



Royal Caribbean Group

Seas

Seastainability[®]

Royal Caribbean Group • 2021 Environmental, Social and Governance Report

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Executive Letters





All of us at Royal Caribbean Group are focused on delivering the best vacations, **responsibly.**

JASON LIBERTY
President and CEO
Royal Caribbean Group

EXECUTIVE LETTERS

A message from our CEO

That passion, steadfast focus, and commitment sustained us as the COVID-19 pandemic has continued to impact the world and our business. Our team's drive for continuous improvement also helped us navigate the intricacies of returning to service, supporting our people, and enhancing the lives of the communities we visit during these challenging times.

Those values also underpinned a conscientious review of our environmental, social, and governance (ESG) efforts, resulting in a revamped ESG framework that better reflects our innovative and pioneering spirit and is linked to our core business strategy.

A Safe Return to Cruising

June 2021 was a significant month for our industry. That's when our first cruise ship—*Celebrity Edge*—set sail from the U.S. after a 15-month suspension of service. It also marked over a year of effort, going above and beyond, to create a safe, healthy experience for our guests and employees. Since then, 1.7 million guests have sailed with us, putting into practice the robust and multilayered approach that positions our cruises at the forefront of healthy sailing.

Safety First has been a pervasive focus since our earliest days. We've long maintained some of the industry's most rigorous and thoughtful health and safety protocols, and we intend to maintain our goal of delivering the safest vacations—on land or sea.

Destination Net ZeroSM

Creating a more sustainable cruise industry is a journey, and every day is an opportunity to innovate and improve.

Building on the progress we have already made in reducing our carbon footprint, in the fall of 2021 we announced our newest initiative—Destination Net Zero—a comprehensive vision with near, medium, and long-term targets that will chart our course toward net zero emissions.

The initiative is poised to reduce our greenhouse gas (GHG) emissions using every tool at our disposal, including industry-leading energy efficiency and innovative machine-learning technologies.

Setting goals and milestones like Destination Net Zero are critical to holding ourselves and others accountable as we invest in the technology and innovation necessary to drive progress—something we can't do alone.

Within our sector, we'll continue to forge strong partnerships with governments, suppliers, and shipyards to develop alternative and accessible fuels and technology. For example, in 2021 we signed an agreement to bring shore power connectivity to the Port of Miami, our hometown and the "cruise capital of the world." With a planned launch in late 2023, shore power allows a ship to connect to the local power grid, rather than running its engines while at port.

People-First Focus

Not only do we have the best fleet and the best ships, we also have the best people. Daily, they live our values to put people first, lead with integrity, grow with purpose, achieve excellence, and be a force for good.

Their drive has been recognized by the Ethisphere Institute, which for the seventh year in a row has named us one of the world's most ethical companies.

The culture our values create is the reason for our success. That's why we continue to champion a strong, inclusive, employee-focused culture. We take care of each other and have introduced mental health programs, virtual health clinics, and initiatives that provide financial relief to our employees during the most trying times.

Our people-first focus includes our extended cruise family—the ports we visit and the small businesses that help our operations succeed. In 2021, as travel slowly returned, we expanded our RCL Cares COVID-19 support program to include cruise-dependent communities.

Transformative Partnerships

We consider it a privilege to share the oceans' majesty with our guests daily. Protecting them is part of our DNA, and we have partnered with World Wildlife Fund (WWF) to ensure the long-term health of our oceans.

With WWF's help, we first set ambitious and measurable targets in 2016, and we renewed our partnership in early 2022. We are now in the process of developing new five-year targets in areas like GHG emissions, marine impacts, supply chain sourcing, food waste, destination stewardship, and ocean conservation.

I encourage you to delve further into our 2021 Sustainability Report, which reflects our steady progress on innovating as a company to champion communities and the environment; foster equity, inclusivity, and human rights; provide unforgettable cruise experiences; and demonstrate our efforts and commitment toward a net zero emissions goal.

The passion and ingenuity our team have invested to advance our ESG strategy are palpable. I am fortunate to be a part of it every day, and I look forward to sharing more in the years ahead.



EXECUTIVE LETTERS

Message From the Chairman of our Board Committee on Safety, Environment, Sustainability and Health

Environment, social and governance, or ESG, are widely seen as a company's franchise to operate. That franchise was severely tested by COVID-19, which impacted many businesses, especially the cruise industry.

The industry had never faced a total shutdown, a blanket ban on sailing. The challenge was to create new and reassuring protocols to manage every aspect of the disease. Fears of contagion entailed designing new systems of guest and crew protection while the industry was shut down.

Royal Caribbean Group took the initiative. The company was the first in the industry to conceive and lead in creating the Healthy Sail Panel, which the industry embraced. Membership on the panel included some of the most respected authorities on risk and public health in the U.S., and so government officials listened. The panel helped to formulate a responsive plan and protocols that reassured the government and the public that the industry would be active and creative partners in protecting our guests and crews. Regulators, investors, and the public came to trust in a safe return to sailing.

Among the most satisfying measures of the company's commitments to ESG values and priorities is that

throughout the difficult days of the shutdown, work continued on initiatives to reduce greenhouse gas emissions, now down 35 percent from 2005, even as new ships joined the fleet. Company experts are examining a variety of potential fuels to ensure the launch of a zero-emissions ship by 2035. The company recorded reductions of 85% of its waste going to landfills, along with elimination of 60% of plastic in use. Progress is underway in adding to the provision of certified seafood. We learned that our advanced water purification systems even control for microplastics.

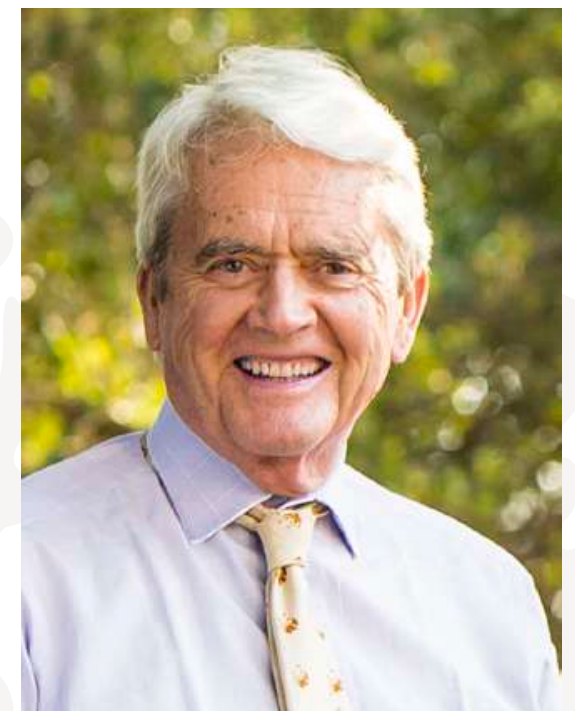
Many of the ambitious achievements set out in the following pages were anticipated in previous ESG reports. The successes recorded justify confidence that the company will succeed in even its most challenging goal, to achieve net zero emissions in 2050.

Much of what the Royal Caribbean Group has achieved has involved collaborators and partners. One of the most important is World Wildlife Fund. WWF's counsel on key sustainability matters has added rigor and

accountability across many facets of the business, including sustainable tourism, sourcing, and reduction of emissions. The company is currently embarking on a new set of co-developed targets involving reduction of food waste. WWF is knowledgeable in the ecology and environmental characteristics of many of the company's destinations.

I have recently cruised with my family on Celebrity Flora in the Galapagos and Royal's Oasis of the Seas in the Caribbean. I have been delighted to experience the exuberance and high morale of crew members, who are so relieved and excited to be back at sea.

This ESG report represents a sacred and summary milestone in the annual record of the company's social and environmental ambitions. The entire company now takes pride in having emerged from COVID-19's challenges with renewed confidence and commitment.



WILLIAM K. REILLY
Chairman, Safety, Environment,
Sustainability and Health Committee



About this Report

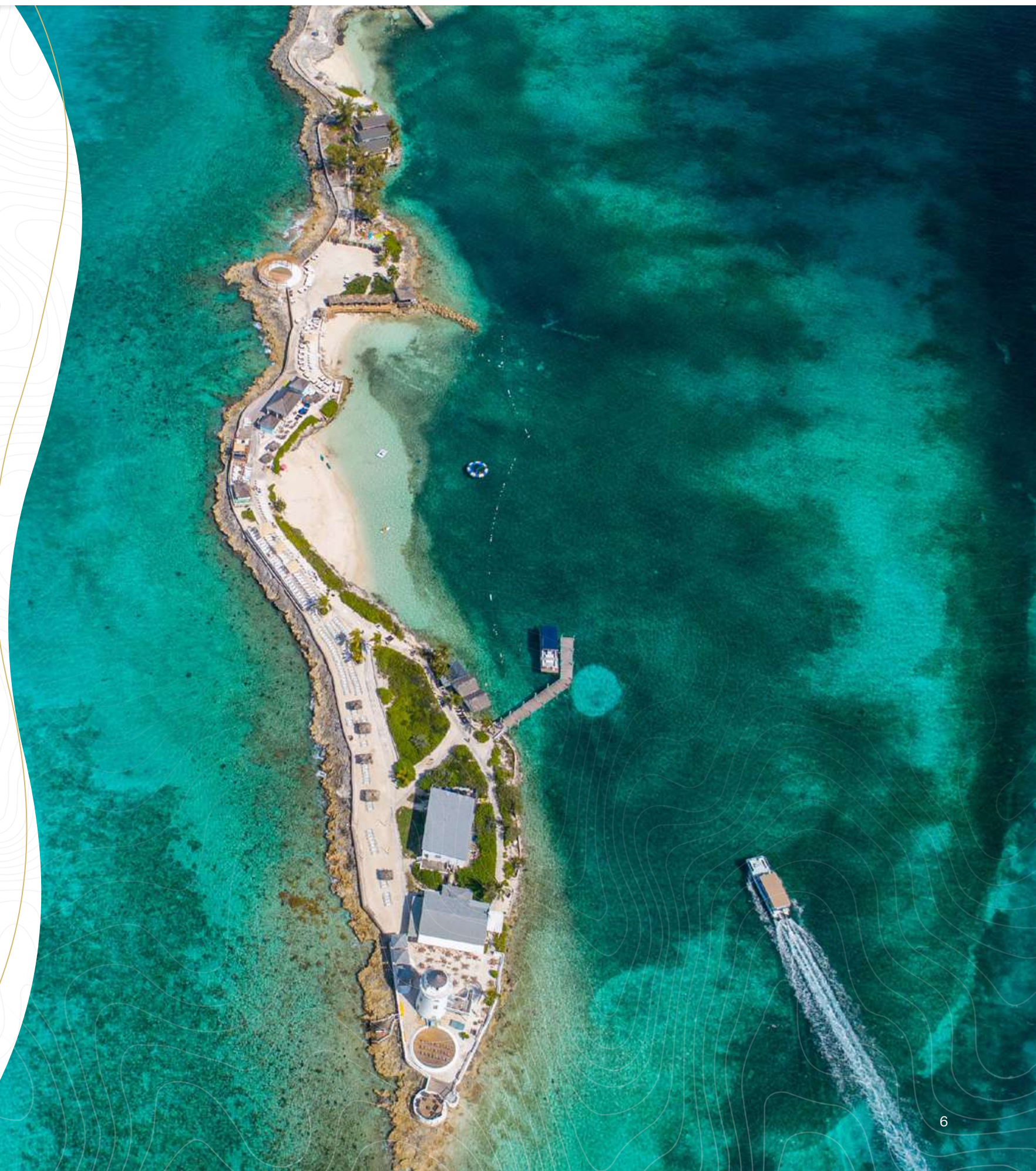
We believe in transparency, accountability, and continuous improvement. We share our annual *Seastainability*® report to demonstrate and act upon these principles and to communicate the progress we made with respect to environmental, social, and governance (ESG) topics in the 2021 calendar year. We also use the report to quantify our progress in meeting key targets and commitments and creating value for our stakeholders.

The information in this report covers the ESG activities of our three wholly owned brands: Royal Caribbean International, Celebrity Cruises, and Silversea Cruises. The information was shaped by our 2021 materiality assessment and references the Global Reporting Initiative's (GRI) 2020 core reporting standards. We also have aligned the report to the extent possible with the Sustainable Accounting Standards Board (SASB) standards. The content also reflects Royal Caribbean Group's current ESG framework (see page 10), which we updated this year to give stakeholders a better understanding of our approach to topics such as climate change, waste, ocean conservation, governance, and social impact. See page 12 for more on our reporting methodology.

We will continue to evolve our reporting to reflect these and other assessments and frameworks, and to seek feedback from investors, employees, community leaders, and other stakeholders. We invite you to visit royalcaribbeangroup.com for updates throughout the year.

This report contains forward-looking statements regarding future performance and results. Actual performance and/or results could differ materially from those expressed in or implied by those forward-looking statements. Past results and performance do not guarantee future results and performance. Risk factors that could affect performance and/or results are described in our filings with the Securities and Exchange Commission, including our most recent reports on Forms 10-Q and Form 10-K and our earnings release, and are available at rcl-investor.com. The inclusion of information contained in this report should not be construed as a characterization regarding the materiality or financial impact of that information.

SEASTAINABILITY® and DESTINATION NET ZERO™ are trademarks of the Royal Caribbean Group.





Our Business

Founded in 1968, Royal Caribbean Group is one of the world's leading cruise companies.





OUR BUSINESS



Learn more at
www.royalcaribbeangroup.com

ESTABLISHED
1968

Royal Caribbean Group (NYSE: RCL) is the operating business name for Royal Caribbean Cruises Ltd. We own and operate three global cruise vacation brands: Royal Caribbean International, Celebrity Cruises, and Silversea. We are also 50% owner of a joint venture that operates TUI Cruises and Hapag-Lloyd Cruises. In addition to our headquarters in Miami, Florida, we have offices and a network of international representatives around the world.



Celebrity **X** Cruises®

SILVERSEA

TUI
CRUISES

HAPAG ¹⁸/₉₁ **LLOYD**
CRUISES

About Royal Caribbean Group



~1,000 destinations
on all 7 continents



84,700 employees
from 130+ countries



63 ships
with an additional 10 in
order as of April 2022



OUR BUSINESS

Delivering Great Vacation Experiences Responsibly

We are committed to building a more sustainable cruise industry.

Our cruises bring people to the most beautiful places on earth. We consider it a privilege to share the majesty of the ocean and the vibrancy of our destination communities with guests.

The world is facing a time of unprecedented challenges. Climate change and environmental degradation threaten the world's ocean habitats and surrounding communities. COVID-19 has disrupted the global economy, supply chains, and the tourism industry.

Business as usual is not an option. We must build on our strong track record of environmental stewardship and advancing the prosperity of the communities we visit to ensure the sustainability of our business over the next 30 years and beyond. We believe the cruise industry must transform how it operates. Our culture of innovation and going above and beyond positions us well to meet this challenge.

Our 2021 *Seastainability* ESG report communicates our commitment to delivering great vacation experiences responsibly and pursuing a more sustainable, low-carbon future. Building on past successes, it describes how we're advancing our sustainability strategy by transitioning to more efficient fuels, increasing our

energy efficiency, and implementing responsible water, waste, and supply chain practices. And it outlines our journey to give back to the places and people who call our planet home—from protecting ocean habitats, to preserving the health, heritage, and vibrancy of our destination communities, to promoting the safety and wellbeing of our guests and employees.

In many cases, such as our initiative to achieve net zero emissions by 2050, the most effective solutions are yet to come. Many are in the early stages of research and development, are not yet economically viable, or aren't available at the scale we need. But together with our partners, we're committed to helping advance the ideas, technologies, and practices that will lead to meaningful change in the years and decades to come.

At Royal Caribbean Group, we believe that building a more sustainable cruise industry is a journey, and that every day is an opportunity to innovate and improve. We're proud to share our path for **Delivering Great Vacation Experiences Responsibly** for generations to come.



We have been working to be more sustainable and socially responsible since the 1990s.





OUR BUSINESS

Our Strategic ESG Framework

In 2021, we developed our ESG framework to better reflect our innovation and leadership in building a more sustainable cruise industry.

The new model establishes a clearly defined, actionable sustainability framework linked to our core business strategy, and sets the foundation for a multi-year roadmap to guide our long-term decision-making.

To help us develop and execute the strategies in this framework, we hired a new Chief ESG Officer in 2021, and our CEO launched a cross-functional ESG Steering Committee composed of senior management to align the development and execution of our ESG strategy, goals, and reporting. Read our Governance section on page 54 for more on our governance approach to embedding sustainability within every part of our organization.

Our ESG framework is centered on our purpose to Deliver Great Vacation Experiences Responsibly. We activate this purpose in five distinct ways.

Provide Unforgettable Cruise Experiences

We connect people to the wonders of the world and help them create unforgettable memories. We seek the advice and feedback of our guests, employees, and communities to inform our practices related to their health, wellbeing, safety, and security.

Champion Communities and the Environment

We recognize our responsibility to the guests who travel with us, the people who work for us, the

communities and destinations that we visit, and the oceans we traverse. We invest in our communities to foster culture and inclusive opportunities, and we go above and beyond to protect the environment and ocean health for future generations.

Foster Human Rights and Be an Employer of Choice

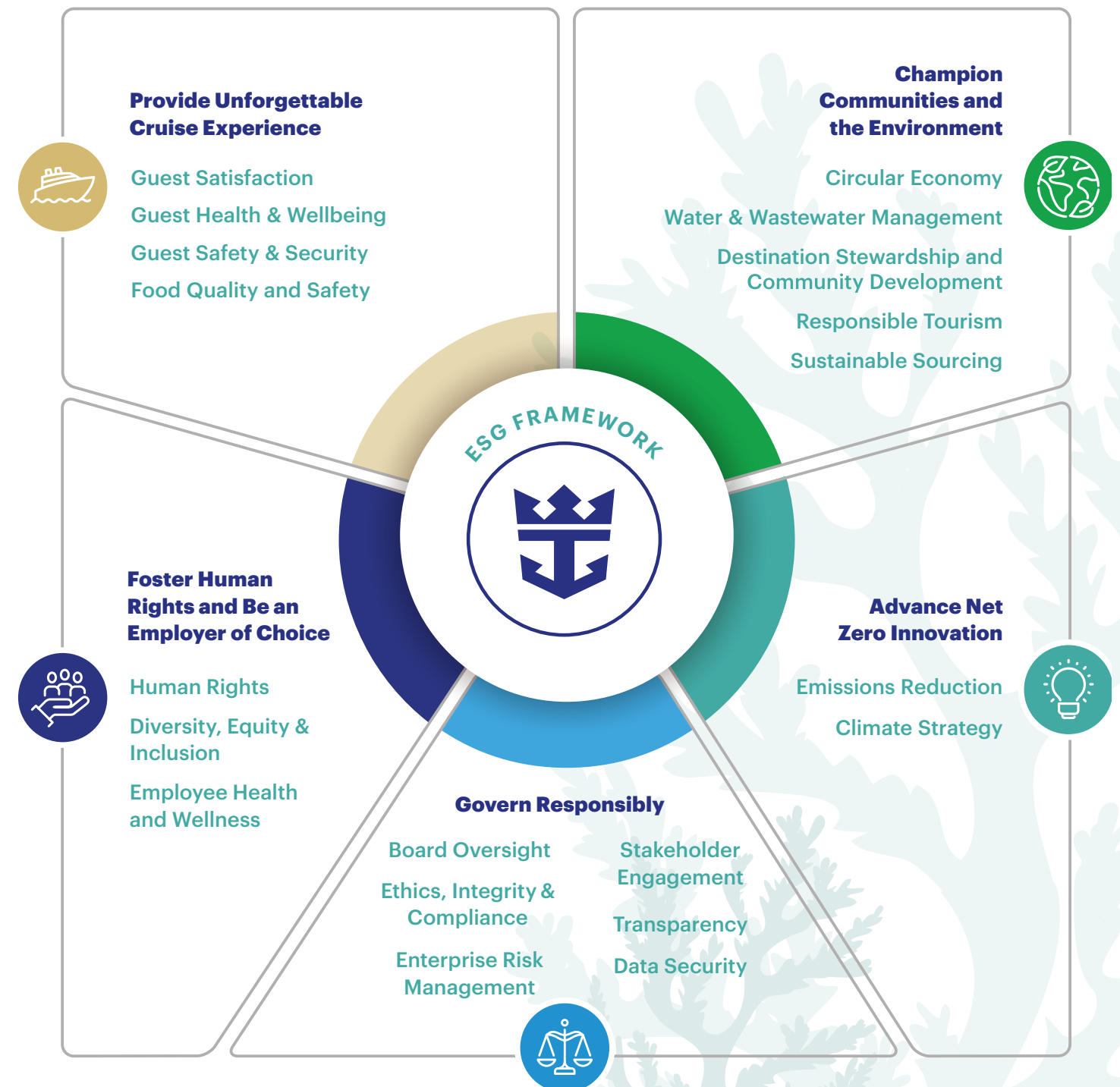
We treat our guests, employees, suppliers, and the communities in which we operate in with dignity and respect. We act ethically and with integrity so we all can thrive.

Advance Net Zero Innovation

We are committed to decarbonizing our operations through innovation, collaborative partnerships, and a transition to cleaner fuels, smarter technologies, and improved energy efficiencies.

