



Seastainability

2023 Environmental, Social and Governance Report

— Royal Caribbean Group —



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A MESSAGE FROM OUR CEO

Royal Caribbean Group is made up of pioneers and dreamers that SEA a Future of delivering the best vacations responsibly.

SEA the Future is our commitment to sustain our planet, energize our communities and accelerate innovation. It provides an opportunity to rally around the environmental and social work our teams are advancing daily, guides and inspires our commitments and drives our desire to be a force for the greater good.

Sustaining the Planet

We know that there is no single answer to reach our ambitious goals and we recognize that we can't do it alone. It will take a combination of careful planning, collaboration and innovative strategies to advance our vision for a better tomorrow.

Today, we are exploring multiple paths and technologies to future-proof our ships and grow our energy portfolio so that we can adapt as new solutions become available. This past fall, we successfully completed biofuel testing in Europe, confirming it is a reliable supply of lower emission energy for our ships.

These steps, along with a relentless focus on energy efficiencies, allowed us to close the year more than halfway to our 2025 carbon intensity reduction target—and one step closer to Destination Net Zero, our strategy to reach net-zero emissions by 2050.

Energizing Communities

Our long-standing dedication to respecting and celebrating the communities we visit has shaped our responsible tourism programs. These programs create opportunities for entrepreneurs and highlight the local cultures our guests are eager to explore. For example, last year, tourism-related entrepreneurs in The Bahamas took part in an eight-week business Kickstarter Program that concluded with a pitch contest to receive funding to launch their businesses.

Initiatives like this allow us to inspire entrepreneurs while others, like our work with Sitka Science and our STEM for Oceans program, allow us to inspire future generations through educational programs and hands-on experiences around the world.

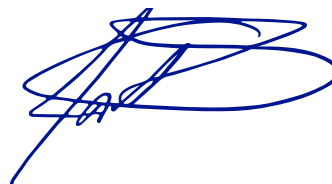
Accelerating Innovation

As we continue to build on decades of collaboration and innovation, we are pursuing industry-changing solutions that enhance the guest experience and improve our operations.

In the last year, we took a big leap forward with waste reduction. We introduced the first waste-to-energy systems on our ships, allowing us to turn organic waste into energy for use onboard. We also saw fantastic progress in preventing food waste through our custom platform, developed to predict the quantity of food we should prepare. The software, along with dedicated food waste crew members, has helped us reduce food waste by 25% on Royal Caribbean International and Celebrity Cruises ships.

These revolutionary advancements allow us to improve our current operations while we design ships for a new era of cruising.

I am grateful to our passionate and committed team members and partners for bringing these ambitious plans to life. I invite you to explore the pages of our 2023 Seastainability Report for a detailed view of our progress.



JASON LIBERTY

President and CEO

Royal Caribbean Group

“Revolutionary advancements allow us to improve our current operations while we design ships for a new era of cruising.”



A MESSAGE FROM THE CHAIRMAN OF OUR BOARD COMMITTEE

On Safety, Environment, Sustainability and Health



Royal Caribbean Group's commitment to the environment, the communities it visits and its people grows stronger with every year that passes. Standing on the shoulders of over 30 years of sustainability efforts across its business, 2023 was marked by accelerated innovation and improvement of its operations.

I am proud to see that what was introduced decades ago with Save the Waves, an industry-leading recycling program at the time, was only the beginning of a longstanding journey that is dedicated to connecting people to the world's most beautiful places in a way that respects and protects the ocean and communities it visits.

To sustain our planet, Royal Caribbean Group has set its course towards Destination Net Zero, its strategy to achieve net-zero emissions by 2050.

That path includes important milestones such as reducing carbon intensity by double-digits by 2025 and introducing a net-zero cruise ship by 2035. To get there, it is assessing different methods including alternative fuels and sustainable designs that will help deliver a net-zero ship.

The decisions Royal Caribbean is making today will impact operations for decades to come and influence its ability to reach the ambitious decarbonization goals it has set out. To make the safest and most future-proofed choices, they are working with leaders across industries and disciplines, such as the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, Wärtsilä and Bloom Energy, to help design, test and deliver scalable solutions.

I am also pleased to see how they are making significant progress across the business to advance sustainability. From the food items sourced to designing guest experiences that promote responsible tourism, the team is working to support sustainable infrastructure and drive economic growth in the places it visits.

Royal Caribbean Group's mission to deliver the best vacation experiences responsibly is fueled by the team's passion to go where others have not, while experimenting and integrating the latest technologies. I am confident they will continue to take strides far into future.

MICHAEL O. LEAVITT

**Chairman, Safety, Environment,
Sustainability and Health Committee**
Royal Caribbean Group

"Standing on the shoulders of over 30 years of sustainability efforts across its business, 2023 was marked by accelerated innovation and improvement of its operations."



2023 HIGHLIGHTS

SUSTAINING OUR PLANET



37% reduction
in miles traveled
through local sourcing

6.8% reduction
in carbon intensity on
our way to Destination
Net Zero

3 ships
conducted
successful
biofuel trials

87% of our waste
diverted from landfills

**Launched our first LNG-
powered ship**, Silversea's
Silver Nova



ENERGIZING COMMUNITIES



500 students
participated in our
educational ship tours

85% of students
engaged through
Scientists in the
Schools program in
Sitka, Alaska

90+ Bahamians
received eight weeks
of entrepreneurship
training through our
Kickstarter program



ACCELERATING INNOVATION



25%
reduction

in food waste
since 2019¹

1st-at-sea waste-
to-energy systems
debuted on two ships

**Started construction
on Celebrity's *Celebrity
Xcel***, our first methanol-
capable ship



SUPPORTING OUR PEOPLE



**1st cruise company
to join the Blue Campaign**
to prevent human
trafficking

**Launched myCareer
Journey** career
development initiative



PROMOTING HEALTH AND SAFETY



100%
scored

on public health
inspections on 10
ships, with a 97.3%
average fleet wide.²

**Introduced our first
accessible Star Class
suite** on Royal Caribbean
International's *Icon of
the Seas*

¹Royal Caribbean International and Celebrity Cruises only.
²Royal Caribbean International and Celebrity Cruises only.

