

OUR APPROACH TO SOUND STEWARDSHIP

Royal Caribbean Cruises Ltd.



Falkland Islands





For more than four decades, our fleet of spectacular cruise ships has carried many millions of guests to destinations around the world. The places we visit, and the seas we sail, include some of the most pristine and unique ecosystems in the world. Our future depends on our ability to continue to share these places with our guests for many decades to come. For this to happen, we need to protect our marine environment and sustain the well-being of the people and places we serve. We do this not just because clean oceans and ecosystems are good for the long-term viability of our business, but also because protecting the health of the planet and its people is simply the right thing to do.

Meeting these responsibilities requires minimizing our footprint on the environment, supporting conservation in the destinations we visit and safeguarding the health and well-being of our guests and crew. In these pages, we share with you our approach to sound stewardship, our accomplishments and our goals for the future. For more information on our yearly progress and achievements, please visit azamarclubcruises.com/about-azamara/stewardship-program, celebritycruises.com/environment and royalcaribbean.com/environment.



About Royal Caribbean Cruises Ltd.

Royal Caribbean Cruises Ltd. (RCL) is one of the world's premier vacation companies. We own and operate more than 40 ships under five brands: Royal Caribbean International, Celebrity Cruises, Pullmantur Cruises, Azamara Club Cruises and Croisières de France.¹ Each year, our ships carry more than 4.5 million guests to over 400 different destinations around the world. In addition to our cruises, our company offers unique pre- and post-cruise hotel packages and land tours in Alaska, Asia, Australia, New Zealand, Canada, Europe and South America.

¹ Except where indicated, this report and its references to "Royal Caribbean," "Royal Caribbean Cruises Ltd." and the corresponding abbreviation "RCL," and the terms "our fleet" and "fleetwide," addresses the operation of our Azamara Club Cruises, Celebrity Cruises and Royal Caribbean International brands.





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An underwater photograph showing a large school of spotted snappers swimming over a coral reef. The fish are yellow with dark spots and are moving in a coordinated pattern. The water is clear and blue, and the coral reef is visible in the background.

ENVIRONMENTAL STEWARDSHIP

Our Environmental Stewardship Commitment

At Royal Caribbean Cruises Ltd. (RCL), our commitment to the environment 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, with the goal of making their cruise experience that much more satisfying. We acknowledge that we are not perfect; however, we are dedicated to continually improving our operations, both onboard and ashore, to minimize our environmental footprint and increase our support for conservation.



Nha Trang, Vietnam

Save the Waves

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.



Save the Waves has four key principles:

- **Reduce, Reuse, Recycle:** Reduce the generation of waste material, reuse and recycle wherever possible, and properly dispose of remaining wastes.
- **Practice Pollution Prevention:** Nothing may be thrown overboard. Nothing.
- **Go Above and Beyond Compliance (ABC):** ABC means doing more than is required by regulations.
- **Continuous Improvement:** Change is the only constant; innovation is encouraged and rewarded.

Save the Waves® represents our ongoing commitment to protect the people and places we serve and to maintain the distinctive guest experience for which we're known. Today, the program includes Environmental Officers onboard each ship, a comprehensive waste-management program that addresses each onboard waste stream, and environmental training for every crew member. During the past two decades, we have continually improved our Save The Waves® program to ensure that not only our employees, but also our guests are directly engaged in our environmental management efforts.

Guided by our Environmental Stewardship Department, we follow our Save The Waves® principles, both onboard our ships and at our land-based offices. Our strict adherence to these principles is written into our comprehensive, company-wide Safety, Quality and Environmental Management system (SQM), which seeks to ensure that ships follow safe, standardized and consistent operations that protect our employees, our guests and the environment.

RCL's Environmental Stewardship Code

Our Company values the environment and is committed to protecting and conserving environmental resources, preventing pollution and continuously improving our environmental management. As a primary business objective, it is the responsibility of every employee, shipboard and shoreside, to ensure environmental stewardship is practiced at all times.

RCL'S PRINCIPLES OF ENVIRONMENTAL STEWARDSHIP

Culture: We strive to use natural resources efficiently and responsibly, with particular emphasis on reducing our air emissions, including NO_x, SO_x, CO₂ and other greenhouse gases. We consider environmental issues in design and development projects.

Commitment: We reduce, reuse and recycle as much as possible and practical. We seek to purchase goods which have a content of recycled material, without sacrificing efficiency and quality. We encourage vendors and suppliers to make a commitment to the environment and to provide us with greener products and services.

Compliance: We meet or exceed applicable regulations and voluntary standards and strive to be Above and Beyond Compliance in our shipboard and shoreside operations.

Continuous Improvement: We establish environmental objectives that challenge the Company to continuously improve environmental stewardship.

Collaboration: We promote stewardship of the marine environment through internal and external initiatives such as Save the Waves® and the Ocean Fund. We communicate our environmental commitment to the public and ask our guests to join us in respecting the environment.

Leadership at the Highest Levels

Our Corporate Sustainability Council provides a company-wide framework and organizational structure to oversee our commitment to environmental stewardship. The Council, which was established in 2008, 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. We also have a Board of Directors Safety, Environment and Health Committee that provides guidance and oversight on safety, security, environmental stewardship and medical/public health work.

Energy and Air Emissions

The cruise industry, like many industries around the world, is faced with two primary energy challenges: How to efficiently provide clean, secure and affordable energy; and how to minimize our impact on the environment related to our air emissions and greenhouse gas (GHG) footprint.

There are three basic ways that air emissions from our ships can be minimized:

- Reducing overall energy use — and thus associated air emissions;
- Cleaning emissions before they are released to the air; and
- Using alternative fuels and renewable energy, which have lower overall emissions.

Reduced energy use

For many years, through exploration of advanced designs and technologies, we have been progressively commissioning some of the lowest-emission ships in the shipping industry. For example, the main engines on our newest classes of ships emit about 30 percent less carbon dioxide (CO₂) per person per



Top: Main Engines, Freedom of the Seas; Bottom: Solar Panel Installation, Oasis of the Seas



day than ships built a dozen years ago. We also retrofit new, innovative technologies in our existing ships.

Some of our measures to reduce energy use include:

- Incorporating improved hydrodynamics, propellers, propulsion and hull designs into our ships, all of which require less fuel per passenger mile traveled;
- Adjusting ship speed to increase fuel efficiency;
- Focusing attention on current and future itinerary planning of individual sailings to optimize timing, route, speed and distances traveled;
- Re-using waste-heat from our engines to heat water for showers and galleys;
- Using cold Alaskan and Baltic seawater to chill water onboard, thereby reducing the load on our air conditioning systems;
- Applying solar window film on older ships and building new ships with energy-efficient glass, also reducing the load on our air conditioning systems; and
- Moving thermostats to neutral positions, and ensuring balcony doors are closed and lights and appliances are switched off when staterooms are unoccupied.

Cleaner emissions

No matter how much we are able to reduce our energy use, there will always be some air emissions when we are burning fossil fuels. So, in addition to focusing on energy reduction and efficiency, it is important to evaluate and invest in alternative abatement technologies for fossil fuel emissions. One such technology relies on water to clean emissions before they are released into the air. We are investigating and testing exhaust gas scrubbing technologies that may enable us to remove much of the sulfur oxide (SO_x) from our air emissions.

Alternative fuels and renewable energy

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, which burn cleaner fuels and thus emit less air pollution.

There are a number of other cleaner energy technologies being developed 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 is still 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.

Water and Wastewater

Water

Our ships require significant amounts of fresh water for drinking and for use in showers, sinks, toilets, galleys, pools and spas. 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). 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.

The majority of our fresh water is produced onboard, using steam desalination or reverse osmosis to convert sea water into fresh potable water. Steam desalination systems use evaporators that boil sea water 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 sea water under very high pressure through a filter (or semi-permeable 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 percent of the electricity consumption of models from only a few years ago.

The average person in the United States uses about 100 gallons of water per day.² On our ships, we use about 50 to 60 gallons of water per person per day, a savings of 40 to 50 gallons of fresh water per person per day compared to our average guest's use of water 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.

Some of our water-saving initiatives include:

- Installing new ice makers that use 65 percent less water than previous machines;
- Replacing ice beds with chilled river rocks in buffet areas;

- Installing 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; and
- Re-using clean condensate water from ships' air conditioning units in laundry areas.

Wastewater

Much like other types of ships, cruise ships generate a number of different kinds of wastewater, including bilge water, graywater and blackwater.