Govern Responsibly

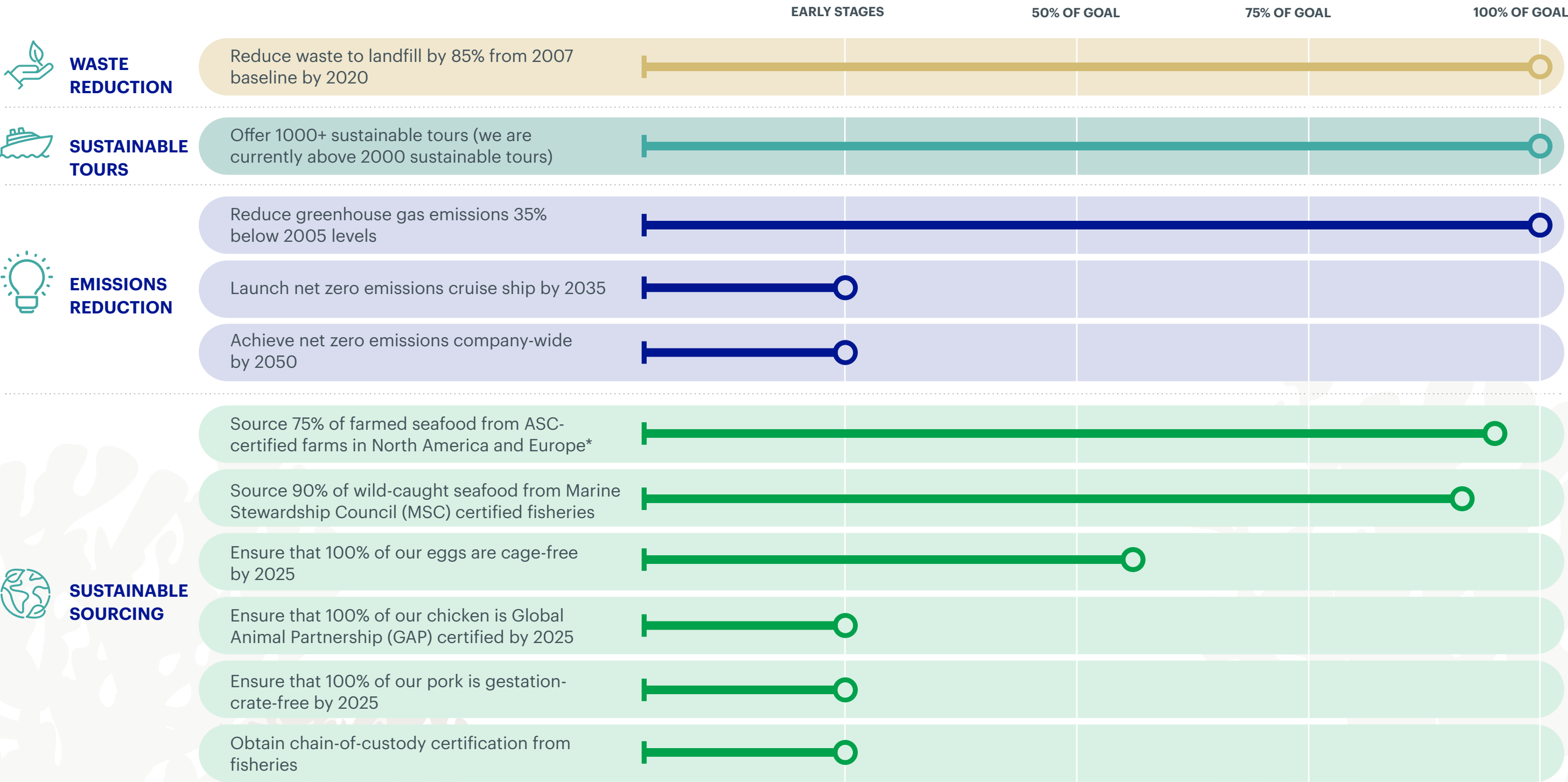
We believe that good governance and transparency are critical to ESG and help us align corporate decision-making to our ESG strategy and performance. We take an integrated approach to board oversight, risk management, and stakeholder engagement and we embed the appropriate policies and practices for ethics, compliance, and data security within our operations.





OUR BUSINESS

Goals at a Glance



Note: Our progress toward meeting some of these targets was disrupted in 2020 and 2021 due to COVID-19. Our target work resumed upon our return to service.

* Targets include fisheries and farms in process toward certification



OUR BUSINESS

Our Material Topics

Our materiality assessment helps us identify the ESG topics most relevant to our business and industry.

The world is constantly changing. Our materiality assessment helps us understand which topics are most relevant to our business and stakeholders today and may be emerging topics in the future. We use this information to shape our sustainability strategy, prioritize our actions, track our progress, and inform our ESG reporting.

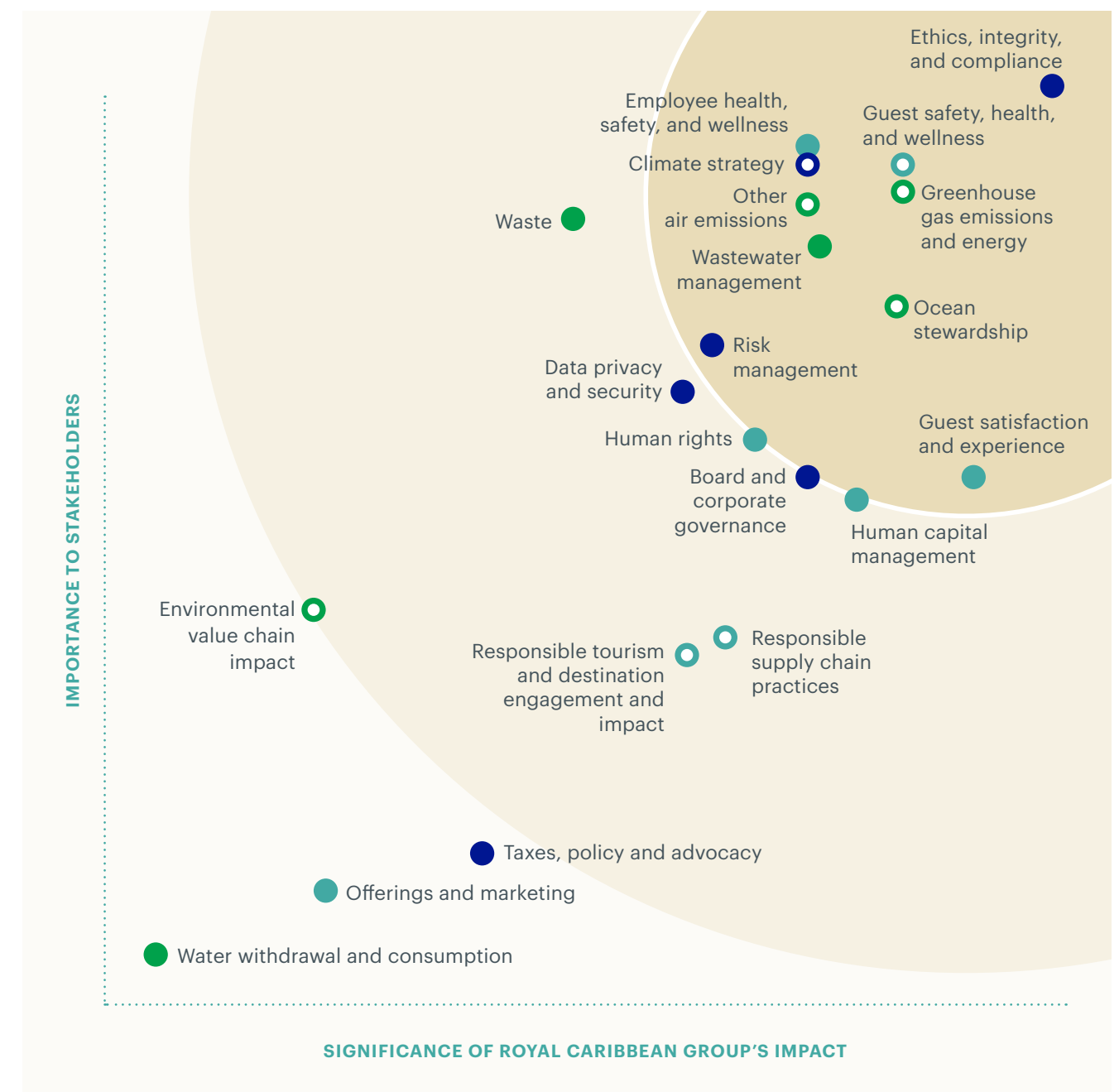
In 2021, we conducted a comprehensive materiality assessment. In identifying the critical issues of concern, we interviewed and surveyed top Royal Caribbean Group executives, employees, guests, investors, non-governmental organizations, industry peers, suppliers, destination ports, shipyards, and other partners. See Stakeholder Engagement on page 13 for more on our methods of engagement.

ASSESSMENT HIGHLIGHTS

Many of the topics identified in our 2021 assessment were consistent with our most recent prior assessment, reinforcing our current strategies. Amid the COVID-19 pandemic, employee and guest safety, health, and wellness have emerged as high-priority topics. Interest from stakeholders in environmental topics is more diversified, with GHG emissions and energy, efficient fuel consumption, and reduction of operational waste identified as the most critical areas of concern. High-priority topics in the governance area include ethics and integrity and climate risk management.

SUSTAINABILITY MATERIALITY MATRIX

● Environmental ● Social ● Government ○ Identified as growing in importance over the next 1–3 years





OUR BUSINESS



Stakeholder Engagement

We engage a diverse group of stakeholders to shape our ESG strategies and reporting—from non-governmental organizations to our destination and shoreside communities to the guests and employees who make everything we do possible.

We rely on a range of mechanisms to periodically solicit their feedback and respond to key topics and concerns.

In alignment with best practices in ESG reporting, we identify stakeholders to engage based on the impact they have on our business and how our business affects them. We engage with communities where our employees live and work and destinations that our guests visit.



METHODS OF ENGAGEMENT

Stakeholder	Materiality Assessment				Ongoing Channels
	Research	Surveys	Social Listening	Interviews	
GUESTS	✓	✓	✓	—	<ul style="list-style-type: none">• Brand websites, social media, and customer hotlines• Onboard cause marketing partnerships• Guest loyalty programs• Continual electronic and onboard surveys
EMPLOYEES	—	✓	—	✓	<ul style="list-style-type: none">• Open and continuous dialogue between management and employees through internal events, communication channels, and daily interaction• Town hall meetings• Hotlines• Continual employee engagement surveys• Performance and career development reviews
SHAREHOLDERS	✓	✓	—	—	<ul style="list-style-type: none">• Meetings and virtual roadshows• Earnings and results presentations• SEC disclosures and corporate governance website• GRI and SASB reporting and CDP climate change information• RCL investor relations portal (www.rclinvestor.com)
COMMUNITIES	—	—	—	—	<ul style="list-style-type: none">• Board and management participation in local nonprofits• Disaster relief• Open and continuous engagement to assess local issues and needs
DESTINATIONS	✓	✓	✓	✓	<ul style="list-style-type: none">• Sustainable shore excursions standards program and Global Sustainable Tourism Certification program• Destination stewardship management plans
SUPPLIERS	✓	✓	—	✓	<ul style="list-style-type: none">• Enhanced supplier registration portal• Supplier conferences
NON-GOVERNMENTAL ORGANIZATIONS	✓	✓	✓	✓	<ul style="list-style-type: none">• Project-based partnerships• Open and continuous engagement to assess local issues and needs• Onsite tours of our ships
POLICY MAKERS	✓	✓	✓	—	<ul style="list-style-type: none">• Direct engagement, including technical recommendations and onsite tours of our ships• Indirect engagement through industry associations
INDUSTRY ASSOCIATIONS	✓	✓	✓	✓	<ul style="list-style-type: none">• Working group and committee participation• Development of industry standards
TRAVEL AGENTS	✓	✓	—	—	<ul style="list-style-type: none">• Independent international representatives• Brand websites and travel agent portal• Regional events
RESEARCH INSTITUTIONS	✓	✓	—	✓	<ul style="list-style-type: none">• Journal publications• Ocean and climate change research projects

We invited our top 20 stakeholders to dedicated ESG meetings in 2021. These meetings—which included our CEO, CFO, CHRO, and Chief ESG Officer—gave us opportunities to discuss ESG matters, solicit shareholder feedback, and more.



OUR BUSINESS



PARTNERSHIPS

We know that making progress on topics like climate change, waste, ocean conservation, and human rights requires large-scale, coordinated action. To increase the scale and impact of our work, we partner with organizations that share our objectives and that bring their unique expertise and resources to our partnership. We have a track record of successful collaboration with non-governmental organizations, industry associations, shipyards, equipment manufacturers, academia, international consortiums, and others to drive positive change. We recognize that no single solution will reduce global GHG emissions, preserve our oceans, or advance economic empowerment in our destination communities. But by working together to share ideas, best practices, and innovations, we believe we can contribute to the systemic change necessary to create a healthier planet, more prosperous communities, and a more sustainable world.

World Wildlife Fund

We began partnering with WWF in 2016 to ensure the long-term health of our oceans and promote responsible tourism. With WWF's help, we set ambitious and measurable targets to reduce our environmental footprint, raise awareness about ocean conservation among guests and crew, and support ocean conservation projects around the world. Our two organizations bring different strengths to the table, but together have pushed forward an ambitious conservation agenda that required both parties to listen, appreciate, and accommodate each other's unique challenges and perspectives.

Over the last five years, we have supported WWF initiatives on wildlife trafficking, committed to deliver on the promise of the Paris Agreement through the We Are Still In coalition, and signed on to the Cascading Materials Vision for a more sustainable supply chain. We continue to make strides in our sustainable destination work and introduced the Global Sustainable Tourism Council (GSTC) to the Cruise Line International Association (CLIA), which has now launched a series of GSTC Destination Assessments in key cruise destinations. Our conservation efforts continue with projects such as the creation of a DNA tracker that will help combat illegal trade of hawksbill turtles in the South Pacific.



Over the last five years, we have supported WWF initiatives on wildlife trafficking, committed to deliver on the promise of the Paris Agreement through the We Are Still In coalition, and signed on to the Cascading Materials Vision for a more sustainable supply chain.



OUR BUSINESS

Industry Associations and Affiliated Partners

We engage on key topics affecting the global cruise industry with organizations such as Cruise Lines International Association (CLIA) and its regional officers, as well as the Cruise Ship Safety Forum and others. Our engagement with CLIA involves international, regional, and national/local items, including items related to the International Maritime Organization's (IMO) International Convention for the Prevention of Pollution from Ships (MARPOL) covering GHG emissions, air emissions, sewage, oil, and waste. We also engage with CLIA Europe specifically on European Union (EU) regulations such as the EU Green Deal—including the “Fit for 55” legislative proposal—and many more. When it comes to environmental stewardship and advancing the prosperity of the communities we visit, we share best practices to scale our positive efforts and contributions. In addition, we partner with key shipyards and equipment partners to improve the design and efficiency of our ships. These include shipyards like Chantiers de l'Atlantique in Saint-Nazaire, France, and Meyer Werft in Germany and Finland; and technology and equipment partners like Wärtsilä.

Global Alliances

We engage a range of international alliances and advisory groups to help accelerate our sustainability ambitions, particularly our Destination Net Zero targets. These include the Global Maritime Forum's Getting to Zero Coalition, the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, and the DNV global advisory group. We are also a founding member of the IMO's Global Industry Alliance (GIA), which is now known as the IMO GreenVoyage2050 project.

Academia

Researchers and scientists from leading academic institutions such as the Massachusetts Institute of Technology (MIT), the University of Miami (UM), the University of Strathclyde, and the World Maritime University play critical roles in our understanding of ocean and climate issues. For example, since the year 2000, the University of Miami's Rosenstiel School of Marine and Atmospheric Science (RSMAS) has operated labs onboard several of our ships. With grants from Royal Caribbean Group, UM's OceanScope program has been collecting oceanographic, meteorological, and atmospheric data important to climate change research using highly sophisticated instruments placed strategically throughout the participating vessels.



Read our **Standards and Regulations** fact sheet.





Environment

At Royal Caribbean Group, respect for the oceans is not a choice. It's a way of life.

The health of the oceans is intimately tied to the health of our business—and to the vibrancy of life on our planet. For the past 30 years, we've been on a journey to protect the marine environment. And we've made great progress, with state-of-the-art water and waste practices, energy-efficiency innovations, and new ship designs to reduce our environmental impact with each passing year.

But the urgency and scale of the world's environmental challenges demand we do more. To move the needle on issues like climate change, ocean conservation, and waste, we must push ourselves and our industry to new heights of innovation and collaboration.

We're responding by embracing our new Destination Net Zero initiative to achieve net zero emissions by 2050 and innovating with our partners to build a more sustainable cruise industry.

With Destination Net Zero, we're focused on reducing our greenhouse gas (GHG) emissions using every tool at our disposal, including the development of alternative fuels and technologies, industry-leading energy efficiency, innovative machine learning technologies, and new shore power infrastructure fueled by renewable energy. We're also seeking to catalyze change by partnering with suppliers, manufacturers, governments, industry associations, and others to make these innovations a reality, as no one company can do this alone.

To protect the long-term health of our oceans, we're also continuing to pilot and develop new technologies and practices to conserve water, keep waste out of landfills, and use other resources as efficiently as possible in the day-to-day operation of our ships. We've outlined these and other conservation initiatives in more detail in this section.





ENVIRONMENT

Destination Net ZeroSM

We're on a journey to reach net zero emissions by 2050—and to inspire our industry to pursue a greener future.

We recognize that the world needs to take collective action to stop the advances of climate change—a task no business or industry can or should do alone.

It's also critical for companies like ours to set goals and milestones to hold ourselves accountable as we invest in the technology and innovation necessary to drive progress.

In October 2021, we announced an ambitious initiative to advance sustainable innovation at Royal Caribbean Group with Destination Net Zero, our goal to achieve a net zero emissions target no later than 2050. We're assessing near- and long-term emissions reduction targets informed by the Science-Based Target initiative's (SBTi) methodologies.

Building on the progress we've already made in reducing our carbon footprint—including cutting GHG emissions by up to 35% compared with our 2005 baseline—Destination Net Zero represents a journey of innovation and collaboration. Two important milestones are:

- **Launch a net zero cruise ship by 2035**
- **Achieve net zero emissions by 2050**

We're also developing new near-term science-based emission reductions targets that will be submitted to the SBTi for validation.

In announcing this initiative, we're joining an international coalition of countries and companies pledging to meet the objectives of the Paris Agreement, which aims to limit the global temperature increase to at least well below 2°C above pre-industrial levels.

To achieve our goals, we're forging strong partnerships with governments, suppliers, and shipyards to develop alternative and accessible fuels and technology. This includes signing on to the Getting to Zero Coalition's [Call to Action](#), which calls on governments and industry to work together to decarbonize international shipping. The Getting to Zero Coalition is a powerful alliance of more than 150 companies within the maritime, energy, infrastructure, and finance sectors, supported by key governments and international governmental organizations. See page 175 of the [Report on Climate Commitments by Signatories to the Call to Action for Shipping Decarbonization](#) for specifics on our commitment.

We believe our industry can be a powerful collective force to drive demand and incentivize these types of innovations. We're also engaging with policy makers and international bodies like the International Maritime Organization (IMO) to call for consistent standards and collaboration that will help us accelerate progress together.

REACHING NET ZERO

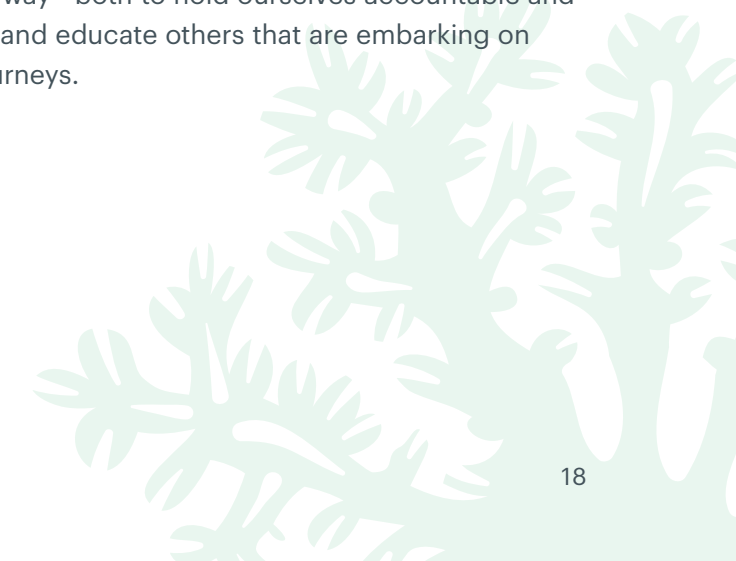
Teams across Royal Caribbean Group are mobilizing to advance our decarbonization strategy. Our approach includes:

- Modernizing our global fleet with the introduction of new energy-efficient and alternatively fueled vessels. This will include Royal Caribbean International's Icon class and Silversea Cruises' Nova class, our first ships fueled by liquefied natural gas (LNG). Silversea's *Silver Nova* will also be the industry's first ship equipped with a large-scale hybrid power source, using a combination of LNG, fuel cells, and batteries (see page 22). Both classes are set to debut in 2023.
- Continuous investments in energy-efficiency programs for our existing fleet, including energy-saving technologies, enhanced data systems, and digitalization.

- Optimizing deployment and integration of strategic supply chains.

We created Destination Net Zero to establish an ambitious roadmap for ourselves and others looking to cut emissions, protect our oceans, and ensure the viability of the hundreds of destinations that our guests and crew members care deeply about. Reaching our net zero emissions milestones will require considerable investment, innovation, and collaboration across our entire organization and partner network. Every opportunity will be explored and leveraged in creating a clean-energy future.

We plan to share our progress towards this goal—including the successes and challenges we encounter along the way—both to hold ourselves accountable and to inspire and educate others that are embarking on similar journeys.





ENVIRONMENT

DESTINATION NET ZERO GOVERNANCE

A cross-organizational team will lead the execution of Destination Net Zero. The team will provide reports to the Board of Directors and our executive teams and will oversee departments and key workstreams across the company (see graphic). The team will explore such areas as alternative fuel investments, new builds and retrofits, regulatory issues, reporting, and shore power.

// [Destination Net Zero] is another important step on the serious and ambitious path to preserve the health and allure of the sea and the beauty of the oceans.