AWARDS AND ACCOLADES

America's Greatest Workplaces 2023
[Newsweek](#)

America's Greatest Workplaces
for Parents and Families 2023
[Newsweek](#)

America's Greatest Workplaces
for Diversity 2023
[Newsweek](#)



2023 World's Most Ethical
Companies
[Ethisphere Institute](#)



2023 Healthiest 100 Workplaces
in America
[Healthiest Employers](#)

World's Best Employers (2023)
[Forbes](#)

Global 2000 (2023)
[Forbes](#)

Best Brands for Social Impact (2023)
[Forbes](#)



2023 Magellan Award for Overall
Accessibility/Inclusivity
[Travel Weekly](#)



2023 Best Places to Work for
Disability Inclusion
[Disability:In and AAPD](#)



ABOUT THIS REPORT

Our annual Seastainability® report communicates our environmental, social and governance (ESG) strategy and performance. The content of the report was shaped by our 2021 materiality assessment and our ESG framework, and is guided by our commitment to SEA the Future®.

The information includes performance data through the end of the 2023 calendar year for our three wholly owned brands—Royal Caribbean International, Celebrity Cruises and Silversea—unless otherwise noted.³

Our report references the Global Reporting Initiative's (GRI) Universal Standards 2023 and integrates recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We are also monitoring and readying our business for International Financial Reporting Standards (IFRS) and other frameworks. We have prepared a Sustainability Accounting Standards (SASB) reference table for the

report and obtained external validation of certain environmental and social indicators. Many of our targets and objectives are aligned with high-priority Sustainable Development Goals (SDGs) established by the United Nations. See [page 117](#) to learn more on our approach to SDGs.

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. See [page 121](#) for more on our reporting methodology.

We invite you to visit royalcaribbeangroup.com for updates throughout the year.



At Royal Caribbean Group, we deliver the best vacations responsibly. In doing so, we go beyond what is needed or expected. We imagine. We pioneer. We reach beyond

the horizon to SEA the Future—our commitment to sustain our planet, energize communities and accelerate innovation.

We recognize there's no time to waste in building toward a sustainable, low-carbon tomorrow. With SEA the Future, we're proclaiming our vision to continually push the boundaries of what's possible while meeting global challenges head on.

³ The information in this report is accurate as of the date of its initial publication.

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 Form 10-Q and Form 10-K and our earnings releases, and are available at rcinvestor.com. The inclusion of information contained in this report or the reference to the materiality of such information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws.

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Royal Caribbean Group



Celebrity **X** Cruises®

SILVERSEA



OUR BUSINESS

Founded in 1968, Royal Caribbean Group is a vacation leader.

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ABOUT ROYAL CARIBBEAN GROUP

Royal Caribbean Group (NYSE: RCL) is a vacation industry leader with a global fleet of 65 ships across its five best-in-class brands traveling to approximately 1,000 destinations. With a mission to deliver the best vacations responsibly, Royal Caribbean Group serves millions of guests each year through its portfolio, including Royal Caribbean International, Celebrity Cruises and Silversea. The company also owns 50% of a joint venture that operates TUI Cruises and Hapag-Lloyd Cruises. With a rich history of innovating, Royal Caribbean Group continually delivers exciting new products and guest experiences that help shape the future of leisure travel.



98,200
employees

from 130+ countries



1,000+
destinations

on all 7 continents



65 ships

with 8 ships on order
as of December 2023⁴

⁴Includes ships owned by our joint ventures. Our wholly owned brands operate a total of 54 ships.



Royal Caribbean Group



Celebrity **X** Cruises[®]

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STAKEHOLDER ENGAGEMENT

We engage a diverse group of stakeholders to shape our strategies and reporting.

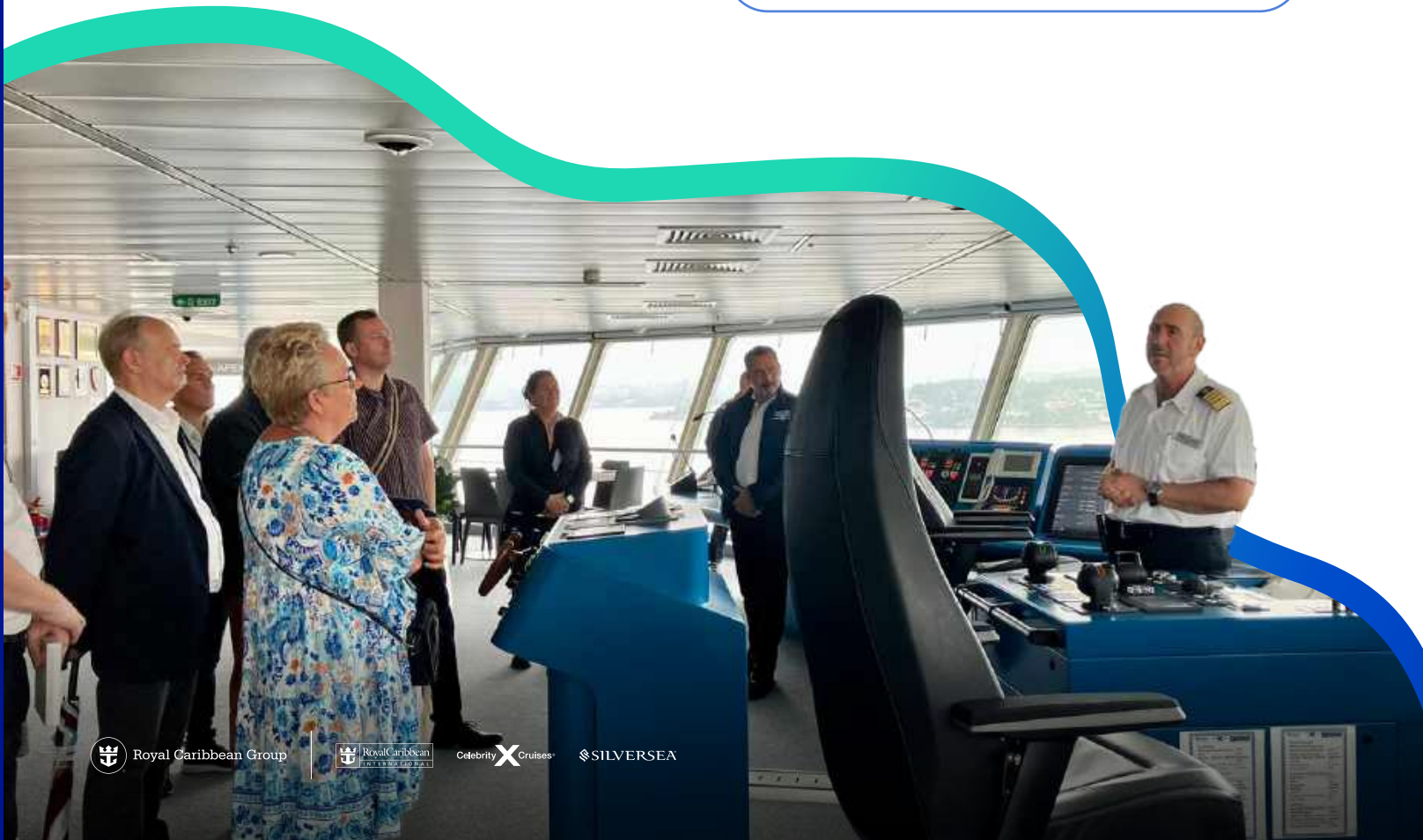
Throughout the year, we interact with policymakers, non-governmental organizations, destination communities and many others to learn about issues of critical importance to our industry, share our progress, and build collaborative partnerships to increase our effectiveness.