BILGE WATER

Bilge water is a mixture of liquids, primarily fresh water, collected from machinery spaces and internal drainage systems. The bilge, located in the engine room at the lowest part of the vessel, collects water, cleansers and mechanical fluids from operational sources. Bilge water is collected and periodically pumped into special holding tanks where it is processed to remove contaminants of concern. The resulting water is then treated to levels that exceed both U.S. and international regulations and subsequently discharged.

Almost 20 years ago, rogue engineers on a number of Royal Caribbean International ships began defying company policy by rigging pipes so that oily bilge water would bypass the oily water separators and be pumped into the sea. The engineers then falsified their ships' Oil Record Book to conceal from the company and U.S. Coast Guard the discharges of oil-contaminated bilge water. These incidents, which occurred in the early nineties, were inexcusable. In response, we took, and now maintain, extensive steps to monitor and enforce compliance and will continue to demonstrate our commitment to going *Above and Beyond Compliance* with state, national and international regulations.

Today, our ships cleanse bilge water to a level three times cleaner than the stringent international regulations. Each ship in our fleet is now equipped with at least two oily-water separators and two oil-content meters to monitor bilge water discharges. In addition, we have equipped each of our ships with a restricted-access oily bilge water discharge protection system known as the "White Box." This automated and "tamper-proof" system controls the flow and analyzes treated water, to ensure it meets legal limits and our more stringent company standards before discharge.

² U.S. Environmental Protection Agency, "Water Use Today," http://www.epa.gov/watersense/our_water/water_use_today.html



Whale Watching in Alaska

GRAYWATER AND BLACKWATER

Graywater is drain water from showers, baths, washbasins, laundry, dishwashers and galleys (kitchens). It also includes drainage from pools and spas, and condensate from air-conditioning systems. Blackwater originates from toilets, urinals and medical facilities, and is collected and maintained separately from graywater.

U.S. and international laws allow untreated graywater to be discharged from ships inside of 12 nautical miles from land in many locations. Since 1998, our company policy has restricted the discharge of graywater to outside 12 nautical miles from land in all areas of the world. Similarly, international standards require ships to discharge untreated blackwater outside 12 nautical miles and at a speed of not less than four knots (to ensure adequate dispersion into the water column). Our company standard is to only allow discharges of blackwater outside 12 nautical miles and only at a speed greater than six knots. In keeping with our company goal to only discharge water that exceeds most leading municipal wastewater treatment standards, our internal discharge policies for graywater and blackwater are stricter than U.S. and international governmental regulations.

ADVANCED WASTEWATER PURIFICATION

In 1999, we began the research and development needed to install and operate Advanced Wastewater Purification (AWP) systems on our ships. These systems thoroughly treat blackwater and graywater before discharging and produce an effluent that is cleaner than what is required by international sewage regulations and what is discharged from most municipalities. We are installing these systems onboard our Royal Caribbean International and Celebrity Cruises ships, at a cost of more than US\$150 million. This is not required by current regulation or law.

In recent years, we have made significant progress toward our goal of having every Royal Caribbean International and Celebrity Cruises ship equipped with an AWP system. However, there remain some technical and operational challenges. The installation and commissioning of an AWP system is not a matter of merely selecting an off-the-shelf piece of equipment. This is true even for those systems that have proven themselves in land-based applications. AWP systems are still a new and difficult technology that has proven to be harder to successfully implement on a cruise ship than many of its proponents expected. For example, several years ago, one of the promising, innovative systems that we extensively evaluated and had hoped would work effectively proved unsuitable as designed. While this trial was disappointing, we have learned a great deal about the science and technology involved. More importantly, this experience will not deter us from our ultimate goal.

Waste and Chemical Management

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 — period.

REDUCE

The first step in managing waste is to reduce the amount of material that comes onboard our ships. We work with our suppliers to green our supply chain, reduce packaging materials and use more sustainable resources.

REUSE

To further cut back on solid waste generation, we are participating in container return programs with our vendors. As part of these programs, we receive concentrated cleaning supplies, food products and other materials in containers that can be returned to the vendors for reuse.

We have also established a standard donations database to provide the fleet with outlets that will accept quality items, such as mattresses, sheets, towels and furniture, for reuse. Clothes, shoes, accessories, games and other items donated by our crewmembers are separated and placed in large boxes on each ship for our donation program.

RECYCLE

Our recycling efforts form the core of our waste management strategy. All trash onboard our ships is hand-sorted by our crew members to determine what can be recycled. Recyclable materials generated onboard our ships include glass, paper, cardboard, aluminum and steel cans, scrap metal, incinerator ash, plastics, toner cartridges, wooden pallets, batteries, fluorescent lamps, electronics, plastic wrap and kitchen oil.

Shipboard environmental teams collect and sort garbage into waste streams that are processed by various means and equipment. For example, the teams use depressurizers for releasing residual liquids from aerosol cans; compactors for processing plastic, cardboard, and metal; glass crushers; and fluorescent lamp crushers to separate mercury, aluminum and glass for recycling. Each ship is also equipped with specially designed climate-controlled storage facilities that allow them to hold recyclables until the appropriate and approved recycling hubs are reached.

When port communities lack adequate recycling facilities, we attempt to partner with local governments and entrepreneurs to create new recycling opportunities. Generally, wherever possible, we will store recyclables onboard until we are able to off-load them in a port with adequate recycling facilities.

Working with local authorities, vendors, conservation groups and recycling centers, we have signed agreements in many different ports in the United States, Europe, Canada, the Caribbean and South America with companies that receive separated and sorted material, including aluminum cans and scrap metal, for recycling.

Hazardous Waste Management

Our commitment to effective environmental stewardship through our *Above and Beyond Compliance* policy includes our handling of hazardous waste. As on land, hazardous wastes that must be addressed onboard include mercury from fluorescent bulbs; silver and chemicals from photography processing; perchloroethylene (perc) from dry cleaning; flammable liquids (solvents, lighter fluid, waste paints and thinners and aerosol residuals); and lead, nickel and cadmium from batteries. Additional special waste items include medical waste (e.g. needles), oily waste and lube oil.

Though we produce only very small quantities of hazardous waste, as defined by the U.S. Resource Conservation and Recovery Act (RCRA), the potential for negative environmental impacts makes the management of



Recycling Barge in Cozumel, Mexico



hazardous waste one of our highest priorities. As a result, our policy says 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 recycling at ports with appropriate recycling facilities.

Chemical Management

Our chemical management program regulates the purchasing, handling, distribution, use and disposal of chemicals. Through this 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. This information is available in 25 different languages throughout our fleet.

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.

Conservation, Destinations and Education

Conservation

The ocean and the diversity of life it supports are of great importance to our guests and employees. The world's oceans generate 70 percent of the oxygen in the atmosphere, absorb carbon dioxide, provide food and recreation, replenish our fresh water and influence climate and weather patterns. Healthy ocean ecosystems and destination communities are also the lifeblood of our business. Our ships provide opportunities for guests to interact with marine ecosystems through excursions to coral reefs teeming with vibrant aquatic life, beautiful sandy beaches and exotic destinations and coastal cities. Helping to ensure the places where we operate are properly cared for and protected not only makes good business sense, it is critical to the future of our planet.

Our oceans face a significant threat from climate change, a challenge that we see as the defining environmental issue of our time. Observations and analysis of past and current trends reveal the warming of land areas and the ocean, and major changes in patterns associated with weather events. Rising global temperatures could lead to higher ocean temperatures, melting polar ice, rising sea levels, ocean acidification and changes to the ocean's major current systems. 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 OCEAN FUND

In 1996, we built upon our environmental commitment and launched the Ocean Fund, which supports marine conservation organizations in safeguarding the health of the world's oceans. The Ocean Fund's mission has three parts:

- Support efforts to restore and maintain a healthy marine environment;



- Minimize the impact of human activity on this environment; and
- Promote awareness of ocean and coastal issues and respect for marine life.

Since the fund's establishment, we have contributed millions of dollars to 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.

For more information, go to www.theoceanfund.com

THE CELEBRITY XPEDITION GALÁPAGOS FUND

In 2006, Celebrity Cruises established the *Celebrity Xpedition* Galápagos Fund to support the conservation and protection of the Galápagos Islands' species and habitats. The program draws on *Celebrity Xpedition* guest donations, which total approximately \$150,000 annually. Celebrity matches guest donations with cruise credits, up to \$250 per person.

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.