— **William K. Reilly**, Chairman of Royal Caribbean Group's Board of Directors' Safety, Environment, Sustainability, and Health Committee

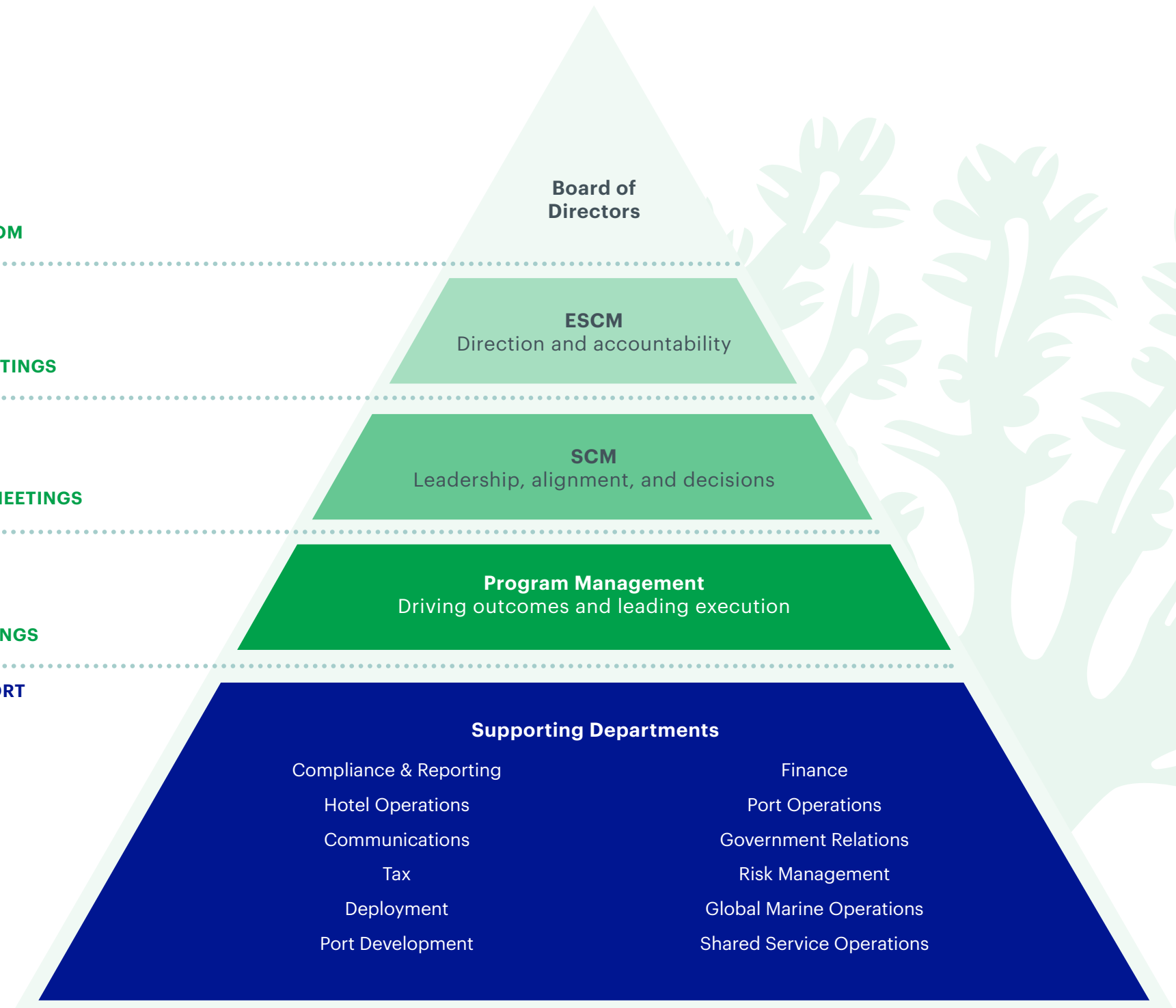
GUIDANCE FROM

MONTHLY MEETINGS

BI-MONTHLY MEETINGS

WEEKLY MEETINGS

ADHOC SUPPORT

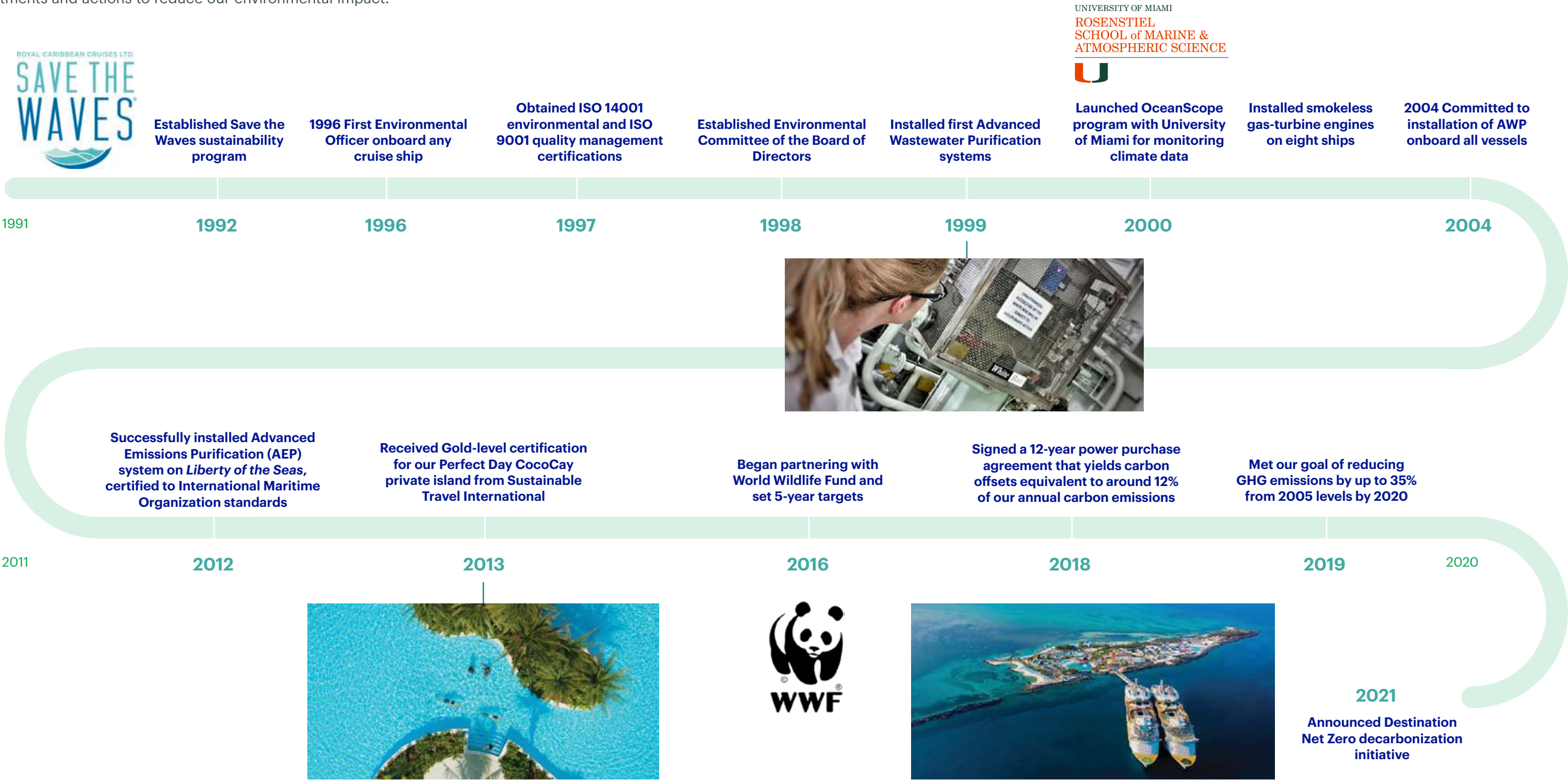




ENVIRONMENT

OUR VOYAGE TO A MORE SUSTAINABLE FUTURE

Over the past 30 years, we have increasingly strengthened our commitments and actions to reduce our environmental impact.





ENVIRONMENT

Energy Use and Air Emissions

Reducing emissions from the fuels used to operate our ships is our biggest challenge—and our biggest opportunity.

Modern cruise ships operate much like a power plant. Fuel powers the engines, which produces energy used by the systems that propel the ship through the sea and support hotel operations. Fuel consumed by our ships represents a significant portion of our total GHG emissions.

With every class of ships, our teams push the envelope with more fuel-efficient engines, energy-efficiency initiatives, and advancements in ship design. These efforts helped us reach our 2020 goal to reduce annual GHG emissions by 35% per available lower birth kilometer (ALB-km) compared with our 2005 baseline—almost a year ahead of schedule.

With Destination Net Zero, we’re looking to make even bigger leaps in our pursuit of a low-carbon future. Our biggest challenge—and our most promising long-term opportunity—is in transitioning to alternative fuels and power solutions. But we’re also pursuing a range of energy-efficiency initiatives and advanced technologies that will assist us on our decarbonization journey.

The truth is, there’s no silver bullet yet, but we strongly believe that collaboration and innovation will get us there.

OUR 2021 GHG EMISSIONS

Royal Caribbean Group experienced a significant drop in direct (Scope 1) and indirect (Scope 2) emissions in 2020 and 2021 due to our suspension of global cruise operations in response to the COVID-19 outbreak. With higher levels of service in 2022, we anticipate our emissions will increase accordingly.

We’re currently evaluating and compiling our Scope 3 emissions as part of our commitment to Destination Net Zero. See the chart below for a breakdown of our 2021 emissions performance.

	2019	2020	2021
Total GHG emissions (metric tonnes CO ₂ e) using location-based Scope 2	4,834,768	2,502,144	2,590,041
Scope 1	4,820,278	2,493,579	2,579,274
Scope 2 (location-based)	14,490	8,565	10,767
Scope 2 (market-based)	15,251	8,690	10,900

TRANSITIONING TO LOW-CARBON FUELS

We believe that the majority of the progress towards Destination Net Zero will come from transitioning our ships to alternative fuels and technologies. These include fuels and technologies that are still in the development phase for marine applications.

As part of our commitment to Destination Net Zero, we continued advancing our strategy in 2021 to transition select new builds to lower-emission fuel alternatives.

Our transitional fuel strategy is to deliver ships powered by LNG, the cleanest-burning fossil fuel currently available. According to a 2021 study, switching from heavy fuel oil to LNG can reduce GHG emissions by up to 22%, when including anticipated reductions of methane slip in the supply chain and improvements to combustion by 2030¹. LNG also removes more than 90% of our ships’ local emissions (sulfur oxides, nitrogen oxides, and particulate matter) while at port. While not a perfect solution, we believe LNG is our most promising transitional fuel until other fuel types are more commercially viable.

¹Sphera, “2nd Life Cycle GHG Emission Study on the Use of LNG as Marine Fuel,” April 2021.



ENVIRONMENT



“[Our sustainable energy] advancements support our desire to showcase the world to our guests and do so in a mindful and environmentally responsible way.”

— Roberto Martinoli, President and CEO, Silversea Cruises

Silversea Cruises’ *Silver Nova* to Set New Standard for Sustainable Cruising

When the first guests set foot on Silversea Cruises’ *Silver Nova* in summer 2023, they’ll be treated to an all-inclusive luxury experience that includes private verandas, personalized butler service, and lavish amenities. But what really sets the ship apart won’t be visible. *Silver Nova* will operate using a trio of sustainable power sources, making it the industry’s first-ever hybrid cruise ship to eliminate emissions while at port.

The first of Silversea’s new Nova class of ships, the *Silver Nova* will operate using a fuel cell system, battery technology, and dual-fuel engines using LNG as the main fuel. The hydrogen-based fuel cell system, which derives hydrogen through the reforming of LNG, will supplement the main energy supply and power the ship’s hotel operations (up to 4 MW).

The result? A ship that achieves a 40% reduction in overall GHG emissions per double occupancy compared to the brand’s previous class of ships.

Developed in partnership with Meyer Werft Shipyard, *Silver Nova*’s full suite of innovations will also bring energy efficiency to the next level using both first-of-its-kind initiatives and time-tested successes. For example, a newly developed waste-to-energy system will reduce onboard waste volume, resulting in lower incineration emissions.

“It’s bold to say we can build a net zero cruise ship. But we’ve built a culture of going above and beyond whatever we’ve done before. We’re comfortable being bold.”

— Harri Kulovaara, Executive Vice President of Maritime and Shipbuilding



40%

**REDUCTION IN OVERALL
GHG EMISSIONS** per double
occupancy for Silversea’s
Nova class compared to its
previous class of ships.

Longer term, we’re partnering with fuel suppliers, shipyards, academia, governments, and other stakeholders to develop alternative and accessible fuels and technologies. We’re currently exploring the potential of a number of these fuels and emissions-reducing technologies.

Our teams are laying the groundwork for these future fuels now, including assessing our options, building supplier partnerships, and piloting engine technologies.

Understanding these alternative pathways will likely take three to four years, and the supply chain infrastructure to support them may not be available for even longer. Thus, while we may have confidence in the technology for an alternative fuel to power our ships, a sustainable supply chain infrastructure must be in place for us to move forward.

Advancements in LNG

We made progress on our plan to deliver new ship builds powered by LNG in 2021 by increasing the number of ships in our plan as well as finalizing our supply chain options for our first three ships: Royal Caribbean International’s *Icon of the Seas*, Silversea Cruises’ *Silver Nova*, and Royal Caribbean International’s sixth Oasis-class ship, *Utopia of the Seas*. Set to debut in mid to late 2023 and 2024 respectively, the ships will be powered by dual-fuel LNG engines, representing a major step forward in our commitment to net zero emissions.



ENVIRONMENT

REDUCING EMISSIONS WITH ABATEMENT TECHNOLOGIES

Low-carbon fuels are our future, but we're still reliant on fossil fuels in the interim, including the LNG we'll use to power many of our new ship builds. To help mitigate emissions from these fuels and reduce related air and water pollution, we invest in and develop state-of-the-art emissions-abatement technologies.

As of the end of 2021, 70% of our vessels had been equipped with Advanced Emissions Purification (AEP) systems, which help us meet the sulfur emission requirements set forth by the IMO for 2020 for global operations and 2021 for special emission control areas. AEP systems remove approximately 98% of sulfur dioxides, 40% to 60% of total particulate matter, and up to 12% of nitrogen oxides from our air emissions. The ships without AEP systems face technical challenges in fitting the systems or operate in areas where the use of heavy fuel oil is voluntarily not used or prohibited by law, such as the Arctic and Antarctic. Ships that are not fitted with an AEP use low-sulfur fuel. As a group, we voluntarily choose not to consume heavy fuel oil in the Arctic.

We have also enhanced our abatement technology of nitrogen oxides with Selective Catalytic Reduction (SCR) systems. While all our ships feature a system to remove nitrogen oxides, as of the end of 2021, nine of our ships and all future new builds are currently or will be equipped with SCR systems to reduce nitrogen oxides to greater than 90%. To learn more about how our AEP and Selective Catalytic Reduction (SCR) systems work, please view our [Energy Use and Air Emissions fact sheet](#).

INCREASING ENERGY AND FUEL EFFICIENCY ONBOARD OUR SHIPS

We challenge ourselves to increase the energy efficiency of our fleet each year. Thanks to our relentless culture of continuous improvement, each new class of Royal Caribbean Group ships is at least 20% more efficient than its predecessor class.

We have deployed a wide range of energy-saving technologies throughout our fleet, with most projects categorized into the following five disciplines: HVAC, machinery, hydrodynamics, electrical, and operational excellence. With many projects completed to date, and many in the pipeline, our ever-increasing portfolio of design innovations and energy efficiency initiatives includes:

- Air lubrication systems that create millions of microscopic bubbles that serve as an air carpet for our ships' hulls, reducing drag as they move through the water
- Optimized hull designs, such as the parabolic bow on our Edge-class vessels
- AC chiller and HVAC upgrades that use up to 40% less energy than previous generations
- Variable Frequency Drive Installations to optimize our ships' power consumption

While we design and operate many of the most energy-efficient ships on the seas, there's always more to be done. To help us reach our Destination Net Zero milestones, we're empowering our teams with the resources and data to eliminate energy waste across Royal Caribbean Group's fleet.

Harnessing Data for Energy Insights

Increasing the efficiency of our ships is no small feat. Each is the size of a small city, with millions of variables that go into its design and operation. For every decision, we must work across multiple teams to determine the ideal combination of costs, performance, and energy and emissions impact. We take every detail into account—from the shape and cleanliness of the hull to the routes and speeds required to optimize fuel use.

We've been collecting data remotely from our ships since 2010, and with every year we increase the amount of data we collect and improve the sophistication of our analysis. In 2021, we began testing a new cloud platform that we developed in-house to optimize our ships' energy efficiency and operations by providing deeper insights into our vessels' efficiency in real time.

The data platform allows us to dig deeper into our ships' energy consumption at the equipment level using signals like pressure differentials, temperature, and power consumption. Using these analytics, we intend to run scenarios on optimizing our energy use for everything from our chillers to our hotel facilities to the auxiliary power needed on board. The data will also help us identify anomalies in performance over time for added safety and reliability.

Machine learning, AI-derived ship models, and data management systems like these have become integral in our pursuit of energy and fuel efficiency. AI systems get smarter with each data point they take in, helping us pinpoint energy-saving opportunities that can go unnoticed by manual analysis.

These real-time technologies also help us optimize route and voyage planning, reducing fuel consumption and associated emissions on our trips.

After a successful trial on Royal Caribbean International's *Odyssey of the Seas* for an enhanced marine data collection platform, we have started development work on the brand's *Wonder of the Seas* and Celebrity Cruises' *Celebrity Beyond* ships—part of a phased approach to transition the platform to our larger fleet.

Our Mantras for Improving Energy Efficiency

1. Make data-driven decisions
2. Get the right data to the right people at the right time to make the right decisions



Preserving the Arctic

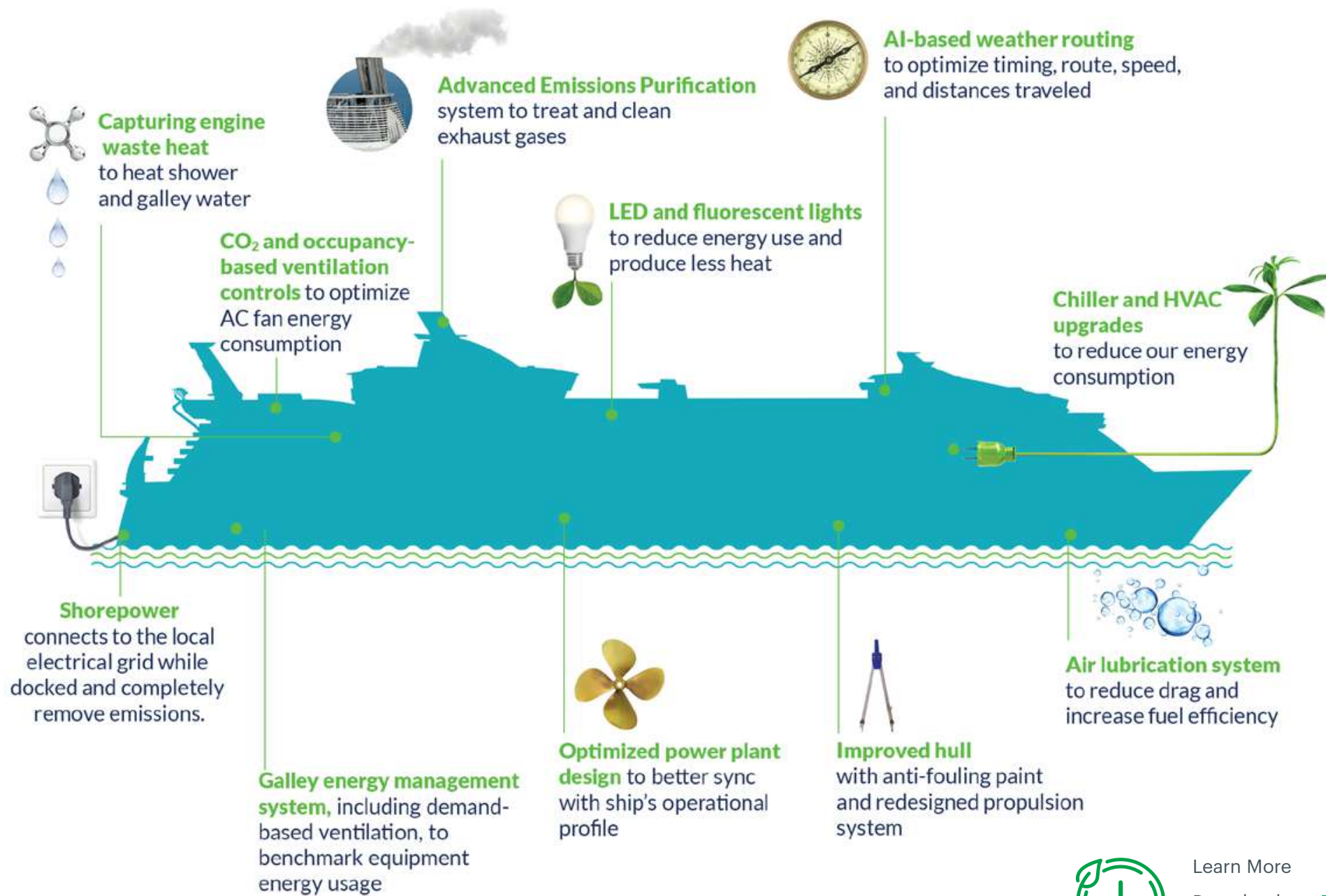
Royal Caribbean Group voluntarily chooses not to consume heavy fuel oil in the Arctic.



ENVIRONMENT

Leading the Way on Energy Efficiency

Our track record of designing and operating some of the most energy-efficient ships on the sea includes innovations throughout the entire ship.



Investing in Future Retrofits

Retrofitting existing ships with new innovations is one of our biggest efficiency challenges, as we often need to fit them with technologies they weren't designed to accommodate. Nonetheless, when a ship is in dry dock, we take full advantage of the opportunity to upgrade equipment and systems.

ENERGY SAVINGS

Up to 40%

Replacing our AC chillers with more efficient, multi-modular systems slashed our chillers' energy consumption by up to 40%.



Learn More

Download our **Energy Use and Air Emissions** fact sheet.



ENVIRONMENT

ALTERNATIVE ENERGY SOURCES

Renewable energy and carbon offsets can reduce or offset our emissions and even help power our ships in some circumstances. Although low-carbon fuels are the core of our energy-sourcing strategy, we incorporate renewable power in new and existing projects when feasible.

Offsetting Emissions with Wind Power

We've generated approximately 694,000 tons of carbon offset credits since our 62-turbine wind power facility in Reading, Kansas, began operating in 2020. This represents roughly 15% of our annual carbon emissions output during a normal operational year. We signed a 12-year power purchase agreement for carbon offsets with the facility in May of 2020, with the goal of producing offsets equal to 10% to 12% of our annual emissions.

Enabling Shore Power

In 2021, we signed an agreement to bring shore power to PortMiami, with a planned launch in late 2023. Cruise ships traditionally run off their diesel auxiliary engines while at port. Shore power allows cruise ships to "hook up" to electricity at the port, so that the engines do not need to operate when the ship is embarking and disembarking passengers or loading supplies. Depending on the location and regional energy mix, local power grids may use a mix of renewable energy sources in addition to fossil fuels, potentially reducing our emissions.

Royal Caribbean Terminal A will be one of the first shore-power-ready terminals at PortMiami. We hope this agreement will inspire the development of shore power facilities at other ports, as few currently offer the service.

We also partnered with the Port of Galveston, Texas, on a 2021 study into the feasibility of implementing shore power at the port's new, existing, and proposed cruise ship terminals. The study is part of an effort to design a shore power strategy for the port, including researching the potential of installing solar panels on the canopies to help power the terminal building.

We are currently exploring opportunities for renewable energy projects at other Royal Caribbean home port terminals as well.



15%

Since beginning operations in May of 2020, we generated enough wind power to offset 15% of the carbon emissions we produce in a normal year.

Shore Power Agreement

Our shore power agreement with PortMiami is intended to help us reduce air pollution and GHG emissions while at port, starting in late 2023.



ENVIRONMENT

Water Management

Water is a precious resource, both on our ship and off. We go to great lengths to ensure it's used efficiently.

On a ship, water is always top of mind. We must have a continuous supply of freshwater for our guests and crew, while also being mindful of the water we discharge into the oceans. As a company, we believe responsible water use is a must.

Our water strategy is three-fold:

- Conserve water as much as possible
- Produce most of the freshwater we need onboard
- Safely treat our water discharge

WATER CONSERVATION AND FRESHWATER PRODUCTION

We take steps to reduce water consumption using efficient tools like aerators, low-flow showerheads, and reduced-flow dishwashers and laundry equipment. Creative processes are also in play. For example, condensation from air conditioning units is treated and repurposed in our laundry facilities for washing towels and bedsheets.

Royal Caribbean Group ships produce roughly 90% of the freshwater used on board via desalination plants such as evaporation or reverse osmosis systems.

This water is used for drinking or in showers, sinks, toilets, kitchen galleys, pools, technical machinery, and spas aboard our ships. We source as little freshwater as possible locally to not stress the local community from a social, health, or environmental perspective.

Thanks to these actions and initiatives, the average water consumption of our guests in a normal operational year (2019) is 66 gallons per day, 34 gallons less than the average U.S. resident.*

WASTEWATER TREATMENT

We aim to have no untreated waste on our ships go overboard, which is why all our ships are equipped with wastewater treatment plants. These plants take all international and maritime standards and law into account, and in many cases go above and beyond what's mandated by law.

In 2004, we made a commitment to install Advanced Wastewater Purification (AWP) systems on all our ships. These tertiary systems treat sewage and graywater—including water from sinks, showers, and kitchen galleys—to standards twice as stringent as U.S. federal standards. We test this water effluent daily to ensure

we're compliant with regulatory and Royal Caribbean Group standards. These results are verified by a third party every quarter to further validate our compliance.

Treated wastewater is discharged no closer than three nautical miles from shore unless specifically permitted to do so in certain areas. All other wastewater and graywater is discharged a minimum of 12 nautical miles from land, compared with the three nautical miles allowed by applicable law. AWP systems have been fitted on 88% of our fleet through 2021. As we continue our return to service with a fleet operating at full capacity, we expect our AWP systems to continue supporting an improved performance in our wastewater treatment practices.

BALLAST WATER TREATMENT

Ballast water is seawater brought onto a ship to help stabilize it. Per international regulations, our systems treat ballast water, which reduces or eliminates its potential to discharge non-native species into other environments when the ships move to other ports. Currently, 92% of our fleet is equipped with ballast water treatment systems, as part of our ongoing initiative to include this feature on all our vessels.

All waste water not treated through our AWP's are discharges at

12 nautical miles

90%

We produce **roughly 90%** of our freshwater onboard.

88%

of our capacity is equipped with **Advanced Wastewater Purification systems**.



Download our **Water Management** fact sheet.

*Our 2019 averages represent our water consumption in a normal operational year. Our averages in 2020 and 2021 were higher due to our suspension in global operations from COVID-19. Fewer guests = higher averages.



ENVIRONMENT



Going the Extra Mile on Waste

In addition to robust reduce, reuse, and recycling programs, our initiatives include:

- **Green hubs:** Green hubs play a key role in enabling our landfill-free capabilities. The program collaborates with select port waste vendors to verify—through periodic audits—that the waste offloaded from our ships is treated properly and diverted from a landfill.
- **Waste to energy:** We send any solid waste that can't be recycled, reused, or repurposed to an approved waste-to-energy facility in approved ports.
- **Food waste:** We carefully source our food and track onboard inventory. Food waste produced on board is processed through a pulper and pulverized to less than 25 mm, as per international standards. The waste is then either dried and incinerated onboard, discharged no closer than 12 nautical miles from land, or landed ashore to an authorized waste provider.

Waste Management

Since its inception 30 years ago, our Save the Waves program's #1 priority is making sure no solid waste goes overboard.

As self-contained vessels that are often miles from shore, our ships can't rely on traditional garbage services to pick up our plastic, food, or other waste. We're responsible for every single piece of waste our guests and crew produce.

Nearly 30 years ago, we launched a rigorous waste management program called Save the Waves with one overarching priority: Make sure not a single piece of solid waste goes overboard. In the years since its creation, Save the Waves has evolved into a company-wide mission, bolstered by a range of policies, initiatives, and technologies.

Today, 100% of our ships are equipped to be landfill-free, with systems and processes established to divert all waste streams from local landfills.

Environmental Officers (EOs) on each ship make sure we're meeting our waste standards with daily monitoring, testing, and compliance controls, but we consider Save the Waves the responsibility of everyone on board. Each crewmember is expected to follow proper waste management protocols, which the EO outlines during regular environmental training.

To increase accountability for the waste we produce, we set a target in 2016 to reduce waste-to-landfill by 85% compared with 2007 levels. We exceeded that goal in 2020, a trend that carried over into 2021, further reducing our waste-to-landfill by another 2%. The average waste-to-landfill from our guests in 2021 was 0.27 pounds per day, 2.5 pounds less than the average U.S. resident.

HAZARDOUS WASTE

Although we produce very small quantities of hazardous waste (sometimes called special waste) as defined by the U.S. Resource Conservation and Recovery Act, the potential for negative environmental impacts makes the management of hazardous waste one of our highest priorities. We segregate all hazardous waste products into leak-proof containers and transfer them to approved shoreside disposal facilities. We also incinerate some types of medical waste on board.

WIN ON WASTE INITIATIVE

We launched a new five-year WIN on Waste initiative in 2021 to help us reduce food waste on our ships by 50%. The centerpiece of the program is the development



ENVIRONMENT

87%

We **reduced our waste-to-landfill by 87%** from 2007 to 2021.

WIN on Waste

Our new WIN on Waste initiative aims to use artificial intelligence to estimate how much food we should produce, prep, thaw, and order on a given day, at any given time.

60%

We **eliminated single-use plastic condiment packages, cutlery, and shopping bags.** We've now reduced our use of single-use plastics by 60% since the beginning of the initiative.



Download our **Waste Management** fact sheet.

of a new artificial intelligence-based food production management system, which will use data points like guest demographics, itinerary, and weather to estimate how much food we should produce, prepare, thaw, and order on a given day.

For example, a ship's galley crew may assume that cooking 50 pounds of lasagna each night at 7 p.m. for a seven-night Caribbean voyage is best practice because we've always done it that way. However, with better insights, we may learn that 30 pounds were eaten by our guests, 10 pounds were repurposed for the crew, and 10 pounds were thrown away entirely. These insights can help us make smarter decisions in both how much food to prepare when and how much to order.

While this innovative solution will be a critical asset in our fight against food waste, it will also require cultural change for our people. We have worked hard to educate our onboard teams on the initiative's importance and how their personal contribution will positively impact our business and the planet.



REDUCING SINGLE-USE PLASTICS

Single-use plastics come with an environmental impact. A product that people use for a limited time can take several hundreds of years to decompose after it's thrown away. Prior to the pandemic in 2019 and early 2020, we completed phases one and two of a three-phase initiative to draw down our use of single-use plastics.

Phase one saw the departure of plastic straws, stirrers, and steak markers. In phase two, we eliminated plastic condiment packages, cutlery, and shopping bags. We're currently commencing phase three, which focuses on eliminating plastic water bottles, food containers, cups, and lids. We began the transition from plastic water bottles to water in aluminum cans on select ships in 2021. Since the beginning of the initiative, we have reduced our single-use plastics by 60%.*

We're also looking at ways to responsibly dispose of the plastic we haven't eliminated yet. Our *Celebrity Apex* ship includes a pelletizer that converts plastic and paper to fuel pellets for offloading at port. *Celebrity Apex* is the first ship with a pelletizer in our fleet.

INNOVATIONS IN WASTE TREATMENT

We installed a prototype for food waste treatment on *Celebrity Apex* in 2020 called Hydrothermal Oxidation Technology. The pilot, which ran into 2021, tested this innovative waste treatment method, which is designed to increase energy efficiency and ensure our food waste is treated without discharge to sea.



*Our progress in reducing our use of single-use plastics was disrupted in 2020 and 2021 due to COVID-19. We anticipate reducing our use beyond 60% with our return to service.



Supply Chain

Our impact doesn't begin or end with our ships. We aim to source responsibly while using our influence to protect people and the planet.

Our supply chain, through a diverse network of suppliers, fuels everything we do. And we reciprocate, leveraging our relationships and buying power to extend our positive impact well beyond the walls of our business. From food, beverage, and IT suppliers to component manufacturers, we seek to build a more responsible, resilient supply chain that promotes the wellbeing of workers, our communities, our employees, and the environment.

In sourcing food, fuel, materials, and other items for our vessels, we strive to choose partners and products that adhere to sustainable practices. Our partnerships with World Wildlife Fund (WWF) and the Humane Society have helped us drive transparency and chart a course for a more sustainable food supply.

We also work diligently to build strong relationships with suppliers and business partners who share our commitment to ethical business practices, environmental responsibility, and human and workplace rights.





SUPPLY CHAIN

Supplier Management and Principles

We manage our global operations with honesty, fairness, integrity, and trustworthiness, and we expect and require our suppliers to do the same.

To help meet our responsible sourcing goals, Royal Caribbean Group maintains [Supplier Guiding Principles](#), which provide our minimum standards and requirements in areas such as labor practices, human rights, ethics, environmental stewardship, and safety. Suppliers are also expected to report any concerns or violations using our AWARE third-party 24/7 hotline, by email, phone, or online.

Our Supplier Guiding Principles are consistent with the expectations put forth by the United Nations Global Compact, International Labor Conventions, and our company's own [Code of Business Conduct and Ethics](#).

These include:

- Observing fair labor practices, treating employees with dignity and respect, and providing a safe working environment

- Maintaining ethical business practices that mirror the values and ethical standards we expect of our own employees
- Using energy and natural resources efficiently, reusing and recycling materials whenever possible, and continually looking for ways to improve environmental performance
- Contributing to a safe and secure environment for our guests and employees

We use a risk-based approach to engage and manage our supplier relationships, including due diligence and internal processes, procedures, and controls. Periodic risk assessments of our business operations guide this approach.

As part of our continuous improvement, we're partnering with leading experts to develop a more robust risk framework for our supply chain, integrated through an ESG lens. We'll use the framework to expand our view of supply chain-wide operational, social, environmental, and governance risks to form a single aggregated view. In turn, this will help us prioritize efforts and optimally allocate resources to mitigate operational and sustainability risks in our supply chain.

See page 49 for more on our commitment to human rights.



SUPPLY CHAIN

Sustainable Sourcing

Procurement for a cruise ship is a holistic process that covers a global end-to-end supply chain. The passenger capacity of our ships ranges from 100 to 700 guests for our ultra-luxury Silversea Cruises to nearly 7,000 for our largest Royal Caribbean International cruises. We must ensure we have sustainable sources of food, fuel, and other products for the duration of our cruises, which may range from a few nights to several weeks.

In making sourcing decisions, we evaluate a product's entire lifecycle to ensure a balance of quality, service, price, and social and environmental responsibility.

Our seafood, meat, egg, and other targets are helping drive transparency and accountability in our supply chain as we work to continually evolve our food sourcing practices. See page 11 to view our progress in meeting our food sourcing targets.

SUSTAINABLE SEAFOOD

In collaboration with WWF we've set ambitious goals to increase our percentage of sustainably sourced seafood.

Our progress toward meeting these targets was disrupted in 2020 and 2021 due to our suspension in global cruise operations in response to the COVID-

19 outbreak and subsequent global supply chain challenges. Our goals remain ambitious, however, as we aim to source 90% of our wild-caught and 75% of our farm-raised seafood from sustainably certified fisheries in the near future. Sustainable fisheries are a high priority for Royal Caribbean Group, as they help give species time to replenish their population and help us protect biodiversity.

CRUELTY-FREE FOODS

We also strive to improve the treatment of farm animals raised for the meat, eggs, and dairy we procure for our ships. This includes committing to ensure that 100% of our pork is gestation-crate-free and 100% of our eggs are cage-free by 2025.

LOCAL PRODUCT SOURCING AND ECONOMICS/ INCLUSION

We're exploring ways to source food, beverages, and other products from local suppliers. Choosing local over traditional procurement channels can:

- Reduce the carbon footprint of our supply chain by reducing the distance our products need to travel to get to our ships
- Boost local business and communities, helping improve lives in the destinations we serve
- Offer our guests more local culinary offerings

In 2021, we held a contest to support local Bahamian producers of peppers and hot sauces in partnership with the Access Accelerator Small Business





SUPPLY CHAIN



Development Centre. Bahamian hot sauce entrepreneurs competed for the opportunity to showcase their products at Perfect Day at CocoCay, Royal Caribbean International's private island in the Bahamas. The winner, Cherelle Cartwright of Mama Sassy's Gourmet Foods, is now an official supplier of hot sauces for the island. See page 53 for more on the contest.

We have also begun sourcing fresh milk and other dairy items in San Juan, Puerto Rico, and fresh vegetables from local farmers in the summer season.

The ongoing supply chain bottlenecks from COVID-19 also inspired us to source more products from new regional and local suppliers in 2021. These suppliers were able to provide us with the continued products and services we have come to expect while strengthening local economies.

EXTENDING THE LIFE OF NATURAL RESOURCES

To support the circular economy of the future, we signed on to the WWF's Cascading Materials Vision, a collection of brands and organizations that envision a more efficient global system for the reuse of materials. The Cascading Materials Vision is a common framework of guiding principles for industry and other stakeholders that will help businesses source secondary materials that protect their profits, the environment, and the future wealth of our natural resources. We're looking forward to establishing a network of suppliers committed to keeping materials and resources in use as long as possible.

REDUCING CARBON EMISSIONS

Transitioning from heavy fuel oil to alternative, low-carbon fuels is an essential part of our Destination Net Zero initiative. But while our shipbuilding and marine operations teams develop the technologies to power our ships with cleaner fuels, our supply chain team is working to establish reliable and sustainable sources for these fuels.

We're currently evaluating the availability and compatibility of a range of alternative fuels for our new builds and existing fleet. Looking forward, we're collaborating across our organization to assess the potential supply chains for future sustainable fuels.

Our teams also carry out lifecycle analyses of producing and transporting alternative fuels. We're currently exploring the feasibility of a variety of alternatives.

See page 21 to learn more about our alternative fuel strategy.



Download our
Supply Chain fact sheet.



Social

We're committed to being a force for good for our employees, guests, and destination communities.

No business is an island, but it's especially true of Royal Caribbean Group. From our employees to our guests to the destinations we visit on our cruises, we have millions of opportunities to make a difference in people's lives. We seize on those opportunities with investments and initiatives to improve lives and strengthen communities.

We champion a creative, collaborative culture that attracts people with diverse backgrounds and perspectives. We invest in programs to create better futures in our destination communities, such as funding STEM-based education in Haiti and small business incubators in the Bahamas.





SOCIAL

Our Guests

We go above and beyond to create a safe, healthy environment for guests and provide unforgettable cruise experiences.

People of all ages choose to sail the world with us—and we owe it to them to make their trips as relaxing, safe, and healthy as possible. We reward their trust and loyalty by continually raising the bar in health and safety, data privacy, and other areas central to our guests' wellbeing and satisfaction. In 2021, this included a rigorous push to enhance health and safety protocols as we returned to service amid the COVID-19 pandemic.





SOCIAL

Interview With Our Global Head of Public Health

We spoke with Dr. Calvin Johnson, Royal Caribbean Group's Chief Medical Officer, about re-turning to service, the rigorous protocols in place onboard, and what lies ahead.

**Q: Did a vaccinated population support Royal Caribbean Group's return to sailing?**

A: We said from the beginning that we would return to sailing when we felt we could do it safely. Through our work with the Healthy Sail Panel and through government and industry collaborations, we put a set of rigorous protocols in place to make cruising one of the safest vacation experiences.

Vaccines certainly provided another layer of protection for both our crew and our guests, but this virus requires constant adaptation on our part to address what we are seeing in terms of risk of infection risk, early detection, and practices to effectively contain and control it.

Constant adaption fits right in line with Royal Caribbean Group's mantra of continuous improvement. We have had to continuously innovate, test better, and position ourselves for a safe and healthy future.

Q: How was the Healthy Sail Panel and its recommendations a game-changer for the industry?

A: Before returning to service in June 2021, we applied the best available science, technology, engineering, and public health principles to make a range of improvements. These were informed by our Healthy Sail Panel and leading expert recommendations.

The panel helped elevate our work and provided confidence in the level of rigor we were dedicating to achieving a successful and healthy return to service.

I think back to when I first joined the company and attended my first Healthy Sail Panel meeting. The

emphasis was how to get back to sailing, which saw the birth of 74 recommendations by the panel.

Our teams then took those recommendations and put them into real practice with one goal in mind—to keep our crew and guests healthy and safe. There definitely have been learning curves, but we have put the ideas, actions, and expert advice into protocols and practice, and as we've continued to learn, we've adjusted and modified as necessary.

Q: How has your team evolved amidst the pandemic?

A: Already state-of-the-art prior to the pandemic, we reevaluated our entire health and safety infrastructure, including equipment, personnel, facilities, policies, and practices to make sure we have the right setup on each ship.

Our facilities were upgraded with new point-of-care (POC) onboard laboratory testing capabilities, hospital-grade ventilators, cardiac monitors, central oxygen systems, nebulizers, and other critical care equipment to provide appropriate assessment, diagnosis, care, and support for severe cases of COVID-19 or COVID-like illnesses.

We also created dedicated care zones on our ships, including a Controlled Care Center for the management of infectious diseases. Each care zone is equipped with its own entrance, critical care beds, restrooms, and laboratory.

Q: How do you take care of thousands of crew members?

A: With an employee population largely at sea, we are the primary care givers at any one time for upwards of

77,000, crew members. We maintain medical records on each crew member, which includes assessments, laboratory results, imaging studies, and other information from periodic physical exams and episodic visits, as needed. Our doctors, nurses, and other members of our shipboard health teams operate regular clinic hours and respond to urgent and emergent issues, as well.

Q: What are you most proud of this past year?

A: Our healthy return to cruising, which was possible because of our people, our protocols, and our perseverance. In 2021, we carried 1.1 million guests with 1,745 cases of COVID-19 reported—a positivity rate of 0.162%. The vast majority of those cases had no symptoms or only mild symptoms, with only 41 people needing hospitalization. These figures are a result of almost everyone onboard having been vaccinated, having a negative test before boarding, and adhering to the protocols we put into place.

I am extremely proud of our crew members and our shipboard leadership. They endured multiple rounds of isolation and/or quarantine, thousands of invasive tests, and other public health interventions causing them to change their behaviors and often innovate ways to get their jobs done. And when it was time to welcome back guests, they were ready with great attitudes and big smiles. They have been amazing through this pandemic.

We also navigated through the ever-evolving information on the Omicron variant, and while our case count spiked, the level of severity was significantly milder. We will remain nimble and in constant contact with health authorities.

Additionally, we are setting guards in place to validate our evidence-based approach. In 2021, we became the first cruise company to embrace a Certification in Infection Prevention-Maritime (CIP-M), which has since been adopted by a range of cruise and cargo lines. The certificate verifies that a company maintains detailed operational plans and activities to prevent, control, and mitigate infection risk.

Q: You joined Royal Caribbean Group during the pandemic—what are other aspects of your role that we haven't talked about?

A: Daily we are ensuring the delivery of quality care to crew and guests. We also manage all aspects of crew health, including diagnosis, treatment, and disease management. This includes providing preventive care and strategies to improve and maintain crew members' health.

My team is also focused on infection prevention and control beyond COVID (respiratory, GI, and other infectious processes and risks. This includes maintaining public health through onboard inspections in food service areas, recreational water facilities, potable water sources, and other areas and aspects of ship and shipboard life that impact the health and wellbeing of crew and guests.

Q: In three words, what's it like working at Royal Caribbean?

A: Dynamic, stimulating, and challenging.



SOCIAL

HEALTH AND SAFETY

Safety First has been our mantra from the beginning, and we've long maintained some of the industry's most rigorous and thoughtful health and safety protocols. Whether at sea or on land, our goal is to keep our guests and employees out of harm's way and ensure that they're prepared in the event of an emergency or security incident.

In addition to maintaining state-of-the-art medical facilities and highly credentialed doctors, nurses and other medical professionals, our approach includes:

» Best practices from leading regulators and safety organizations

We adhere to such traditional maritime safety conventions as the Cruise Vessel Security and Safety Act (CVSSA) and the International Maritime Organization's Safety of Life at Sea (SOLAS). But we also implement innovative new practices that address vulnerabilities in our approach. For example, in 2015 we were the first corporation to receive RAINN certification, which provides a clear path for preventing and responding to sexual assaults.

» Emergency preparedness mechanisms

Our crew members drill regularly on fire, evacuation, and medical emergencies, and all guests must participate in a safety Muster drill prior to departure. In 2021, we invented an entirely new approach to delivering safety information to our guests with our eMuster 2.0 technology. eMuster makes key elements of our safety drill available to guests via their mobile devices and stateroom TVs. Select ships are also outfitted with Safety Command Centers, which strengthen a crew's ability to respond to unfolding navigation emergencies.

» Safety-oriented technologies

We continue to upgrade our ships with new technologies to ensure guest safety. For example, we maintain technologies that allow us to locate guests when needed and assist in contact tracing should a guest test positive for COVID-19. Our security guards wear body cameras for the protection of our guests and crew.

The COVID-19 Reset

The severity of COVID-19 required us to take our existing health and safety measures to the next level. Starting in 2020 and continuing into 2021, we've gone above and beyond to keep guests and crew members safe today *and* prepare for the possibility of future outbreaks.

Shortly after suspending our global operations in 2020, we partnered with others in our industry to commission a Healthy Sail Panel composed of 11 global experts in infectious diseases, public health, biosecurity, hospitality, and maritime operations. Our work together helped us develop a science-based plan for a safe and healthy return to cruising.

In executing the plan, we reevaluated our entire health and safety infrastructure—including our equipment, personnel, facilities, policies, and practices—to make sure we have the right setup on each ship. We continually reevaluate these setups as new information on COVID-19 variants or other infectious diseases arise.

Before returning to service, we applied the best available science, technology, engineering, and public health principles to make a range of improvements:

» New mitigation tools and strategies

Currently, all guests 12 and older must present proof of COVID-19 vaccination before boarding day. In addition, we offer COVID-19 testing onboard, and medical staff available to visit staterooms to prevent potential spread. We evaluate these policies based on applicable health guidelines, and they are subject to change in the future.

» Improved ventilation

Released in February 2021, an independent study by the University of Nebraska Medical Center and the National Strategic Research Institute concluded that our existing HVAC systems and air management effectively prevented the transmission of aerosol particles between guest and crew staterooms, lounges, and other public spaces. Nevertheless, we incorporated additional layers of protection to further minimize the possibility of spread. This included adjusting shipboard settings to allow for maximum air changes per hour—12 times for each stateroom and 15 to 20 for public spaces—and upgrading to MERV (Minimum Efficiency Reporting Value) 13 filters throughout the system.

» Upgraded medical facilities

Already state-of-the-art prior to the pandemic, our facilities were upgraded with new point-of-care (POC) onboard laboratory testing capabilities, hospital-grade ventilators, cardiac monitors, medical-grade oxygen delivery systems, nebulizers, and other critical care equipment to provide appropriate assessment, diagnosis, care, and support for severe cases of COVID-19 or COVID-like illnesses.

12x

Our HVAC systems change the air in each stateroom the maximum **12 times per hour** and the air **in public spaces 15 to 20 times per hour**.





SOCIAL

» Dedicated care zones

We created dedicated care zones on our ships, including a Controlled Care Center for the management of infectious diseases. This gives other patients peace of mind that they're physically separated from patients that may have a contagious disease during treatment. Each care zone is equipped with its own entrance, critical care beds, restrooms, and laboratory. We also have the ability to seal off the zones and create negative pressure environments, ensuring that infectious germs don't spread via the HVAC system in case of an outbreak.

To validate our evidence-based approach, in 2021 we collaborated with certification vendor Det Norske Veritas (DNV) to develop a Certification in Infection Prevention-Maritime (CIP-M). Through annual surveys and onboard and shoreside audits, DNV verifies that a company maintains detailed operational plans and activities to prevent, control, and mitigate infection risk based on standards and guidelines set by the Centers for Disease Control and Prevention (CDC), World Health Organization (WHO), and U.S. Occupational Health and Safety Administration (OSHA). Royal Caribbean Group was the first cruise company to embrace CIP-M, which has since been adopted by a range of cruise and cargo lines. Our protocols are also geared to prevent other infectious diseases, such as the flu and gastrointestinal illnesses (GI).

Royal Caribbean Group protocols, including our vaccine requirements, monitoring and testing practices, ventilation enhancements, and other health initiatives, exceed those required in other public spaces.

Even with these successes, new challenges sometimes present themselves. The highly contagious Omicron variant that appeared in late 2021, for example, caused us to cancel or delay several cruises. We address these challenges by taking extra precautions and pushing ourselves to do even better.

TOP COVID-19 FOCUS AREAS



Testing



Screening



Exposure reduction



Download our
Health, Safety, and Security
fact sheet.



SOCIAL

DATA PRIVACY AND CYBERSECURITY

Guests using our services trust us with their information, and we are committed to protecting their privacy and personal data in every interaction. Our [Privacy Policy](#) describes the information we collect, how we use it, and the measures we take to protect our guests' information.

We govern our data practices through the lens of data privacy to ensure compliance with global and local regulations, and through the lens of cybersecurity for data protection purposes. Several layers of governance exist, including administrative, technical, and physical controls and organizational oversight through executive management and the Audit Committee on our Board of Directors.

Our cybersecurity and privacy governance model is focused on the confidentiality, integrity, availability, and proper use of consumer data. This includes administrative controls such as policies, standards, procedures, and resiliency and recovery plans; technical controls such as encryption, access measures, vulnerability and patch management, security threat detection, and automated remediation tools; and physical controls such as CCTV, security guards, electronic access systems, and high-tier data centers.

Our internal cybersecurity professionals leverage the National Institute of Science and Technology (NIST) cybersecurity framework and input from third-party experts to define our program, our progress, and required changes based on an evolving external landscape and the risks most relevant to our business. Our Audit Committee receives regular updates on the risks, initiatives, and status of our cybersecurity program from our Chief Information Security Officer, internal and external audit teams, and third-party reports that we proactively seek.

CUSTOMER SATISFACTION

We continuously strive to enhance the guest experience and provide the best vacations possible. One way we deliver on this is through our Global Post Cruise Guest Feedback Program. Since 2014, we have collected, analyzed, and taken action on survey feedback from nearly 9.5 million guests across 107 countries in 13 different languages.

At the conclusion of a cruise, each guest receives a survey covering all aspects of the guest experience, including boarding, dining, entertainment, and debarkation. Guests have seven days to complete the survey, and responses are collected and shared in real time for the entire organization and fleet to view.

Royal Caribbean Group has some of the most engaged guests in the travel industry. Over 60% of our guests completed the survey in 2021, more than twice the average industry response rate. More than 90% of guests who respond leave a detailed comment about their experience.

Guest feedback is engrained in the culture at Royal Caribbean Group. Every employee from shipboard crew members to our CEO is given real-time access to the feedback after each sailing. Our employees logged in more than 300,000 times in 2021 to analyze ratings, read guest comments, and act when necessary. Thanks to the efforts of this program and our dedicated crew, we have increased our key performance metrics by 30% since 2014.

CRUISE WITH CONFIDENCE POLICY

Tourism plummeted in the early days of COVID-19, as travelers were understandably nervous about traveling in close quarters with other people. In 2020 and 2021, we addressed those concerns with our [Cruise with Confidence policy](#). Under the policy, guests were allowed to cancel cruises as late as two days before departure and receive full credit for their fare for future sailings. The decision put more control in our guests' hands during an uncertain time, helping ease concerns for already booked guests and foster confidence for those booking ahead.

>60%

More than 60% of our guests completed our post-cruise feedback survey in 2021, more than twice the average response rate in the travel industry.





SOCIAL

RESPONSIBLE TOURISM

At its core, tourism depends on the beauty of the environment and the vibrancy of local culture. We make a special effort to do no harm to the destinations we visit, so our guests can admire their charms for generations to come. We do this by working with local governments, tourism businesses, communities, and our guests to respect and protect the places we love.

We deepened our commitment to responsible tourism in 2016, when we set a goal to offer our guests 1,000 destination tours certified by the Global Sustainable Tourism Council (GSTC) by 2020—an outcome of our partnership with WWF.

GTSC-certified tour operators agree to protect the overall health of destinations, preserve local heritage, maximize social and economic benefits to the community, and reduce negative impacts to the environment from travel-related waste. For us, GSTC certification enables us to align our sustainability philosophy with the practices of our third-party tour operators.

By 2021, we had more than doubled our 2020 goal, with 2,000-plus GSTC-certified tours available to guests. Moving forward, we plan to continue making GSTC certification a centerpiece of our responsible tourism efforts, including our own private Perfect Day at CocoCay destination.

2,000+

We protect destinations by offering **more than 2,000 GSTC-certified sustainable tours** around the world.





SOCIAL



84,700

Employees in 2021

77,000 crew members
6,000 shoreside employees



130+

Countries

Our employees represent 60%
of the world's nationalities.



Our Team

Taking care of our people is essential to running a good business, which is why we champion a strong, inclusive, employee-focused culture.

Each day, our employees go above and beyond to deliver exceptional vacation experiences to our guests. But in the past two years, we've asked them to do even more. Our team's spirit carried us through our suspension of global operations in 2020 and the first half of 2021—and they were indispensable in keeping our business running and making our ships safe enough for guests to return. We show our appreciation wherever possible, including giving employees random “surprise and delight” days off in 2021 as a gesture of thanks from our then CEO.

To build the best possible team, we nurture a diverse, dynamic culture that reinforces collaboration, passion, and innovation. In 2021, our workplace priorities included building a safe and inclusive environment for all employees, as well as enhancing our world-class benefits and workforce protections.





SOCIAL

Interview With Our Chief Human Resources Officer

We chatted with Amy Alexy, Royal Caribbean Group's Chief Human Resources Officer, on returning to the office, employee wellbeing, and our 2021 successes.



Q: We returned to sailing and our shoreside offices in 2021. What were some of the challenges that undertaking posed? What were some of the successes?

A: Our focus has been on the overall wellness of our employees and helping them be their best. We developed a set of guiding principles, applicable at home and at work, which we named **CARE**:

- **Connection**—Develop an open and inclusive work environment through a culture of conversations that connect.
- **Agility**—Enable our people at all levels to practice a nimble, continuous improvement approach toward their responsibilities.
- **Resilience**—Empower our people to withstand and thrive in an ever-changing environment.
- **Energy**—Fuel our people with steady, sustained, and positive energy that can meet and exceed the demands of the business

One of our biggest challenges was ensuring all our crew were vaccinated and healthy. We worked with partners on the ground to offer vaccinations to employees around the world. We have vaccinated thousands of our shipboard and shoreside employees and offered free testing for employees and their families.

Without a doubt, our biggest success and inspiration were our people and their passion to deliver the best vacation experiences, responsibly.

Q: Mental health played a pivotal role throughout the pandemic. How are you ensuring the right programs are in place for our employees, and how are you encouraging employees to leverage them?

A: Mental health is so often overlooked, but it has always been important to human wellbeing. The pandemic made it more evident to put into practice daily. We are always looking to enhance or evolve our approach so that we can provide our employees with the resources they need quickly and easily.

Our Employee Assistance Program, for example, provides 24-hour access to free counseling to address problems such as marital or family conflicts, stress, alcohol, or drug abuse. These benefits are also extended to immediate family members.

I also am especially proud of the work our teams did to develop and launch an industry-leading Depression Awareness and Suicide prevention program to all shipboard crew members during a time when mental health concerns were on the rise.

Q: We have employees around the world living, working, and collaborating. What is the secret to that success?

A: Each day, our employees go above and beyond to deliver exceptional vacations to our guests. It's that

diverse pool of employees, with their unique experiences and perspectives, that drives our success.

Our onboard crew represent over 130 nationalities. We support them by promoting a work environment that reinforces collaboration, motivation, and innovation. We believe that a strong employee-focused culture is essential to good business.

Most of our ships also have dedicated Human Resource Officers who help cultivate inclusive environments where cultural differences are appreciated and celebrated.

Q: Cruises bring people together from all walks of life. Do you feel it's important that your employee base echoes that reality?

A: 100%. Our business is built on enabling people to meet others, explore different places, and experience other cultures. We aim to spark curiosity and appreciation for others. We listen, we learn, and we take action to be better every day.

For example, employee resource groups are an incredible avenue to keep a pulse on issues important to our employees. In addition to being a powerful forum for employees, Employee Resource Groups are also active within their local communities around the globe.

We are also focused on changing the role of women in the maritime field. Our Celebrity Cruises brand has made impressive leaps in this area—women now account for 32% of the brand's bridge officers.

Q: What are you most proud of this past year with respect to the employee offerings at Royal Caribbean Group?

A: Our team is always exploring ways to enhance our full benefits package, but this year we took a stance on a few key issues of critical importance that I'm especially proud of:

- We implemented a living wage for all U.S. employees, and we're working on similar policies globally.
- We included ESG targets within our long-term incentive program.
- We completed a comprehensive pay review for our U.S. workers in partnership with an independent third-party consulting firm.
- We expanded our parental leave policies to provide all full-time U.S. shoreside employees 12 weeks of paid maternal, paternal, and adoption leave, with the option for additional unpaid time off.
- Consistent with previous years, we continued to offer gender affirmation surgery benefit coverage.

Q: In three words, what's it like working at Royal Caribbean?

A: Fun, rewarding, and inclusive.



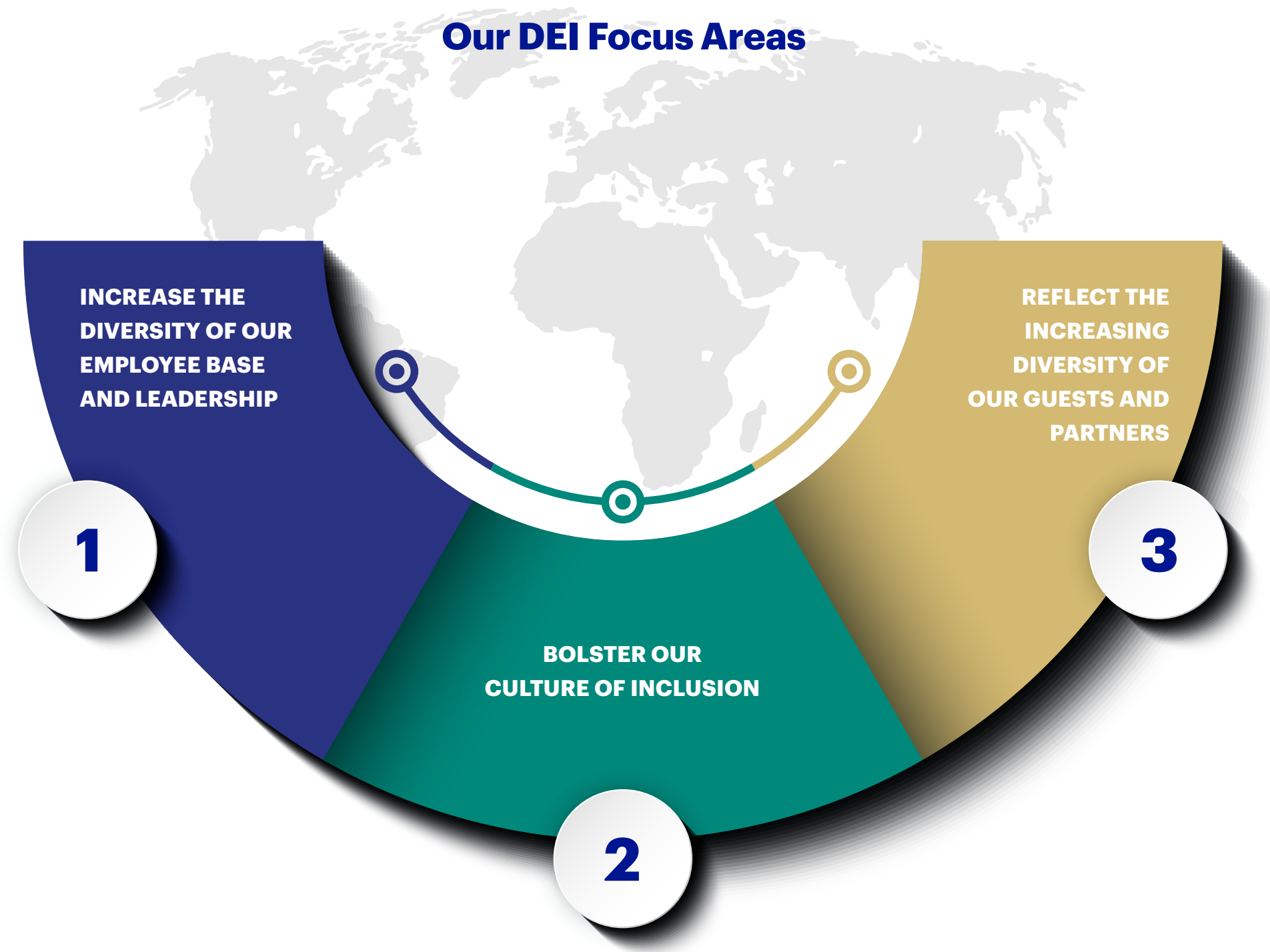
SOCIAL

DIVERSITY, EQUITY & INCLUSION (DEI)

Our unwavering commitment to diversity, equity, and inclusion (DEI) is the cornerstone of our success and future. Studies show that organizations with strong DEI initiatives, practices, and cultures attract and retain the best talent and spur higher levels of innovation. We believe Royal Caribbean Group should accurately reflect the world we explore, so we strive to attract talented professionals from a diversity of backgrounds, experiences, and perspectives.

Our DEI strategy has three areas of focus:

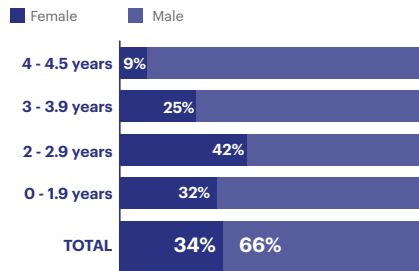
- 1. Increase the diversity of our employee base and leadership** by sourcing from a wider, more diverse pool of talent. This includes increasing the transparency of our reporting and the impact of our recruiting and retention efforts.
- 2. Bolster our culture of inclusion** by empowering each team member to bring their full and authentic self to work. Priorities include developing DEI accountability at the executive level, increasing our DEI learning opportunities, and championing employee resource groups.
- 3. Reflect the increasing diversity of our guests and partners** with DEI initiatives they truly value. Proposed initiatives include accelerating our most promising DEI efforts to specific markets, developing a formal supplier diversity program, and continuing to evolve our social media strategy.



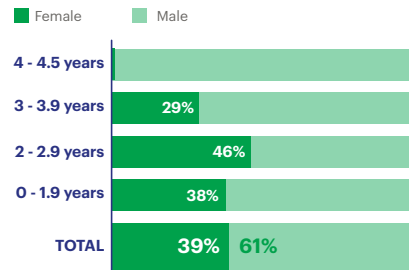


SOCIAL

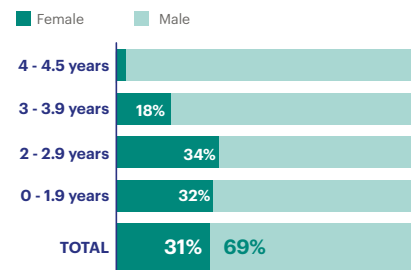
GENDER PERCENTAGES
NORTH AMERICA, CENTRAL AMERICA & CARIBBEAN



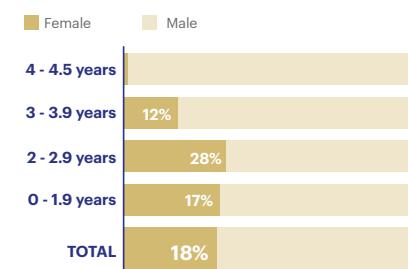
GENDER PERCENTAGES
SOUTH AMERICA



GENDER PERCENTAGES
EUROPE, MIDDLE EAST & AFRICA



GENDER PERCENTAGES
ASIA, AUSTRALIA & OCEANIA



9,934
employees

3,792
employees

16,508
employees

47,031
employees

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

CEO Action for Diversity & Inclusion

Creating a diverse, equitable, and inclusive workforce requires active participation from everyone in the company—from executive leadership to individual employees. In 2021, our then CEO signaled leadership commitment to our diversity initiatives by signing the CEO Action for Diversity & Inclusion pledge. In so doing, he joined a coalition of 2,000 business leaders committed to advancing diversity and inclusion in the workplace.

Signatories pledge to cultivate environments that support open dialogue on complex—and often difficult—conversations around DEI topics. Members also agree to share best-known DEI programs and initiatives, implement and expand unconscious bias education and training, and engage their Boards of Directors on DEI strategies.

Attracting Diverse Candidates

We are committed to maintaining diverse candidate slates, which give our hiring managers the opportunity to continue building diverse teams across our company.

To further broaden our talent pipeline, we inaugurated a new Search for Excellence and Adventure University (SEA-U) internship program in 2021, with a strong focus on Historically Black Colleges and Universities (HBCU) and Hispanic Serving Institutions (HSI). The 11-week paid program will empower interns to enrich their skills and explore innovations in areas like technology, finance, digital, marketing, design, analytics, procurement, and human resources. SEA-U summer interns will also have opportunities to visit our ships, participate in community projects, and meet Royal Caribbean Group executives. We started recruiting for the program in 2021, with the first internships set to occur in 2022.

DEI TRAINING

96%

of our shoreside workforce
completed unconscious
bias training

DEI Learning

In addition to targeted efforts to attract diverse talent, being an employer of choice requires creating an environment where our employees can excel in a safe space. We strive to ensure that our employees are culturally competent, treated with respect, and have equitable access to resources.

To help foster this environment, we ask our employees to complete DEI unconscious bias training. The learnings are designed to help leaders and employees overcome the biases and preconceptions that can negatively impact recruitment, hiring, and day-to-day interactions. In 2021, 96% of our shoreside workforce completed unconscious bias training.



SOCIAL

Board of Directors

14%
people of color

21%
women

Board and Leadership Diversity

Our 14-member Board of Directors included two people of color (14%) and three women (21%) in 2021. On our executive leadership team, women represent 43% of the team and people of color represent 31%. Moving forward, we're committed to increasing the gender and racial/ethnic diversity of our Board and leadership team, with a particular focus on increasing representation in our Executive Committee.

Shoreside Diversity

Our shoreside teams are exceptionally diverse, with numbers that exceed the averages in DiversityInc's Top 50 Companies for Diversity list. In 2021, women represented 58% of our shoreside employees in the U.S. and 48% of our international shoreside employees. DiversityInc recognized us as a noteworthy company on its Top 50 List. We were also recognized on the *Forbes* 2021 Best Employers for Diversity and the Disability Equality Index 2021 Best Places to Work lists.

Shipboard Diversity

Our shipboard workforce comes from over 130 countries. Most of our crew comes from the Philippines, India, Indonesia, and other Asian countries. In 2021, we continued working to expand the overall diversity of our crew by recruiting more assertively in other regions. While we have no formal targets for crew diversity, our goal is to host a broad representation of cultures, backgrounds, and experiences on our ships.

Executive Leadership Team (reporting to the CEO)

31%
people of color

43%
women

Advancing shipboard gender diversity is also an important area of focus at Royal Caribbean Group. For example, in 2015 Celebrity Cruises Captain Kate McCue became the first American female cruise ship captain. A few years later, our revolutionary *Celebrity Edge* ship commemorated International Women's Day on March 8, 2020, with the first sailing of an all-female bridge and officer team. On June 26, 2021, Captain McCue led the *Celebrity* fleet—and the industry—back into operation on *Celebrity Edge*, the first cruise ship to sail with guests from a U.S. port in more than a year due to the COVID-19 pandemic.

Pay Equity

Closing the gender and racial pay gap is both the right thing to do and good business. Studies show that pay equity can increase innovation and spur productivity by improving team morale. Fair pay can also attract better talent and reduce turnover. In the process, it can introduce more diversity into executive and leadership teams simply by motivating diverse talent to remain with a company.

Royal Caribbean Group recently completed a comprehensive pay review of shoreside U.S. workers. We partnered with an independent third-party consulting firm to perform the pay equity evaluation, seeking to identify statistically significant disparities within groups based on gender and race/ethnicity. When looking at the workforce and accounting for



typical factors that impact pay, women are paid 99.98% of what men are paid at Royal Caribbean Group. We are committed to regular compensation reviews and to making recommended adjustments as needed.

EMPLOYEE HEALTH, SAFETY, AND WELLNESS

In the early days of the COVID-19 pandemic, our employee health and safety efforts revolved around preventing serious illness and safely returning crew members to their home countries. With the advent of vaccines and other preventative measures, we were able to reopen our offices and return our ships to service equipped with tools to protect our employees' physical health.

Throughout 2021, we continued to strengthen our COVID-related health and safety protocols for employees. Strategies include:

» COVID-19 vaccines

Currently, all Royal Caribbean Group crew members working our ships are required to be vaccinated against COVID-19, which we believe is essential for protecting employees, their loved ones, and our

guests. As cruising resumed in 2021, we worked with regional partners to offer vaccinations to employees. This was especially critical in countries where the vaccine was not readily available, such as the Philippines and Indonesia. We returned 37,000 crew from various countries and made vaccines available to all returning crew members. By the end of 2021, we operated 85% of our fleet's capacity, with 100% vaccinated crew back on board. We continually evaluate requirements based on applicable health guidelines. Our policies may change in the future.

» COVID-19 tests

Royal Caribbean Group provides free COVID-19 tests to shoreside employees as needed based on testing protocols. These tests played an integral role in keeping our employees safe as they returned to our offices.

» Enhanced cleaning procedures

Our ships and shoreside facilities feature new hygiene and sanitation protocols and processes to protect employees and guests. These protocols help prevent transmission of other diseases as well.



SOCIAL

Mental Wellness

Recognizing the extraordinary emotional toll of COVID-19 on our employees, we strengthened our mental wellness program throughout 2020 and 2021 to better serve our employees' mental health needs. Our employee assistance program (EAP) is the centerpiece of our efforts, offering best-in-class, 24/7 counseling support.

Our mental wellness program includes:

» Free consultations and personalized resources

Using the LifeWorks app, employees can access several free confidential consultations per year over the phone, video, or in person. Employees also have access to the LifeWorks CareNow service, which offers individual health and creates personalized recommendations, tips, and resources based on the results.

» Eight dimensions of wellbeing

Resources supporting all eight dimensions of wellbeing are available on our intranet Homeport. Content is routinely refreshed and vetted to ensure employees are getting the best available support. Our Homeport Wellbeing Shipboard portal offers similar resources to meet crew member-specific needs. The eight dimensions are:

- Physical
- Emotional
- Social
- Intellectual
- Occupational
- Financial
- Environmental
- Spiritual

» TeleDoc access

Employees enrolled in our medical plan can speak to mental health professionals by phone or video using TeleDoc. The virtual platform is commonly used by psychiatrists, psychologists, licensed counselors, and therapists in lieu of in-person appointments.

» Free information from Health Advocate

Our Health Advocate EAP program is offered to all employees, domestic partners, children, parents, and in-laws at no cost regardless of whether they're enrolled in our health plan. Users can search for counselors or psychiatrists or gain access to trusted information on virtually any health topic.

Injuries and Incidents

Injury rates for crew members on a ship are not comparable to injury rates in most other professions, as crew members are on our premises 24 hours per day for the entirety of a cruise. Every injury counts as a work injury no matter when or where it occurs. We provide medical care and coverage for all crew members who suffer any kind of injury or illness while onboard and/or under contract. The coverage is provided from the moment crew members leave their homes to join the vessel until the moment they return home.

48,072

Our team processed 48,072 applications this year.

\$21m

We granted \$21 million in **relief funds across 78 countries.**



RCL Cares Keeps Crew Members Afloat in Tough Times

When we made the difficult decision to suspend operations in March of 2020, many of our crew members arrived home without steady incomes—and little idea for when their jobs would return. Many lost their homes, faced hospitalization, or had to cope with the death of family members.

To help cushion the blow, we created the RCL Cares program, which included a special relief fund for crew members severely impacted by COVID-19. In 2020 and 2021, the fund distributed a total of \$21 million to 33,000 employees from 78 countries. The funds helped families pay rent and keep food on the table until our ships were up and running again.

In addition to supporting our employees, the RCL Cares program also provided grants to our travel partners and cruise-dependent communities impacted by the COVID-19 pandemic in 2020 and 2021.

“Thank you for taking care of us, your crew members. We will be back soon.”

—Daryl Jude

“You indeed put a big smile on our faces. We are going to have a shelter once again. I cried tears of joy when I saw my account loaded with the fund. Thank you!”

—Consolata



SOCIAL



COMPENSATION AND BENEFITS

To help us attract and retain top talent, we maintain a world-class compensation and benefits package that's among the most generous in our industry. As a DEI advocate, we recognize the need to provide benefits that sometimes arise as our society changes and employee needs evolve. Our transgender care policy, for example, addresses the lack of equitable care in the transgender community by including coverage for gender affirmation surgery.

Employee Benefits

We maintain a world-class benefits package that recognizes the value of our employees. Our benefits contribute to our recognition as a 2021 top employer by *Forbes* and Glassdoor.

Highlights of our shoreside benefits package include:

- Medical, dental, and vision insurance
- Flexible Spending Accounts (FSA)
- Health Savings Accounts (HSAs)
- Domestic partner benefits
- Long- and short-term disability
- Employee vacation/PTO
- Free onsite clinic
- Diabetes management system
- Life insurance policies for spouses and dependents
- Benefit eligibility for part-time employees
- Onsite childcare at our corporate office in Miami
- Pet insurance
- 401K with Roth IRA retirement contributions
- Tuition reimbursement for MBA program (\$10,000 per year) and undergrad (\$6,000 per year)

Our shipboard employees work with us for specified contract periods and are also eligible for benefits. These include medical coverage for the duration of the contract and access to a range of onboard amenities and services that vary by staff ranking and position. Eligible officers have access to year-round medical coverage under a group plan at their discretion.

Expanded Benefits

Our human resources department continually listens to our employees so we can better understand the opportunities we have to contribute to their health and wellbeing. In many cases, we adjust our benefits to reflect their needs and desires—and to make Royal Caribbean Group a better place to work.

In 2015, we expanded our benefit package to include the transgender community. The benefits ensure culturally appropriate, knowledgeable primary care from medical professionals familiar with transgender topics, along with access to gender-specific care, therapy, and mental health resources. We also offer coverage for gender affirmation surgery.

In addition, we expanded our parental leave policies to provide all full-time U.S. shoreside employees 12 weeks of paid maternal, paternal, and adoption leave, with the option for additional unpaid time off.

Living Wage

As the cost of living increases in many of our communities, wages don't always follow. We believe that every employee should earn enough to live comfortably, which is why we established a minimum hourly wage of \$17.75 for all U.S. employees. The wage is based on the hourly rate for two working adults with one child in the Miami area, according to the MIT Living Wage Calculator. We're working on similar policies for global shipboard and shoreside employees.

In addition to being the right thing to do for our employees, we believe the policy will pay dividends in recruiting and retention.

12

We offer **12 weeks of paid maternity, paternity, and adoption leave** for U.S. shoreside employees with newborns or recently adopted children.



SOCIAL

EMPLOYEE ENGAGEMENT

Listening to and acting on employee feedback is critical to our business. Our employees are our most direct line to guests, and many have unique insights and ideas to improve our culture and guest experience. Listening to their concerns has been especially important as we've pivoted our business to navigate the COVID-19 pandemic.

Our listening strategy includes quarterly pulse surveys on the engagement of shipboard and shoreside employees.

For these surveys, we define shipboard engagement as agreeing with two statements:

- "I am proud to work for Royal Caribbean Group."
- "I would recommend Royal Caribbean Group as a great place to work."

We define shoreside engagement as also agreeing with a third statement:

- "Royal Caribbean Group motivates me to go above and beyond what is required in my job."

In 2021, our full-year engagement level for our shipboard employees was 95%. For our shoreside employees, it was 86%. Both numbers far exceed external global benchmarks on employee engagement.

LEARNING AND PROFESSIONAL DEVELOPMENT

We offer a variety of learning and development programs to educate employees, encourage innovation, and help people grow in their careers. Highlights of our 2021 programs include:

» RCL University

Our workforce participated in learning solutions through our RCL University online platform in 2021, investing approximately 620,000 hours total. The programs covered topics such as ethics, compliance, safety and security, professional development, and leadership skills. In total, our workforce completed more than 400,000 courses within our learning management systems.

» Lead with Impact

We created and launched an innovative Lead with Impact program to help prepare and support shipboard leaders as they guided their onboard teams through Royal Caribbean's return to service. The program included one-on-one sessions with in-house coaches for the senior leaders on each ship. As of the end of 2021, over 400 one-on-one sessions were completed, representing more than 1,000 hours of personalized development from our senior leaders.



Download our
Workplace Culture
fact sheet.

95% & 86%

Percentage of shipboard and shoreside employees respectively who report **being fully engaged in 2021.**





SOCIAL

Achievements and Awards





SOCIAL

Human Rights

We are committed to respecting human rights and maintaining ethical labor practices in our business operations and throughout our value chain.



At Royal Caribbean Group, we recognize and embrace our responsibility—alongside that of governments and domestic and international organizations—to respect, uphold, and promote internationally recognized human rights standards as set out in the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the principles concerning fundamental rights in the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.

We also place a high priority on conducting business in accordance with the highest standards of business ethics, core labor principles, and general treatment of the people in our workplace. We expect our business partners and suppliers to do likewise.

Our respect for human rights is enshrined in our [Code of Business Conduct and Ethics](#), which is underpinned by a robust suite of corporate policies and procedures. Notable among them are our:

- [Human Rights Statement](#)
- [Supplier Guiding Principles](#)
- [Aware Compliance and Ethics program](#)
- [Modern Slavery Statement](#)
- Trainings that include human rights contents

Among the most important expressions of our respect for human rights is how we manage our crew members. We employ a Safety & Quality Management system (SQM) to standardize operations on vessels across our Royal Caribbean International, Celebrity Cruises, and Silversea Cruises brands. SQM ensures continuous compliance with laws, regulations, requirements, and commitments applicable to the vessels and our shipboard workforce, including the Maritime Labour Convention 2006 (MLC)—an International Labor

Organization convention—and the laws and regulations of the vessel’s flag state. SQM is audited at varying intervals to ensure the system is working and relevant and to identify system improvements.

Our global workforce is employed in compliance with the laws and regulations of the jurisdictions in which they work. Our crew is largely represented by seafarers’ unions and employed under union-negotiated agreements that set forth comprehensive employment conditions consistent with and/or above the requirements of the MLC. These agreements are incorporated in part within our SQM.

All of our hiring partners are MLC certified and/or audited for MLC compliance by Royal Caribbean Group. Our Careers website includes a Hiring Partners page that refers potential candidates to our certified and approved hiring partners. Additional efforts are made by Royal Caribbean Group to ensure that our hiring partners are operating consistent with our Supplier Guiding Principles.

We also maintain and promote a “speak up” culture that encourages our global workforce to seek guidance and report issues or concerns, and provides several channels to do so. Managers receive specialized training to record employees’ questions, issues, and concerns and escalate when necessary. Our human resources department maintains dedicated shipboard and shoreside employees to address employee-related matters, including Human Resources Managers on each vessel. Employees can also report issues related to harassment and discrimination on our AWARE compliance and ethics hotline, available 24/7 by phone, email, and online.



SOCIAL

Our Communities

We're committed to making a difference in the communities we visit.

\$8.4m

We've **raised and donated \$8.4 million to WWF ocean conservation programs** since 2016.

We believe that for a business to thrive, it's not enough for us to be in a community. We need to be part of it. We're passionate about making a positive impact in the destinations we visit, whether it's protecting ocean habitats, creating educational opportunities, or providing critical funds and resources when disaster strikes.

Our philanthropic efforts and investments in this category span three broad categories: Ocean conservation, educating future generations, and championing local communities.

OCEAN CONSERVATION

Oceans serve as passageways to the world's most beautiful places, and we're proud to share these journeys with our guests. But oceans are also a bellwether for the planet's health. As climate change and plastics continue to wreak havoc on ocean habitats, we see it as our privilege and responsibility to protect them.

We support efforts to restore and maintain a healthy marine environment, minimize the impact of human activity on the oceans, and promote awareness of ocean and coastal issues among our guests, crew, and the communities we serve. We do so through a variety of programs, including our signature partnership with WWF and our long-standing relationship with the University of Miami's Rosenstiel School of Marine and Atmospheric Science (RSMAS).

Protecting Whale Sharks in the Philippines

Whale sharks are the largest fish in the sea—and easily among the most majestic. Unfortunately, their global population is still considered endangered due to fishing, fatal injuries from boat propellers, and other threats. In 2021, we continued partnering with WWF to protect these gentle giants in the Philippines, where large numbers of whale sharks congregate due to high levels of plankton found in the water.

With support from Royal Caribbean Group, a team of volunteer citizen scientists conducted an annual population survey of whale sharks in the region. In total, the team spotted 58 whale sharks off the coast of Donsol—26 of which had never been seen in Donsol

before. Students and employee volunteers have in the past used satellite tags and sonar devices, and now rely on digital cameras to gather information on the whale sharks, part of an effort to build up the whale shark ecosystem with the help of the local community. Since the start of the program, the ocean region surrounding Donsol has been protected by new regulations and tourism has flourished, boosting the economy and quality of life for locals.

Slowing the Illegal Trade of Hawksbill Sea Turtles

2021 also saw the continuation of our partnership with WWF-Australia and the Australian Museum Research Institute on the "Surrender Your Shell" initiative. The program uses cutting-edge technology to extract DNA from tortoiseshell products in the Asia-Pacific region, which researchers use to track the products back to the turtles' nesting beach. In creating a "ShellBank" database, we can identify vulnerable turtle populations and work with local communities, governments, and the tourism industry on turtle protection initiatives.



SOCIAL



“It’s my hope that [guests] will leave convinced that ... this kind of oceanographic monitoring is very important—not just to their great grandchildren or their grandchildren, but to them right now.”

— Peter Ortner, Research Professor and Director Emeritus of the Cooperative Institute at the University of Miami

Expanding Climate Change Research to the Galápagos Islands

In 2000, Royal Caribbean International’s *Explorer of the Seas* became the first cruise ship outfitted with a comprehensive suite of oceanographic and meteorological instruments designed to track and research the effects of climate change. Part of the OceanScope program, the instruments provided real-time data on atmospheric and ocean conditions along the ship’s path to scientists at the University of Miami’s Rosenstiel School of Marine and Atmospheric Science (RSMAS).

Since then, more than 200 scientific publications and presentations have been based on OceanScope’s data, which is freely disseminated and accessible to the global community of scientists.

Now OceanScope is going where no climate-tracking ship has gone before—to the Galápagos Islands aboard the *Celebrity Flora*.

Celebrity Flora is tracking the unique intersection of the archipelago’s seven currents, gathering data critical to research predictions of El Niño and La Niña climate patterns. The ship is simultaneously measuring the Galápagos climate’s meteorological variables, water properties and temperature, and the partial pressure of CO₂—the key measurement to determine ocean acidification.

As the *Celebrity Flora* sails, onboard digital displays generate the data in real time, showing passengers the science behind the ecosystem. Alongside the naturalist presentations, the data displays help educate guests on the importance of both sustainable tourism and environmental conservation.

By understanding how the currents, ocean patterns, and climate change shape the islands’ development—and sharing the conservation experience with our guests—we hope to play a role in conserving the precious Galápagos ecosystem for years to come.

INVESTING IN EDUCATION

We sail to destinations around the world, including to regions where educational infrastructure is limited. As a company that firmly believes a good education can change lives, we leverage our relationships with governments, nonprofits, and other partners to support educational programs and schools in these communities. Many of our recent investments emphasize Science, Technology, Engineering, and Math (STEM)-based learning as an avenue for economic opportunity.

STEM Skills for a More Sustainable Bahamas

Launched in 2019 in the Bahamian capital of Nassau, our STEM for Oceans initiative is designed to instill a lifelong love of science and oceanography in students from underserved communities. Students ages 5 to 16 attend camp where they learn to operate underwater rovers, explore sea grass, learn about mega- and miniature fauna of the sea, and collaborate on solutions for the preservation of coastal habitats and ecosystems. In 2021, we advanced the program with a new grant to continue funding the camps and train local teachers, in partnership with the Pan American Development Foundation (PADF). The expanded program helped us reach an additional 400 students.

Expanding STEM to Assist Haitian Schools

In the aftermath of a 7.0-magnitude earthquake in 2010, we built L’Ecole Nouvelle, a 6,500-square-foot primary school in northern Haiti. With our support, the school continues to provide an education for 310 children in kindergarten through fifth grade, including classes in English and environmental stewardship. In late 2021, we approved funding to expand our STEM for Oceans program to Haiti following another devastating earthquake that wreaked havoc on the country’s educational system. The program will provide support, tools, technologies, and expertise to help Haitian students reclaim the school a year after the earthquake and two years of COVID-19 disruptions.

In addition to our STEM for Oceans camps, the program will promote safe outdoor learning activities that can easily be replicated at home and in schools. We’re also distributing books, pencils, crayons, and other learning aids, and providing group counseling sessions with experienced trauma therapists to help parents and teachers learn to communicate with children and build emotional resilience.

400

We reached an **additional 400 students with a new grant for our STEM for Oceans initiatives** in the Bahamas.

Students in the program learn skills to protect ocean habitats.

“ These STEM camps will provide an interactive and hands-on STEM educational experience that ensures students—especially girls—gain curiosity, knowledge, and practical skills for the 21st century.

Katie Taylor, Executive Director,
Pan American Development Foundation



SOCIAL



CHAMPIONING LOCAL COMMUNITIES

While it's critical for us to protect the environment and respect local cultures in the destinations we visit, we're also invested in the long-term vibrancy of local communities. They are our neighbors, and we're committed to our shared success. Our initiatives include providing disaster and COVID-19 relief, building community centers, and launching training programs to help area residents develop vocational skills.

We stay in close contact with our destination communities so we can understand the best way to support their needs.

Stepping Up When Disaster Strikes

During the COVID-19 pandemic, the pause in sailing put a financial strain on the entire cruising community, including destinations around the world. We launched our RCL Cares grant program in 2020 to help keep cruise-dependent communities, Royal Caribbean Group employees, and our travel agent partners afloat while the tourism trade was diminished. Continuing into 2021, the community branch of RCL Cares provided a total of \$6.2 million in grants across three areas: small-business grants, food, and wellbeing. Examples

include:

- "Road to Recovery" grants in Haitian communities following the 2021 earthquake, helping farmers, small merchants, and families cover their costs without going into deep cycles of debt
- Business/tour operator grants in the Caribbean and Alaska to help small businesses remain in operation and pursue new revenue streams
- Wellbeing grants in the South Pacific country of Vanuatu, including installing solar lights in community gathering spaces in Port Vila; facilitating school upgrades and beach cleanups on Lelepa Island; and providing new stalls, wash stations, and solar power for Mama's Markets, a women-run farmers market in Manples

Housing First Responders After the Florida Condo Collapse

The collapse of a 12-story condo in Surfside, Florida, in June of 2021 brought first responders from around the nation—and the world—to assist in rescue and recovery efforts. But finding lodging for the crews was a tall order during the Fourth of July weekend.

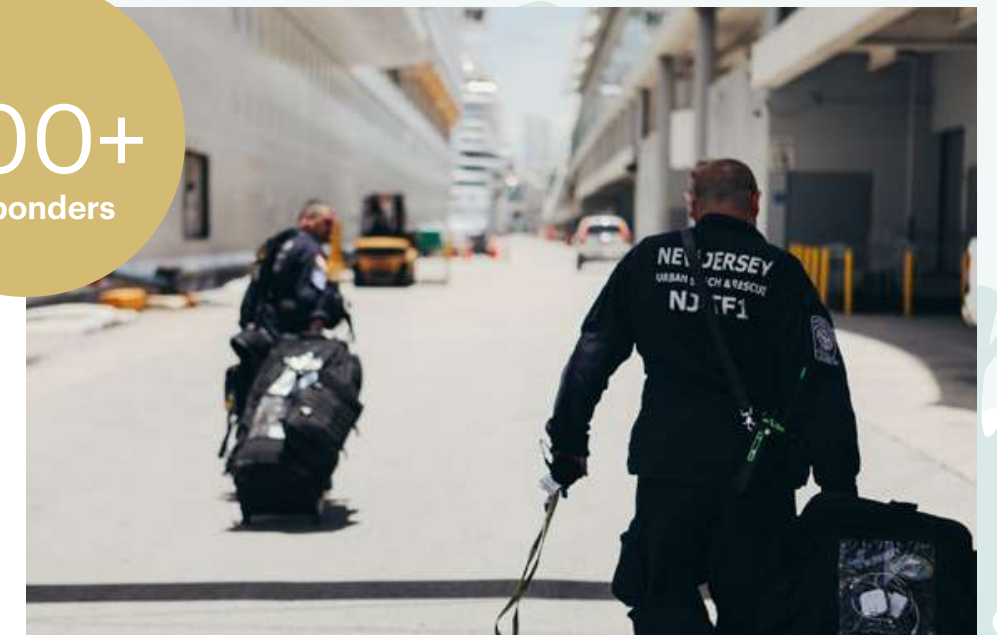
Because this disaster occurred in our hometown of Miami, we were able to act quickly, bringing Royal Caribbean International's *Explorer of the Seas* to the port within 24 hours to house the disaster relief crews. More than 600 responders took us up on the offer, getting meals and a comfortable place to stay for up to two weeks during their much-needed downtime. Service dogs were welcomed on the ship as well.

Deploying the ship within a day was a true team effort. In addition to gaining clearance from Governor Ron DeSantis's office, Miami-Dade County, the Centers for Disease Control, and U.S. Customs and Border Protection before making the trip, we had to staff the ship with enough crew members to accommodate our guests.

The situation was an example of leveraging our resources and outside-the-box thinking to support our communities.

600+
Responders

We provided a **comfortable place to stay** for more than 600 responders





SOCIAL



\$500,000

Our Royal Caribbean Program is **providing \$500,000 USD in grants and low-interest loans** to small businesses and entrepreneurs in the Bahamas.

Contest Adds Bahamian Sizzle to Our Ships

With the shared goal of giving Bahamian businesses a much-needed boost during the pandemic, we partnered with the Access Accelerator in 2021 on a program to bring Bahamian sizzle to our cuisine. The first of its kind in the Bahamas, the pilot gave local pepper and hot sauce entrepreneurs the opportunity to showcase their products on Royal Caribbean ships and properties.

Over the course of the year, Access Accelerator mentored entrepreneurs on various elements of growing and sustaining profitable businesses. The program reached a milestone onboard *Odyssey of the Seas* on November 17, 2021, when a contest was held to determine which hot sauce was the spiciest and tastiest of them all. Winner Cherelle Cartwright of Mama Sassy's Gourmet Foods will partner with Royal Caribbean to serve the sauces on our private island destination Perfect Day at CocoCay in the Bahamas.