Stakeholders also provide valuable expertise that informs our focus areas, strategies and reporting. In alignment with reporting best practices, we identify stakeholders to engage based on the impact they have on our business and how our business affects them.

We rely on several mechanisms to solicit stakeholder feedback and respond to key topics and concerns.

An Up-Close Look at Our Ships

We've found that "show, don't just tell," is a good rule for engaging and educating stakeholders on our approach to decarbonization and other critical issues. We hosted roughly 75 ship tours in 2023, showing community leaders, policymakers and other stakeholders in more than 25 countries the complex workings of a cruise ship and the innovations and strategies we deploy, firsthand. These tours offer listening and learning opportunities for all involved, helping participants gain a deeper appreciation of each other's challenges and perspectives.



STAKEHOLDER CHANNELS OF ENGAGEMENT

GUESTS

- Electronic and onboard surveys
- Brand websites, social media and customer hotlines
- Onboard cause marketing partnerships
- Guest loyalty programs

EMPLOYEES

- Internal events, communication channels and daily interaction
- Town hall meetings
- Hotlines
- Employee engagement surveys
- Performance and career development reviews

SHAREHOLDERS

- One-on-one 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

- One-on-one meetings with community and government leaders
- Destination listening tours
- Stakeholder research and consultation
- Tours of our ships

DESTINATIONS

- Meetings with the Global Sustainable Tourism Council (GSTC) and other stakeholders
- Destination stewardship management plans

SUPPLIERS

- Enhanced supplier onboarding management system
- Ongoing dialogue with buyers and commodity managers
- Supplier conferences

NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

- Project-based partnerships
- Employee volunteering
- Board participation in local nonprofits
- G.I.V.E. program community activations

POLICYMAKERS

- Technical recommendations and onsite tours of our ships
- Industry associations

INDUSTRY ASSOCIATIONS

- Working group and committee participation
- Development of industry standards

TRAVEL AGENTS

- Independent international representatives
- Brand websites and travel agent portal
- Regional events

RESEARCH INSTITUTIONS

- Journal publications
- Ocean and climate change research projects

OUR MATERIAL ISSUES

Our materiality assessments help us prioritize areas of concern and evolve our strategy.

We conduct materiality assessments to help us understand which topics are most relevant to our business and stakeholders today and which issues are likely to emerge in the future. The findings continue to guide us as we evolve our strategy, prioritize our actions and pursue new and ongoing ESG targets.

We conducted our most recent materiality assessment in 2021 and are in the early stages of an updated assessment, which we expect to complete in 2024.



ENVIRONMENTAL

Critical material topics

- Greenhouse gas emissions and energy
- Climate strategy
- Other air emissions
- Wastewater management

Other material topics

- Waste
- Environmental value chain impact
- Water withdrawal and consumption



SOCIAL

Critical material topics

- Guest safety, health and wellness
- Employee safety, health and wellness
- Ocean stewardship
- Guest satisfaction and experience

Other material topics

- Data privacy and security
- Human rights
- Responsible supply chain practices
- Responsible tourism and destination engagement and impact
- Human capital management