ENVIRONMENTAL SHIPS OF THE YEAR

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 four major categories of environmental stewardship: energy and air emissions; water and wastewater; waste and chemical management; and conservation, destinations and education. 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 ships donate to a charity of their choice.

Destinations

Cruise destinations tend to be located in some of the most biologically rich, unique and sensitive places on earth. Our goal is to provide exceptional guest experiences while at the same time managing our



Coco Cay, Bahamas

impact on fragile ecosystems and communities. We know that our activities add significantly to local and global economies, but they can also provide incentives for conservation and environmental stewardship. We have a responsibility to promote sustainability in these destinations; a responsibility we share with international and local governments, nongovernmental organizations, civil society, excursion providers, local businesses and communities, and our guests.

There are many complex factors involved in helping maintain the natural and cultural integrity of the places we visit. Four areas where we focus are:

- Developing destination management plans for sustainable growth;
- Creating standards and quality assurance systems for excursion providers;
- Educating guests, staff and local communities about environmental and cultural issues; and
- Providing support for local conservation and community development efforts.

WORKING WITH PARTNERS TO PROTECT DESTINATIONS

RCL, in partnership with Sustainable Travel International (STI), has helped establish two different forums that bring together leaders from the private sector of the travel and tourism industry, academia and nongovernmental organizations to share information and identify key practices that promote sustainability in travel destinations around the globe. The Global Sustainable Tourism Council's Destination Stewardship

Working Group is developing global baseline sustainable tourism criteria and indicators for destinations, while the Sustainable Travel Leadership Network, an executive level forum for industry leaders committed to achieving the highest levels of sustainability, focuses on best practices in sustainable tourism and destination stewardship.

SUSTAINABLE SHORE EXCURSIONS

We are also implementing criteria and indicators for sustainable shore excursions. Through this effort, we aim to have the activities of our guests while in ports of call help to protect the natural and cultural heritage in our many destinations. Integrating environmental, cultural and socio-economic criteria in selection and contracting procedures with shore excursion providers helps us respond to a growing demand by our guests for environmentally and socially responsible products and services.

In partnership with STI, we have rolled out the Sustainable Shore Excursions Program. This program provides tools that help our shore excursion providers meet sustainability standards, and allows them to be verified and recognized for their efforts through STI's third-party certification standard, the Sustainable Tourism Education Program™ (STEP). This standard builds on the Ocean Conservation and Tourism Alliance's Principles, Criteria and Indicators for Sustainable Marine-based Tours, developed in collaboration with the Cruise Lines International Association and Conservation International, and is aligned with the Global Sustainable Tourism Criteria. RCL's private destinations in CocoCay, Bahamas, and Labadee, Haiti, have now been certified to the STEP standard.

Education

We work hard to ensure that our more than 50,000 crew members fully understand the importance of complying with all onboard environmental policies and procedures, and to also make sure that guests are reminded of the importance of respecting the environment.

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 company environmental policies and procedures.

ENVIRONMENTAL OFFICERS

One of the key ways in which we educate both our guests and crew members 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. EOs come from a broad range of backgrounds and from all over the world. 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 crew members in the company's policies and expectations, 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 with each contract.

After every Save The Waves® training, each officer, staff and crew member 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. In addition, each officer, staff and crew member is encouraged to take time to explain the concept and importance of Save The Waves® to our guests, and it is something that we believe is a source of significant pride throughout our corporate community.

Environmental Officers also provide educational programs and tours for guests. They develop environmental lectures based on the itinerary, giving guests insights on the local area. We also encourage each ship to develop partnerships with local schools and organizations in ports of call, and to offer environmental tours onboard our ships for groups of school children and other organizations. Through this outreach, we hope to inform residents of port communities about environmental conservation, waste management practices, recycling and the innovative technologies on our ships.

One innovation is our Oceans Ahead series onboard Celebrity Cruises ships. These free presentations, which include topics such as The Secrets of Ship Navigation, How Our Ships Move, Onboard Recycling: An Exclusive Look, and Carbon Footprint 101, give guests a chance to learn about our innovative approaches to stewardship across the fleet.



Top: Freedom of the Seas; Bottom: Saltwater Zoanthids found in the Indo-Pacific



Community Involvement

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 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. Our corporate philosophy is to fund organizations that benefit and offer services to the entire community, and we focus support on three areas:

- children and families;
- educational programming; and
- marine conservation, through our Ocean Fund.

Executive officers of Royal Caribbean Cruises Ltd. (RCL) serve on boards of nonprofit organizations in local communities, with several executives serving on more than one. This gives our company the opportunity to extend its reach into the underserved areas of our communities.

United Way

Our company has a long-standing 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. In addition, several of our executives hold volunteer leadership roles with United Way, extending the impact that our company is making in the community.

G.I.V.E. Program

Our **Get Involved, Volunteer Everywhere** (G.I.V.E.) program was launched in 1997. Every spring, on G.I.V.E. Day, employees and their friends and families, suppliers and business partners, join forces nationally and internationally to assist nonprofit and community organizations in improving the quality of lives in their communities. Our employees have pitched in at schools, children's homes, museums and neighborhoods in the United States, the Caribbean and Europe. We've expanded this



Queenstown, New Zealand

program to include “G.I.V.E. for the Holidays,” through which shipboard employees raise money for destination-based charities of their choice, including orphanages, shelters and community centers around the globe.

Make-A-Wish Foundation® Partnership

Through a partnership with the Make-A-Wish Foundation®, 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 flier 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.

Breast Cancer Research

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.

Celebrity Cruises has been loosely associated with the breast cancer cause since the launch of *Celebrity Solstice* in 2008, when Celebrity selected cancer survivor Dr. Sharon Smith as the ship’s godmother. Since then, each of the five Solstice-class godmothers have been breast cancer survivors, women who have not let the disease define them and who have accomplished great things.

In 2008, with the South Florida launch of *Celebrity Solstice*, we funded a grant for United Way of Miami-Dade to provide breast cancer screenings to low-income women. In 2010, with the UK launch of *Celebrity Equinox*, christened by the founder of the UK charity Walk the Walk, we held the first Celebrity Sunwalk — a fundraising walk just outside the pier where the ship was docked.

We have also hosted charity walks across the United States to support breast cancer research and teamed up with the Miami Dolphins football team to honor breast cancer survivors at Dolphins home games in South Florida.



RCL Employees, G.I.V.E. Day

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 with City Year Miami, RCL employees serve as tutors and mentors to children at an elementary school in one of Miami's most disadvantaged neighborhoods. Employees also help children reach their potential through professionally supported mentoring in Big Brothers Big Sisters, the School to Work worksite visit program, and BIGs in School, which provides employees a chance to work with a child one hour each week at an elementary school near their home or office. Since 1997, RCL employees in South Florida have also participated in Kids and the Power of Work (KAPOW), which teaches students about various career opportunities through presentations by professionals.



Pan-American Development Foundation partnership

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, crew members from our ships volunteer often with PADF's many partners in our ports of call throughout Latin America and the Caribbean.

Response in times of need

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. After the January 2010 earthquake devastated much of Haiti, we delivered more than 3,100 pallets (about 124 tractor trailers) of relief supplies on our ships, as well as more than \$1 million in revenues from our facilities on Haiti, to help restore the nation. We also established partnerships with relief workers and medical facilities in the area. With our private destination, Labadee, 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.



Top and Bottom: L'Ecole Nouvelle Royal Caribbean






A scenic view of a glacier and snow-capped mountains under a blue sky with clouds. The glacier is a large, textured expanse of white and blue ice, extending from the foreground towards the background. The mountains are rugged and covered in snow, with some rocky outcrops visible. The sky is a clear blue with some white clouds. The overall scene is bright and majestic.

SAFETY AND SECURITY

Safety and security is a shared responsibility between RCL, governments, guests and crew. RCL is dedicated to ensuring that our guests enjoy a 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. However, occasionally, despite the best intentions of everyone involved, a 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.

Many aspects of our safety and security programs are sensitive; however, the following sections provide information about some of RCL's initiatives, policies and procedures in these important areas.



Santorini, Greece

RCL's Safety and Security Code

At Royal Caribbean Cruises Ltd. (RCL), we are committed to providing a safe and secure environment for our guests and employees. As a primary business objective, it is the responsibility of every employee, shipboard and shoreside, to ensure that effective safety and security standards are practiced at all times.