Moving forward, we'd like to expand the program into agro-tourism. We're in conversations with stakeholders about the potential of agricultural-related shore excursion tours centered around local farming and processing practices, available to the one million Royal Caribbean guests who visit the Bahamas regularly.

Economic Empowerment at the Local Level

We encourage our guests to immerse themselves in the destinations we visit. Our guests are a major economic contributor, and we are working to find ways to support local entrepreneurs. From supply chain opportunities to supporting local artisans and retailers, we are focused on creating a win-win situation for our guests and the communities we visit.

In recent years, we've been developing strategies to support small businesses and entrepreneurs in our destination communities. Although our efforts are in their early stages, we're excited about their long-term potential.

Accelerating Small Businesses in the Bahamas

In 2021, we pooled resources with the Access Accelerator Small Business Development Centre in the Bahamas to launch the Royal Caribbean Program, which administers funding and training opportunities to small businesses on New Providence, Grand Bahama, and the Berry Islands. We provided \$250,000 in overall funding, which Access Accelerator matched for a total of \$500,000. The program will help incubate small businesses and bring additional jobs to the community, with an initial focus on entrepreneurs in the tourism and food industries. The funding will be split between grants and low-interest loans.





Governance, Ethics, and Risk Management

Our leaders drive our sustainability efforts, but our commitment to ESG is embedded in our business and culture at all levels.

At Royal Caribbean Group, our corporate governance structure is designed to ensure the long-term success of our company and cruise brands, uphold our commitments to our stakeholders, and maintain our strong reputation as a leader in the industry.

In fostering an innovative culture committed to continuous improvement, we hold ourselves and our partners to the highest standards in ethical behavior, accountability, and transparency.





GOVERNANCE

Board of Directors

Our Board of Directors is elected by our shareholders to oversee the company and exercise its business judgment to advance the long-term value of our company and shareholders. The Board has four committees to help in discharging its duties: the Safety, Environment, Sustainability, and Health Committee; the Talent and Compensation Committee; the Audit Committee; and the Nominating and Corporate Governance Committee.

Our Board consists of 14 directors, all of whom are independent under applicable NYSE standards of independence, other than Jason Liberty, our President and CEO, and Richard Fain, our current Chairman and former CEO. The board has established the guidelines to assist in determining director independence in accordance with those standards, which are available on our [Corporate Governance](#) website.

Diversity is as much a priority at the Board level as in the rest of the company. The Board recognizes the value of diversity and aims for a mix of individuals with varying skills and backgrounds—including diversity

of race, gender, and ethnicity—and experience in business and other areas that may be relevant to the company’s activities. Whenever the Board conducts a search for a new director, the Board will consider at least one woman and one underrepresented minority in the slate of potential candidates. Two of our directors are ethnically/racially diverse (14%) and three are women (21%).

To ensure a consistent level of high-quality governance, the Board and each of its committees performs a self-evaluation each year. The committees report the results of these evaluations to the larger Board. More information about our Board and performance can be found in our proxy statement, available on our [SEC Filings](#) page.

Visit [Our Leadership](#) page to learn more about our individual Board members.

BOARD RESPONSIBILITIES

Our Board normally attends four regularly scheduled meetings per year. In these meetings, the Board reviews and discusses reports by management on the performance of the company, our plans and prospects, and immediate issues we face. The Board also calls special meetings in accordance with the bylaws as necessary or desirable. Directors are expected to attend all scheduled Board and relevant committee meetings.

In addition to its general oversight of management, the Board performs a range of specific functions (directly and through committees):

- Selecting, evaluating, and compensating the CEO and overseeing CEO succession planning
- Providing counsel and oversight on the selection, evaluation, development, and compensation of senior executives

- Reviewing, approving, and monitoring fundamental financial and business strategies and major corporate actions
- Satisfying itself that management has a process in place to assess and manage the company’s exposure to risk, with the understanding that senior management is responsible for assessing and managing our exposure to risk and our response
- Reviewing the processes in place for maintaining the integrity of the company, including the integrity of the financial statements and compliance with law and ethics
- Reviewing the company’s environmental, social, and governance policies and practices with management
- Evaluating the Board and its committees’ structure, processes, and performance

For more information, visit our [Corporate Governance](#) website.



GOVERNANCE

ESG Governance

ORGANIZATIONAL STRUCTURE

ESG management and performance at the Board level is monitored by our Board as a whole, but in 2021, we revamped our Board committee charters to ensure ESG topics receive dedicated attention by all of our Board committees. Primary oversight falls to our Safety, Environment, Sustainability, and Health Committee and our Talent and Compensation Committee.

Our corporate **ESG Steering Committee**, newly formed in 2021, oversees our commitment to responsible environmental, social, and governance policies and practices. The cross-functional committee provides a staff-level, company-wide framework and organizational structure to help guide our strategy and progress. Membership in the committee consists of corporate officers representing all relevant departments across the organization. The committee is chaired by Royal Caribbean Group CEO Jason Liberty. Additional subject matter experts, including external parties, may supplement the committee on an ad hoc basis.

AUTHORITY AND RESPONSIBILITIES

The primary focus of the ESG Steering Committee is to oversee activities related to developing and executing our ESG strategy and reporting. This includes operationalizing our strategy and providing direction on policies, processes, and tools related to ESG. The committee meets regularly and provides quarterly updates to the Board's Safety, Environment, Sustainability, and Health Committee.

The ESG Steering Committee abides by the following guiding principles:

- **Value creation.** Always create value for the company with our ESG activities.
- **Continuous improvement.** Always be better tomorrow than we are today.
- **Ownership at all levels.** Ensure our commitment to strong ESG performance comes not just from the highest corporate levels but is embedded in the culture at all levels.

- **Partnerships.** Leverage partnerships with leading experts and engagement with employees, guests, shareholders, suppliers, and local communities. We're not doing this alone.
- **Science-based approach.** Ensure all decisions are supported by scientific facts.
- **Measurable performance.** Demonstrate in a measurable way how we are achieving our stated aspirations, goals, and targets in everything we do.
- **Transparency.** Be transparent and open in all our ESG activities to both internal and external audiences, through third-party auditing and public communications.
- **Strategic fit.** Build on our strengths, history, and culture in deciding which ESG actions to take to ensure the highest possible return on our activities for our company, our employees, the environment, and local communities.

FIRST LEVEL	
Board of Directors Richard Fain, Chair	
SECOND LEVEL	
Safety, Environment, Sustainability, and Health Committee	Talent and Compensation Committee
Audit Committee	Nominating and Corporate Governance Committee
THIRD LEVEL	
<ul style="list-style-type: none">• ESG• Maritime• Marine Operations• Corporate Strategy	<ul style="list-style-type: none">• Shared Services Operations• Human Resources• Legal



GOVERNANCE

Ethics

Our commitment to integrity and maintaining an ethical culture is a cornerstone of how we do business. We're committed to doing the right thing. We believe in leading with integrity by creating an inspiring, inclusive, and ethical work environment. This means not only being good at what we do, but in how we do it.

CODE OF BUSINESS CONDUCT AND ETHICS

We are committed to conducting our operations ethically and in accordance with the law wherever we do business, and we expect all Royal Caribbean Group employees, officers, and members of our Board of Directors to act in accordance with the highest standards of business ethics. Our [Code of Business Conduct and Ethics](#) connects our high ethical standards and values to our actions and behaviors, shapes our culture, and defines the character of our organization.

AVOIDING CONFLICTS OF INTEREST

Royal Caribbean Group employees, officers, and members of the Board of Directors must always act in the best interests of the company and avoid conflicts of interest, including any situation where our personal interests interfere, or even appear to interfere, with the ability to make objective business decisions. We have procedures in place for the disclosure and review of

conflicts of interest.

Reinforcing our commitment to ethics and compliance, all employees, both shoreside and shipboard, must take mandatory training on our code when hired and annually thereafter. In addition, we provide specialized training on specific subject matters to certain employees at periodic intervals.

REPORTING UNETHICAL BEHAVIOR

Leading with integrity means creating an environment of open and honest communication where everyone is free to ask questions or raise concerns without fear of retaliation. We expect employees to report any known suspected misconduct, including concerns about our business partners, suppliers, or anyone acting on behalf of the company. We maintain a 24/7 AWARE Hotline administered by a third party through which such concerns may be reported confidentially via telephone, email, or the internet. We review all reports, investigate, and take appropriate remedial actions.

POLITICAL CONTRIBUTIONS

Royal Caribbean Group does not make political contributions in connection with U.S. elections, though it may contribute to ballot measure campaigns or committees as permitted by applicable law. Any such contribution must be approved by the Senior Vice

President of Corporate Affairs.

Royal Caribbean Group's U.S. subsidiaries may, with their own funds, make political contributions as permitted by applicable law. Any such contribution must be approved by the most senior officer of the relevant U.S. subsidiary. All contributions are administered to ensure they comply with applicable federal, state, and local laws and reporting requirements. It's the Royal Caribbean Group's policy not to make independent expenditures directly in support of or in opposition to any candidate. We do not sponsor any political action committees.



Download our
Ethics and Compliance
fact sheet.



7 years in a row

In recognition of our high and unwavering ethical standards, **Royal Caribbean Group has been named as one of the World's Most Ethical Companies by the Ethisphere Institute seven years in a row.** We are extremely proud of this honor.



GOVERNANCE



Risk Management

With 62 ships transporting thousands of people around the world at any given time, we are exposed to various financial, strategic, operational, and compliance-related risks. We respond with a rigorous risk management process that helps us identify and navigate through risk and take advantage of opportunities.

We seek the optimal balance of risk and reward to reduce uncertainty, enhance our decision-making, and protect the value of our business and our stakeholders. In addition to continually assessing our risk, we ensure that sufficient lines of defense are in place to manage our risks.

OUR PROCESS

Our Enterprise Risk Management team within our Audit and Advisory Services department performs enterprise-wide risk assessments at least twice per year, or more frequently as needed, and continuously monitors risk drivers and variables that can affect the achievement of our goals and strategies. Risk assessments generally begin with research, which includes consideration of internal and externally published risk reports. Risk topics and trends identified are then discussed and further evaluated with business leaders and key stakeholders through dynamic surveys, round-table discussions, and interviews. Outreach also includes obtaining input from the Audit Committee and individuals with health, safety, environmental, social,

and governance responsibilities. Results are reported to management, our Chief ESG Officer, our ESG Steering Committee, and the Board of Directors for effective risk oversight.

Furthermore, our enterprise-wide risk assessment results give us an updated and prioritized inventory of risks, sub-risks, and risk drivers, including risks related to our ESG and IT security goals.

Our Enterprise Risk Management team leverages risk assessment to inform and focus our risk monitoring activities.

Additionally, we conduct topic-specific risk management reviews with teams across the organization as needed throughout the year and ensure appropriate mitigations are in place or are being implemented. Furthermore, we perform an annual fraud risk assessment to ensure the company is responsive to recurring and emerging fraud risks.

Finally, our team reviews SEC disclosures to ensure complete and accurate reporting by reconciling risk factors to our internal inventory of risks, risks disclosed by others in the marketplace, and emerging risks published in external publications.



GOVERNANCE

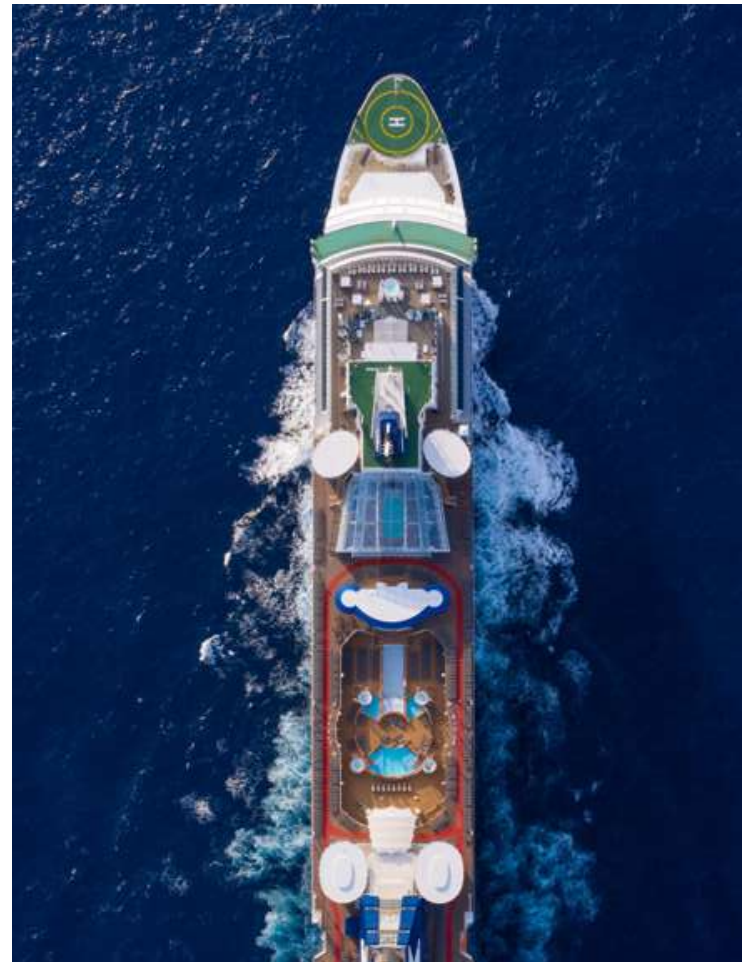
OUR 2021 ESG RISK LANDSCAPE

Royal Caribbean Group identified a range of risks in 2021 that continue to influence our ESG strategy. Physical risks, for example, can threaten our operations and result in financial consequences such as guest cancellations. See the Energy Use and Emissions, Water Management, and Waste Management sections to learn more about how we are managing our environmental and climate risks.

In the category of health and safety, increased concern about COVID-19 and other disease outbreaks could cause a drop in demand for cruises, guest cancellations, travel restrictions, cruise cancellations, unavailability of ports and/or destinations, ship redeployments, and resupply issues. See page 44 to learn about our strategies to mitigate against these risks.

Like all companies, we face risks from cybersecurity attacks and data breaches, including the risks and costs associated with protecting our systems and maintaining integrity and security of our business information, as well as personal data of our guests, employees, and business partners. See page 38 to understand our approach to data security and privacy.

For a more complete description of our entire risk landscape, please refer to our [10K filing](#) with the SEC.

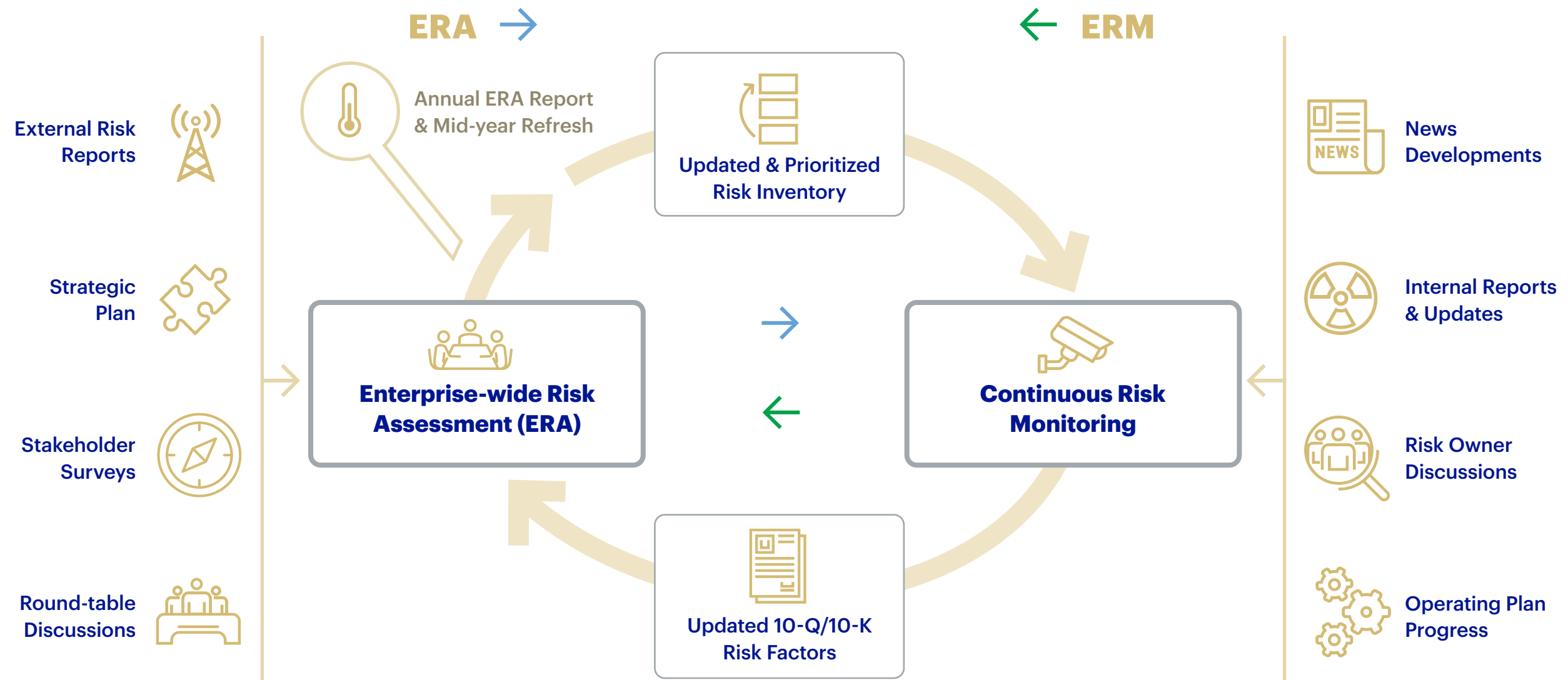




GOVERNANCE

Enterprise Risk Management (ERM) Process Overview

One of our main guiding principles is value protection. We achieve this by continuously assessing risks and ensuring that sufficient lines of defense and risk management capabilities are in place to manage risks and variables that can affect the achievement of our goals and objectives.





Appendix





APPENDIX

Performance Tables

ENVIRONMENTAL			
KEY PERFORMANCE INDICATORS	2021	2020	2019
Greenhouse Gas (GHG) emissions (metric tonnes CO2e) ¹	2,590,041	2,502,144	4,834,768
Scope 1	2,579,274	2,493,579	4,820,278
Scope 2 ²	10,767	8,565	14,490
Emissions intensity in kilograms of CO2e per ALB-km	0.279	0.334	0.244
Energy consumption non-renewable fuels MWh	4,232,034	3,832,898	6,524,004
Energy intensity per Available Passenger Cruise Days (APCD)	0.359	0.449	0.157
Emissions intensity per kg/APCD	220.102	292.912	116.6904
Total SOx emissions (metric tonnes)	114,821	103,215	285,167
Total NOx emissions (metric tonnes)	32,777	30,326	67,522
Total Particulate Matter emissions (metric tonnes)	3,469	3,133	7,453
Solid waste-to-landfill (pounds per available cruise passenger day)	0.27	0.5	0.32
Food waste (cubic meters)	22,505	28,141	75,520
Total waste recycled (pounds in millions)	14.3	11.5	46.9
Effluent quality for discharged process bilge water (parts per million)	1.5	1.5	1.5
Number of ships with Advanced Water Purification Systems	42	41	38
Percent of fleet with Ballast Water Treatment System (BWTS) installed*	92%	81%	
Percent of fleet equipped with Advanced Wastewater Purification System (AWPS)*	88%		
Percent of wastewater treated prior to discharge*	74%	69%	
Number of notices for violation of dumping (into water)*	0	0	
Water withdrawal by source -Produced water (percent)*	94%		

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

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

SOCIAL			
KEY PERFORMANCE INDICATORS	2021	2020	2019
Total number of employees	84,700	85,396	82,319
Total number of supervised workers ³	9,300	5,525	5,737
Employees working onboard our ships	77,000	78,453	74,240
Employees working at our corporate offices	6,600	6,943	8,400
Full-time employees	84,600	85,315	82,194
Part-time employees	100	81	108
Male employees	64,000	60,843	60,533
Female employees	20,700	19,183	21,728
Voluntary employee turnover			
Employees working onboard our ships ⁴	0.04	0.03	0.07
Employees working at our corporate offices	0.13	0.09	0.12
Average training hours per employee			
Employees working on our ships	12	11 hrs/year	
Employees working at our corporate offices	12	19 hrs/year	
Diversity Performance Indicators			
Shoreside Representation, Female Employees –US only (percent)*	58%		
Board of Directors, Female Directors (percent)*	21%		

(3) Supervised workers includes shipboard concessionaires workers, and does not include information technology contractors.

(4) Includes training specific to an employee’s role in addition to Human Resources and Safety training.

* 2021 Metrics have been third-party assured

APPENDIX

SASB Table

GREENHOUSE GAS EMISSIONS			
SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-110a.1	Gross global Scope 1 emissions	2,579,274 metric tonnes of CO ₂ e	Our emissions are calculated using the Greenhouse Gas Protocol. Scope 1 emissions include fuels used to operate our ships. Emissions factors can be found in our annual responses to the CDP Climate Change Information Request. See the Energy Use and Air Emissions section of this report, page 21.
TR-CL-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Reducing our emissions of greenhouse gases and other air pollutants is a critical part of our environmental stewardship strategy. Our strategy is to set ambitious internal objectives that conform to our “above and beyond” approach to environmental regulations and sustainability matters. Both our long- and short-term climate change strategy relies on (1) improving our operational efficiency and (2) using innovative approaches to address climate change-related issues. Finally, our holistic approach to reducing our environmental impacts is fundamentally connected to ISO 140001.	
TR-CL-110a.3	(1) Total energy consumed, (2) percentage heavy fuel oil, (3) percentage onshore power supply (OPS), (4) percentage renewable	(1) 15,141,000 gigajoules (GJ); other indicators not currently disclosed	See the Energy Use and Air Emissions section of this report, page 21.
TR-CL-110a.4	Average Energy Efficiency Design Index (EEDI) for new ships	11.49	

AIR QUALITY			
SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, and (3) particulate matter (PM ₁₀)	(1) 32,777 metric tonnes, (2) 114,821 metric tonnes, (3) 3,469 metric tonnes	See the Energy Use and Air Emissions section of this report, page 21.



DISCHARGE MANAGEMENT AND ECOLOGICAL IMPACTS

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-160a.1	Total amount of ship waste discharged to the environment, percentage treated prior to discharge	4,539,306 cubic meters; 74% of waste treated prior to discharge	See the Waste Management section of this report, page 27.
TR-CL-160a.2	Percentage of fleet implementing ballast water (1) exchange and (2) treatment	94%	This is inclusive of our wholly owned and operated brands. See the Water Management section of this report, page 26.
TR-CL-160a.3	Cruise duration in marine-protected areas or areas of protected conservation status	We do not have a standardized method for capturing this data across our fleet. However, we are evaluating methods that will allow us to report this in the coming years.	
TR-CL-160a.4	Number of notices of violations received for dumping	We received no notices of violations in 2021.	

CUSTOMER HEALTH AND SAFETY

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-250a.1	Number of alleged crime incidents involving passengers or employees	4	All crimes reported using the CVSSA definition for reportable crimes for all RCG vessels regardless of the jurisdiction in which the ship was sailing or crime occurred. See the Health and Safety section of this report, page 36.
TR-CL-250a.2	Fleet average CDC Vessel Sanitation Program inspection score, percentage of inspections failed	0. No CDC inspections occurred during 2021.	See the Health and Safety section of this report, page 36.
TR-CL-250a.3	(1) Serious injuries per million passengers and (2) number of voyages with a gastrointestinal illness count exceeding 2%	(1) 2.97 serious incidents per 1 million passengers; (2) 0 voyages with a gastrointestinal illness count exceeding 2%	See the Health and Safety section of this report, page 36.

LABOR PRACTICES

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-310a.1	Average hourly wage for seafarers, by region	Our competitive Total Rewards package includes pay, housing, meals, health care, savings programs, employee assistance programs, educational opportunities, and more. Most of our employees are represented by a union, with many benefits included in their collective bargaining agreement. These programs are frequently reviewed to ensure we are the employer of choice.	See the Compensation and Benefits section of this report, page 46.
TR-CL-310a.2	Percentage of seafarers working maximum hours	Working and rest hours are closely monitored and regulated under the Maritime Labor Convention (MLC), an international labor convention adopted by the International Labor Organization (ILO) that sets out seafarers' rights to minimum working and living conditions.	
TR-CL-310a.3	Percentage of seafarers paid for overtime	100% of our shipboard employees have guaranteed overtime included as part of their pay.	
TR-CL-310a.4	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Our material legal proceedings are disclosed in our SEC reports. In 2021, we did not disclose any monetary losses as a result of legal proceedings associated with labor law violations.	



EMPLOYEE HEALTH AND SAFETY

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-320a.1	Seafarer lost time incident rate (LTIR)	Information not currently disclosed.	See the Employee Health, Safety, and Wellness section of this report, page 44.

ACCIDENT MANAGEMENT

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-540a.1	Number of Conditions of Class or Recommendations	120	See the Health and Safety section of this report, page 36.
TR-CL-540a.2	Number of port state control (1) deficiencies and (2) detentions	(1) PSC deficiencies: 78 (2) Detentions: 0	This number reflects our global suspension of service, which began March 2020 due to COVID-19. We resumed service in June 2021. See the Health and Safety section of this report, page 36.
TR-CL-540a.3	Number of marine casualties, percentage classified as very serious	Information not currently disclosed.	See the Health and Safety section of this report, page 36.

ACTIVITY METRIC

SASB CODE	INDICATORS	2021 DISCLOSURE	2021 NOTES
TR-CL-000.A	Available lower berth kilometers (ALB-km)	9,281,945,422	
TR-CL-000.B	Available passenger cruise days (APCD)	11,767,441	
TR-CL-000.C	Number of shipboard employees	77,000	
TR-CL-000.D	Cruise passengers	1,030,403	Due to COVID-19, we suspended service in March 2020. We resumed service in June 2021.
TR-CL-000.E	Number of vessel port calls	4,517	Due to COVID-19, we suspended service in March 2020. We resumed service in June 2021.



WHEN TRUST MATTERS

Independent Assurance Statement

DNV Business Assurance USA, Inc. (“DNV”, “us” or “we”) has been commissioned by the management of Royal Caribbean Cruises Ltd. (RCL) to carry out an independent limited level assurance engagement on Selected Information for calendar year 2021 as presented in the Royal Caribbean Group’s “2021 Seastainability Report,” (“the Report”). The work was carried out March-April, 2022.



Our Conclusion: Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria. This conclusion relates only to the Selected Information, and is to be read in the context of this Assurance Statement, in particular the inherent limitations explained below.

Selected Information

The scope and boundary of our work is restricted to the 2021 performance data included within the Report (the “Selected Information”), listed below:

Data verified for the period January 1, 2021-December 31, 2021:

- Percent of fleet with Ballast Water Treatment System (BWTS) installed
- Percent of fleet equipped with Advanced Wastewater Purification System (AWPS)
- Percent of wastewater treated prior to discharge
- Notices for Violation of Dumping (into water)
- Water withdrawal by source
- Diversity & Inclusion
 - Shoreside Representation by Gender (US only)
 - Board of Directors by Gender
- Health & Safety
 - Contribution to Certification in Infection Prevention – Maritime (CIP-M) standard development
 - Group level management of CIP-M audit findings
 - Alignment of management approach with Centers for Disease Control (CDC), World Health Organization (WHO) and U.S. Occupational Safety and Health Administration (OSHA)

In addition, DNV has conducted verification on the following 2021 GHG emissions and carbon intensity related indicators: GHG Emissions Scope 1 and 2 in accordance with ISO 14064-3; Available lower berth double occupancy; and Distance travelled in kilometers. Our opinion for the emissions related data in scope is provided in a separate statement dated April 11, 2022 for publication with the 2021 Report and reporting to sustainability disclosures such as The CDP. We do not express any conclusions on any other information that may be published on RCL’s website or the Report for the current reporting period.

Our competence, independence, and quality control

DNV’s established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any part of RCL’s data or report. This is our first year of providing assurance on the Selected Information and fifth year providing verification on greenhouse gas emissions for RCL. We adopt a balanced approach towards all stakeholders when performing our evaluation.



WHEN TRUST MATTERS

Scope and approach

We performed a **limited level** assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The boundary of our work includes global operations for all Selected Information in scope except for Shoreside Operations by Gender which includes US operations only.

Selected Information

Environmental Metrics

▪ 2021 Percent of fleet with Ballast Water Treatment System (BWTS) installed	94%
▪ 2021 Percent of fleet equipped with Advanced Wastewater Purification System (AWPS)	88%
▪ 2021 Percent of wastewater treated prior to discharge	74%
▪ 2021 Number of notices for violation of dumping (into water)	0
▪ 2021 Water withdrawal by source - Produced water (percent)	94%

Diversity & Inclusion

▪ 2021 Shoreside Representation, Female Employees – US only (percent)	58%
▪ 2021 Board of Directors, Female Directors (percent)	21%

Responsibilities of the Directors of RCL and DNV

The Directors of RCL have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Reports and the Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to RCL in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of any statements or data included in the Report.

Level of Assurance

We are providing a ‘**limited level**’ of assurance. We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance conclusion, so that the risk of this conclusion being in error is reduced but not reduced to very low. A ‘reasonable level’ of assurance would have required additional work at headquarters and site levels to gain further evidence to support the basis of our assurance conclusion. DNV’s assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.



WHEN TRUST MATTERS

Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Conducting interviews with RCL’s management and data owners, to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- Conducting interviews to review contribution to CIP-M standard development;
- Conducting interviews to review management approach to prevention, control, and mitigation of infection risk aboard vessels at group level and response to CIP-M audit findings;
- Performing limited substantive testing on the most significant contributors to check that their data had been appropriately measured, recorded, collated and reported;
- Reviewing that the evidence, measurements and the context provided to us by RCL for the Selected Information is prepared in line with the Criteria;
- Assessing the appropriateness of the Criteria for the Selected Information; and
- Reviewing the Report and accompanying narrative to the Selected Information in regard to the Criteria.
- Reviewing CIP-M standard alignment with prevention, control, and mitigation of infection risk with CDC, WHO, and OSHA guidance
- Reviewing US Shoreside employee rosters at year-end to determine percent breakdown by gender
- Reviewing Board of Directors roster at year-end (and as reported on website as of March 31, 2022) for gender breakdown

For and on behalf of DNV Business Assurance USA, Inc.

DNV Business Assurance USA, Inc.

Katy, TX
13 April 2022



Inherent Limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities. Our assurance relies on the premise that the data and information provided to us by RCL have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Statement.

DNV Business Assurance

DNV Business Assurance USA, Inc. is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com



WHEN TRUST MATTERS

Appendix A. RCL’s “Criteria”

The table below has been prepared by RCL. It is intended to provide readers with a summary of the methodologies used by RCL to prepare the Selected Information:

Selected Information	Definition	Methodology
2021 Percent of fleet with Ballast Water Treatment System (BWTS) installed	<p>Percent of ships with approved BWTS installed as per the International Ballast Water Management certificate (third-party certified by DNV) as compared to total fleet within wholly owned and operated brands within the reporting boundary.</p> <p>The International Ballast Water Management certificate fulfils the requirements for the International Convention for the Control and Management of Ships’ Ballast Water and Sediments for ships of 400 gross tonnage and above.</p>	2021 number of ships with International Ballast Water Management Certificate confirming the ship is in accordance with Regulation D2/ 2021 Total count of fleet X 100
2021 Percent of fleet equipped with Advanced Wastewater Purification System (AWPS)	<p>Percent of ships with International Sewage Pollution Prevention (ISPP) certificate (third-party certified) which are equipped with approved Advanced Wastewater Purification Systems as compared to total fleet within wholly owned and operated brands within the reporting boundary.</p> <p>An ISPP certificate is issued in conformity with Annex IV to MARPOL</p>	2021 number of ships with ISPP certification confirming the ship is in accordance with Resolution MEPC 159(55) or MEPC 227(64) / 2021 Total count of fleet x 100
2021 Percent of wastewater treated prior to discharge	<p>The percentage of ship’s wastewater discharged to the environment that was treated prior to discharge.</p> <p>Scope of disclosure is as per Scope of disclosure is as per Sustainability Accounting Standard Board (SASB), Cruise Line Standard, 2018 TR-CL-160a.1 Part 2</p>	2021 volume of wastewater treated prior to discharge / 2021 total volume of wastewater x 100
2021 Number of Notices for Violation of Dumping (into water)	<p>Notices of violations include those issued by the entity’s flag state and by any government enforcement agency at ports where the entity’s vessels visit.</p> <p>Scope of disclosure is as per Sustainability Accounting Standard Board (SASB), Cruise Line Standard, 2018 TR-CL-160a.4</p>	Total number of notices of violations received for dumping in 2021
2021 Water withdrawal by source, percent of produced water	Percentage of produced water for 2021 voyages as compared to total water (water produced and bunkered) for 2021 voyages	2021 total produced water / (total produced water + total bunkered water withdrawn) x 100



STATEMENT

Introduction

DNV Business Assurance USA, Inc. (DNV) has been commissioned by the management of Royal Caribbean Cruises Ltd. (RCL) to carry out an independent verification of its GHG emissions (Scope 1 and 2). These assertions are relevant to the 2021 calendar year.

Verification Objective

The objective of this verification is to verify conformance with applicable verification criteria, including the principles and requirements of relevant standards or GHG programmes, within the scope of the verification; the organization's GHG inventory of GHG emissions; any significant changes in the organization's GHG inventory since the last reporting period; and the organization's GHG-related controls.

Verification Scope

2021 Greenhouse Gas (GHG) emissions inventory Scope 1 and 2
Available lower berth double occupancy
Distance travelled in kilometers for 2021

Verification Level of Assurance

The verification was conducted by DNV to a limited level of assurance with the qualification reported in the below Verification Conclusions.

Materiality Level

Errors / omissions which represent, single or aggregated, the 5% of total emissions are considered material.

Verification Criteria / Reporting Criteria

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol, Corporate Accounting and Reporting Standard (Scope 1 & 2)

DNV Business Assurance USA, Inc., 155 Grand Ave, Oakland, CA 94612



Verification Protocols

- ISO 14064-3: 2019: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions

Operational Boundary

- Financial control
- Global sites/Vessels
- Reporting Period: 1 January 2021 to 31 Dec 2021

Data Verified

Greenhouse Gas Emissions

Scope 1 Emissions	2,579,274 (MtCO ₂ e)
Scope 2 Emissions (Location based)	10,767 (MtCO ₂ e)
Scope 2 Emissions (Market based)	10,900 (MtCO ₂ e)
Number of Available lower berth double occupancy:	123,069
Distance travelled in kilometers for 2021:	3,022,860

Assurance Opinion

Based on the verification process conducted by DNV, we provide a Limited Assurance of the GHG Emissions Inventory for RCL. DNV found no evidence that the assertion:

- is not materially correct;
- is not a fair representation of the GHG emissions information; and
- is not prepared in accordance with the Reporting Criteria.

Independence

DNV was not involved in the preparation of any part of RCL's data or report. We adopt a balanced approach towards all stakeholders when performing our evaluation.



DNV Business Assurance USA, Inc.
April 19, 2022

Lead Verifier
Kyle Silon

Technical Reviewer
Shruthi Bachamanda

Approver
David Tellez
Regional Manager Supply Chain &
Assurance Services

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



APPENDIX

GRI Index

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
GENERAL DISCLOSURES		
GRI 102: General Disclosures 2016	ORGANIZATIONAL PROFILE	
	102-1 Name of the organization	ESG report p. 1
	102-2 Activities, brands, products, and services	10-K p. 2
	102-3 Location of headquarters	10-K p. 2 ESG report p. 9
	102-4 Location of operations	10-K pp. 2-3 ESG report p. 9
	102-5 Ownership and legal form	10-K p. 2 ESG report p. 9
	102-6 Markets served	10-K pp. 2-3, 9 ESG report p. 9
	102-7 Scale of the organization	10-K pp. 2, 14
	102-8 Information on employees and other workers	10-K p. 15 ESG report p. 40
	102-9 Supply chain	ESG report pp. 29-32
	102-10 Significant changes to the organization and its supply chain	10-K p. 3
	102-11 Precautionary principle or approach	10-K p. 23 ESG report pp. 58-59
	102-12 External initiatives	ESG report p. 16
	102-13 Membership of associations	ESG report p. 16



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
GRI 102: General Disclosures 2016 (continued)	GENERAL DISCLOSURES	
	STRATEGY	
	102-14 Statement from senior decision-makers	ESG report pp. 4-5
	102-15 Key impacts, risks, and opportunities	10-K p. 23 ESG report pp. 30, 58-59
	ETHICS AND INTEGRITY	
	102-16 Values, principles, standards, and norms of behavior	Code of Business Conduct and Ethics: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (p. 5)
	102-17 Mechanisms for advice and concerns about ethics	Code of Business Conduct: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (pp. 8-9) Supplier Guiding Principles: https://www.rclinvestor.com/leadership-governance/corp-gov/supplier-guiding-principles/ ESG report pp. 49, 57
	GOVERNANCE	
	102-18 Governance structure	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ ESG report p. 56
	102-19 Delegating authority	Safety, Environment, Sustainability and Health Committee Charter: https://www.rclinvestor.com/leadership-governance/safety-environment-and-health-committee-charter/
	102-20 Executive-level responsibility for economic, environmental, and social topics	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ Safety, Environment, Sustainability and Health Committee Charter: https://www.rclinvestor.com/leadership-governance/safety-environment-and-health-committee-charter/ ESG report p. 55
	102-21 Consulting stakeholders on economic, environmental, and social topics	ESG report pp. 14-16
	102-22 Composition of the highest governance body and its committees	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ Our Leadership: https://www.rclinvestor.com/leadership-governance/our-leadership/
	102-23 Chair of the highest governance body	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ Our Leadership: https://www.rclinvestor.com/leadership-governance/our-leadership/
	102-24 Nominating and selecting the highest governance body	Nominating and Corporate Governance Committee Charter: https://www.rclinvestor.com/leadership-governance/nominating-and-corporate-governance-committee-charter/
	102-25 Conflicts of interest	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ Code of Business Conduct and Ethics: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (p. 13) ESG report p. 57



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
GENERAL DISCLOSURES (CONT.)		
GRI 102: General Disclosures 2016 (continued)	GOVERNANCE (CONT.)	
	102-26 Role of the highest governance body in setting purpose, values, and strategy	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/
	102-27 Collective knowledge of highest governance body	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ ESG report p. 56
	102-28 Evaluating the highest governance body's performance	Corporate Governance: https://www.rclinvestor.com/leadership-governance/corp-gov/ ESG report p. 55
	102-29 Identifying and managing economic, environmental, and social impacts	ESG report pp. 14, 56, 58-60
	102-30 Effectiveness of risk management processes	ESG report p. 58
	102-31 Review of economic, environmental, and social topics	ESG report pp. 55-56
	102-32 Highest governance body's role in sustainability reporting	Safety, Environment, Sustainability and Health Committee Charter: https://www.rclinvestor.com/leadership-governance/safety-environment-and-health-committee-charter/ ESG report p. 56
	102-35 Remuneration policies	Talent and Compensation Committee Charter: https://www.rclinvestor.com/leadership-governance/talent-and-compensation-committee-charter/
	102-36 Process for determining remuneration	Talent and Compensation Committee Charter: https://www.rclinvestor.com/leadership-governance/talent-and-compensation-committee-charter/
	STAKEHOLDER ENGAGEMENT	
	102-40 List of stakeholder groups	ESG report p. 14
	102-41 Collective bargaining agreements	10-K p. 14 As of December 2021, approximately 86% of employees were covered under collective bargaining agreements.
	102-42 Identifying and selecting stakeholders	ESG report p. 13
	102-43 Approach to stakeholder engagement	ESG report pp. 14, 38
	102-44 Key topics and concerns raised	ESG report p. 12



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
GENERAL DISCLOSURES (CONT.)		
GRI 102: General Disclosures 2016 (continued)	REPORTING PRACTICE	
	102-45 Entities included in the consolidated financial statements	10-K p. 1
	102-46 Defining report content and topic boundaries	ESG report pp. 12, 14
	102-47 List of material topics	ESG report p. 12
	102-48 Restatements of information	There were no known, material restatements of information in our 2021 Sustainability Report.
	102-49 Changes in reporting	There were no significant changes during the reporting period.
	102-50 Reporting period	ESG report p. 6
	102-51 Date of most recent report	September 2021
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	sustainability@rccl.com
	102-54 Claims of reporting in accordance with the GRI Standards	This report references GRI Sustainability Reporting Standards 2020.
	102-55 GRI content index	ESG report p. 70
	102-56 External assurance	This report has not been externally assured. We received assurance for water, diversity & inclusion, health and safety, and greenhouse gas emissions (Scope 1 and Scope 2) metrics during the reporting period. ESG report pp. 66-69
MATERIAL TOPICS		
GRI 200 ECONOMIC STANDARD SERIES		
ECONOMIC PERFORMANCE		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change	201-1: 10-K pp. 41-44 201-2: 10-K p. 23; ESG report pp. 18-19
INDIRECT ECONOMIC IMPACTS		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts	203-1: ESG report pp. 50-52 203-2: ESG report pp. 51, 53
PROCUREMENT PRACTICES		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	204-1: ESG report p. 31
ANTI-CORRUPTION		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	Code of Business Conduct and Ethics: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (p. 12)



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
MATERIAL TOPICS (CONT.)		
GRI 300 ENVIRONMENTAL STANDARD SERIES		
ENERGY		
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-4 Reduction of energy consumption 302-5 Reductions in energy requirements of products and services	302-1: ESG report pp. 62-63 (SASB TR-CL-110a.3) 302-4: ESG report pp. 21-25 302-5: ESG report pp. 23-24
BIODIVERSITY		
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity 304-3 Habitats protected or restored	304-2: Places https://sustainability.rclcorporate.com/places/ ; ESG report pp. 39, 50-51 304-3: Places https://sustainability.rclcorporate.com/places/ ; ESG report pp. 39, 50-51
EMISSIONS		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-4 GHG emissions intensity 305-5 Reduction of GHG emissions 305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	305-1: ESG report p. 21 305-2: ESG report p. 21 305-4: ESG report p. 22 305-5: ESG report pp. 18-20, 23, 25 305-7: ESG report p. 23; p. 63 (SASB TR-CL-120a.1)
WASTE		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-4 Total Waste Recycled 306-5 Waste directed to disposal	306-1: ESG report pp. 27-28; p. 64 (SASB TR-CL-160a.1) 306-2: ESG report pp. 27-28, 32 306-4: ESG report pp.27, 62 306-5: ESG report p. 27; p. 64 (SASB TR-CL-160a.1)
ENVIRONMENTAL COMPLIANCE		
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	307-1: There were no significant fines or non-monetary sanctions for non-compliance recorded in 2021.
GRI 400 SOCIAL STANDARD SERIES		
EMPLOYMENT		
GRI 401: Employment 2016	401-1 Employee Turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave	401-1: ESG report p. 62 401-2: ESG report p. 46 401-3: ESG report p. 46
LABOR/MANAGEMENT RELATIONS		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	402-1: With approximately 86% of our workforce covered by collective bargaining agreements, labor and management relations are relevant to our investors and communities. Minimum notice periods vary across collective agreements.



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
MATERIAL TOPICS (CONT.)		
GRI 400 SOCIAL STANDARD SERIES (CONT.)		
OCCUPATIONAL HEALTH AND SAFETY		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationship 403-9 Work-related injuries	403-1: ESG report p. 49 403-4: ESG report pp. 44-45 403-5: ESG report p. 36 403-6: ESG report pp. 44-45 403-7: ESG report pp. 36-37 403-9: ESG report p. 45
TRAINING AND EDUCATION		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	404-1: 10-K p. 15, ESG report pp. 47, 62
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration of women to men	405-1: 10-K p. 15, ESG report pp. 42-44 405-2: ESG report p. 44
LOCAL COMMUNITIES		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	413-1: ESG report pp. 39, 52
SUPPLIER SOCIAL ASSESSMENT		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier Guiding Principles: https://www.rclinvestor.com/leadership-governance/corp-gov/supplier-guiding-principles/ 414-1: ESG report p. 30
PUBLIC POLICY		
GRI 415: Public Policy 2016	415-1 Political contributions	Code of Business Conduct and Ethics: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (p. 16) 415-1: ESG report p. 57
CUSTOMER HEALTH AND SAFETY		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	416-1: ESG report pp. 36-37
CUSTOMER PRIVACY		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Code of Business Conduct and Ethics: https://www.rclinvestor.com/content/uploads/2020/12/Royal-Caribbean-Code-of-Business-Conduct-and-Ethics.pdf (p. 15) 418-1: ESG report p. 38
SOCIOECONOMIC COMPLIANCE		
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	419-1: There were no significant fines during the reporting period
GUEST SATISFACTION		
Customer Satisfaction		ESG report p. 38