GOVERNANCE

Critical material topics

- Ethics, integrity and compliance
- Risk management

Other material topics

- Board and corporate governance
- Taxes, policy and advocacy

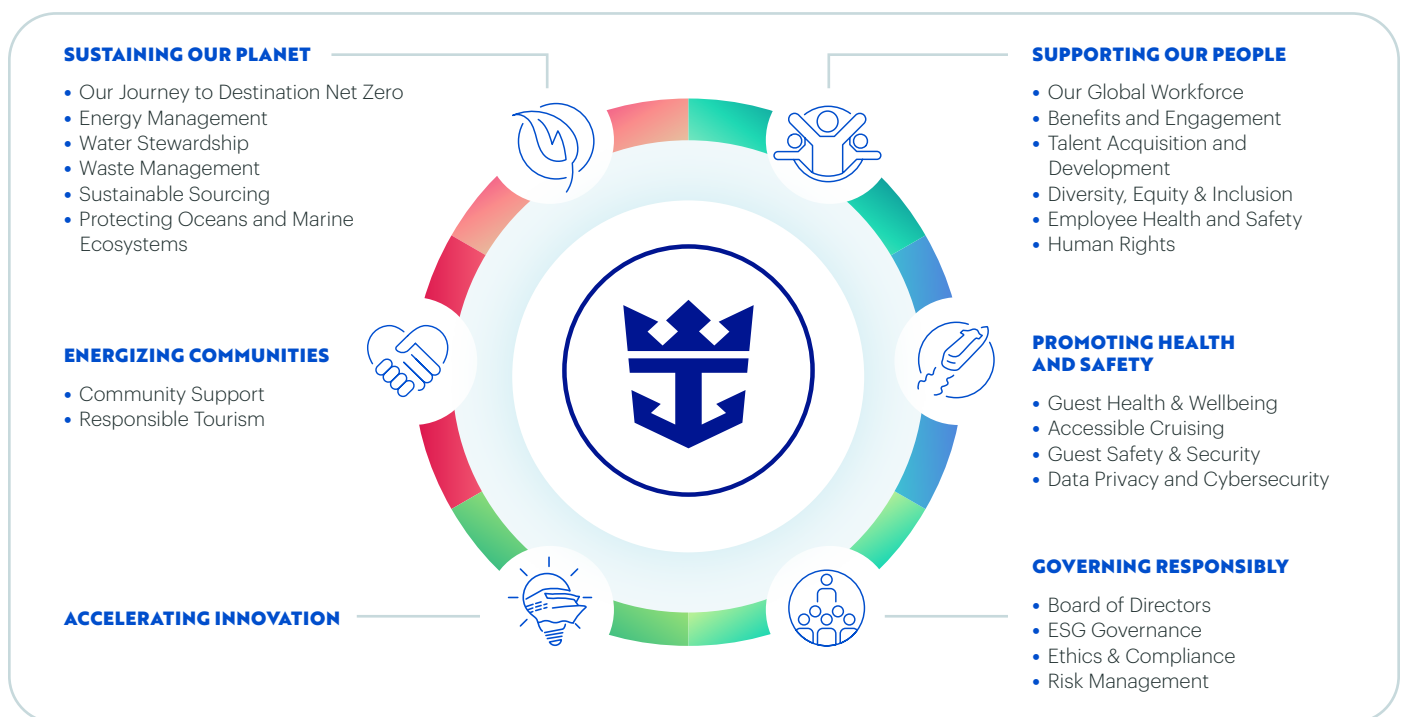


ESG FRAMEWORK

Our framework guides our SEA the Future commitment to sustain the planet, energize communities and accelerate innovation.

If SEA the Future is our vision for where we're going, the framework is our compass. Our ESG framework reflects our innovation and leadership in building a more sustainable cruise industry. It also informs the development of our ESG goals, guides our long-term decision-making and strengthens our business by helping us consistently track our progress.

The framework was informed by our 2021 materiality assessment and factored in widely adopted external standards such as the United Nations Sustainable Development Goals (see [page 117](#) for more). We continually revisit and evolve our framework as new information, strategic goals and technologies emerge.



OUR ESG GOALS

GOAL	2023 PROGRESS
EMISSIONS REDUCTION	
Reduce our carbon intensity by double digits from a 2019 baseline by 2025	ON TRACK
Deliver net-zero cruise ship by 2035	EARLY STAGES
Achieve net-zero GHG emissions by 2050	EARLY STAGES
WATER AND WASTEWATER MANAGEMENT	
Increase or maintain 90% potable water production and reduce potable water bunkering in vulnerable areas by 2025	ACHIEVED ⁵
Equip 100% of fleet with Advanced Wastewater Purification systems by 2025	ON TRACK
Equip 100% of fleet with IMO and USCG certified systems for ballast water by 2025	ON TRACK
WASTE MANAGEMENT	
Reduce solid waste offloaded to landfill by 90% from the 2007 baseline by 2025	ON TRACK
Reduce single-use plastics 100% by 2025	ON TRACK
Reduce food waste across our fleet by 50% by 2025	ON TRACK ⁵
SUSTAINABLE SOURCING	
Source 100% cage-free eggs globally by 2025	ON TRACK
Source 100% of chickens for U.S. operations from Global Animal Partnership certified suppliers by 2025	ON TRACK
Source 100% gestation-crate-free pork globally by 2025	ON TRACK
Source 90% of wild-caught seafood from Marine Stewardship Council (MSC) certified fisheries for global operations by 2025	ON TRACK
Source 75% of farm-raised seafood from Aquaculture Stewardship Council (ASC) certified fisheries for global operations by 2025	ON TRACK
Obtain MSC and ASC Chain of Custody certification for specified species for our ships by 2024 (goal updated from 2023, see page 50)	ON TRACK
RESPONSIBLE TOURISM	
Advance destination stewardship and community development through partnerships, initiatives and responsible practices by 2026	ON TRACK
60% of RCG-offered tours are provided by GSTC certified tour operators by 2026	ON TRACK
Support sustainable and resilient ocean communities, employee engagement and volunteering through our community pillars by 2024	ON TRACK
DIVERSITY, EQUITY AND INCLUSION	
Form an Executive Diversity Council, chaired by CEO, by 2023	ACHIEVED
Review gender pay equity annually for all global employees, including shipboard crew, by 2024	ON TRACK
Implement program to foster an inclusive and diverse supply chain through our procurement process by 2024	ON TRACK
HUMAN RIGHTS	
Publish updated human rights policy and conduct human rights impact assessments by 2025	ON TRACK
RISK MANAGEMENT	
Integrate ESG risks into enterprise risk management system by 2023	ACHIEVED
ETHICS AND COMPLIANCE	
Increase auditability of ESG data and improve climate-related disclosures by 2026	ON TRACK

⁵For Celebrity Cruises and Royal Caribbean International only. Silversea will integrate in the near future.



Royal Caribbean Group



Celebrity Cruises

SILVERSEA



ACCELERATING INNOVATION

Across our business, we are imagining, pioneering and developing cutting-edge technologies that create best-in-class experiences and accelerate the transition to a more sustainable cruise industry.

Our Innovation Journey 27

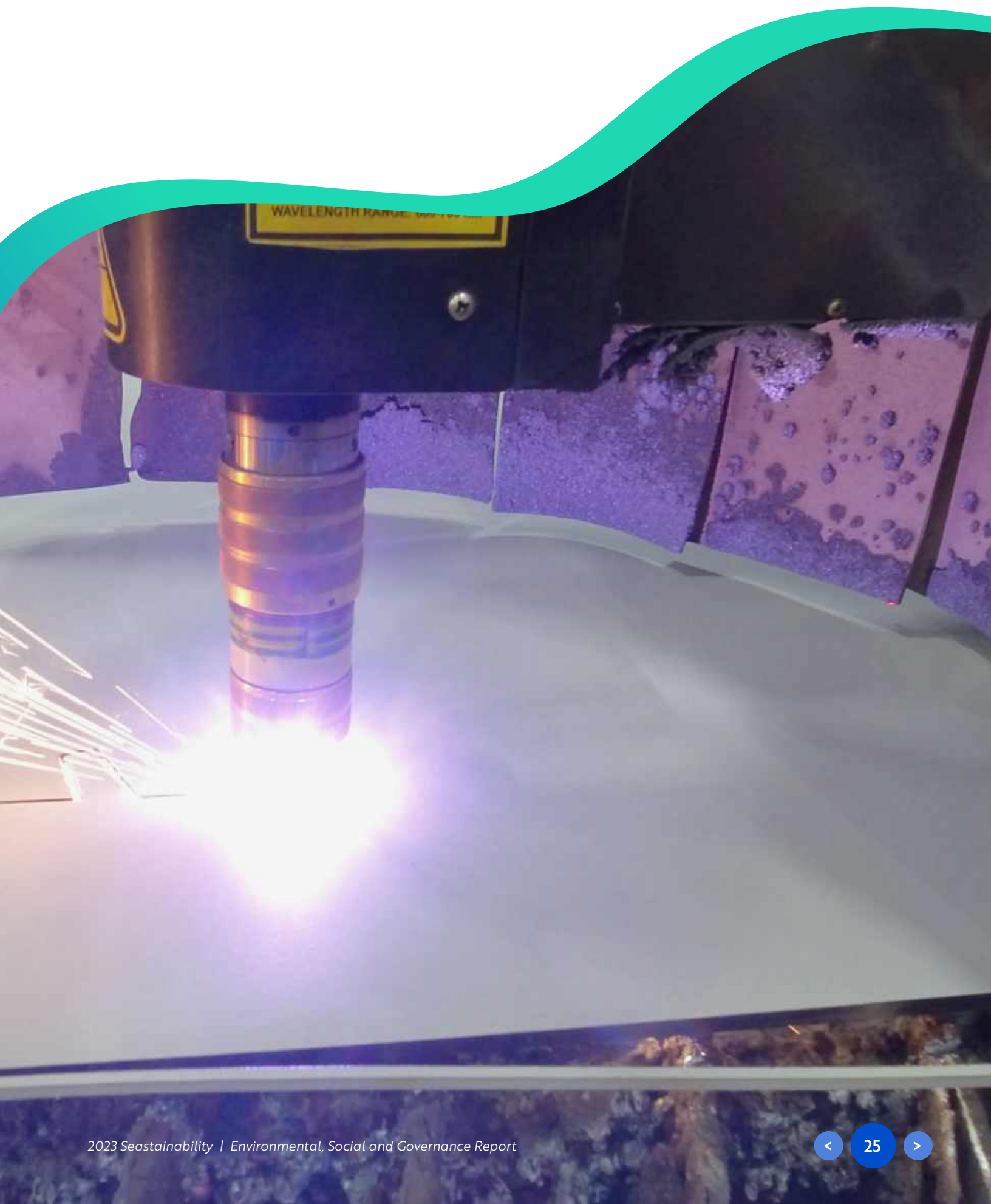


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OUR INNOVATION JOURNEY

Setting the stage for the future.

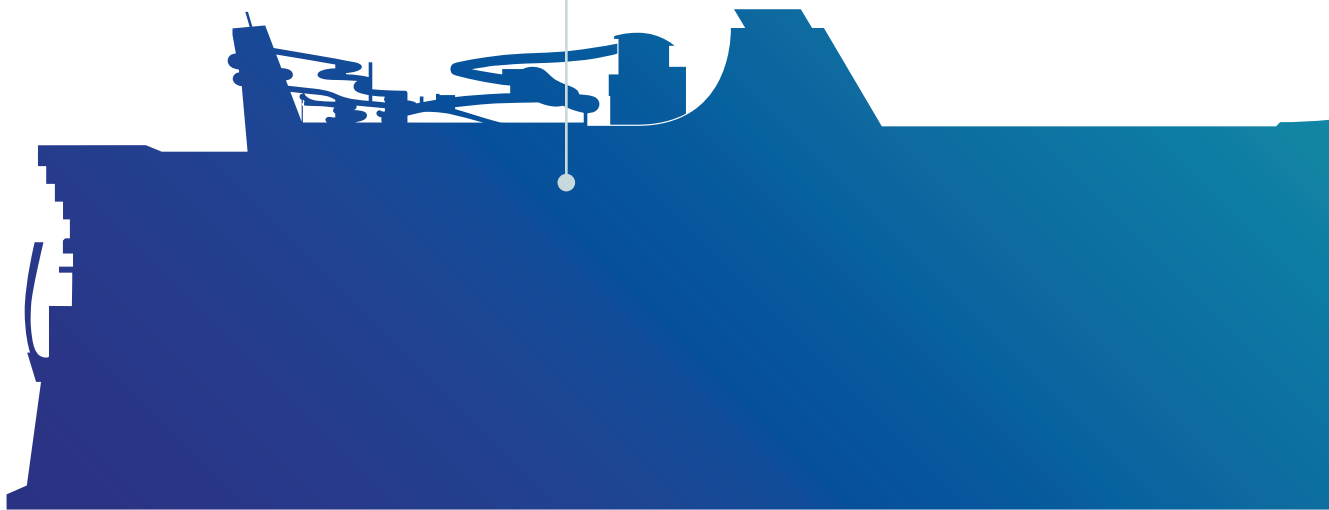
- **Increasing guest safety**

- **Meticulous safety protocols:**

- Award-winning Safety Command Center organizes our incident response

- **Digital safety drills:**

- Pioneering eMuster 2.0 technology delivers safety info to mobile devices and stateroom TVs



• Using future fuels and technologies

• **Methanol-ready:**

Flex-fuel engines on *Celebrity Xcel* (2025 delivery) will run on three fuel types, including methanol

• **Prototyping fuel cells:**

Developing pilot fuel cell installations on selected ships

• Improving the guest experience

• **High-speed connectivity:**

Starlink technology enhances internet connectivity for real-time communication

• Saving fuel at sea

• **Optimized routes:**

Machine learning and predictive analytics help determine most efficient sailing routes

• **Autonomous hull cleaning:**

Robotic hull cleaner removes debris and slime to reduce drag

• **Increased fuel efficiency:**

Parabolic bow moves more smoothly through the waves and improves fuel efficiency

• Saving energy onboard

• **Minimizing energy waste:**

Eco-mode powers down guest staterooms when guests go ashore

• **Extreme efficiency:**

Highly efficient AC chillers and HVAC systems maximize energy efficiency

• **Cold recovery system:**

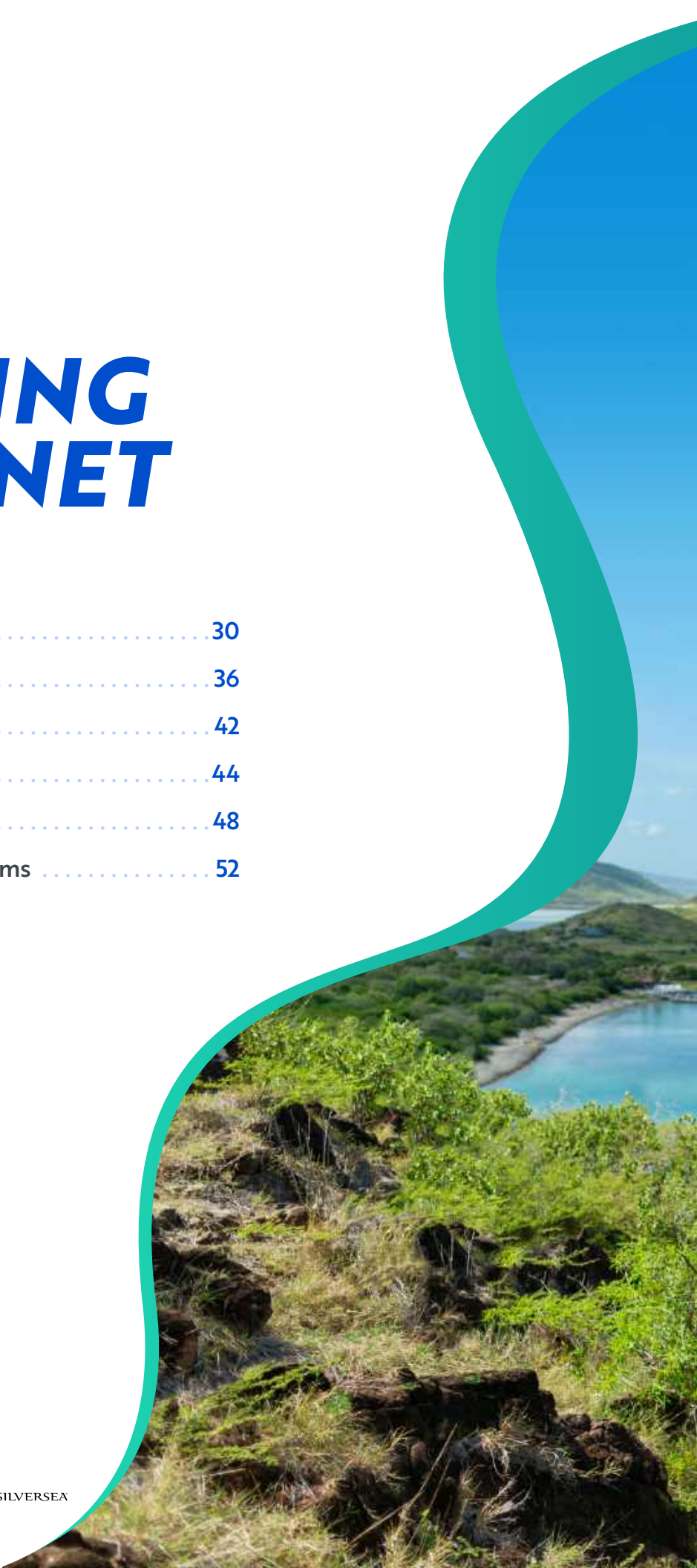
LNG cold recovery reduces energy consumption of HVAC system



Look for this icon throughout this report to learn more about these and other pioneering innovations at Royal Caribbean Group.

SUSTAINING OUR PLANET

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DESTINATION NET ZERO

Charting a course for net-zero cruising.

GOAL	2023 PROGRESS
Reduce our carbon intensity by double digits from a 2019 baseline by 2025	<ul style="list-style-type: none">• 6.8% reduction in carbon intensity• Completed 50 energy-efficiency retrofit projects, including steam turbine and LED lighting system upgrades
Achieve net-zero GHG emissions by 2050	<ul style="list-style-type: none">• Grew portfolio of fuel options with first LNG-powered ship and successful biofuel trials• Debuted Total Energy Management (TEM) system to optimize energy performance• 30 ships with shore power capabilities as of year end
Deliver net-zero cruise ship by 2035	<ul style="list-style-type: none">• Completed successful biofuel trials on three ships• Launched Silversea's <i>Silver Nova</i>, which is 33% more energy efficient than required for ships today• Started construction on <i>Celebrity Xcel</i>, our first tri-fuel methanol-capable ship (2025 delivery)

Destination Net Zero is our strategy to achieve net-zero greenhouse gas (GHG) emissions by 2050. The bold initiative lays out a pathway to protect our oceans and ensure the health and viability of the destinations our guests and employees care deeply about.

For decades we have been dedicated to sustaining our planet by continuously improving our operations—from our never-ending pursuit of energy efficiency to our strategies to treat water and source products responsibly. In each case, we go beyond what is expected to deliver the best vacations responsibly for future generations.

Today, we're responding to the threat of climate change, ocean pollution and resource scarcity by accelerating innovation across our business. Together with our partners, we are imagining and developing cutting-edge solutions to reach our goal of net-zero greenhouse gas (GHG) emissions by 2050, including using artificial intelligence and other technologies to maximize energy efficiency onboard and investing in bold new technologies as we transition to alternative energy sources.

2023 HIGHLIGHTS



6.8% reduction in carbon intensity



3 ships conducted successful biofuel trials



25% reduction in food waste since 2019⁶



Earned LEED Gold certification for world's first net-zero cruise terminal in Texas



Construction began on methanol-capable ship, debuting in 2025



87% of waste diverted from landfills

⁶For Royal Caribbean International and Celebrity Cruises only.

DESTINATION NET ZERO

PATHWAYS TO EMISSIONS REDUCTION

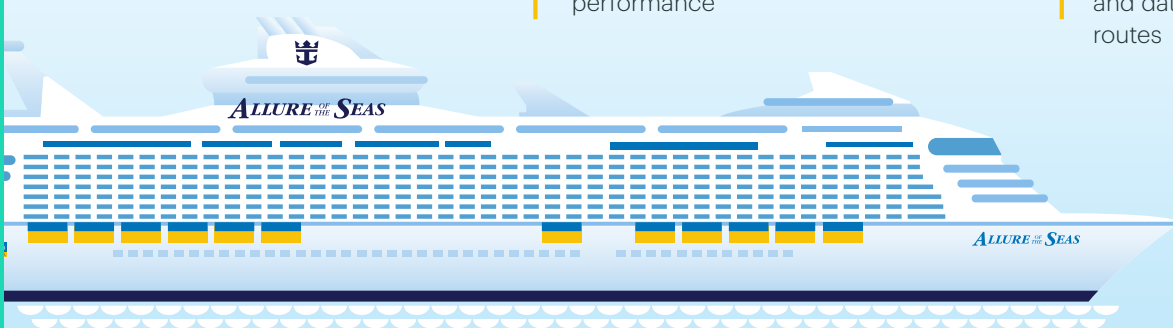
Improved Energy Efficiency

Energy-efficiency retrofits on existing ships

Efficiency gains through design innovations on new ships

Enhanced hull performance

Smart itinerary planning and data-optimized routes



Alternative Ship Fuels and Technologies

Transitional and future fuel development and testing

New technology pilots and development (e.g., engines)

Partnerships to accelerate the transition to future fuels



Royal Caribbean Group



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Key Milestones

2025

Reduce our carbon intensity by double digits from a 2019 baseline

2035

Deliver net-zero-emissions cruise ship

2050

Achieve net-zero emissions

Alternative Energy Sources

- | Shore power development
- | Onsite renewable energy
- | Renewable electricity certificates and other offsets



Supply Chain Decarbonization

- | Collaborative relationships with suppliers to lower their emissions
- | Local sourcing to reduce miles traveled



Collaborating to Reach Net Zero



Achieving net-zero emissions by 2050 requires widespread collaboration, as no one company can do it alone. To facilitate this transition, we've forged strong partnerships with organizations across the maritime industry and beyond to catalyze the development of low-carbon solutions. We believe our industry and affiliated partners can be a powerful collective force in accelerating innovation, piloting and driving demand for new fuels and technologies, and developing new regulatory standards to move the industry forward. Our global partners include:



Our membership gives us access to the world's most vibrant research

and startup communities, including thinkers, strategists and innovators focused on solving society's greatest challenges.



Royal Caribbean Group and other members pool expertise to advance the

development of methanol—including biomethanol—as a viable marine fuel.



**Mærsk Mc-Kinney Møller Center
for Zero Carbon Shipping**

This independent R&D organization unites players across the maritime industry to share knowledge, drive innovation and pilot promising low-carbon technologies and solutions.

First Movers Commitment in the Pacific Northwest

"First Movers" include ports, cities, cruise lines and trade associations devoted to creating the world's first green shipping corridor to support and enable net-zero solutions.



Royal Caribbean Group



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Our 2023 GHG Emissions

Reaching net-zero emissions requires us to set a range of short-, medium- and long-term targets, with many milestones to mark our progress.

Scope 1 and 2

In 2023, we made substantial progress toward our first milestone by reducing our carbon intensity by 6.8% from a 2019 baseline.⁷ This puts us more than halfway to our goal of achieving a double-digit reduction in carbon intensity by 2025. In the near term, we expect to level off, and potentially reduce, our absolute emissions through continued focus on improved energy efficiency and new technology. As alternative, lower-carbon fuels become more widely available and economically viable, we will assess the opportunity to set more aggressive carbon reduction targets on our journey to net-zero emissions by 2050.

Scope 3

We included our Scope 3 emissions in our assessment for the first time in 2023, after setting the baseline in 2022, giving us a more accurate picture of our total carbon footprint.

OUR GHG EMISSIONS	2023	2022 ⁸	2021 ⁹
Total GHG emissions (Scope 1, 2 and 3)	11,379,448	4,989,942	2,590,041
Scope 1	5,375,318	4,979,842	2,579,274
Scope 2 (location-based)	10,166	10,100	10,767
Scope 2 (market-based)	10,219	10,167	10,900
Scope 3	5,993,964		

For more details about our GHG emissions, see our performance table on [page 109](#).

⁷ Carbon intensity measures our ships' operational efficiency in kilograms of GHG emissions per gross tonnage distance traveled (in GT-NM).

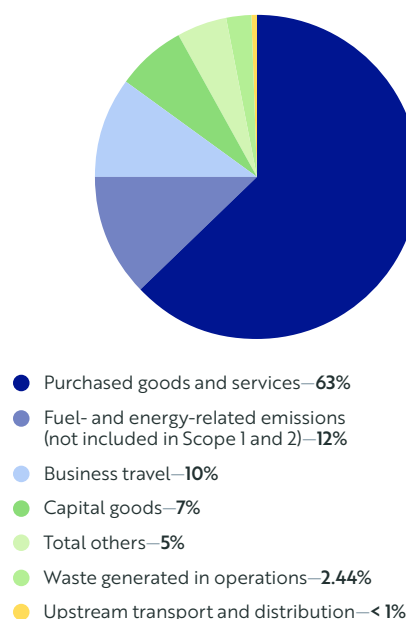
^{8,9} In 2022, we inventoried our Scope 3 emissions baseline for 2019, the last year representative of pre-pandemic normal operations. Total emissions in 2022 and 2021 represent Scope 1 and 2 only.

Other Air Emissions

To help mitigate emissions from our current fuels and reduce related air and water pollution, we invest in and develop state-of-the-art emissions-abatement technologies including Advanced Emissions Purification (AEP) and Selective Catalytic Reduction (SCR) systems. To date, 72% of our vessels are equipped with AEP systems, which help us meet the sulfur emissions requirements set forth by the International Maritime Organization (IMO) globally for 2020 and all emissions control areas. Our ships without AEP systems are too small to accommodate the systems and already operate on compliant fuel.

AEPs work by spraying exhaust with a fine water mist within the ship's funnel and stacks. As the water mist combines with the sulfur dioxide in the exhaust, it causes a chemical reaction, removing the sulfur while producing a clean white plume. As a result, AEPs remove approximately 98% of sulfur dioxides, 40–60% of total particulate matter and up to 12% of nitrogen oxides. Twelve Royal Caribbean Group ships are currently equipped and all future new builds will be equipped with SCR systems to reduce nitrogen oxides by greater than 90%.

Our Scope 3 Emissions



ENERGY MANAGEMENT

Our relentless pursuit of innovation powers our Destination Net Zero strategy.

With Destination Net Zero, we've developed a carbon reduction roadmap to reduce our GHG emissions and air pollution using every tool at our disposal. Our 2023 priorities included continuing to push the envelope on energy and fuel efficiency and laying the groundwork for alternative fuels and energy sources.

Energy-Efficiency Landscape

Our teams spend countless hours scrutinizing every kilowatt of energy used in order to operate our ships as efficiently as possible. Operational decisions aboard a ship can have both a meaningful impact on our total energy use and help us identify where the deployment of energy-saving technologies could improve efficiency throughout our entire fleet.

The simplest and most effective way to reduce our GHG emissions is to use less energy. For us, using less energy is directly tied to using less fuel, making energy efficiency our most immediately actionable step as we chart a course to Destination Net Zero.

Improving Our Existing Fleet

Retrofitting our existing fleet with energy-efficiency innovations is an effective, cost-efficient way to address our carbon emissions. We deploy a range of proven energy-saving technologies on our existing ships and pursue new retrofit innovations with our partners. We have completed more than 550 energy-efficiency retrofit projects since 2013, including 50 in 2023, with another 250-plus planned projects in the pipeline through 2028.

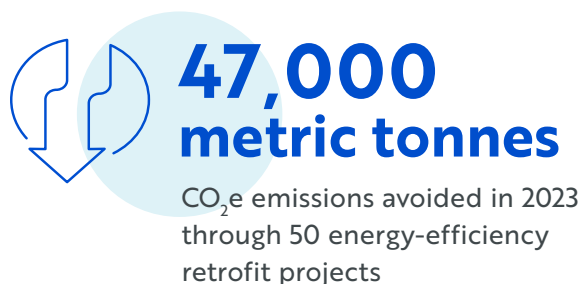
For example, we installed new steam turbine and LED lighting system upgrades that reduced our emissions by approximately 14,000 metric tonnes CO₂e in 2023. All told, our 50 retrofit projects helped us avoid roughly 47,000 metric tonnes of CO₂e emissions, and played an instrumental role in helping us reduce our

carbon intensity by 6.8% from a 2019 baseline. Royal Caribbean Group has avoided a cumulative 2 million metric tonnes of CO₂e emissions since 2013 due to the relentless pursuit of our energy-saving initiatives.

New Builds: Innovating on a Blank Canvas

Every new ship provides a blank canvas to dream and pioneer. We channel this creativity by building energy-efficiency innovations into each new class of Royal Caribbean Group ships. For example, our latest ships—Silversea's *Silver Nova* and Royal Caribbean International's *Icon of the Seas*—achieved Energy Efficiency Existing Ship Index (EEXI) ratings approximately 33% and 24% higher than required for ships today. Other innovations across our fleet include:

- **LNG-powered engine** produces fewer emissions than traditional fuels
- **Air lubrication system** on the hull reduces drag
- **Robotic hull cleaner** removes debris and slime to reduce drag
- **Advanced waste heat recovery system** partially powers hotel
- **Custom HVAC chillers and fan coil units** maximize energy efficiency
- **LNG cold recovery** reduces energy consumption of HVAC system
- **Eco-mode** powers down guest quarters when passengers go ashore
- **Shore-power connections** can help reduce emissions at port
- **Data-driven analytics** optimize routes, speeds and power management



Royal Caribbean Group



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In 2023, we debuted a new Total Energy Management (TEM) system to improve our onboard decision-making and optimize our vessels' energy performance. Using ship-specific hindcasting models, the TEM system helps our shipboard personnel identify excess energy consumption, compare their normalized performance against models and peers who sail the same route, and identify opportunities for improvement. Since implementing the system, we've seen a measurable improvement in the routes, trim and engine loads our captains choose, helping reduce our fleet's fuel consumption by roughly 10,000 metric tonnes in 2023 and Scope 1 emissions by approximately 0.65%.

The TEM system adds to a range of other data-driven tools and platforms we use on our ships to save energy, such as itinerary planning tools that gauge the fuel usage and carbon impact of different itinerary choices. For example, timing constraints can have a significant impact on energy and fuel consumption. Leaving earlier or arriving later, when possible, can reduce speed between ports, saving fuel and associated emissions.



Taking Charge of Our Data

Data analysis has powered many of our efficiency innovations over the past 15 years, both internally and through our partnerships with manufacturers, shipyards and other parties. However, accessing the data needed for analysis has traditionally been slow and resource intensive, with each partner having to install its own data-collection units on our ships.

In fall 2023, we launched an initiative to take charge of our data by bringing the collection process in house. Using our new open-source platform, we control all data collection and flow, and share it with approved partners when needed.

Currently deployed on four ships, the platform collects an average of 50,000 data points per ship including HVAC energy consumption, engine efficiency and freshwater production efficiency. The platform uses AI analytics tools to create a digital twin of our ships' energy systems, empowering our people and partners with the right data at the right time to make the right decision.

We expect to deploy the platform on 28 total ships by the end of Q2 in 2025.

For details on our energy consumption and efficiency, see our performance table on [page 109](#).

Growing Our Energy Portfolio

Transitioning to alternative, low-carbon fuels and technologies is the linchpin of our long-term decarbonization strategy. Our teams are laying the groundwork for these future fuels now, including piloting the most promising short-term solutions, building alternative fuel supply chains and partnering with other innovators to advance the industry as a whole.

Our Approach on Future Fuels

It's important to acknowledge that there is no miracle fuel on the horizon. Each fuel has its own advantages and shortcomings, and many alternative fuels, technologies and supply chains are still years from viability. We expect to rely on a wide mix of lower-carbon fuels as we transition to the energy platform of the future. Our objective isn't to advocate for one fuel over others, but to future-proof our ships with fuel flexibility, so we can quickly pivot to the fuels that best meet our needs when they become available.

LNG as a Transitional Fuel

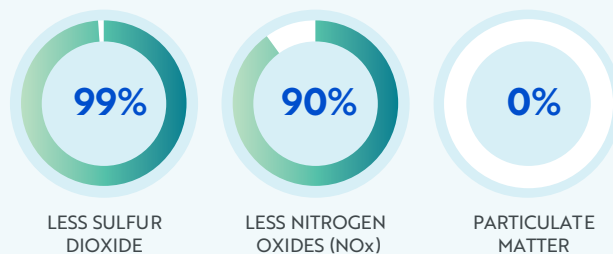
We consider liquefied natural gas (LNG) a transitional fuel that helps build flexibility into our ship design and also helps us more easily adapt to different types of fuels as the market evolves and other scalable alternatives are introduced. While still a fossil fuel, LNG advances the removal of local air emissions like sulfur dioxide, nitrogen oxides and particulate matter. August 2023 marked the maiden voyage of our first LNG-powered ship, Silversea's *Silver Nova*. The ship features a hybrid power source that uses a combination of LNG and batteries to power cruising and hotel operations. Overall, the ship is 33% more energy efficient than applicable International Maritime Organization (IMO) requirements for ships designed today. It can also plug into shore power-enabled terminals when docked, potentially reducing or eliminating its GHG emissions at port depending on the terminal's energy mix.

Our second LNG powered ship, Royal Caribbean International's *Icon of the Seas*, debuted in January of 2024 and will be followed by five additional ships, including *Utopia of the Seas* and *Silver Ray*, which will join the fleet summer of 2024.

Biofuel Pilots

We achieved a new milestone in alternative fuel use in 2023 with 12 weeks of successful biofuel testing in Europe, followed by a third trial at the close of the sailing season in Europe. During the European tests, