and minutes spent exercising by employees during third annual Royal Shape Up Competition
- 72 million steps walked simultaneously by participants across U.S. offices during the “Walktober” walking program
Uniting Around Shared Vision and Values

The best way for the Company to communicate RCL’s vision and values to all employees is to weave it into everything we do as an organization. It is not about one program or one message — but rather the aggregate of all of our actions. Initially, new hires learn about the Company through an interactive online new hire orientation program. It clearly communicates our values, vision and corporate culture. Also, our vision and values are displayed proudly throughout our campus in various areas clearly visible to employees and visitors alike. These visual displays include TV monitors, brochures and posters that serve as reminders to existing employees.

Further, the Company employs other methods such as companywide messages that are broadcast to all employees, “town hall” or quarterly management meetings, and staff and departmental meetings, to keep employees informed of new policies and procedures, corporate news and events, benefit plans, recognitions and awards, international expansion and other important information for our employees.

Respecting and Protecting the Rights of Our Crew

All crew, irrespective of union affiliation, are subject to Maritime Labor Convention 2006 and International Labor Organization standards for wages and benefits, and RCL has been certified to be in compliance with these standards. RCL strives to maintain competitive and fair wages and benefits in order to attract and retain the best workforce in the industry. We continually review industry market data along with the staff feedback to ensure our employment policies are fair and competitive.

RCL is committed to ensuring that all its workers and employees are treated with dignity and respect and in accordance with fundamental fair labor principles, as recognized by the International Labor Organization core conventions on Labor Rights. RCL also endorses the principles contained within the United Nations Declaration of Human Rights.

RCL also has a Shipboard Employee Counseling and Warning Policy and a Statement of Fair Treatment as part of our Grievance and Dispute Resolution Procedure available to crewmembers who feel they have not been treated fairly in accordance with collective bargaining agreement or company policy.

As part of our Above and Beyond compliance philosophy, each RCL ship has a dedicated Human Resources team onboard that plays an important role in the crewmember’s life onboard. The team is unique in that it impacts every facet of a team member’s shipboard experience and supports and guides our crew throughout their career at sea. We also provide a retirement plan, social compensation programs, medical coverage and sick pay, disability coverage, and life insurance for all crew; and offer Pay Card and Crew Wire Transfer processes for all crew to wire money home directly from the ship into a bank account.
Celebrating Performance and Tenure

For both shipboard and shoreside employees, we have targeted programs that celebrate and recognize performance and tenure. Our population keeps growing, as does our diversity, and we have implemented new online systems for Service Award redemptions and our corporate performance programs. All active employees who have completed six months of service are eligible for the discount cruising privilege based on available space. In addition, their immediate family members and other relatives are also eligible. All employees are also eligible for one company-paid familiarization cruise after completion of one year of service. Additionally, our Company offers adoption assistance, and supplemental benefits including legal insurance, pet insurance, an onsite medical clinic, onsite fitness centers, onsite daycare, spa services, and discount programs.

Discount cruising privilege based on available space for all active employees who have completed six months of service

The Company’s culture of recognition and employee engagement has helped us retain top talent and reduce voluntary employee turnover. Our average tenure for shipboard employees is currently six years.

Embracing Diversity and Creating an Inclusive Environment

Throughout our history, RCL has been dedicated to employing a multicultural shoreside and shipboard workforce. All newly hired crew are provided with cultural diversity training to help them become acclimated to their new exciting environment with coworkers from all parts of the world. The cultural training sessions educate crewmembers on the cultural differences throughout the fleet in order to increase cross-cultural harmony.

Cultural training sessions educate crew members on the cultural differences throughout the fleet in order to increase cross-cultural harmony

Our diversity-inclusive practices include, but are not limited to, celebrating holidays, respecting religious beliefs, and offering different cuisines to accommodate dietary preferences among the vast array of nationalities. We strive to instill the importance of teamwork and respect so that all shipboard and shoreside employees understand they need to be productive, treat each other with respect and collaborate with one another, regardless of their background.

Non-Discrimination Policy

RCL has a strict non-discrimination policy, and employees who feel they are victims of discrimination have multiple avenues to report their concerns. The first point of contact, if there is no conflict of interest, is the person’s immediate supervisor. Employees can also contact Human Resources, Audit and Advisory Services, Global Compliance and Ethics Group, or other Compliance and Ethics Contacts listed in the Code of Business Conduct and Ethics. We investigate each report appropriately and treat it confidentially to the fullest extent possible. Violators are subject to disciplinary action, up to and including termination.
Enabling Our Employees to Learn and Grow with the Organization

RCL’s Human Resources group consistently stresses the importance of creating a culture where employees are engaged and challenged with interesting and meaningful work that provides them with opportunities to learn and grow with the organization.

RCL continues to provide world-class learning tools and development programs for both shoreside and shipboard employees. These programs include online courses, traditional classroom training, one-on-one coaching and action learning projects. As part of our commitment to staff development, we offer an innovative high potential development program titled Building on Talent (BOT), which identifies and develops “up and coming” future leaders, both shipboard and shoreside.

Our broader talent management programs encourage all employees to develop their skills. The framework we provide to facilitate this employee development is called Performance For Growth (P4G). While we maintain a focus and rigor on high potential development through BOT, in parallel we purposefully develop the skills of the broader employee population with P4G. Both BOT and P4G help employees develop a wide range of skills and areas of expertise, which enhances their performance in their current role and can prepare them to potentially assume multiple roles throughout the organization.

World-class learning tools for both shoreside and shipboard employees

Building on Talent (BOT) is a development program that identifies and develops “up and coming” future leaders

Performance For Growth (P4G) is the framework we provide to facilitate employee development

Reinforce culture development through the Company’s performance management philosophy and system

We reinforce our culture of development through the Company’s performance management philosophy and system. In 2013, we rolled out global core competencies worldwide for all employees. Our executive team carefully crafted these competencies, reflecting what they felt were critical capabilities for future success in our business. The performance management cycle starts at the beginning of the year with clear business goals, which cascade from broader departmental objectives, as well as personal development goals.

“It’s Just Coffee”

While coaching and feedback against these goals happens throughout the year, at mid-year our performance management cycle includes a conversation called “It’s Just Coffee.” The “It’s Just Coffee” program was launched to encourage informal yet important employee driven performance check-ins with their managers. The cycle concludes at year-end with another important conversation between manager and employee that both reflects on the past year’s performance and looks forward to the following year’s goals and personal development priorities.
Promoting a Culture of Open Communication

Our Company strongly believes in having an open-door policy that encourages open communication between managers and their team members. If for some reason an employee does not feel comfortable sharing a concern with his or her direct manager, the employee also has the option to go to another manager or to a Human Resources representative. Additionally, a Human Resources Business Partner is assigned to each division. The Human Resources Business Partner plays an important role in gathering feedback and suggestions from all levels of employees, and then addressing situations and challenges as they surface.

In addition to this day-to-day open door philosophy, the company also conducts a confidential and anonymous shoreside annual employee engagement survey through a third-party. We have our shipboard crewmembers complete an employee satisfaction survey (or engagement surveys, depending on the brand) at the end of their contracts, and we also have an annual enterprise-wide employee engagement survey. Additionally, employees can offer positive feedback to a coworker on a job well done by engaging on our recognition website, where we encourage employees to recognize others for going Above and Beyond.

2013 Employee Engagement Survey

Understanding how engaged our employees are across the enterprise is important for providing valuable insight into our employees’ connection and commitment to the organization. Through the employee engagement survey, employees share their feedback on what we do well, what may need improvement, and what drives employee motivation, retention and productivity.

In 2012, we established a baseline enterprise-wide employee engagement survey composed of 12 questions that are used to directly measure engagement for our employees globally. These 12 questions are the best measure of engagement at our corporate offices, and also help us reach employees at the piers, call centers, shipboard, private islands and Celebrity Xpedition. In 2013, we used the same 12 questions for measuring employee engagement in key areas such as trust in leadership, team effectiveness and feeling valued. The U.S. shoreside survey includes a number of additional questions that help further capture the pulse of the organization in areas such as communication, compensation and diversity, while also allowing employees to share comments and feedback. Our Company experienced dramatic organizational changes in 2013, and given this change environment, management from the Pullmantur and international offices decided not to participate in this year’s engagement survey. All other offices, including U.S. shoreside, also experienced significant reorganization, yet even with these changes, we are pleasantly surprised that there was no change in the global engagement score.

While the global engagement survey is still in its early stages, we have been conducting the U.S. shoreside survey for a number of years.
Strengthening Our Culture through Wellness Programs

As employees are our greatest asset, we have developed targeted wellness programs to promote a healthy, engaged workforce and to provide services for our employees’ families. In addition to managing health care costs, our strategy is aimed at improving team cohesiveness, teamwork, and employee morale; supporting our company’s efforts to be viewed as an employer of choice; reducing absenteeism; enhancing productivity; and improving recruitment and retention.

Our branded “Wellness Works” programs offer a wide variety of wellness opportunities to our shoreside employees, including annual health risk assessments, lunch-and-learn seminars, complimentary chair massages, Weight Watchers groups, smoking cessation, fitness challenges, daily stretching groups, onsite basketball and soccer intramural tournaments, ergonomics materials, onsite wellness article library, onsite chiropractic care, discounted prices for community event involvement, social wellness activities, onsite meditation classes, onsite group exercise classes, onsite personal training opportunities, onsite fitness centers, onsite farmer’s market share options for employees and an onsite medical clinic. We also provide healthy eating options in the vending machines and cafeterias and offer Cooking Light meals. At our onsite fitness center, we offer more than 20 group fitness classes weekly including spinning, yoga, Zumba, aerobics, boot camp, and Wii Fit. We also offer personal training opportunities and massage services.

**Improve team cohesiveness, teamwork, and employee morale**

**Healthy eating options**

**20 group fitness classes/week**

RCL’s Wellness Committee works with the Florida Department of Health, Miami-Dade and Broward Area Health Education Centers, Health-Fit Chiropractic and Sports Medicine, American Heart Association, the American Cancer Society, the Wellness Council of America, Tenet Healthcare and The Breast Cancer Research Foundation to communicate information, promote healthy lifestyles, and engage in competitions and fundraising events.
Employee Engagement Awards and Recognition

- **Quantum Workplace’s Employee Voice Award**
  2008/2012/2013

- **Achievers 50 Most Engaged Workplaces™**
  2012/2013

- **South Florida Business Journal Business of the Year (Finalist)**
  2013

- **Chief Executive Magazine’s 40 Best Companies for Leaders — #13**
  2013

- **South Florida Business Journal Healthiest Employers, Winner Large Company**
  2012/2013

- **Greater Miami Chamber of Commerce Excellence In HR Awards, Health & Well-Being Winner**
  2013

- **American Heart Association Fit Friendly Workplace Platinum Recognition**
  2013

**Organizing to Capitalize on Future Opportunities**

For 2014 and over the coming years, we have identified numerous opportunities to build on our solid corporate community foundation and enhance our culture. Engaging our workforce, and promoting their career and personal development are high priorities. We are currently deploying a new curriculum for shipboard leaders and new courses shoreside that are aligned with our core competencies and address our current business environment. In subsequent years, we aim to leverage technology in a more aggressive way, utilizing innovative tools that can modernize the way learning is deployed to our global workforce.

**Tobacco-free properties**

In 2014, a focus area will be conversion of U.S. campuses into tobacco-free properties by the end of the year.

We are enthusiastic about the opportunities to continue evolving our wellness programs. By identifying wellness champions and empowering them to engage their departments, we are able to strengthen the reach of the program. In 2014, a focus area will be conversion of U.S. campuses into tobacco-free properties by the end of the year.
Community Engagement

Throughout our Company’s history, we have sought to be a good neighbor and community partner. Our corporate citizenship programs enhance our relationships with our communities, customers and employees, which in turn strengthens our Company and benefits our shareholders. From our offices around the globe to wherever our ships sail worldwide, we invest great care and resources to help make local communities better places to live and work, by encouraging volunteerism and offering funding and donations to nonprofit organizations with like-minded goals.

2013 Community Engagement Highlights

- 2.5% of net income directed to charitable contributions
- 95% of officers served on at least one non-profit board
- 1 million in disaster relief after Typhoon Haiyan
- $250,000 raised for The Breast Cancer Research Foundation®
- 16th annual employee GIVE Day held with +1,000 participants
- 24 classrooms painted by our employees at a special-needs school in London
- $725,000 raised for United Way chapters in South Florida by shoreside employees
- 290 wishes provided to Make-A-Wish® kids through our Wishes At Sea program
- 8,500 trees and vegetables planted by employees at Kids in Distress grounds for foster children in South Florida
2013 Community Engagement Milestones

To deliver on our commitments to communities, we achieved the following milestones in 2013:

- **Expanded Royal Caribbean International partnership** with Make-A-Wish® through cause marketing campaigns
- **Created giving guidelines** for our Foundation as requested by our executive leadership team
- **Globally increased employee awareness** of community relations and corporate social responsibility programs
- **Expanded Celebrity Cruises partnership** with The Breast Cancer Research Foundation® through cause marketing campaigns

In 2013, RCL’s total annual philanthropic contributions made directly and through our funds including corporate contributions, in-kind donations, employee donations and employee volunteer time totaled 2.5% of net income.

A Commitment from the Top

We are committed to the environments and communities in which we operate. All of our officers serve on boards of nonprofit organizations in their local communities, with several officers serving on more than one. This gives our Company the opportunity to extend its reach into the underserved areas of our communities. Our corporate philosophy is to support organizations that benefit and offer services to the entire community, and we focus support on three areas:
Signature Partnerships

United Way®
Our Company has a signature partnership with United Way®. Each of our North American offices runs an annual employee giving campaign that helps to create lasting, positive change in the lives of children, teens, families and seniors in the various communities in which we do business. With our corporate headquarters located in Miami, the largest of these campaigns takes place in partnership with United Way of Miami-Dade, and United Way of Broward County. In addition, several of our executives hold volunteer leadership roles with United Way, extending the impact that our company is making in the community.

Continuous Support
We also continue to support The Miami Foundation, which is focused on connecting philanthropy with community needs near our corporate headquarters, and The Commonwealth Institute, a non-profit organization to support women-owned businesses.

The Breast Cancer Research Foundation®
Since 2010, Celebrity Cruises has focused on breast cancer research as its main charitable cause. This focus is formalized through a partnership with The Breast Cancer Research Foundation® (BCRF), an organization dedicated to preventing breast cancer and finding a cure in our lifetime by funding clinical and translational research worldwide. Celebrity launched its partnership with BCRF through a series of onboard events and activities aimed at giving guests an opportunity to engage and share in our commitment to the cause, in a fun, meaningful and authentic way, while raising funds for the organization.

Make-A-Wish®
Through a partnership with Make-A-Wish®, we have contributed resources to make wishes come true for children facing life-threatening illnesses around the globe. Since 2000, our Wishes at Sea cruise donation program has hosted thousands of Wish kids and their families around the world, contributing in-kind services and discount savings. Through employee and guest fundraising efforts such as Walk for Wishes, we have raised millions of dollars and collected thousands of frequent flyer miles for the program since 2008. We also have executive officers serving on local chapter boards of the foundation in cities where we have corporate offices.

The Breast Cancer Research Foundation
Make-A-Wish Foundation
The Miami Foundation
The Commonwealth Institute
Engaging Employees through Community Service

At RCL, our employees are public-service-minded and share our commitment to the environments and communities in which we operate. We launched our Get Involved, Volunteer Everywhere (GIVE) program in 1997. Over the past sixteen years, employees and their friends and families, suppliers and business partners, join forces nationally and internationally each year to assist nonprofit and community organizations in improving the quality of lives in their communities.

Our employees have pitched in at schools, children’s homes, museums and neighborhoods in the United States, the Caribbean and Europe. Additionally, in the fall, shipboard employees raise money for destination-based charities of their choice, including orphanages, shelters and community centers around the globe through our “GIVE for the Holidays” program.

Our cruise brands’ crew members also hold quarterly service projects to support the communities where our ships call. These include holiday and toy drives for orphanages and schools, and beach cleanups throughout the Caribbean and Central and South America.

Focus on Education and Mentoring

Our strong belief in education and mentoring programs runs throughout the Company, and we are proud that our employees participate in several Miami-area education initiatives. Through a partnership since 1997 with Kids and the Power of Work (KAPOW), RCL employees serve as tutors and mentors to children at an elementary school in a disadvantaged neighborhood of South Florida.

Additionally, in 2013 our medical department in the island of Dominica collected a range of surplus items, including a spinal immobilization board and supporting equipment, an automatic external defibrillator and oxygen kit. The Village of Tequesta, Florida also donated 14 sets of firefighter bunker gear and protective equipment, cardiac monitors, and defibrillators.

Big Brothers Big Sisters

Employees also help high school students in the hospitality program reach their potential through professionally supported mentoring via Big Brothers Big Sisters’ School to Work Program, with monthly worksite visits to RCL’s offices, and BIGs in School, whereby employees have the chance to work with a child each week at a school near their home or office.
2013 GIVE Day Events Highlights

Kids in Distress (South Florida)

More than 1,000 RCL volunteers painted and landscaped the grounds at Kids In Distress, whose mission is to prevent child abuse and treat children who have been abused and neglected. In a single day, volunteers transformed the Kids In Distress grounds with more than 2,000 gallons of environmentally-friendly paint for 13 buildings and surrounding areas; 8,500 plants, including fruit trees and vegetables native to Florida; 100 bird feeders made by young volunteers; and by reconnecting the irrigation system, which helped Kids In Distress save on their monthly water expenses. In addition, our volunteers inventoried and organized their donation center to help them better serve their 5,000 kids in foster care homes throughout Broward and Palm Beach Counties.

Lindon Bennett School (England)

RCL volunteers painted a selection of the 24 classrooms as well as helped to tidy and make safe the garden area at Lindon Bennett, a primary school for children with special learning and physical needs. The school has its own hydrotherapy pool, and our volunteers brightened it by painting a mural on the wall of the pool room.
A Multi-Year Social and Economic Commitment to Islands Struck By National Disasters

In addition to our regular community-based programs and partnerships, RCL stands ready to help in times of crisis. For our employees, we provide support for hurricane relief and personal crisis aid with the Royal Caribbean Crew/Employee Relief Fund. We also extend assistance to the wider community.

With a private destination, Labadee, Haiti, on the north shore of Haiti, we have had a strong presence in the country for nearly 25 years, providing significant resources, employment, and foreign exchange. To support the community in the long term, we sponsored the building of a school complex near Labadee following the 2010 earthquake that devastated much of Haiti. In 2013, the school expanded due to an increase in enrollment in all grades, and began providing English classes and now provides eighth grade education. Our employees also continued to volunteer: providing general repairs, painting, environmental education and other projects at our school in Haiti.

Through an alliance with the Pan-American Development Foundation (PADF), we have been able to broaden the reach of our community partnerships and assistance to include disadvantaged people and communities in Latin America and the Caribbean. PADF empowers these communities to achieve sustainable economic and social progress, strengthen their communities and society, and prepare for and respond to natural disasters and other humanitarian crises.

Our partnership with PADF maximizes our reach to many impoverished neighborhoods and allows us to leverage resources to create a greater impact for communities with the greatest needs. In addition, crewmembers from our ships volunteer often with PADF’s many partners in our ports of call throughout Latin America and the Caribbean. Collaborative projects include earthquake relief in Guatemala; education programs in Peru; the Dominican Republic, and Honduras; and literacy programs in Argentina, Mexico, and Uruguay.

Highlights of 2013 PADF Projects

- **Women artisans expand production and gain access to new markets.** Project funded by RCL in collaboration with PADF, the Organization of American States, and Fundación Ambos.

- **Address the technology needs of at-risk secondary school students who do not have adequate skills to enter the labor market.** PADF in collaboration with the OAS partnered to provide students with appropriate Informative Communication Technology skills for the job market, and to provide training and capacity building for teachers in the technology field.

- **Programs to provide awareness of the importance of staying in school, to vulnerable at-risk youth communities in Antigua, Guatemala; and train adolescents in the areas of social media, communication and leadership in order to help them avoid risky situations.** PADF in collaboration with MTV Exit and the Inter-American Development Bank began funding an educational program targeting at-risk youth in Central America.
Providing Relief after Typhoon Haiyan

In 2013, the devastation from Typhoon Haiyan hit close to home for our Company with more than 12,800 employees from the Philippines and 6,000 employees from areas most affected by the typhoon. Nearly 3,000 of our employees were in the Philippines during the typhoon with thousands of homes destroyed, and millions unable to reach their loved ones as communications systems were down.

When Typhoon Haiyan hit, Royal Caribbean took immediate steps to help crewmembers attempt to communicate with relatives, Company executives held an emergency meeting with more than 200 Filipino crewmembers to discuss disaster relief steps. We worked with our regional office’s hiring partner Philippine Transmarine Carriers to set up communication hubs and locate missing employees. We provided clergy and counseling services for our employees.

Royal Caribbean has delivered on its commitment to bring over $1 million in relief efforts through corporate donations, with employee donations that the Company matched, and an in-kind donation of needed personal hygiene and personal care items. Relief dollars totaled over $1.3 million.

Funds raised by employees and matched by RCL were distributed to the RCL Crew Relief at The Miami Foundation to directly assist our employees and their families. RCL also donated funds directly to World Vision, which we selected as a partner because the organization has operated in the Philippines since 1954 and was able to rapidly deploy emergency relief teams across the country to provide food, hygiene, and shelter kits, and to assess both mid- and long-term needs for the region. To support the relief effort, RCL brands were given tools to engage guests onboard our ships and utilize website and social channels to raise awareness about our efforts in collaboration with World Vision, and provide guests with information on how they can help.

In times of tragedy and strife, an organization and its character are tested. We are proud of how our shoreside and shipboard employees mobilized and united to take care of our own. We also learned valued lessons about the power of partnership, rapid action and leveraging social media channels. We are grateful to World Vision, Philippine Transmarine Carriers, local authorities, our guests and our employees who helped contribute to our relief efforts.

Continuing to Respond to Global Needs

As our Company grows and expands, we are focused on identifying and deploying strategies as seamlessly as possible internally through streamlined campaigns. We also recognize the need to continue focusing our efforts on the most impactful events and activities that engage the most employees. Additionally, it is critical that we continue to vet organizations, maintain transparency in donations and reporting, and ensure separation among the activities of our Government and Community Relations functions. Through our charitable contribution policies and our culture of service and caring, we strive to position ourselves to continue making positive social and economic contributions in the communities where we operate.
Conservation and Sustainable Tourism

Our ships provide guests with many different opportunities to interact with the natural environment in both land and marine ecosystems. Among a diverse set of available shore excursions, guests can choose to dive or snorkel in coral reefs teeming with vibrant aquatic life, explore magnificent rain forests, hike across glaciers or tundras, all while experiencing first-hand the wonders of the wilderness and wildlife in these unique environments. Many complex factors are involved in helping to maintain the natural and cultural integrity of these places.

At RCL, we believe that, in addition to managing our ships in an environmentally responsible manner, we must also promote sustainability and manage our impact on the often-fragile ecosystems and communities in the destinations to which we sail.

2013 Conservation and Sustainable Tourism Highlights

There are many complex factors involved in helping to maintain the natural and cultural integrity of these places. At RCL, we believe that, in addition to managing our ships in an environmentally responsible manner, we must also promote sustainability and manage our impact on the often-fragile ecosystems and communities in the destinations to which we sail.

Conservation

- 18th year of providing marine conservation grants through The Ocean Fund™
- $13.4 million granted to 81 non-profit organizations and institutions since inception of The Ocean Fund™

Sustainable Tourism

- $700k awarded in 2013 Ocean Fund grants
- More than $110k awarded in 2013 Celebrity Xpedition Galápagos Fund grants
- 3 Ocean Fund™ Action Projects implemented in St. Kitts and Nevis, Roatán and Cozumel
- 34% of shore excursions offered from providers that are enrolled in a sustainable tourism education and verification program
The Importance of Sustainable Tourism

We are committed to protecting and preserving the environments and communities in which we operate. At RCL, we recognize the importance of responsible and sustainable tourism. We realize that with the growth of our business and the increasing popularity of cruise vacations, a greater number of visitors now have the opportunity to experience the magnificent destinations we visit. We aim to make the activities of our guests, while in ports of call, have the least possible impact and help to protect the natural and cultural heritage in our many destinations.

Aim to have the activities of our guests while in ports of call have the least possible impact.

We believe that good destination stewardship depends on shared responsibility among local government, tourism businesses, communities, and our guests. As such, we are proactively investing, supporting and ensuring sustainable tourism.

Investing
Investing in practical tools and projects that will help destination managers to embed sustainability in their own policies and planning.

Supporting
Encouraging and supporting our shore excursion operators to improve their sustainable business practices.

Ensuring
Ensuring that our private island destinations meet internationally recognized standards for sustainability.
Establishing and Implementing Sustainable Tourism Standards

One of the ways the cruise industry can support development at our partner destinations is to utilize third-party standards that outline best management and quality assurance systems for shore-excursion providers, as well as sustainable management of the destination itself.

The Sustainable Shore Excursion Standard is a set of criteria and indicators for sustainable shore excursions. Since 2010, we have worked with Sustainable Travel International to develop the Sustainable Shore Excursion Standard, a set of criteria and indicators designed to help cruise lines identify providers who offer high-quality shore excursions that also support local communities and conserve the environment. This standard builds on the Ocean Conservation and Tourism Alliance’s (OCTA) Principles, Criteria and Indicators for Sustainable Marine-based Tours, developed in collaboration with the Cruise Lines International Association (CLIA) and Conservation International (CI), and is aligned with the United Nations Global Sustainable Tourism Council’s Global Sustainable Tourism Criteria. We have set a company-wide goal that 50% of all shore excursions offered by RCL will be third-party verified to an internationally recognized sustainability standard by 2015.

In 2013, the shore excursions program went through a series of changes to reorganize the product offering and to improve the quality of the experiences. As a result, new providers were added and others removed from the list. These changes affected the percentage of providers enrolled in our sustainable tourism programs, reducing our progress by two points compared to 2012. In 2013, we offered 4,846 shore excursions, of which 34% are actively enrolled in a sustainable tourism education and verification program, compared to 36% in 2012.

To meet our 2015 goal, our Global Tour Operations marketing organization will provide tour operators with additional marketing opportunities to further promote tours certified as sustainable via a variety of pre-cruise and onboard communication channels, which includes shore excursion order forms, iPad and tablet content, dispatch signs and digital signage.

We also continued to support and participate in the Global Sustainable Tourism Council’s (GSTC) Working Group to draft Global Sustainable Tourism Criteria for Destinations. We are happy to report that, after incorporating the recommendations of the WG, the Global Sustainable Tourism Criteria for Destinations (GSTC-D) were approved by the GSTC Board in October 2013. We are proud to be a part of this effort to develop a common understanding of sustainable destinations, and the minimum undertakings that any tourism management organization that wishes to be sustainable should aspire to reach.

Additionally, in 2013, RCL committed that all of its Environmental Officers will receive training in sustainable tourism and will obtain a certification as Sustainable Tourism Professionals. This program is based on curriculum developed by Sustainable Travel International in partnership with the U.S. Agency for International Development, and George Washington University. We are evaluating the best strategy for the fleet-wide rollout of the initiative and the timeline for completion.
Receiving Gold-Level Eco-Certification at Our Private Destination in Haiti

In 2013, the attractions and tour operations at Labadee, Haiti, a private cruise destination managed by our Company, was awarded the Sustainable Tourism Education Program™ (STEP) Gold-Level Eco-Certification.

The STEP Certification is among the first global standards to be formally recognized by the Global Sustainable Tourism Council, and Labadee is the second operation of its kind to receive the certification. The first is CocoCay®, RCL’s private destination in the Bahamas. To receive the certification, Labadee was evaluated across its series of environmental, social and environmental performance areas including operational planning, compliance, ecosystems and wildlife management, ecological impacts, waste management, energy management, pollution, water management, conservation and community efforts, responsible purchasing, ethics, fair labor, health and safety, and community relations.

To initiate the process, Sustainable Travel International conducted an onsite evaluation, and met with Labadee’s destination management team to develop a sustainability action plan for Labadee to address gaps and required corrective actions to achieve the certification. Through the assessment process, we were proud to learn that our employee engagement policies and practices were recognized as an area of exceptional implementation.

Our Conservation Funds

To help ensure the future of the world’s oceans, RCL makes investments in conservation projects, scientific research, sustainable destination management and environmental education.

The Celebrity Xpedition Galápagos Fund

The Celebrity Xpedition Galápagos Fund was established in 2006 to support the conservation and protection of the Galápagos Islands. Grants are made to a variety of non-profit groups and institutions for conservation initiatives, including research and innovative technologies, as well as education initiatives that boost public awareness of ocean and coastal issues and respect for the ecosystem. Projects focus on conservation of species and habitats of the islands, sustainable tourism supported by local communities and local businesses, and education and employment for students of the islands.

The Fund draws on guest donations, and in 2013 awarded about $114,000 to nine organizations in support of projects that contribute to the Galápagos community.
Established by RCL in 1996, The Ocean Fund supports marine conservation organizations in safeguarding the health of the world’s oceans. The Ocean Fund’s mission has three primary objectives, listed on the right.

Support
Support efforts to restore and maintain a healthy marine environment

Minimize
Minimize the impact of human activity on this environment

Promote
Promote awareness of ocean and coastal issues and respect for marine life

Since the fund’s establishment, we have contributed $13.4 million to 81 non-profit organizations and institutions around the world for projects that relate to ocean science and marine conservation, climate change, key marine species, education and innovative technologies. In 2013, we awarded more than $700,000 to support these issues.
2013 Ocean Fund™ Grant Recipient Programs

★ CARIBSAVE
A program that uses environmental monitoring data and climate simulation experiments to evaluate the resilience of corals in the Cayman Islands in the face of climate change.

★ Central Caribbean Marine Institute
A program to establish nurseries of climate-change-resistant corals in Jamaica and transplant them into protected areas to foster healthy reef ecosystems.

★ Charles Darwin Foundation/Galapagos Conservancy/Galápagos Fund
A matching fund to incentivize guests sailing on Celebrity Xpedition in the Galápagos Islands to donate to the Galápagos Fund, managed by the Galapagos Conservancy, to help with conservation efforts in the region.

★ Marine Stewardship Council
A program that advances environmental stewardship of Caribbean fisheries by identifying those most ready for sustainability certification.

★ North American Environmental Protection Association
A multi-lingual program that educates children in grades K-12 in the Caribbean Basin about the harmful effects of marine debris and how to mitigate its impact.

★ National Fish and Wildlife Foundation
A destination conservation program that links sustainable fisheries and conservation projects to ports of call in the Caribbean.

★ University of Florida SeaGrant Program
A program targeting Dominica fisheries, with opportunities to foster sustainable practices.

★ The Nature Conservancy
A structured approach to guiding active conservation efforts for Haiti’s new marine protected area, Three Bays National Park.

★ Sustainable Travel International
A comprehensive destination stewardship program that positions RCL as a resource for destinations committed to conserving and preserving resources.

★ University of Miami Rosenstiel School of Marine and Atmospheric Science
The OceanScope program, which measures atmospheric and oceanographic data as select RCL ships sail through the world’s oceans.
The SMART Tool

The SMART tool responds to a clear need identified by destination managers for a plug-and-play means to collect, manage and monitor data on sustainable tourism performance. SMART is expected to help destinations improve decision-making for sustainable development and management of tourism and other destination operations, to achieve balanced growth and vibrant healthy communities for residents and guests alike.

In 2013, the Ocean Fund grant supported pilot testing of the SMART system in two destinations, Roatán, Honduras; Cozumel Mexico; and St. Kitts and Nevis. In St. Kitts, the Ocean Fund grant supported online training for 30 government officials in sustainable tourism and sustainable destination management. The Ocean Fund also sponsored an in-person training session in St. Kitts for 20 public and private sector officials, with specialized training modules on marine conservation and cruise destination stewardship.

Sustainable Tourism Projects

The Ocean Fund grant also assisted three destinations in implementing sustainable tourism projects using Sustainable Travel International’s Destination Sustainability Tools:

St. Kitts and Nevis

In St. Kitts, the Ocean Fund grant supported pilot testing of the SMART system in two destinations, Roatán and St. Kitts. As part of the project, the destinations will be able to track sustainability progress along these indicators using the SMART database for recording the results. As a result of the pilot, the SMART system will be upgraded and prepared for wider roll-out in other destinations in 2014.
Roatán

In Roatán, the grant supported a Rapid Sustainable Destination Diagnostic™ (RDD), a destination sustainability assessment applying internationally recognized criteria, and stakeholder engagement in planning to develop a practical action agenda. The action agenda identified good practices, areas for improvement of destination stewardship, and quick-win projects addressing these priorities to demonstrate tangible and measurable results—for example, establishment of a new destination management organization.

Cozumel

In Cozumel, the grant helped the destination take the RDD conducted in 2013 one step further. Sustainable Travel International, in partnership with the Mesoamerican Reef Tourism Initiative (MARTI) and the local government, brought destination stakeholders together to develop their first destination-level action agenda for destination sustainability. Further work is underway to help guide the local government and MARTI in assessing the feasibility of launching a destination quality and sustainability standard for hotels and tour operators.

Local leaders in Cozumel and Roatán considered the results of the destination sustainability diagnostic as a serious call to action. Destination stakeholders joined forces to collaboratively define a practical road map, which addresses the critical sustainability issues identified during the evaluation. Both destinations have formed working groups to bring key initiatives to fruition with tangible results expected in 2014 and 2015.

Mesoamerican Reef Tourism Initiative (MARTI)

and the local government in Cozumel, brought destination stakeholders together to develop their first destination-level action agenda for destination sustainability.

“The Rapid Sustainable Destination Diagnostic™ is an important step for Roatán and Honduras. These efforts are helping to put our tourism on a sustainable trajectory, and this process will serve as a model to replicate in other tourism destinations in Honduras.”

- Syntia Solomon Bennett
  Honduras’ Vice Minister of Tourism
Environmental Stewardship

At RCL, our commitment to the environment extends throughout our organization, from senior management to our newest crewmembers. As we continue on our journey to optimize the environmental performance of our operations, we are dedicated to continually improving our operations, both onboard and ashore, by piloting emerging technologies and deploying best practices fleetwide to minimize our environmental footprint.

2013 Environmental Stewardship Highlights

- **20.1% reduction in Greenhouse Gas (GHG)** emissions per available passenger cruise day since 2005
- **49% reduction in refrigerants consumption** since 2008
- **2 vessels piloting emissions abatement technologies**
- **90% better performance than IMO standard** for discharged bilge water
- **31 vessels with advanced wastewater purification systems**
- **100% of operational waste re-purposed** on 12 vessels
As our Company generates significant emissions from operations, reducing our emissions of greenhouse gases and other air pollutants is an essential part of our environmental stewardship strategy. There are three main ways that we seek to minimize air pollution from our ships:

- **Reducing overall energy use**
- **Investing in emissions abatement technologies**
- **Utilizing alternative fuels and renewable energy sources**

**Energy and Air Emissions**

The energy required to push a vessel through the water is the single largest energy demand on a ship, so improving the way our ships move through the water is a critical element in our quest for sustainable energy efficiency. RCL has initiated a multi-year project of upgrading the propulsion plants on our ships scheduled for drydock. Each Vision-class ship will have its existing propeller and rudder propulsion system upgraded with a more efficient integrated rudder-propeller system. As of 2013, all six Vision-Class ships have been upgraded with these systems. Our newer ships have been designed with podded propulsion systems, which are more efficient than traditional propeller-type systems. Together with our supplier, we have developed an even more efficient podded propulsion system by enhancing the hydrodynamic design of the units. We also continue to pilot several software solutions to help guide and monitor efficient ship operations.

For many years, through implementation of advanced designs and technologies, we have been progressively commissioning some of the lowest-emission ships in the shipping industry. Our newest classes of ships emit about 20% less carbon dioxide (CO2) per person per day than ships built a dozen years ago. We have also retrofit new technologies in our existing ships that have improved their propulsion efficiency by 5 to 10%. As a result of these efforts, our 2013 emissions per available passenger cruise day (APCD) are more than 20% lower than our 2005 baseline. In addition, we have achieved an annual reduction of 2% per APCD in 2013. While over 95% of our emissions are from fuel consumption, we also have reduced emissions from refrigerant consumption per APCD by 49% since 2008.

**Air Lubrication Initiative**

For a number of years, the marine industry has been exploring air lubrication as a means of reducing the frictional resistance of ships. Through various modeling studies, the method of air lubrication had indicated results with significant energy-saving effects. RCL developed a plan to implement a partial installation for test purposes onboard *Celebrity Reflection*. Testing to date on this vessel confirmed net savings in the range of one to three percent depending on weather and sea conditions.

In 2014, RCL will explore further development for a full-scale installation on other existing ships and on new builds. We also continue to explore opportunities to utilize an air bubble layer under the bottom and above the propellers to significantly reduce propeller-induced noise, with initial findings of over 5% net savings by optimizing propeller design with this technology.
Additional Measures to Reduce Overall Energy Use

**Reducing Overall Energy Use**
- Improving hull designs of our ships
- Itinerary planning to optimize timing, route, speed and distances traveled
- Moving thermostats to neutral positions
- Ensuring balcony doors are closed and lights and appliances are switched off when staterooms are unoccupied
- Re-using engine waste heat to heat water for showers and galleys
- Applying solar window film
- Using energy-efficient glass on new ships
- Using cold Alaskan and Baltic seawater to chill water onboard, thereby reducing the load on our air conditioning systems
- Adjusting and optimizing ship speed to increase fuel efficiency

**Investing in Emissions Abatement Technologies**
- Installed Solar Panels on newest ships
- Re-using engine waste heat to heat water for showers and galleys

**Utilizing Alternative Energy Sources**
- Installed Solar Panels on newest ships
- Re-using engine waste heat to heat water for showers and galleys
Another way that we can reduce air emissions is by burning cleaner fuels and using cleaner technologies. For example, some of our ships are equipped with gas-turbine engines, burning cleaner fuels and emitting less air pollution.

A number of other cleaner energy technologies are under development around the world. On our newest ships, we are installing thin-film solar panels that enable us to generate a portion of the ships’ electricity loads. Although the selection of commercially available and practical clean technologies continues to be limited for marine applications, we are actively researching and assessing progress on these technologies — including solar power, wind power, biofuels, natural gas, fuel cells, biomass and shore power — to determine their efficacy and viability for the future.

In 2013, we continued our pilot of Advanced Emission Purification (AEP) scrubber systems on two of our ships. In 2014, our focus will be on performance optimization, completing the validation phase of the AEP technology. Furthermore, the AEP systems on our newly delivered ships Mein Schiff 3 and Quantum of the Seas will become operational in 2014.

While the overwhelming majority of our environmental impacts come from our ships, we strive to promote a culture of environmental responsibility at our shoreside offices. From lighting retrofits and reduced water usage to emerging recycling initiatives, we continue to discover and implement opportunities to reduce our environmental impacts and to support behavioral change initiatives.
Water and Wastewater

Our ships require significant amounts of fresh water for drinking and for use in showers, sinks, toilets, galleys, pools and spas. We are continually researching ways to reduce water consumption and increase the efficiency of fresh water production on our ships. We also rigorously treat the three basic types of wastewater that are produced on cruise ships:

- **Bilge Water**
  A mixture of liquids, primarily fresh water, collected in the engine room from machinery spaces and internal drainage systems

- **Gray Water**
  Water from showers, baths, washbasins, laundry, dishwashers and galleys

- **Black Water**
  Water from toilets, urinals and medical facilities

Protecting Freshwater Resources

The average person in the United States uses about 100 gallons of water per day. On our ships, we estimated an average of 53 gallons of water per person per day in 2013, a savings of up to 47% of fresh water per person per day compared to what many of our guests use at home. Despite this level of efficiency, we strive to implement conservation measures to further reduce water consumption, and thus energy use, without negatively affecting the comfort of our guests.

We get fresh water for our ships in one of two ways: either by producing it onboard or by acquiring it from local sources in ports (known as bunkering). The majority of our fresh water is produced onboard, using steam desalination or reverse osmosis to convert seawater into fresh potable water. Steam desalination systems use evaporators that boil seawater and create steam, which is then condensed into fresh water. Although this process requires high levels of energy, whenever possible we avoid the need to burn additional fuel by using waste heat from diesel engine cooling water and steam from exhaust gas boilers (waste heat recovery) to heat the water to steam.

Reverse osmosis systems operate by pumping seawater under very high pressure through a filter (or semipermeable membrane). The filter allows only the water molecules to pass through, while the salt molecules are rejected and discharged back into the sea. The reverse osmosis systems being installed on our ships today are much more efficient than previous units. Today’s systems provide the same amount of water for only about 35% of the electricity consumption of models from only a few years ago.
Water-Saving Initiatives

Fresh water is only bunkered in locations where our use of the water resources will not stress the local community from a social, human health or environmental perspective. 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

As part of our 2015 goals, our Marine Operations and Technical Services engineers continue to work on standardizing water consumption data and establishing water consumption goals. In 2013, we achieved that objective – setting the following goals:

- **Maintain average water consumption at 54 gallons per APCD**
- **Produce 30% more potable water using shipboard equipment and resources**
- **Reduce the energy consumed to produce potable water onboard**

To treat graywater and blackwater, we began the research and development needed to install and operate Advanced Wastewater Purification (AWP) systems that treat blackwater and graywater before discharging and produce an effluent that is cleaner than what is required by most international sewage regulations and what is discharged from most municipalities. We have been installing these systems on our Royal Caribbean International and Celebrity Cruises ships, at a cost of more than US$150 million, since 1999.

In 2013, 31 Royal Caribbean International and Celebrity Cruises ships were equipped with AWP systems and 29 ships were compliant with RCL’s Above and Beyond Compliance Policy. Those ships not meeting the RCL standards are due to various operational and design challenges. However, we are making good progress to overcome these issues and are confident that all AWP ships will be sustainably meeting the RCL discharge standards in the near future. Meeting these standards reduces the company's environmental footprint and will potentially allow for operational savings in a growing number of ports around the world.

A Targeted Approach to Managing Wastewater

We treat bilge water with highly effective oily water separators that produce effluent that is at least three times cleaner than what is required by international regulations. The IMO standard for discharging treated bilge water is 15 parts per million. In 2013, RCL ships discharged processed bilge water treated to an average of less than 1.5 parts per million.
Waste and Chemical Management

Managing the amount of waste that we land ashore from our ships is a key part of our commitment to protecting the global environment. We reduce, reuse, and recycle solid waste whenever and wherever possible. As part of our Save the Waves® policy, no solid waste is disposed overboard, which is taken very seriously. We take special care in our handling of hazardous wastes. And we carefully manage the selection, purchasing, handling, distribution, use, and disposal of all chemicals that are used onboard our ships.

Solid Waste

We take great measures to manage solid waste on our ships. Our crew members work diligently to reduce, reuse and recycle all materials they can, and company policies, procedures, equipment and training help ensure that no solid waste goes into the ocean — ever.

Reduce

We work with our suppliers to green our supply chain, reduce packaging materials and use more sustainable resources.

Reuse

We participate in container return programs with our vendors, and have established a standard donation database for our fleet. Items include mattresses, sheets, towels, furniture and clothing.

Recycle

All trash onboard our ships is hand-sorted by our crewmembers to determine what can be recycled. Each ship is equipped with specially designed climate-controlled storage facilities that allow them to hold recyclables until the appropriate and approved recycling hubs are reached.

Additionally, we continue to grind all food waste not classified as international waste, and discharge at sea following strict guidelines.

In 2013, we achieved the milestone of having 100% of operational trash re-purposed on twelve of our vessels. Our Waste Management Working Group, the support of our Environmental Officers and partnership with vendors, local authorities and conservation groups has been instrumental toward accomplishing this milestone. We are optimistic about continued opportunities for collaboration to create markets for further waste reduction, reuse and recycling that did not exist several years ago.

As of 2013, we have increased the volume of waste recycled from our ships by 116% and decreased the amount of waste to landfill per APCD by 58% from 2007 levels. Toward our 2015 goal to decrease waste going to landfill by 70% over 2007 levels, a key focus area in 2014 will be implementing waste management best practices across our fleet.

2015 Recycling Goal

Increase the volume of waste recycled by 125% from a 2007 baseline (original 50% met in 2010)

2015 Waste to Landfill Goal

Decrease the waste land-filled by 70% from a 2007 baseline (original 50% reduction met in 2011)
Hazardous Waste

Although we produce only very small quantities of hazardous waste (in some areas called special waste), as defined by the U.S. Resource Conservation and Recovery Act (RCRA), the potential for negative environmental impacts makes the management of hazardous waste one of our highest priorities. As a result, our policy states that under no circumstance may hazardous waste be disposed of in trash containers or systems for graywater (sinks and drains) and blackwater (toilets). Instead, each type of this special waste has an appropriate and defined handling and control process. Hazardous waste products are segregated into leak-proof containers and landed to an approved shoreside disposal facility, or, for some types of medical waste, incinerated onboard.

Since recycling hazardous material is the most sustainable option, wherever possible, we recycle waste, such as fluorescent bulbs and batteries that would be classified as hazardous if it were landed ashore as garbage. Our hazardous waste is only handled by qualified contractors who comply with the Due Diligence Program we have developed for approved hazardous waste vendors. Where there is no approved recycling facility, our ships package and store hazardous materials for later recycling at ports with appropriate recycling facilities.

Chemicals Management

Through our chemicals management process, we are able to identify the most sustainable and effective chemical products for use throughout the fleet, thereby reducing the potential for adverse environmental impacts. We list chemicals that have been approved for use on our ships in a centralized master RCL Chemical Purchasing List (CPL) database. This list refers to the Chemwatch database, which contains standardized, easily retrievable information about each chemical; its proper handling and use; the manufacturer’s ratings for health, flammability and reactivity; and minimum requirements for personal protective equipment (PPE). This information is available in 25 different languages throughout our fleet.

RCL Chemical Purchasing List (CPL) Database

A list of chemicals that have been approved for use on our ships

In 2013, in cooperation with our Supply Chain department and our ship’s Environmental Officers, we initiated the first RCL fleet-wide Chemical Sweep. In 2014, we have set an objective to enhance our Chemical Management Program by implementing controls to facilitate purchasing approvals, improve our Green Rating System and comply with the Global Harmonization System.

As a complement to this process, we have developed a Green Rating System for RCL shipboard chemicals. This system considers each ingredient in a chemical product and examines how it affects the environment, allowing us to identify, and remove from shipboard use, any chemical products of concern that could harm the environment. This system has not only reduced potential chemical hazards, it has improved tracking, use and storage of chemicals and increased incentives for our suppliers to provide environmentally friendly products.
Crew Engagement on Environmental Stewardship

We work hard to ensure that our more than 57,000 crewmembers fully understand the importance of complying with all onboard environmental policies and procedures. As our shipboard employees are in a perpetual state of rotation, we provide continual training and education for our officers, staff and crew, all of whom must complete specific training requirements mandated by international law and our Save The Waves® program and its associated environmental policies and procedures.

One of the key ways in which we educate our crewmembers on the importance of environmental stewardship is through our Environmental Officers (EOs). Since 1996, we have had a dedicated EO onboard each of our ships. Before the start of their first shipboard contract, all EOs are required to attend training on RCL’s environmental programs, policies and management tools. All EOs also attend our bi-annual Environmental Officer Continuing Education conferences.

EOs are responsible for training crewmembers in the company’s policies and procedures, and the ways in which Save The Waves® affects each employee. New and returning officers, staff and crew receive orientation and instruction concerning their responsibilities in the Save The Waves® program upon joining a Royal Caribbean International, Celebrity Cruises or Azamara Club Cruises ship. This training is mandatory and must be repeated.

After every Save The Waves® training session, each officer, staff and crewmember signs a pledge to uphold his or her responsibilities to protect the environment. This personal commitment ensures that everyone fully understands the importance of this program and will do their utmost to incorporate Save The Waves® into every aspect of onboard life.

We have a dedicated Environmental Officer (EO) onboard each of our ships; they are required to attend training in RCL’s environmental programs, policies and management tools.

Save the Waves® Ship of the Year Awards

For more than a decade, we have held an annual internal awards competition to recognize those ships that have the most environmentally responsible and innovative onboard staff and crew. Awards are given in each of the major categories of environmental stewardship for which we have set 2015 goals. In addition, the ship with the highest overall score from all these categories receives the Save the Waves® Ship of the Year award. Each award-winning ship is given a financial prize, which the shipboard teams donate to a charity of their choice.
### 2013 Save the Waves® Award Winners and Runner-Up

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<th>Winners</th>
<th>Runner-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservation, Destination and Education Ship of the Year</td>
<td><strong>Rhapsody of the Seas</strong></td>
<td><strong>Liberty of the Seas</strong></td>
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<td></td>
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<td>Freedom of the Seas</td>
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<tr>
<td>Energy and Air Emissions Ship of the Year</td>
<td><strong>Allure of the Seas</strong></td>
<td>Explorer of the Seas</td>
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<td>Liberty of the Seas</td>
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<tr>
<td>Water and Wastewater Ship of the Year</td>
<td><strong>Celebrity Silhouette</strong></td>
<td>Majesty of the Seas</td>
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<td></td>
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<td>Rhapsody of the Seas</td>
</tr>
<tr>
<td>Waste and Chemical Management Ship of the Year</td>
<td><strong>Celebrity Century</strong></td>
<td>Celebrity Millennium</td>
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<td>Independence of the Seas</td>
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<tr>
<td>Royal Caribbean International Ship of the Year</td>
<td><strong>Rhapsody of the Seas</strong></td>
<td>Majesty of the Seas</td>
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<td>Liberty of the Seas</td>
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<td>Allure of the Seas</td>
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<td>Freedom of the Seas</td>
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<td>Explorer of the Seas</td>
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<tr>
<td>Celebrity Cruises Ship of the Year</td>
<td><strong>Celebrity Century</strong></td>
<td>Celebrity Silhouette, Celebrity Infinity, Celebrity Solstice, Celebrity Millennium</td>
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### Top Performing Ships

As in years past, the difference between the top-performing ships and the remainder of the fleet was narrow, and the top-performing ships within each category shared consistent characteristics:

- **Maintain focus and attention** to the environmental performance of their ship
- **Address environmental issues** in a rapid and pro-active manner
- **Make significant efforts to operate and advance** new environmental technologies
- **Implement effective SQM programs**
- **Demonstrate a commitment** to continuous learning and training initiatives

The winner of each category received a plaque and funds to donate to the non-profit organization of their choice that has been pre-screened by The Ocean Fund™ committee.
A Commitment to Continuous Improvement

Over the past five years, our 2015 emissions, water and waste goals have provided a framework from which we have been able to formalize our commitment to continuous improvement in addition to proactively preparing for, and anticipating compliance requirements.

Among our 2015 goals, meeting our targeted greenhouse gas emissions reductions has been the most challenging. We will continue to pilot promising technologies, such as the technology used to optimize ship trim and power use, in addition to increasing the navigational efficiency of our ships and continuing to evaluate renewable energy opportunities.

As we look to 2014 and beyond, our Save The Waves® program provides us with a structure to maintain our commitment to continuous improvement. Additionally, as part of our ISO 14001 certification process, we undertake an annual assessment of our most significant environmental aspects. This annual assessment will continue to inform the development and refinement of both short- and long-term objectives each year.

### 2015 Emissions, Water and Waste Goals

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Achieved</th>
<th>Early/On-Track</th>
<th>Ongoing</th>
</tr>
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<tbody>
<tr>
<td>Only discharge processed bilge water that has been treated to an effluent quality three times more stringent than international standards</td>
<td>ACHIEVED</td>
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<tr>
<td>Maintain average water consumption at 54 gallons per APCD</td>
<td>ACHIEVED</td>
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<tr>
<td>Produce 30% more potable water using shipboard equipment and resources</td>
<td>ON-TRACK</td>
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<tr>
<td>Reduce the energy consumed to produce potable water onboard</td>
<td>ON-TRACK</td>
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<tr>
<td>Only discharge purified water that exceeds leading federal and international standards</td>
<td>ON-TRACK</td>
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<tr>
<td>Decrease waste going to landfill by 70% over 2007 levels (revised)</td>
<td>ON-TRACK</td>
<td></td>
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</tr>
<tr>
<td>Increase the volume of waste recycled from our ships by 125% over 2007 baseline (revised)</td>
<td>ONGOING</td>
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</tr>
<tr>
<td>Reduce overall greenhouse gas footprint by one-third per APCD by 2015, as compared to 2005 levels.</td>
<td>ONGOING</td>
<td></td>
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</tbody>
</table>
Health, safety, and security are shared responsibilities among Royal Caribbean Cruises Ltd. (RCL), governments, guests, and crew. We are dedicated to ensuring that our guests enjoy a healthy, safe and secure cruise vacation and that our employees work in a safe and secure environment.

This dedication extends to our shoreside facilities, ships, and private destinations, as well as seaport terminals and ports-of-call worldwide. Occasionally, despite the best intentions of everyone involved, a public health, safety or security incident may occur. In such cases, we are prepared to respond in a timely, effective and caring manner, to minimize adverse impacts and to understand and learn from the incident so that we can implement procedures to help prevent future incidents.
The Power of Prevention

Preventing incidents from happening in the first place is RCL’s primary goal. Some of the methods RCL uses to help prevent incidents involve establishing best practices; designing safe guest areas and crew work spaces; screening persons and provisions that come onboard our ships; creating an environment where safety and security are valued; going above and beyond government regulations; communicating expectations of good conduct to guests and crew; and striving to learn from incidents so we are better prepared to prevent them in the future.

RCL’s Guest Conduct Policy is an effective tool for preventing incidents onboard our ships. The GCP is a written code of behavior that is expected of all guests sailing on an RCL cruise. The GCP addresses topics such as guest-crew interaction; discourteous, disruptive, inappropriate, unsafe or abusive behavior; smoking; and parental/guardian responsibilities. The GCP is available for review online and is incorporated into each guest’s ticket contract, and a copy can be found in each guest’s stateroom. Additionally, we use our services directories to provide guests with information and tips on safety and security within staterooms, within the public areas of the ship, and while ashore.

We also advise our guests that — should anyone become aware of unsafe conditions or behavior during their cruise vacation — they are to immediately report this to the ship’s security staff or other ship management.

Public Health

At RCL, we strive to provide our guests with the vacation of a lifetime, and good health and well-being are important aspects of an enjoyable cruise experience. There are four general factors that contribute to healthy cruise experiences:

- Embarking in a healthy state
- Visiting healthy shore environments
- Being on a healthy ship environment
- Being cared for if a medical situation develops

Every ship in the RCL fleet has a dedicated medical facility, staffed with nurses and contract medical doctors. Shipboard medical facilities are available to both guests and crew in the event medical treatment becomes necessary while they are onboard. The medical facilities are generally open six hours daily, but medical professionals are available 24 hours a day for acute guest or crew medical needs that may arise. We have procedures for emergency communications and deployment of the medical teams anywhere on the ship where services are needed.

Although our onboard capabilities are not the same as those of a hospital or surgical center, we can provide care that addresses a broad spectrum of medical needs. We are also able to take steps to help stabilize those with more serious medical conditions, and facilitate their transition to an available land-based medical facility, if required.
Outbreak Prevention Plan

Responding to contamination threat in procured food is a global challenge for the travel and tourism industry. The Centers for Disease Control and Prevention (CDC) assists in mitigating this challenge by sending notifications and alerts regarding food recalls or results of outbreak investigations in order to limit the exposure to contaminated foods.

The Centers for Disease Control and Prevention (CDC) sends notifications and alerts regarding food recalls.

In collaboration with the CDC, we have standardized time control plans and consumer advisories across our fleet and brands. Our Outbreak Prevention Plan (OPP) is our guide for preventing and responding to any outbreak of illness onboard our ships. The emphasis of this plan is on gastro-intestinal illnesses, which are the most common cause of land-based and shipboard outbreaks. The CDC closely monitors and regulates our performance in this important area.

Eight Step Protection Plan

We developed our OPP in consultation with both internal and external public health and medical experts. It is designed to first prevent outbreaks from occurring and then to halt the spread if one develops.

The plan is an eight-step strategy that includes:

1. **Screening** of guests and crew before boarding
2. **Surveillance** of any suspected outbreaks on a ship
3. **High levels of sanitation** and cleaning of the ship
4. **Effective communication** with guests and crew in the event of an outbreak
5. **Isolation** of affected guests and crew as appropriate
6. **Medical treatment** (complimentary)
7. **Electronic reporting** of cases and symptoms to better identify the potential origin or source of the outbreak
8. **Appropriate disembarkation** of any guest or crew member who requires hospitalization or medical treatment that cannot be provided onboard the ship

In 2013, an important milestone to support our Outbreak Prevention Plan was the completion of implementing electronic medical records throughout our fleet. Electronic medical records provide greater visibility for stakeholders in the incidence and distribution of infectious disease on board, and enable us to better direct shipboard sanitation activities, particularly in the case of gastro-intestinal illness.
Food and Water Safety

To ensure the safety of the food we serve, we have adopted the food industry’s Hazard Analysis Critical Control Point (HACCP) approach. The seven principles of HACCP are: hazard analysis, identification of critical control points, identification of critical limits for each critical control point, identification of critical control point monitoring requirements, corrective actions, record keeping, and verification to ensure the HACCP system is working. All food is protected from becoming contaminated at all times. We maintain specific procedures and regulations in place to keep food safe through each step of the food flow:

1. **Purchasing**
   - Food must be purchased from lawful sources that comply with applicable country, state, and/or local regulations/ordinances/statutes.

2. **Receiving**
   - Food condition must be safe and unadulterated, and packaging must be in good condition. Potentially hazardous food items must be received at the adequate temperatures to avoid conditions that promote pathogen growth. Food and food containers are also inspected for quality and to ensure they are pest-free prior to loading.

3. **Storage**
   - All food is stored: covered or otherwise protected; in a clean and dry location; where it is not exposed to splash, dust or other contaminant; and is at least six inches above the deck.

4. **Preparation**
   - Employees must practice good hygiene and proper glove use, take measures to protect foods and prevent cross-contamination. Containers are also properly identified.

5. **Cooking**
   - Foods are cooked to specific temperatures for pathogen destruction.

6. **Holding and Serving**
   - Foods are stored and thawed according to CDC Vessel Sanitation Program (VSP) guidelines and are maintained in time or temperature control during service.

7. **Cooling**
   - Cooling must adhere to VSP guidelines, and cooling logs are used to document the process for potentially hazardous foods.

8. **Reheating**
   - Foods are re-heated to specific temperatures as outlined in the VSP Operations manual.

9. **Transporting**
   - Foods are protected during transport and in many cases transportation logs are used to document time and/or temperature of potentially hazardous foods during transport.

Potable water is either produced on the ship through reverse osmosis (desalination) or taken onboard (bunkered) while the ship is in port. As a further precaution, all potable water, whether bunkered or produced, is chlorinated to eliminate any harmful bacteria that may be present. All bunkered water is also tested for quality and held in a tank until test results demonstrate it is safe for shipboard consumption. Only then is the water approved for release and use onboard.

Internal public health inspections are conducted routinely and used as an opportunity to engage employees and reinforce their training as well as ensure the practices in place go above and beyond regulatory compliance and company policy. In 2013, we enhanced the Shore Excursion Review Program, performing more than 68 selected inspections and re-inspections on RCL shore excursions offering food and beverage. Also, in keeping with our Above and Beyond Compliance principles, we exceed the CDC standards by testing each ship’s water systems 52 times per month as opposed to the requisite four times per month. Additionally, each vessel has a shipboard compliance team that verifies the protocols in the Outbreak Prevention Plan.
Our CareTeam and Centers for Medical Excellence

The CareTeam is a dedicated group of trained specialists, based at our Miami headquarters and in the United Kingdom, who are available 24 hours a day, seven days a week to provide guest and crew support during a family tragedy at home, an illness or emergency onboard, or an incident while ashore. During 2013, the CareTeam provided logistical and emotional support to 2,288 of our guests and crew who sustained an illness, emergency onboard, an incident while ashore, or a family emergency at home.

Our CareTeam is supported by our CareTeam Associates (CTAs), specially trained crewmembers on each of our ships. The CTA program is a ship-based extension of the CareTeam, and has grown rapidly to include 579 trained crewmembers throughout the fleet who were deployed a total of 64 times during 2013. CTA’s provide a liaison between the affected individuals and the CareTeam specialists to provide our guests and crew with immediate support and assistance in the event of an emergency both on and off of the ship. The role is particularly important in the case of vulnerable or elderly guests who may require disembarkation in foreign ports where there may be language challenges or limited infrastructure.

We also have identified Centers of Medical Excellence throughout the world that have the capability to deliver high-quality medical care to our crew. By the end of 2013, we identified Centers of Medical Excellence in Croatia, Panama, Dominican Republic, Brazil, Australia, the United Kingdom and the United States.

Dialysis at Sea and Blood Transfusions Program

An estimated 750,000 people in the United States have end-stage renal disease (ESRD), requiring regular dialysis treatments. For this reason, vacation travel has historically been difficult and logistically challenging for ESRD patients. To meet the needs of our ESRD guests, we partnered with Dialysis at Sea, a company that specializes in dialysis cruises for patients with ESRD. Dialysis at Sea provides the opportunity for dialysis patients to receive life-sustaining dialysis treatments throughout their cruise, under the supervision of a specially trained physician and team of nurses who specialize in providing dialysis at sea.

In 2013, we completed the third full year of our blood transfusion program, often a lifesaving program that requires strict storage and testing requirements. Since the blood transfusion program began, we have administered blood to 44 patients. In 2013, we administered fresh whole blood to 13 guests who were at risk of death from severe bleeding. All 13 guests survived to be evacuated from the ship and then received further treatment ashore. In 2013, we presented our clinical results to an international medical conference on military and civilian trauma and were asked to write several articles on our program for publication in international medical journals.
Integrated Pest Management

In addition to our high public health standards, RCL ships have an onboard Integrated Pest Management program designed to keep our ships pest-free. This program emphasizes prevention and focuses on food preparation and serving areas, provisioning areas, garbage storage, incinerators, bars, food venues and dining rooms, and nightly inspections to verify the absence of pests. Our pest management program clearly defines health and safety considerations, as well as the respective roles and responsibilities of crewmembers, by specific task. Topics include sanitation, elimination of areas where pests could potentially gather, monitor and control measures, application of approved pesticides when and if necessary, and regular inspections, including inspections of incoming supplies and shipments before such supplies are brought onboard our ships.

The Importance of a Healthy Crew

Part of our strategy to ensure our crewmembers remain in the best of health is mandatory Pre-Employment Medical Examinations and a comprehensive crew vaccination program. We provide Yellow Fever vaccinations to all crew on ships that enter an area of the world identified as endemic for Yellow Fever by the U.S. Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO). We also provide measles, mumps and rubella vaccinations for our crewmembers who may not have received these vaccinations during childhood.

Additionally, we continue to experience success with our free and voluntary flu vaccination program available to every crewmember onboard our ships, from captains to stateroom attendants. In 2013, we surpassed our goal to have 80% of crew receive flu vaccination, with 85% receiving the voluntary vaccinations.

Our Miami-based Crew Wellness program, led by a Crew Wellness Nurse, coordinates ongoing wellness care for crewmembers with chronic illnesses, such as diabetes, hypertension, cardiac conditions, asthma or high cholesterol. When visiting our ships the Crew Wellness Nurse encourages voluntary wellness screening for crewmembers. This includes blood pressure, weight control, blood sugar and cholesterol level checks, as well as other healthcare parameters. Throughout the year, the Crew Wellness Nurse conducts education and awareness programs that promote healthy lifestyle changes, prevention initiatives, strategies for managing chronic illness and other informative health-related topics.

Guest and Crew Safety

Navigational Safety

The prevention of navigational incidents is one of our most important missions. Our long-standing Navigation Policies and Procedures (NPP) address areas such as voyage planning, Bridge Resource Management, bridge manning, underway operations (including arrival and departure) and the responsibilities of the ship’s Master and other bridge officers. Within its guidelines, the NPP includes response checklists for a variety of potential (albeit unlikely) situations; including heavy weather in port or at sea, groundings, allisions and collisions. It also requires that every voyage be planned in detail prior to the ship’s departure.

Bridge Resource Management (BRM) is an important aspect of our safe bridge operations, and all bridge teams receive specialized training in this area. Our BRM policy includes the use of a communications technique known as PACE for “Probe, Alert, Challenge and Emergency”. This allows for an escalating level of engagement by junior officers with senior officers or harbor pilots if they become aware of circumstances that they feel warrant attention. We also have several state-of-the-art systems that support navigation, communication and safety. Through integration, these systems provide the bridge team with an integrated, graphic display of the ship’s mission-critical functions.
Inspections and Ongoing Monitoring

Before a ship begins carrying guests, an experienced and trained member of our safety staff will visit the shipyard to participate in a safety inspection. This inspection involves close examination of spaces and features on the ship, including, but not limited to, staterooms, public spaces, crew areas, pools, dining facilities, shops, corridors, stairways, tiled areas, door thresholds and theaters, as well as attractions such as zip lines, rock walls, ice rinks, carousels, bungee trampolines, basketball courts and in-line skating rinks. The inspector looks for potential hazards and opportunities where safety may be enhanced. We continue our focus on guest safety after a ship is delivered to our fleet by continuously monitoring the ship and making improvements and modifications where needed.

Training and Accountability Measures

Our Safety and Quality Management System (SQM) ensures safety is part of the managerial process that must be considered at the same level and along the same lines as any other managerial process. RCL’s SQM establishes lines of safety accountability throughout the organization and integrates regulatory and managerial safety requirements established by the International Safety Management Code for the Safe Operation of Ships and for Pollution Prevention. This Code, among other things, requires ship owners to obtain a safety management certification for each ship they manage.

RCL’s Crew Safety Program requires each crewmember to complete a safety orientation when first onboard and to undergo specialized training relevant to his or her shipboard duties. Such training topics include personal protective equipment, job safety analysis, fire and watertight doors, fall protection, slip and fall hazards, and others. The Safety Officer is an important position within RCL safety teams. His or her core responsibility is to ensure that the ship and crew are prepared at all times to execute all necessary safety functions. This includes, but is not limited to, ensuring that all lifesaving appliances are properly certified and maintained, ensuring that the entire crew is in compliance with mandated emergency training standards, and performing frequent area inspections to ensure escape routes and muster stations are ready for use at all times.

Each shipboard department has a representative on the shipboard safety committee, which meets monthly to address safety-related matters and analyze actual or potential emergency situations, incidents, accidents and near misses. The committee’s goal is to develop plans of action to prevent such incidents from occurring or reoccurring. The committee is supported by two focus teams, which work to continually improve the onboard safety processes. The teams focus on accident investigation and observation and coaching.

Crew Injury Prevention

In 2013, we reduced the overall crew injury rate by 18%. Our injury reduction performance is based on two major factors: Injuries per 10,000 passenger cruise days (PCDs) that meet reportable criteria for moderate injuries and injuries per 10,000 PCDs that meet the reporting requirements for serious injuries. This overall reduction was achieved through a reduction in moderate injuries by 18% and serious injuries by 50%.

In 2014, we are seeking to improve our 2013 safety performance, and have established the following objectives:

- Formalize a program to review the potential injuries by type and class and determine the extent to which design or construction conditions may contribute to those injuries
- Implement a formal training program for the operation of forklifts, pallet jacks and mobile work platforms to reduce injuries associated with material handling
- Establish minimum standards for the purchasing of personal protective equipment
Security

Access Security
Controlling access to our ships is one of the most important elements of our incident prevention strategy. Guests and crew members entering and leaving each of our ships are identified and screened, and monitored by the ship’s security staff in every port of call during the voyage. This screening process and many other security processes are part of the Ship’s Security Plan (SSP). The SSP, which is specific to each ship, is considered the ship’s security operating manual and contains standard security operating procedures. Supplies and provisions are also screened before being loaded into the ship.

The A-PASS System
The access control system used onboard our ships is called the Automated Personnel Assisted Security Screening (A-PASS) system. The A-PASS system is linked to other systems onboard and produces an electronic identity and tracking card for each guest and crew member. The A-PASS system is used daily on the ship’s gangways and is an essential tool in preventing unauthorized boarding of our ships. Shipboard access control tools also include a closed-circuit television system. We also utilize a Prohibited Items List that prevents potentially dangerous items from being brought onboard.

Destination Security
RCL evaluates proposed new ports of call to be added to our itineraries, beginning about two years in advance of a cruise. This includes a review of available information on the port and the country in which it is located. Where indicated, we consult government, private and public information sources, in an effort to determine the level of security and stability in the port. In some situations, a member of our security team may visit a port to review security procedures, coordinate with government officials, evaluate the local infrastructure, and make on-the-ground contacts for future coordination. A final decision as to whether we will offer to take our guests, crew and ships to a particular port is made based, in part, on an overall assessment of the level of governmental partnership and commitment to the security of our call.

After an itinerary is offered to our guests, we continue to monitor indications that a selected port’s security, political or social landscape has materially changed. Such changes may occasionally occur just prior to or even during a cruise. In such instances, our shoreside and shipboard professionals evaluate the impact of the change, and we may seek assistance from representatives within the port itself or from a variety of government, private, and public information sources. Through this process, new developments may be identified and decisions made about what, if any, additional security measures may be indicated.

While RCL offers shore excursions to its guests, independent contractors whom RCL does not supervise or control provide the excursion itself. We do, however, require the shore excursion operator to carry insurance and to meet local licensing requirements. Additionally, the standard applied for screening operators through our shore excursion program includes safety and security requirements of shore excursion providers.
Response Preparedness

Although we work hard to prevent incidents, regrettably incidents do from time to time occur. For this reason, it is important to be prepared to effectively respond to incidents. Training is central to how we strive to minimize adverse impacts to guests and crew should incidents occur.

Officer Training

In addition to the rigorous training requirements of gaining and maintaining a professional maritime officer’s license, RCL officers must complete a training module that includes Marine Crew Resource Management for both bridge and engine personnel, and Integrated Bridge Systems training for the bridge officers. This training comprises a total of twelve days of classroom work and simulator training. All officers receive additional training related to their specific positions as they progress to more senior duties. We also provide bridge and engine room officers with RCL-specific Advanced Marine Firefighting, Rescue Boat Training and Advanced Ship Handling courses. In total, bridge and engine room officers must complete 24 days of shoreside training upon hiring, with some training modules requiring refresher training every three to five years.

Security Team Training

Each Security Officer is independently certified by an outside organization as having met the knowledge requirements of RCL’s internal security processes, as well as the U.S. Government Cruise Vessel Security and Safety Act (CVSSA) security requirements and standards. On an annual basis, every Security Officer in our fleet participates in a week-long shoreside security seminar held in Miami that is continually reviewed and modified to incorporate new measures and international/national requirements. This curriculum also includes role playing in different shipboard security scenarios to allow the Security Officers to practice their skills.

Every security officer participates in a week-long security seminar

In addition, U.S. federal law enforcement agencies, including the FBI, the Drug Enforcement Administration, Customs and Border Protection, and Homeland Security Investigations, have participated and provided up-to-date presentations in their respective fields of expertise. Our Security Officer training also places an important emphasis on access security. Access security training topics include technical equipment, recognition of characteristics of persons who may threaten security, crowd control and management, and conflict resolution.

Crew Training

Every crewmember must undergo ship familiarization and emergency assignment training upon reporting onboard and before performing their duties. Crew training is overseen by the Safety Officer and the Security Officer, and includes Security Awareness Training, Pre-Departure Safety Training, Ship Safety Orientation Training, Crowd Management Training and Basic Safety Training for Hotel Personnel. Specific training modules are also delivered for each crew functional area. We also conduct required drills including those for:

- Firefighting
- Search and rescue
- Medical
- Emergency steering
- Blackout recovery
- Crowd management
- Lifeboat command
- Damage control
- Chemical and oil spill
- Man overboard
- Security threats

In addition, all crewmembers must complete pre-departure safety training, which includes a walk through the vessel with the safety officer to identify different safety systems, escape routes, and guest safety issues.
**Guest Training**

On the first day of a cruise, all guests must participate in a full muster drill to ensure that, should there be an emergency, they know what actions to take and where they need to go. Once the guests are at their muster stations, they receive a detailed safety briefing. The types of topics covered include:

- Proper donning of a lifejacket
- Emergency signal familiarization
- The existence of floor-level lighting and evacuation route details
- Youth Evacuation Program procedures
- The types of items that should be brought with them in the event of an actual emergency

RCL procedures are designed so that guests can proceed to their muster station as quickly as possible in an emergency situation, and our drills ensure guests actually practice going to their muster stations just as they would in an actual emergency. Our approach to emergency response and mustering drills is supported by our flag states, classification societies, and the U.S. Coast Guard.

**Ongoing Challenges and Opportunities**

In 2013, a number of shipboard incidents occurred, including a fire on the *Grandeur of the Seas* vessel and missing persons overboard during the holiday season. While off-ship, there was also a tragic crewmember fatality on a beach in the Bahamas that was witnessed by many of his colleagues. Additionally, eight guests or crewmembers alleged that they were raped while onboard, 12 alleged that they were sexually assaulted (other than rape) while onboard, and two alleged that they were assaulted and received a serious injury while onboard.

For RCL, even one crime allegation is intolerable and we continue to strive to prevent them. As part of our continued pursuit of preventing security incidents, we have elevated visibility of incidents to the shipboard executive committee level, created shipboard focus groups, shared best practices, and developed and deployed a new training module with strong emphasis on guest-facing crew positions. In 2013, we also engaged a third party expert to conduct a review of our historical data, policies, procedures and all other related factors to identify opportunities for improving our Sexual Assault Prevention and Response initiatives.

In all four of the missing persons overboard incidents, it was determined through eyewitness reporting and/or by closed-circuit television that the guest or crewmember had intentionally gone overboard. For RCL, 2013 (four), like 2012 (five), 2011 (six) and 2010 (six), was higher in terms of overboard incident frequency than RCL’s experience from 2003 through 2009 when a total of 14 overboards occurred. In light of these figures, we continue to examine...
shoreside trends to identify information that might help explain increases in missing persons overboard since 2010. Recent statistical analysis from the U.S. Centers for Disease Control and Prevention, Department of Labor and Military indicate an upward trend in the country’s suicide rates over the past decade.

Often, incidents and situations can include items both within and outside of our immediate control, yet regardless of the cause, we must respond effectively as a company. In 2013, we greatly advanced our process for managing situations and tested these protocols in two high-profile industry/government drills. We continued our strong security, health and safety incident response, but were not able to improve our injury investigative response and reporting processes like we had planned. Additionally, we enhanced our CareTeam capabilities, through our onboard CareTeam Associate program, and revised protocols for deployment in ports-of-call.

Overall, a significant challenge is maintaining a health, safety and security awareness among a large, diverse shipboard workforce that is employed on a contract basis. We are additionally challenged because our workers live and work aboard our ships, extending our responsibility for their safety to a larger sphere than in a traditional workplace. We continue to identify opportunities to address these challenges through continuous standardized training, a rigorous safety management system, workplace safety committees that meet regularly, and a commitment to continuous improvement.
Our supply chain supports everything we do at RCL. To deliver the best possible vacation experience to our guests, we work with a global network of suppliers — from food and beverage and information technology providers to the manufacturers of components for our ships. We pride ourselves on maintaining high quality standards, processes and procedures that govern our supply chain. Through supply chain responsibility, we see continued opportunities to support our core objectives and deliver increased value to our stakeholders and society.

### 2013 Supply Chain Highlights

- **$2 billion** in annual spend (approximately)
- **1.745 suppliers** supported
- **$75 million** in savings achieved through efficiency efforts
- **100% of new suppliers screened** for environmental, labor and human rights practices through our Supplier Portal
- **99%** on-time delivery record maintained
- **Announced support of pork industry** eliminating gestation crates by 2022
- **68% of total frozen egg whites** on Royal Caribbean International ships sourced from cage-free eggs
Our Approach to Supply Chain Management

Our Supply Chain Management organization is certified to ISO 9001 and is audited both internally and externally each year. As part of our SQM management system, we maintain an electronic policy manual that contains policies for Sourcing and Contracting, Financial Integrity, Order Management, Materials Control and Logistics, Supplier Diversity, Supplier Registration and Evaluation, Supplier Inactivation and Deactivation, and Supplier Verification to ensure our suppliers operate in compliance with RCL policies, flag state, international, state and local port state regulations.

In partnership with our operational areas, we conduct quarterly business reviews with key suppliers throughout the year to receive and provide feedback about operational effectiveness and opportunities for improvements. Through this process we foster good working relationships and communication with our suppliers. In addition to quarterly business reviews, Supply Chain Management hosts a periodic supplier conference where best practices and industry experience are shared among a diverse set of goods and services providers. This conference also provides time away from the everyday procurement and provision of services, whereby our buyers, commodity managers and suppliers can learn from one another and improve existing processes, enhance partnerships and forge new relationships.

Sustainable Food Sourcing

Across our brands and fleet, significant efforts have been undertaken in recent years to provide sustainably sourced food for our guests with a current focus on proteins. In 2013, Royal Caribbean International sourced 68% of its total frozen egg white consumption from cage-free eggs. We also announced our support to the pork industry’s efforts to eliminate the use of gestation crates to confine pregnant pigs, and requested an update from our pork suppliers regarding their plans and progress toward meeting the industry goal of moving away from gestation crates in their operations by 2022.

We have also initiated the process to develop an internal policy for sustainable seafood purchasing for select RCL brands. We have engaged with the Marine Stewardship Council (MSC) to discuss and identify opportunities available within our current supply chain. In 2013, we completed an important step in the process by tracking and classifying the majority of our seafood offering across all brands. We are engaging with multiple internal stakeholders to determine the best way forward on this initiative.

Environmental, Labor Practices and Human Rights Screening

Through our Supplier Portal, we provide all suppliers with an ethics letter and RCL’s Contractor Onboard, Waste Management, Basic Operating, and Anti-Bribery policies. In our efforts to continually improve the supplier on-boarding process, we partnered with Equifax to develop a customized web based supplier registration process that electronically captures suppliers’ acceptance of our terms, conditions and policies in addition to documentation on suppliers’ policies and practices regarding ethics, anti-bribery, child labor, forced labor, non-discrimination, and environmental stewardship and compliance. During the Equifax registration process, we also request diversity certifications, specifically inquire about ISO 9001 and ISO 14001 certification and require that suppliers comply with all environmental and labor laws and regulations.
Reducing Total Cost of Ownership and Promoting Innovation Through Environmentally Preferable Purchasing

Our supply chain philosophy focuses on achieving the lowest total cost of ownership. This philosophy mandates that we balance the quality, service and price to achieve the highest value possible, but also present environmental opportunities that complement this philosophy across the product lifecycle:

**Sourcing**

We work with suppliers to reduce weight of products where possible; recent successes include cabin ice buckets and amenities cards. We also are currently evaluating opportunities to have suppliers produce goods “on demand” to reduce slow or non-moving inventories.

**Transport**

We maximize the capacity of our containers and trucks to reduce fuel consumption and emissions. We also schedule as much delivery to our ships as possible to further reduce fuel and emissions.

**End-of-Life**

To support RCL’s waste reduction strategy and reduce total cost of ownership, we strive to procure items that can be recycled or reused at end of life.

**Use**

We strive to purchase goods with minimal environmental impact including EnergyStar® electronics and appliances.

**Environmentally Certified Products**

We also utilize environmentally certified products, such as those from the Forest Stewardship Council, Sustainable Forestry Initiative, Rainforest Alliance, and Programme for the Endorsement of Forest Certification. These certifications help ensure chain of custody and that long-term land and forest resources are respected. Additionally, we seek environmentally preferable products that meet our price and quality standards — recently converting to biodegradable sun tan lotion across our fleet. In 2013, we began testing the use of recycled sheets and pillowcases for our crew. We also continued working with our grocery suppliers to utilize biodegradable plastic pouches as opposed to tin cans. In 2014, an additional focus area will be expanding our pallet recycling program.
Performance Tables and GRI G4 Content Index

2013 Performance Tables ............................................................... 78
General Standard Disclosures .................................................... 79
Specific Standard Disclosures ..................................................... 82
## 2013 Performance Tables

### Economic

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues (in thousands)</td>
<td>$7,688,024</td>
<td>$7,959,894</td>
</tr>
<tr>
<td>Cruise Operating Expenses (in thousands)</td>
<td>$5,157,434</td>
<td>$5,305,270</td>
</tr>
<tr>
<td>Ocean Fund Contributions to date(^1)</td>
<td>$12,700,000</td>
<td>$13,400,000</td>
</tr>
<tr>
<td>Annual Galápagos Fund Awards(^2)</td>
<td>$112,000</td>
<td>$110,000</td>
</tr>
</tbody>
</table>

### Social

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Employees</td>
<td>61,522</td>
<td>63,762</td>
</tr>
<tr>
<td>Total Number of Shipboard Supervised Workers(^3)</td>
<td>9,243</td>
<td>11,419</td>
</tr>
<tr>
<td>Shipboard Employees</td>
<td>55,185</td>
<td>57,523</td>
</tr>
<tr>
<td>Shoreside Employees</td>
<td>6,337</td>
<td>6,239</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>60,785</td>
<td>63,117</td>
</tr>
<tr>
<td>Part-Time Employees</td>
<td>737</td>
<td>645</td>
</tr>
<tr>
<td>United States Employees</td>
<td>4,417</td>
<td>4,401</td>
</tr>
<tr>
<td>International Employees</td>
<td>57,105</td>
<td>59,361</td>
</tr>
<tr>
<td>Male Employees</td>
<td>47,534</td>
<td>49,308</td>
</tr>
<tr>
<td>Female Employees</td>
<td>13,982</td>
<td>14,447</td>
</tr>
<tr>
<td>United States Public Health – Vessel Sanitation Program average inspection scores(^4)</td>
<td>97.1%</td>
<td>96.3%</td>
</tr>
<tr>
<td>Influenza campaign vaccination rate</td>
<td>83%</td>
<td>85%</td>
</tr>
<tr>
<td>Number of guests and crewmembers supported by Care Team and Care Team Associates</td>
<td>1,878</td>
<td>2,288</td>
</tr>
</tbody>
</table>

### Environmental

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse gas emissions (metric tonnes CO2e)(^5)</td>
<td>4,418,146</td>
<td>4,347,739</td>
</tr>
<tr>
<td>Scope 1</td>
<td>4,417,173</td>
<td>4,337,542</td>
</tr>
<tr>
<td>Scope 2</td>
<td>974</td>
<td>10,197(^6)</td>
</tr>
<tr>
<td>Emissions intensity per 1,000 available cabin days</td>
<td>131.1</td>
<td>127.9</td>
</tr>
<tr>
<td>Energy consumption (megawatt hours)</td>
<td>6,481,604</td>
<td>6,408,756</td>
</tr>
<tr>
<td>Energy intensity per available cruise passenger day</td>
<td>0.1923</td>
<td>0.1887</td>
</tr>
<tr>
<td>Water consumption (gallons per person per day)</td>
<td>54</td>
<td>53</td>
</tr>
<tr>
<td>Solid waste-to-landfill (pounds per available cruise passenger day)</td>
<td>1.14</td>
<td>0.91</td>
</tr>
<tr>
<td>Total waste recycled (pounds in millions)</td>
<td>25.10</td>
<td>27.83</td>
</tr>
<tr>
<td>Effluent quality for discharged process bilge water (parts per million)</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Number of ships with Advanced Water Purification Systems</td>
<td>30</td>
<td>31</td>
</tr>
</tbody>
</table>

\(^1\) Numbers have been rounded to the nearest thousand.
\(^2\) Numbers have been rounded to the nearest thousand.
\(^3\) Supervised workers includes shipboard concessionaires workers, and does not include information technology contractors.
\(^4\) For Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises.
\(^5\) Emissions are calculated using The Greenhouse Gas Protocol. Scope 1 emissions include fuels used to operate our vessels. Emissions factors can be found in our annual responses to the CDP Climate Change Information Request.
\(^6\) Due to our GHG emission consolidation method of “financial control”, we now include offices that are leased but that we have direct control of energy management (consumption and payment).
GRI G4 Content Index

To facilitate stakeholders in understanding and benchmarking our corporate responsibility performance, our reporting follows the Global Reporting Initiative G4 disclosure framework, which is an internationally recognized set of indicators for economic, environmental and social aspects of business performance. GRI guidelines help companies in selecting material content and key performance indicators. For additional information, please visit www.globalreporting.org.

Please note that the GRI G4 Content Index directs readers to sections within our 2013 Sustainability Report in addition to our 2013 Annual Report, CDP 2014 Climate Change Information Request response, Corporate Governance website and other relevant public documents and websites. We also provide direct answers to further assist the reader.

I. General Standard Disclosures

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-1</td>
<td>Statement from the most senior decision-maker about the relevance of sustainability and organization’s strategy</td>
<td>Message from our CEO — pg 05</td>
</tr>
<tr>
<td>G4-3</td>
<td>Name of the organization</td>
<td>Company Overview — pg 09</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services</td>
<td>Company Overview — pg 09</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organization’s headquarters</td>
<td>Royal Caribbean Cruises Ltd. 1050 Caribbean Way Miami, Florida 33132</td>
</tr>
<tr>
<td>G4-6</td>
<td>Number of countries where the organization operates</td>
<td>Company Overview — pg 09</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>Company Overview — pg 09</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served, and types of customers and beneficiaries</td>
<td>Company at a Glance — pg 09</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization</td>
<td>Company at a Glance — pg 09</td>
</tr>
<tr>
<td>G4-10</td>
<td>Total number of employees by employment contract and gender</td>
<td>Performance Tables — pg 78</td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
<td>Approximately 80% of employees are covered under collective bargaining agreements.</td>
</tr>
<tr>
<td>G4-12</td>
<td>Description of supply chain</td>
<td>Supply Chain Responsibility — pg 74</td>
</tr>
</tbody>
</table>
I. General Standard Disclosures

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-13</td>
<td>Significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain</td>
<td>There were no significant changes during the reporting period.</td>
</tr>
<tr>
<td>G4-14</td>
<td>Whether and how the precautionary approach or principle is addressed by the organization</td>
<td>Strategy and Governance — pg 13</td>
</tr>
<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>Respecting and Protecting the Rights of Our Crew — pg 31</td>
</tr>
<tr>
<td>G4-16</td>
<td>Memberships in associations and national/international advocacy organizations</td>
<td>Stakeholder Engagement — pg 17</td>
</tr>
</tbody>
</table>

Identified Material Aspects and Boundaries

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-17</td>
<td>All entities included in the organization’s consolidated financial statements or equivalent documents</td>
<td>Company Overview — pg 09</td>
</tr>
<tr>
<td>G4-18</td>
<td>Process for defining the report content and the Aspect Boundaries; and how the organization has implemented the Reporting Principles for Defining Report Content</td>
<td>Materiality and Defining Report Content — pg 06</td>
</tr>
<tr>
<td>G4-19</td>
<td>All the material aspects identified in the process for defining report content</td>
<td>Specific Standard Disclosures — pg 82</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-20</td>
<td>The aspect boundary for each material aspect within the organization and whether the aspect is material for all entities within the organization</td>
<td>Specific Standard Disclosures — pg 82</td>
</tr>
<tr>
<td>G4-21</td>
<td>Whether the aspect boundary for each material aspect is material outside the organization</td>
<td>Specific Standard Disclosures — pg 82</td>
</tr>
<tr>
<td>G4-22</td>
<td>Effect of any restatements of information provided in previous reports, and the reasons for such restatements</td>
<td>There were no known restatements of information in our 2013 Sustainability Report.</td>
</tr>
<tr>
<td>G4-23</td>
<td>Significant changes from previous reporting periods in the Scope and Aspect Boundaries</td>
<td>There were no significant changes during the reporting period.</td>
</tr>
</tbody>
</table>

Stakeholder Engagement

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-24</td>
<td>List of stakeholder groups engaged by the organization</td>
<td>Stakeholder Engagement — pg 17</td>
</tr>
<tr>
<td>G4-25</td>
<td>Basis for identification and selection of stakeholders with whom to engage</td>
<td>Stakeholder Engagement — pg 17</td>
</tr>
<tr>
<td>G4-26</td>
<td>Organization’s approach to stakeholder engagement</td>
<td>Stakeholder Engagement — pg 17</td>
</tr>
<tr>
<td>G4-27</td>
<td>Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns</td>
<td>Materiality and Defining Report Content — pg 06</td>
</tr>
</tbody>
</table>
# I. General Standard Disclosures

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-28</td>
<td>Reporting period for information provided.</td>
<td>Our reporting period is calendar year 2013</td>
</tr>
<tr>
<td>G4-29</td>
<td>Date of most recent previous report.</td>
<td>2012 Stewardship Report</td>
</tr>
<tr>
<td>G4-30</td>
<td>Reporting cycle</td>
<td>Annual</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding the report or its contents</td>
<td>About This Report — pg 04</td>
</tr>
<tr>
<td>G4-32</td>
<td>GRI Index with “in accordance” option chosen and references to External Assurance Reports</td>
<td>We have reported in accordance with the G4 framework at the “Core” level.</td>
</tr>
<tr>
<td>G4-33</td>
<td>Organization’s policy and current practice with regard to seeking external assurance for the report</td>
<td>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 2014 Climate Change Information Request response, Questions 8.6, 8.7 and 8.8.)</td>
</tr>
</tbody>
</table>

## 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: Leadership at the Highest Levels — pg 16 (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: Strategy and Governance — pg 13 Enforcing Our Code of Conduct and Ethics Policy — pg 21
## II. Specific Standard Disclosures

### A. Disclosures on Management Approach

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>Location</th>
<th>Material within Organization</th>
<th>Material outside Organization</th>
<th>Relevance outside the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Economic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECONOMIC PERFORMANCE</td>
<td>2013 Annual Report</td>
<td>●</td>
<td>●</td>
<td>Our economic performance is relevant to our investors, employees, communities and suppliers.</td>
</tr>
<tr>
<td>INDIRECT ECONOMIC IMPACTS</td>
<td>Enabling Responsible</td>
<td>●</td>
<td>●</td>
<td>Our indirect economic impacts are relevant to our guests and destination communities.</td>
</tr>
<tr>
<td></td>
<td>Growth — pg 14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Environmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENERGY</td>
<td>Energy and Air</td>
<td>●</td>
<td>●</td>
<td>Our energy consumption is relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td></td>
<td>Emissions — pg 53</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WATER</td>
<td>Protecting Freshwater</td>
<td>●</td>
<td>●</td>
<td>Our water stewardship measures are relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td></td>
<td>Resources — pg 56</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BIODIVERSITY</td>
<td>Conservation and</td>
<td>●</td>
<td>●</td>
<td>Biodiversity is relevant to all stakeholders including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td></td>
<td>Sustainable Tourism — pg 45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMISSIONS</td>
<td>Energy and Air</td>
<td>●</td>
<td>●</td>
<td>Our emissions from operations are relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td></td>
<td>Emissions — pg 53</td>
<td></td>
<td></td>
<td></td>
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## II. Specific Standard Disclosures

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>Location</th>
<th>Material within Organization</th>
<th>Material outside Organization</th>
<th>Relevance outside the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. Environmental</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EFFLUENTS AND WASTE</td>
<td>A Targeted Approach to Managing Wastewater</td>
<td>●</td>
<td>●</td>
<td>Our handling of effluents and waste is relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td></td>
<td>Waste and Chemical Management</td>
<td></td>
<td></td>
<td>Environmental compliance is relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td>COMPLIANCE</td>
<td>Planning Ahead to Comply with Environmental</td>
<td>●</td>
<td>●</td>
<td>Our environmental assessments of suppliers are relevant to our guests, suppliers and communities.</td>
</tr>
<tr>
<td></td>
<td>Regulations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLIER ENVIRONMENTAL ASSESSMENT</td>
<td>Environmental, Labor Practices and Human</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rights Screening</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>Employee Engagement</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>Respecting and Protecting the Rights of Our</td>
<td>●</td>
<td>●</td>
<td>With approximately 80% of our workforce covered by collective bargaining agreements, labor and management relations are relevant to our investors and communities.</td>
</tr>
<tr>
<td></td>
<td>Crew Injury Prevention</td>
<td></td>
<td></td>
<td>Occupational health and safety is relevant to our investors and communities.</td>
</tr>
<tr>
<td>OCCUPATIONAL HEALTH AND SAFETY</td>
<td>Crew Injury Prevention</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthening Our Culture Through Wellness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Programs</td>
<td></td>
<td></td>
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## II. Specific Standard Disclosures

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>Location</th>
<th>Material within Organization</th>
<th>Material outside Organization</th>
<th>Relevance outside the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Labor Practices and Decent Work</td>
<td>Enabling Our Employees to Learn and Grow With the Organization — pg 33</td>
<td>○</td>
<td>○</td>
<td>Training and education is relevant to our investors and communities.</td>
</tr>
<tr>
<td>TRAINING AND EDUCATION</td>
<td>Embracing Diversity and Creating an Inclusive Environment — pg 32</td>
<td>○</td>
<td>○</td>
<td>Diversity and equal opportunity is relevant to our investors and communities.</td>
</tr>
<tr>
<td>DIVERSITY AND EQUAL OPPORTUNITY</td>
<td>Environmental, Labor Practices and Human Rights Screening — pg 75</td>
<td>○</td>
<td>○</td>
<td>Our assessments of supplier labor practices are relevant to our guests, suppliers and communities.</td>
</tr>
<tr>
<td>SUPPLIER ASSESSMENT FOR LABOR PRACTICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Human Rights</td>
<td>Environmental, Labor Practices and Human Rights Screening — pg 75</td>
<td>○</td>
<td>○</td>
<td>Our human rights assessments of suppliers are relevant to our guests, suppliers and communities.</td>
</tr>
<tr>
<td>SUPPLIER HUMAN RIGHTS ASSESSMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Society</td>
<td>Community Involvement — pg 37</td>
<td>○</td>
<td>○</td>
<td>Local community impacts are relevant to all stakeholders, particularly the communities where we operate.</td>
</tr>
<tr>
<td>LOCAL COMMUNITIES</td>
<td>Conservation and Sustainable Tourism — pg 44</td>
<td>○</td>
<td>○</td>
<td></td>
</tr>
</tbody>
</table>
## II. Specific Standard Disclosures

<table>
<thead>
<tr>
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<th>Relevance outside the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5. Society</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>ANTI-CORRUPTION</td>
<td>Monitoring Anti-Corruption Risk — pg 25</td>
<td>●</td>
<td>●</td>
<td>Anti-corruption is relevant to our communities, investors and guests.</td>
</tr>
<tr>
<td>PUBLIC POLICY</td>
<td>Direct and Indirect Engagement with Policy Makers — pg 18</td>
<td>●</td>
<td>●</td>
<td>Public policy engagement is relevant to all stakeholders, including the destinations and communities that our ships visit.</td>
</tr>
<tr>
<td><strong>6. Product Responsibility</strong></td>
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</tr>
<tr>
<td>CUSTOMER HEALTH AND SAFETY</td>
<td>Training and Ongoing Inspections to Protect Public Health — pg 69</td>
<td>●</td>
<td>●</td>
<td>Customer health and safety, particularly food safety and indoor air quality, is relevant to all stakeholders, most notably our guests. In our materiality assessment, we learned that food safety was a topic of increasing stakeholder concern.</td>
</tr>
<tr>
<td></td>
<td>Providing Guests With Wellness Services Onboard — pg 28</td>
<td></td>
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<tr>
<td></td>
<td>Health, Safety and Security — pg 63</td>
<td></td>
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<tr>
<td></td>
<td>Sustainable Food Sourcing — pg 75</td>
<td></td>
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</tr>
<tr>
<td>PRODUCT AND SERVICE LABELING</td>
<td>Measuring Guest Satisfaction — pg 27</td>
<td>●</td>
<td>●</td>
<td>Customer satisfaction is relevant to guests and investors.</td>
</tr>
<tr>
<td>CUSTOMER PRIVACY</td>
<td>Protecting Consumer Data — pg 27</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>A Principles Based Approach — pg 14</td>
<td>●</td>
<td>●</td>
<td>Compliance is relevant to our guests, investors and communities.</td>
</tr>
<tr>
<td></td>
<td>Ensuring Compliance with Safety and Security Laws — pg 23</td>
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<td></td>
</tr>
</tbody>
</table>
II. Specific Standard Disclosures

### B. Performance Indicators

#### 1. Economic

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>GRI Indicators</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECONOMIC PERFORMANCE</td>
<td>G4-EC1 Direct economic value generated and distributed</td>
<td>2013 Annual Report (“Financial Highlights”) — pg 04</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>CDP 2014 Climate Change Investor Response Questions CC5 and CC6 — pg 19</td>
</tr>
<tr>
<td></td>
<td>G4-EC3 Coverage of the organization’s defined benefit plan obligations</td>
<td>2013 Annual Report Note 11. Retirement Plan — pg 90</td>
</tr>
<tr>
<td>INDIRECT ECONOMIC IMPACTS</td>
<td>G4-EC7 Development and impact of infrastructure investments and services supported</td>
<td>Enabling Responsible Growth — pg 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Involvement — pg 37</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conservation and Sustainable Tourism — pg 44</td>
</tr>
</tbody>
</table>

#### 2. Environmental

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>GRI Indicators</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENERGY</td>
<td>G4-EN3 Energy consumption within the organization</td>
<td>Performance Tables — pg 78</td>
</tr>
<tr>
<td>WATER</td>
<td>G4-EN5 Energy intensity</td>
<td>Performance Tables — pg 78</td>
</tr>
<tr>
<td>BIODIVERSITY</td>
<td>G4-EN8 Total water withdrawal by source</td>
<td>Performance Tables — pg 78</td>
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<tr>
<td></td>
<td>G4-EN14 Habitats protected and restored</td>
<td>Conservation and Sustainable Tourism — pg 44</td>
</tr>
<tr>
<td>EMISSIONS</td>
<td>G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)</td>
<td>Performance Tables — pg 78</td>
</tr>
<tr>
<td></td>
<td>G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)</td>
<td>Performance Tables — pg 78</td>
</tr>
<tr>
<td></td>
<td>G4-EN17 Greenhouse gas (GHG) emissions intensity</td>
<td>Performance Tables — pg 78</td>
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<tr>
<td></td>
<td>G4-EN18 Reduction of greenhouse gas (GHG) emissions</td>
<td>CDP 2014 Climate Change Investor Response Questions CC3.3b — pg 19</td>
</tr>
<tr>
<td>EFFLUENTS AND WASTE</td>
<td>G4-EN23 Total weight of waste by type and disposal method</td>
<td>Performance Tables — pg 78</td>
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## II. Specific Standard Disclosures

<table>
<thead>
<tr>
<th>Material Aspects</th>
<th>GRI Indicators</th>
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</tr>
</thead>
<tbody>
<tr>
<td>COMPLIANCE</td>
<td>G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</td>
<td>There were no significant fines or non-monetary sanctions for non-compliance recorded in 2013.</td>
</tr>
<tr>
<td>SUPPLIER ENVIRONMENTAL ASSESSMENT</td>
<td>G4-EN32 Percentage of new suppliers that were screened using environmental criteria</td>
<td>2013 Supply Chain Highlights — pg 74</td>
</tr>
</tbody>
</table>

### 3. Labor Practices and Decent Work

<table>
<thead>
<tr>
<th>EMPLOYMENT</th>
<th>G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations</th>
<th>Royal Corporate Careers website (containing information on benefits provided to part-time and temporary employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>This indicator is partially reported.</td>
<td>Minimum notice periods vary across collective agreements.</td>
</tr>
</tbody>
</table>

### 4. Human Rights

| SUPPLIER HUMAN RIGHTS ASSESSMENT | G4-HR10 Percentage of new suppliers that were screened using human rights criteria | 2013 Supply Chain Highlights — pg 74                                                                          |
## II. Specific Standard Disclosures

<table>
<thead>
<tr>
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<tr>
<td><strong>5. Society</strong></td>
<td></td>
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</tr>
<tr>
<td>LOCAL COMMUNITIES</td>
<td>G4-SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs</td>
<td>All operations had local community engagement programs during the reporting period.</td>
</tr>
<tr>
<td>ANTI-CORRUPTION</td>
<td>G4-SO4 Communication and training on anti-corruption policies and procedures</td>
<td>Monitoring anti-corruption risk — pg 25</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 This indicator is partially reported.</td>
</tr>
<tr>
<td><strong>6. Product Responsibility</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<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>
<td>Health and safety impacts are assessed for improvement for all products and services.</td>
</tr>
<tr>
<td>PRODUCT AND SERVICE LABELING</td>
<td>G4-PR5 Results of surveys measuring customer satisfaction</td>
<td>Measuring Guest Satisfaction — pg 27</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>Protecting Consumer Data — pg 27</td>
</tr>
</tbody>
</table>

**6. Product Responsibility**

<table>
<thead>
<tr>
<th>Material Aspects</th>
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</tr>
</thead>
<tbody>
<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>