RCL'S SAFETY AND SECURITY PRINCIPLES

- **Culture:** We maintain a corporate policy that emphasizes the Safety of Life and Safety of the Ship and sustain a company-wide culture where the prevention of safety and security incidents is a way of life.
- **Commitment:** We select personnel for safety and security activities who are knowledgeable and committed and then provide them with training and resources to fulfill their duties.
- **Compliance:** We meet or exceed applicable regulations and voluntary standards and strive to be *Above and Beyond Compliance* in our shipboard and shoreside safety and security operations.
- **Care:** We maintain an effective preparedness and response capability that includes care of those affected by incidents.
- **Continuous Improvement:** We implement safety and security practices and programs that promote the Company's commitment to continuously improve.

Regulatory Standards

The cruise industry is highly regulated, and there are many important and internationally recognized standards that guide the industry's safety and security efforts. In general, the maritime regulatory environment is complex. Commercial ships (including cruise ships) are flagged (or legally affiliated) with a particular nation, which then makes each ship subject to the regulatory control requirements of its "flag state," regardless of where it operates in the world. This is true whether a ship is located in international waters (beyond the boundaries of any nation or state) or is within a nation's territory (when transiting, approaching or calling at a port). RCL ships are currently registered and operate under the flags of Malta, the Bahamas or Ecuador.

In addition to worldwide flag state control, commercial ships are governed through the application of international regulations established by the United Nations, through its International Maritime Organization (IMO). The IMO was established in 1948, in recognition of the international nature of shipping. This body establishes international conventions, protocols and codes that are then ratified and adopted by its 169 member states before coming into force. The member states are then responsible for seeing that vessels operating under their flags and within their territories meet the requirements of the various regulations.

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 nongovernmental organizations that, on behalf of the flag state, formally evaluate and certify a ship as fit for service. Without this certification, a ship may not operate. IMO regulations help standardize the maritime regulatory environment.

When a ship is located in the waters of an individual nation, it is also subject to the laws and regulations of that nation. This adds another layer of control on the activities of the ship and its guests and crew. Different laws may therefore apply as a ship passes from one nation's territorial waters to international waters and then into another nation's territorial waters. Some nations, most notably the United States, have even passed laws that provide "extra-territorial jurisdiction," which, under specific circumstances, extend their ability to enforce laws to international and even foreign national waters.

Some of the regulatory and legal standards that apply to onboard safety and security include:

- **The International Convention for the Safety of Life at Sea (SOLAS)** is generally regarded as the most important of all international treaties concerning the safety of merchant ships. It has been amended and updated a number of times since its first version was adopted in 1914, in response to the Titanic disaster. The fourth version, adopted in 1960, was the first major task for the IMO after the Organization's creation. The SOLAS convention is periodically amended to reflect the highest level of safety. Its provisions include (but are not limited to) construction (stability, machinery and electrical installations); fire protection, detection and extinction; life-saving appliances and arrangements; radio communications; navigation; and management for the safe operation of ships.
- **The International Code for the Safe Management of Ships (ISM)** provides an international standard for the safe management and operation of ships, for the establishment of safeguards against identified risks, and for pollution prevention. The ISM requires a safety management system to be established by "the Company" (defined as the ship owner or operator) that must include a safety and environmental protection policy, defined levels of authority and lines of communication between and among shore and shipboard personnel, procedures for reporting incidents, procedures for responding to emergencies, and procedures for internal audits and management review.

- **The International Ship and Port Facility Security (ISPS) Code** is a 2004 amendment to the SOLAS Convention (1974/1988). The ISPS Code, which was developed in the wake of the September 11, 2001, terrorist attacks in the United States, established security standards for ships, ports and government agencies around the world. It requires governments, shipping companies, shipboard personnel, and port and facility personnel to detect security threats and take preventive measures against security incidents affecting ships or port facilities used in international trade. It also requires measures such as ship security plans, ship and company security officers, certain onboard and port facility security equipment, port facility security plans and security officers, access monitoring, control of the activities of people and cargo, and readily available security communications. The ISPS Code has been adopted by 148 states (nations), including each of RCL's flag states (as well as the United States). Therefore, the ISPS Code applies to RCL and each of our ships, regardless of where in the world they are sailing.
- **Flag State, Port State and other Governmental Laws and Regulations** require the reporting of alleged illegal activity and safety incidents, regardless of where in the world the activity may occur. For example, the United States has regulatory (Title 33 Code of Federal Regulations, Part 120.220) and legislative (Title 46, Section 3507, referred to as the Cruise Vessel Security and Safety Act [CVSSA] of 2010) requirements that, in specified situations, alleged shipboard criminal activity must be reported to U.S. federal law enforcement authorities (U.S. Coast Guard and Federal Bureau of Investigation).



Rio De Janeiro, Brazil

- **Transportation for Individuals with Disabilities: Passenger Vessels** (became effective November 3, 2010): Title 49 U.S. Code of Federal Regulations, Part 39 contains a list of 128 specific guidelines and changes related to service and policy issues involving guests with disabilities. This law requires compliance by vessels that originate from or visit a U.S. port.
- Port State Security within the United States, as it relates to ISPS Code requirements, is mandated by the **Maritime Transportation Security Act of 2002 (MTSA)**. The MTSA created a consistent security program for the protection of U.S. ports and vessels, to better identify and deter security risks. The MTSA requires vessels and port facilities to conduct vulnerability assessments and develop security plans that address guest, vehicle and baggage screening procedures; security patrols; establishment of restricted areas; personnel identification procedures; access control measures; and installation of surveillance equipment. In accordance with the MTSA, these requirements are to be enforced by the U.S. Coast Guard, which is empowered to impose control and/or enforcement actions that may include inspection, delay or detention of a ship; restriction of ship operation; expulsion of the ship from port; and/or lesser administrative or corrective measures.
- **The Cruise Vessel Security and Safety Act of 2010 (CVSSA)** is a law passed by the U.S. Congress in July 2010. This act includes a standardized set of security and safety requirements that must be met by every ship that embarks or debarks guests in a U.S. port, regardless of where the vessel is flagged.



Jewel of the Seas

Regulatory Compliance

Each of our ships complies with the latest IMO safety regulations, regardless of how long it has been in service. In many cases, we have gone above and beyond compliance and incorporated additional safety features either before they were required, or we helped lead the efforts that created the improved standards. New RCL ships are built to the same exacting safety and security standards that are required on our existing ships, and also incorporate new innovations. For example, *Celebrity Solstice*, *Celebrity Equinox*, *Celebrity Eclipse*, *Celebrity Silhouette* and Royal Caribbean International's *Oasis of the Seas* and *Allure of the Seas* all feature a new bridge design that incorporates a state-of-the-art Safety Command Center. *Allure of the Seas* and *Oasis of the Seas* also feature an electronic mustering system using handheld portable digital assistants.

“Safe Return to Port” is a 2006 IMO concept that requires new passenger ships to be built to standards which help ensure that, even if big problems develop, the ship is able to return to port under its own power and with guest and crew comfort systems functioning. This design concept emphasizes redundancies in critical onboard systems that can sustain water production, air conditioning, propulsion and other key systems. By placing such equipment in separately protected shipboard compartments, the chances are that even if one entire compartment experiences a problem, backup systems in other compartments will not be affected and can automatically take over key functions.

“Probabilistic Damage Stability Rules,” which are based on years of research and experience, were developed by the IMO to help ship designers test how well a new ship design will handle various types of structural challenges or damage. *Celebrity Solstice* and *Oasis of the Seas* were among the very first passenger vessels built to these new enhanced IMO regulations.

Policies

Our corporate safety and security policies, referred to as our *Safety, Quality and Management System (SQM)* have been developed to guide compliance with the many regulations that govern our ships around the world. SQM guides and standardizes the means by which safety and security are maintained from ship-to-ship and person-to-person. The company's management system is the backbone of our operation and provides the policies and guidance that govern both our strategic planning, as well as our day-to-day operations.

The procedures and operations governed by our SQM are subject to ongoing audit and review by maritime experts familiar with vessel safety and security requirements. These include internal and external audits conducted by experts from our company, classification societies (on behalf of flag states) and port states (countries that a ship visits during a cruise). The purpose of these audits is to monitor and evaluate the safe operation of our vessels and identify areas where we could make further improvements. For example, Port State Control visits are conducted, according to the IMO, “to verify that the condition of the ship and its equipment comply with the requirements of international regulations and that the ship is manned and operated in compliance with these rules.” If deficiencies are found, the port state officials can require items to be corrected immediately and even detain a vessel until any matters of concern are addressed. In a severe case, the port state may recommend to the flag state that the ship’s Document of Compliance (DOC) or Safety Management Certificate (SMC) be removed, thus preventing the vessel from operating. Through audits, open communication with our employees and other means, *continuous improvements* to our procedures and operations are 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 (ISO). Two of these standards include ISO 9001 (Quality Management Systems) and ISO 14001 (Environmental Management Systems). ISO 9001 is principally known for encouraging organizations to set standards relating to achieving customer satisfaction and fulfilling customer requirements for quality. ISO 14001 is aimed at reducing an organization’s impact on the environment. Both of these standards encourage organizations to manage their businesses effectively and efficiently, with a particular emphasis on setting and achieving goals and objectives. We have received certification under each of these standards. This commitment complements our other compliance efforts and, indeed, benefits all aspects of our operations, including those related to guest and crew safety and security.

RCL remains abreast of domestic and international regulations through regular monitoring of maritime industry information and through liaison with our classification societies (Det Norske Veritas and Lloyd’s Register); our flag state administrations; and with port state control agencies (such as the U.K.’s Maritime and Coastguard Agency and the U.S. Coast Guard). We are also active members of the Cruise Lines International Association (CLIA), the world’s largest cruise industry association. Through CLIA,

we provide our input to the industry’s collective safety and security efforts and help inform positive changes in domestic and international regulatory matters that enhance both safety and security.

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 board is presently comprised of: Dr. Tom Allan, former Director, U.K. Maritime Coastguard Agency and former Chairman of the IMO’s Maritime Safety Committee; Vice Admiral James C. Card, U.S. Coast Guard (retired) and former SVP, American Bureau of Shipping; Professor Dracos Vassalos, Head of the Department of Naval Architecture and Marine Engineering, Universities of Glasgow and Strathclyde and Chairman of Safety at Sea Ltd.; and Dr. Tor Svensen, President, Det Norske Veritas (DNV) Maritime. They meet regularly with RCL’s marine safety team and provide advice on technical and operational safety plans and help us assess new safety, security, environment and operational technologies and strategies. They are an incredible asset and help us remain progressive in our safety mission.

Safety and security is a journey, not a destination. For this reason, continuous improvement is at the heart of our efforts, and this includes supporting regulatory progress. Without industry input, regulators may pass requirements that have consequences they did not intend or anticipate, including the diversion of resources from more impactful improvement initiatives. As a CLIA member, RCL sends representatives to IMO committee and subcommittee meetings as industry experts and lends its considerable operational experiences in support of the IMO. In this role, we participate as a nongovernmental consultative representative, offering our practical experience and perspective on needed safety regulations and standards.



St. Petersburg, Russia



Regatta in Saint Maarten

RCL also helps inform legislative bodies. For example, in 2006 and 2007, the U.S. Congress held hearings on cruise ship safety and security. RCL senior executives participated in these hearings to provide needed details about existing safety and security procedures. Over the ensuing three years, congressional staff met with private citizens, and subject matter and industry experts (including RCL) to better understand existing procedures and to prepare a law that standardizes and requires best practices on ships calling on U.S. ports. Concurrently, RCL and other cruise industry leaders met frequently with private individuals and organizations interested in improving safety and security in the cruise industry. Through these meetings and outreach efforts, RCL was able to work with governmental and nongovernmental organizations to inform legislators and the public of current cruise ship safety and security practices. The result of this work by many was the widely supported CVSSA.

Prevention

Safety and Security is a shared responsibility, and we 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. We also remind guests that consuming alcohol to excess impairs one's judgment and reduces one's ability to recognize and avoid potentially unsafe or dangerous situations. Just as it is for our guests and crew, 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.



Koh Samui, Thailand

Navigational Safety

Navigational incidents can impact our guests and crew, the environment, the ship, other ships and/or port facilities. Therefore the prevention of navigational incidents is one of our most important missions. Each of our ships sails with a highly qualified bridge team that includes two fully licensed and experienced captains. One is referred to as the Master and the other is referred to as the Staff Captain. The Master is in charge of all ship activities. The Staff Captain is his/her second in command. At any time that the Master becomes unable to fulfill his or her duties as Master, the Staff Captain is fully able and can and will assume the responsibilities of the Master.

The Master and Staff Captain are assisted in bridge operations by a team of licensed officers, each of whom is working hard to eventually progress through the ranks from Second Officer to Master. It bears mentioning that only the most qualified, best-of-the-best officers will be promoted to Staff Captain or Master.

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. Our NPP is a living document, undergoing continuous review and improvement. 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. This plan is to be written down and acknowledged by each member of the bridge team; any changes must also be documented and verified in writing by no less than two bridge officers, in addition to being approved by the Master.

The NPP's Bridge Resource Management (BRM) is an important aspect of our safe bridge operations, and all bridge teams receive specialized training in this area. The BRM philosophy promotes an open and honest communication flow between all members of the bridge team, regardless of rank. This results in a team approach to navigation, helping to prevent potential errors. All team members are required to share and voice any observation or concern relating to the safe navigation of the vessel. In fact, RCL's policy requires that the ship's Master and other officers encourage and foster this type of collaborative environment.

In keeping with our company-wide policies of *Above and Beyond Compliance* and *continuous improvement*, the NPP is constantly evaluated and updated. If one ship develops a new idea or best practice, we seek to expand its use for the rest of the fleet. The development and fleetwide use of standard checklists for pre-departure briefings and the use of Emergency Quick Response Cards are just two examples of this sharing of best practices.

Onboard RCL ships, our strong policies and procedures are supported through what we refer to as an Integrated Bridge System. There are several state-of-the-art systems that support navigation, communication and safety. Through integration, these systems provide the bridge team with a unified, graphic display of the ship's mission-critical functions.

Through this process, the navigational officers have the information they need for safe maneuvering at their instant disposal.

Guest Safety

We continually look for ways to make our ships as safe as they can be for our guests, so that they can have the best vacation experience possible. 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. The results of this inspection are provided to the shipyard before the ship comes into service. In addition, when a new feature, attraction or activity is introduced on our ships, an RCL team works with the company providing the activity to understand and implement appropriate safety measures.

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.

Even before there were specific guidelines for cruise ship construction that related to accessibility for guests with disabilities, our new ships



Behind the Scenes Bridge Tour



Officers on the Bridge

were planned and built using guidelines for public spaces and accommodations that incorporate specifications in line with the Americans with Disabilities Act (ADA) design standards. In addition, we follow the standards for land-based hotels when determining the number of ADA cabins to make available on our new ships. We also provide information on services for guests with disabilities on our websites, brochures and other collateral materials, and have developed

training videos for our pier and shipboard staff on how to properly assist guests with disabilities, in the terminals, on the ship and when using tenders to reach ports of call.

In November 2010, the U.S. Department of Transportation issued regulations on “Transportation for Individuals with Disabilities: Passenger Vessels” (Title 49 U.S. Code of Federal Regulations, Part 39). These new regulations contain a list of 128 specific guidelines and changes related to service and policy issues with which vessels need to comply in order to accommodate guests with disabilities. Eight of these guidelines specifically relate to guest safety. RCL is in compliance with this new law.

Crew Safety

Our crew have many opportunities to visit beautiful ports of call, and in the process they both work and live onboard our ships for a period of months at a time. Therefore, we focus not only on providing them a safe working environment, but also a safe living environment. RCL's Crew Safety Program requires each crew member to complete a safety orientation when first onboard and to undergo specialized training relevant to his or her shipboard duties. Such training topics can include personal protective equipment, job safety analysis, fire and watertight doors, fall protection, slip and fall hazards, and others.

Another shipboard crew safety initiative is our Work Safe/Live Well campaign, which actively involves crew members in making their working and living environments safe. The campaign, which addresses a different safety topic each month, provides each ship's safety officer with materials

to share with the entire crew, including posters and discussion guides. Topics that have been presented in this manner include: Slips, trips and fall protection; reporting of injuries; blood-borne pathogens; preventing electric shock and back safety. We also encourage our crew to observe and report conditions that may raise safety concerns, so that actions may be taken to make safety improvements. This process helps us share findings throughout the fleet and develop best practices for preventing future incidents.

The Safety Officer is an important position within the RCL safety teams. His/her core responsibility is to ensure that the vessel 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.

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/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 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. This list is not unlike that in place at airports around the world. Just as at airports, our prohibitions are enforced via security screening of guests, crew and cargo. Examples of prohibited items include fire hazards, knives, illegal drugs, dangerous chemicals, baseball/cricket bats and skateboards.

Guest Security

One effective tool for preventing incidents onboard our ships is the RCL Guest Conduct Policy (GCP). The GCP is a written code of behavior that is expected of all guests sailing on an RCL cruise. Those who do not comply with this largely intuitive policy may be subject to disciplinary measures that range up to being debarked from the ship and even having future sailing privileges revoked. While its provisions may seem like common sense to most, our guests come from diverse backgrounds, and the GCP helps provide a common understanding of the behavioral standards in place on RCL ships. 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.

Another method of communication RCL uses to help inform guests is the Cruise Services Directory (on Royal Caribbean International ships) and Directory of Services (on Celebrity Cruises and Azamara Club Cruises ships). These directories include travelers' safety and security tips that provide information on safety and security within guest staterooms, within the public areas of the ship, and while ashore. By reminding guests to approach their cruise vacation with an eye toward safety, RCL helps guests do their part in preventing incidents from happening.

About 450,000 children participate in our amazing onboard youth programs each year. We take special precautions to help safeguard our youngest guests. These include providing age-specific onboard programs called "Adventure Ocean" (on Royal Caribbean International ships) and "Fun Factory" (on Celebrity Cruises ships). Crew members who work in these programs are required to have a minimum of a bachelor's degree, and generally have a background in either sports and recreation or childhood development.

Destination Security

Security is a shared responsibility, and we recognize that people have differing opinions and thresholds for what they consider safe and secure. Just like in our hometowns, individuals must do their part by being aware of their surroundings, carefully choosing where they visit and taking advantage of publicly available information, such as travel security assessments on government websites. Just as for land vacations, this is





Sydney, Australia

helpful information and advice for guests to consider in preparation for and during a cruise vacation.

Safety and security considerations are a part of our overall decision-making process in determining where our ships will call. 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



Glacier Trek in Alaska

to or even during a cruise. In such instances, the impact of the change is evaluated by shoreside and shipboard professionals, 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.

Each year, millions of guests enjoy shore excursions in our various ports of call. These excursions include an incredible array of activities, such as cooking classes, city walking tours, adventure hiking, horseback riding, water sports, zip-lining and off-road four wheeling, to name just a few. While RCL offers shore excursions to its guests, the excursion itself is provided by independent contractors whom RCL does not supervise or control. We do, however, require the shore excursion operator to carry insurance and to meet local licensing requirements. If we become aware of a safety or security concern involving a shore excursion we offer to our guests, an evaluation is conducted to understand the circumstances and permit a decision as to whether to continue to offer the operator's excursion to our guests.

Response Preparedness

In 2011, RCL provided more than 4.5 million guests with an enjoyable cruise vacation. 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. RCL's safety and security

preparedness efforts include training our crew to handle situations so as to minimize their guest or crew impact.

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 RCL ship is staffed with a security team that is part of the ship's permanent crew. The Staff Captain, who is also the second in command, oversees the Security Department. The Security Officer is the head of the security team and is responsible for day-to-day security operations onboard. The Security Officer is typically supported by one or more Deputy Security Officers and Supervisors, who direct the activities of a team of guards.

We recruit our onboard security professionals from around the world, and hire candidates with backgrounds in the military, law enforcement or private security sectors. Our recruiting process involves conducting face-to-face interviews with candidates before they are considered for hire. We conduct such interviews in many places around the world, to find the best talent available.

We require our security personnel to be fully familiar with international regulations and provide them with internal specialized training as well as training that results in certification from government-accredited companies. In addition, each security team member who works on an RCL ship with a U.S. itinerary must obtain a visa from the U.S. Department of State. This requirement helps strengthen our recruitment and screening process, as any applicant for the security team who is denied a visa by the U.S. Government will not be hired.

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 (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. 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.

General Crew Training

In addition to the specialized training that our officers and security staff receive, every crew member must undergo ship familiarization and emergency assignment training upon reporting onboard and before performing their duties. This 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



Celebrity Expedition



Management Training and Personnel Nominated to Assist Passengers in an Emergency Training. Specific training modules are also delivered for each crew functional area.

RCL crews are regularly trained and drilled on a variety of topics and scenarios. Some of these are mandated by regulations, while others are a part of RCL's *Above and Beyond Compliance* focus. As an example, our crew practices its abandon ship procedures much more frequently than is currently mandated (twice per month versus the once every three months required by regulations). Other types of required drills include: Fire Fighting, Search and Rescue, Medical, Emergency Steering, Blackout Recovery, Crowd Management, Lifeboat Command, Damage Control, Chemical and Oil Spill, Man Overboard and Security Threats. Our crew also takes part in a variety of other company-required training topics such as leadership, safety observation, ethics, communication and environmental policy training. In addition, all crew members 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. This is in compliance with international regulations. Once the drill begins, the General Emergency Signal is sounded by the Master on the bridge and announcements are made in multiple languages directing all guests to proceed to their muster stations. Crew members report to their assigned duties throughout the vessel. Some are responsible for assisting and directing guests to their muster stations, while other crew members check that all staterooms have been evacuated and that no guests remain on deck or in any venues. This is done to ensure that all guests attend the drill and that they proceed to the appropriate stations in a calm and orderly fashion.

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, and the types of items that should be brought with them

in the event of an actual emergency. A full guest accounting is also performed. This accounting helps the crew be prepared for a real emergency. It also allows the crew to determine who has missed the drill and permits follow-up safety briefings for those guests. Prior to departure, a complete manifest of all persons onboard is generated and transmitted ashore as well as held onboard.

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, and we believe it provides our guests the safest emergency process for several reasons:

1. In the event of an actual emergency, the Master may decide that it is safest to gather guests at their assigned muster stations. In such situations, the quicker the guests can assemble at their muster stations, the better. Therefore, in our drills, we ask guests to proceed from wherever they are to their muster stations, as this method most closely approximates a real life situation.
2. Proceeding to muster stations by the most direct route is important in an emergency.
3. It is also important to reduce traffic bottlenecks that would occur if guests were to proceed to locations other than their muster station. For example, if every guest decided to go to their stateroom before proceeding to their muster station, arrival at their muster station could be significantly delayed.
4. We store life jackets in several places on our ships, including near muster stations and, on some ships, in guest staterooms. In an emergency situation, there are crew members assigned to be sure each guest stateroom has been evacuated. In this process, these crew members obtain any life jackets in the room and, through a pre-arranged courier process, deliver these life jackets quickly to the guest's muster station. Guests can move to their muster stations quicker when they don't have to wear or carry their life jackets, and the chance someone will trip or fall while on the way to their muster station is also reduced.

Fire Preparedness

We also have special systems and procedures in place to ensure effective preparedness in case of fire. While each of our ships is equipped with advanced fire detection and suppression systems, fire safety really begins with prevention. Our ships are constructed and outfitted to comply with stringent international fire safety regulations, including requirements for fire integrity of bulkheads (walls) and windows, and fire resistance characteristics of fixtures onboard (such as furniture and carpets). Our ships are inspected throughout construction by third-party safety inspectors from recognized classification societies, and flag and port state safety agencies, such as the U.S. Coast Guard.

Even though fire risk is minimal, fire suppression systems are installed throughout each ship. The primary fire suppression system on most ships is a water-mist system, which converts water into a mist state that presents more surface area for smoke and heat to be absorbed. Water mist systems are very effective and also safe for people who may be near them when they are activated. In areas such as engine spaces and galleys, we have installed both water mist and CO₂ systems. In addition, we have gone *Above and Beyond Compliance* with regulations by installing foam systems in certain technical spaces and wet chemical extinguishers in all of our galleys. These wet chemical extinguishers are similar to ones found in land-based kitchens and are especially effective in the case of a deep-fat fryer fire.

Our ships are also equipped with an extensive series of fire sensors, which are monitored by crew members on the bridge and in the engine control rooms. If a fire detector indicates there may be a fire onboard, response personnel are immediately dispatched to the area to evaluate the situation. If indicated, mobile firefighting groups respond, outfitted with full firefighter gear, breathing apparatus and special heat-seeking systems that use thermal-imaging cameras. These cameras (both hand-held and helmet-mounted) help to quickly identify the source of a fire and to



Fire Drill Training Onboard

locate any people who may be in the affected area. Responding crew also have access to an Impulse Fire Extinguisher (IFEX), which shoots a blast of water using pressurized air and is ideal for rapid response in quickly suppressing a fire. With these tools, our highly trained personnel on the bridge and on the scene can manage fire-related situations effectively.

Incident Response

We strive to provide our guests with a safe, secure and enjoyable cruise vacation, and our employees with a safe and secure working and living environment. However, despite our efforts, occasionally a guest or crew member will allege being the victim of a crime during their cruise. Such allegations may relate to activity ashore during a port-of-call or onboard the ship itself. In either case, RCL takes every allegation of crime seriously.



We are committed to reporting all allegations of crime to the appropriate law enforcement agency and to cooperating fully with authorities in their resolution of the allegation. If a crime allegation is received, we care for those involved, preserve evidence, report to law enforcement officials, support their response, and take steps to

understand the incident so we can seek ways to prevent a recurrence. In a situation where a crime allegation is reported, our guests and crew may be reassured to know that our dedicated staff of professionals are committed to developing the best practices possible to prevent and effectively respond to incidents.

We have established detailed policies and procedures for incident response, which are matched to the type of incident that may be alleged to have occurred. For example, the response to an allegation of minor theft will understandably differ from the response to an allegation of assault. Nonetheless, there are seven basic principles that we employ in responding to allegations of shipboard security incidents:

- Immediately respond with sufficient security and medical personnel;
- Ensure the safety and security of everyone involved;
- Address medical needs, if any;
- Obtain preliminary details of what is alleged;
- Preserve evidence;
- Report the incident to the appropriate authorities; and
- Take steps to understand the incident to help prevent future incidents.

Our Global Security Department includes a team of senior investigators, each of whom is a prior law enforcement officer. This team is responsible for guiding shipboard personnel in preserving evidence, determining appropriate law enforcement jurisdiction, reporting crime allegations and understanding incidents. They also engage RCL's CareTeam (see CareTeam portion of the Medical/Public Health section for more details) to provide emotional and logistical support during times of need.

In addition to shipboard incidents, our corporate executives at our headquarters in Miami, routinely support our fleet at any time and in any kind of situation that may occur around the world. Our Situation Management Team, composed of cross-departmental experts, can engage quickly to address and help minimize the adverse effects on guests and crew from a wide variety of incidents. This assistance can include sending a support team anywhere in the world they may be needed, or providing expedited access to equipment and resources.



Top: Cabo San Lucas, Mexico; Bottom: Mountain Biking in Costa Rica



AZAMARA QUEEN





MEDICAL / 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, being in a healthy ship environment, visiting healthy shore environments and being cared for if a medical situation develops. We take steps to promote good health practices in each of these important areas, particularly when it comes to maintaining a healthy ship and preparing to support our guests and crew if they need medical care.



Sydney, Australia

Just as in our homes, maintaining a healthy shipboard environment involves ensuring the safety of our food and water, minimizing the opportunities for pests and limiting viruses and bacteria. In fulfilling these public health responsibilities, we adhere to regulatory guidelines established by the U.S. Centers for Disease Control and Prevention's (CDC) Vessel Sanitation Program (VSP) and other regulatory agencies under whose jurisdiction we may fall while our ships sail throughout the world.



Solarium, Celebrity Eclipse

While the vast majority of our guests and crew remain in the best of health during their time on our ships, occasionally someone does become ill or injured during a cruise. Our goal is to maintain and staff medical facilities capable of handling a wide variety of medical conditions. 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 a land-based medical facility, if required.

Public Health

There are many guidelines and regulations that govern shipboard public health, including local, national and international regulations. The guidelines we follow throughout our fleet are contained in the VSP's comprehensive Operations Manual, which 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 spa pools), food safety, integrated pest management, housekeeping and child activity centers. We also adhere to the guidelines of Brazil's National Health Surveillance Agency (ANVISA) and the European Union's Ship Sanitation Strategy and Program (SHIPSAN).

We work closely with U.S. and other governmental public health authorities where our ships sail to assure that we comply with their laws and regulations. To measure our compliance, our ships are inspected by governmental authorities, third-party public health experts and our own internal inspectors. Our ships routinely receive high ratings from ship inspections and scores for our ships that call on ports in the U.S. are published by the CDC/VSP.

We also have a team of internal public health inspectors that visits each ship twice a year. In addition to evaluating the quality and effectiveness of water quality, food safety, pest management and outbreak prevention public health measures, they also provide training to our crew on the best ways to maintain a healthy ship.

Water Safety

The purity and cleanliness of our shipboard water systems is a very important part of the comfort and safety of our guests and crew. These systems include our potable (drinking) water and our recreational water (swimming pools, whirlpools and spa pools). 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.

According to CDC standards, we are required to test our shipboard water four times per month. In keeping with our *Above and Beyond Compliance* policy, we exceed this standard by testing each ship's water systems 60 times per month. The CDC also regulates our recreational water by specifying chlorination levels and monitoring frequencies. We exceed these levels and have installed electronic chlorine and acidity (pH) level recording devices to help ensure levels remain consistent.

Outbreak Prevention Plan

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 (GI) 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.

Our OPP was developed in consultation with both internal and external public health and medical experts, and 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 *screening* of guests and crew before boarding, *surveillance* of any suspected outbreaks on a ship, high levels of *sanitation* and cleaning of the ship, effective *communication* with guests and crew in the event of an outbreak, *isolation* of affected guests and crew as appropriate, complimentary medical *treatment*, electronic *reporting* of cases and symptoms to better identify the potential origin or source of the outbreak, and *appropriate disembarkation* of any guest or crew member who requires hospitalization or medical treatment that cannot be provided onboard the ship.

Food Safety

Our food safety protocols and procedures are also based on CDC recommendations, and many even go *Above and Beyond* the stringent requirements stated in their VSP operations manual. These food safety practices include cleaning and disinfection of food preparation areas and equipment, employee hygiene, prevention of cross contamination, following instructions on proper handling of potentially hazardous foods that are susceptible to becoming contaminated, and many others.

Time control and temperature regulation are two of the most important factors in ensuring food safety. When supplies and provisions are landed on our ships, they must be at the right temperature, or we will reject them. Once we have accepted the supplies, we follow strict guidelines on the time for food supplies to be moved from the container or truck to the refrigerator or freezer onboard. There are also strict guidelines for how long food can remain out of the freezer or refrigerator before it is prepared, how foods are thawed, and how long foods can remain at a buffet station.

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.



Celebrity Cruises Cooking Demonstration



Club Continent Suite, Azamara Journey

Housekeeping

The Housekeeping Department is responsible for keeping our ships clean and sanitized and for providing a pleasant and healthy environment for our guests and crew. Among the many duties of our housekeeping staff are: Using the proper chemicals and procedures for cleaning and sanitizing, ensuring areas of the ship are cleaned and sanitized with the correct frequency, avoiding cross-contamination,

and responding quickly and efficiently to any instance of public vomiting. Areas of their focus include staterooms, recreational areas and dining areas, as well as ice machines and public restrooms. In addition to their routine daily responsibilities, on turnaround day, our housekeeping staff takes on additional duties to perform extensive cleaning and sanitation before guests board the ship. This thorough cleaning allows for a fresh start for the next sailing. Effective training and support are important aspects of housekeeping.

Integrated Pest Management

In addition to our high public health standards, RCL ships have an onboard Integrated Pest Management (IPM) 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 crew members, by specific task. Topics include sanitation, elimination of areas where pests could potentially gather, monitoring 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.

Medical Facilities and Staffing

Every ship in the RCL fleet has a dedicated medical facility, staffed with contract medical doctors and nurses. 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. There are procedures for emergency communications and deployment of the medical teams anywhere on the ship where services are needed. These teams are supplemented by personnel trained to carry equipment and stretchers if needed.

Our shipboard medical facilities and operations are subject to guidelines from national and international agencies and organizations. The principal guidelines applicable to our shipboard medical facilities are those established by the American College of Emergency Physicians (ACEP), Cruise Ship & Maritime Medicine Section. Our shipboard medical facilities are built, stocked, equipped and staffed to meet or exceed ACEP's guidelines.

Each ship is staffed by one to three contract medical doctors and two to five nurses, generally depending on the size of the ship and the number of guests and crew. RCL follows strict requirements regarding the credentials of medical staff in our facilities. We confirm licenses and medical school graduation and closely examine post-graduate training for prospective medical personnel. Prior to serving onboard, medical personnel must also successfully complete Basic and Advanced Cardiac Life Support Training Courses. In addition to cardiac care skills, our medical staff are expected to be able to manage complex problems, such as respiratory and airway emergencies, as well as suture, handle orthopedic issues, take and interpret routine x-rays and perform and interpret basic, but comprehensive, laboratory analysis.

To meet the needs of our guests and crew, RCL medical facilities stock a variety of equipment, including cardiac monitors/defibrillators, ventilators, x-ray machines and processors, laboratory equipment (for a variety of acutely needed tests), and minor surgical and orthopedic supplies. Each ship also has a well-stocked formulary of medications (including "clot-busting" thrombolytics), based upon ACEP-established, shipboard-appropriate categories of pharmaceuticals.

RCL is constantly evaluating new technologies and equipment that could improve the quality of our onboard medical care. For example, we have equipped our ships with Automated External Defibrillators (AEDs), which are small portable machines that can restart the heart of a person who has collapsed from a sudden cardiac arrhythmia, often due to a heart attack. We have installed digital x-ray technology on all of our ships, allowing x-ray images to be transmitted to onshore experts for further consultation. Each of our ships is also stocked with portable First Responder Bags to help the medical team respond to emergencies. In conjunction with the University of Miami, we have implemented a Teledermatology program that permits high-definition digital photographs and case histories to be transmitted over the internet and reviewed by expert dermatologists ashore, to obtain timely consultations and treatment advice, the same service they provide to the U.S. military.

We are also able to perform life-saving blood transfusions at sea. Our medical staff has the ability to type blood donors and to screen their blood for communicable diseases (including HIV). Eligible family member donors of the same blood type are considered first; however, in the event a family member is not available or suitable, voluntary donors from the shipboard guest or crew population are considered. We have had the opportunity to utilize this life-saving intervention on numerous occasions.

In emergency medical care situations, such as heart attacks, congestive heart failure and cardiac arrhythmias, our ships maintain special medications onboard to stabilize the patient until the patient is able to be medically evacuated to an appropriate shoreside medical facility. Evacuation of emergency medical patients from a ship may take place at a scheduled port-of-call, or may require a deviation from the ship's scheduled itinerary to the nearest appropriate port. Another alternative that may be available for use in life-threatening situations is evacuation via helicopter from a ship's helipad or via basket lift.



Crew Health and Wellness

It is important to make sure our crew members are in good health and can effectively perform the essential functions of their positions, as well as emergency duties, and are free of detectable communicable diseases before joining their assigned ship. One of the ways we meet this goal is through our Pre-Employment Medical Examination (PEME) and Re-Employment Medical Examination (REME) programs. Each employee must complete a PEME before joining a ship and then a REME periodically thereafter, throughout the duration of their employment. These two important processes determine whether candidates for employment have met and passed their medical examinations and are well-prepared to safely begin working onboard.

Crew Wellness

Once our crew members are hired, we focus on keeping them as healthy as possible. Our Miami-based Crew Wellness program, led by a Crew Wellness Nurse, coordinates ongoing wellness care for crew members with chronic illnesses, such as diabetes, hypertension, cardiac conditions, asthma or high cholesterol, so that they may receive the appropriate information and support. We also support these employees in the management of their chronic illnesses while they are off the ship on medical leave. The Crew Wellness Nurse also periodically visits our ships to encourage voluntary wellness screening for crew members. This includes blood pressure, weight, blood sugar and cholesterol level checks, as well as other health care parameters. If chronic wellness issues are



Royal Caribbean International, Sunrise Yoga

identified, the onboard medical facility will arrange for the crew member to receive medication, information and treatment.

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. Topics for these periodic wellness initiatives have included smoking cessation, hypertension, diabetes, weight loss and exercise, skin cancer awareness, breast cancer awareness and others. For each topic, the Crew Wellness Nurse distributes information to the onboard human resources and medical staff, which in turn makes this information available to our crew through bulletin boards and informational displays. RCL actively encourages voluntary participation in our vaccination programs. For example, our voluntary seasonal influenza vaccination program has been highly successful, with over 80 percent of all crew immunized.

Crew Medical Care

When crew members become ill or injured, RCL provides medical care so that the crewmember can become healthy again as soon as possible, feel better and return to work fit-for-duty. During this process, crew members have access to our 24-hour shipboard medical facilities. However, our medical facilities are not always sufficient to meet the immediate or long-term medical needs of an ill or injured crew member. In such cases, our Miami-based Crew Medical department oversees the care and treatment of the affected crew member, either in a nearby port-of-call, a regional medical center or in their home country. Case Managers work closely with designated medical facilities, providers, medical facilitators and port agents to coordinate medical treatment and care around the world.

To help provide quality crew medical care, we have developed a network of “Centers of Medical Excellence” around the world. These are medical centers that have the proper facilities, equipment and staff to manage acute to complex medical cases. We have developed a working relationship with each of these centers and work through a dedicated staff member to coordinate medical care for our crew members, and to assist with hotel, transportation or other logistical arrangements that might be necessary. The consolidation of medical care in fewer sites enables us to better monitor care and insist upon comprehensive management of our crew’s medical needs.



Dubrovnik, Croatia

CareTeam

In 2006, we established a dedicated team of trained specialists to provide professional logistical support and reassurance in the event one of our guests experiences a personal emergency while sailing with us. In 2009, we extended this full range of services to our crew members on all ships. Led by a medical professional, this group, known as the CareTeam, is available 24 hours a day, seven days a week, to provide support during a family tragedy at home, an illness or emergency onboard, or an incident while ashore. The CareTeam, which is based at our headquarters in Miami, also provides a much-needed coordination point for communication between RCL and the affected guest, their family members and traveling companions.

In 2010, we advanced the capabilities of this team when we created a shipboard CareTeam *Associate* capability on each of our ships. This program involves careful selection and training of suitable crew members on each ship, who are available to assist in situations where it is helpful to have someone physically present with a guest or crew member in need. Generally, CareTeam Associates are chosen because they are very dedicated, approachable and compassionate crew members with good listening skills. They remain cool under the toughest of situations, have strong organizational skills, are eager to learn and maintain a good disposition.

The CareTeam Associates augment the Miami-based CareTeam Specialists in initiating specialized services and handling certain cases where the presence of an understanding person on the ship is crucial. Our overall strategy is that the CareTeam Associate becomes involved immediately following the notification of an emergency at home, onboard or ashore; and then serves as an extension of the CareTeam in our corporate effort to support the logistical and emotional needs of an affected guest or crew member. We have both male and female Associates on each ship and we try to match an appropriate Associate to the person in need, depending on the circumstances. The CareTeam Associate is also available to debark along with a guest or crew member, if circumstances indicate.

We fully understand that, should a personal tragedy or emergency arise during a cruise, the affected guest or crew member will need to devote 100 percent of their time to focusing on their own needs. Far from home and away from family and friends, persons in need can benefit from our trained professionals, who have the experience and resources to provide compassionate logistical support. In such cases, there can be an overwhelming need for a caring and understanding person to help; a person who knows what to do and how to do it, speaks the language, and is ready to step forward at the right moment.



Miami-based CareTeam Specialists are compassionate and dedicated individuals who have received specialized training and certification from the U.S. National Transportation Safety Board, the Family Assistance Foundation and AVIEM International.

The CareTeam can help the affected guest or crew member with a wide range of services and support, including:

- Finding local hotel accommodations in ports of call;
- Arranging local ground transportation;
- Contacting the traveler's insurance carriers to make the necessary contacts and notifications on a timely basis;
- Contacting a citizen's embassy or consulate;
- Arranging flights home for affected guests or crew members;
- Arranging flights for family or friends to the port or ship, so that they can personally assist their friends, family or travel companions;
- Arranging conference calls to or from the ship for guests and family through our shipboard telecommunications system;
- Arranging religious/clergy/onboard counseling for guests, crew and family/traveling companions in times of need;
- Arranging port agent services, including translations, travel escorts and local services, through RCL's dedicated port agents, who are located in our more than 400 ports of call worldwide;
- Arranging for luggage to be shipped home or arrangements for temporary clothing and toiletries as needed;
- Providing a CareTeam Specialist as an escort to accompany the guest or crew member, or their family or traveling companions, on the trip back home, when necessary;
- Arranging air ambulance services to airlift the patient to a location that can provide additional medical treatment and support;
- Arranging for repatriation of remains in case of the death of a guest or crew member; and
- Providing 24-hour telephone support to any guest or crew member who needs it.





Napier, New Zealand

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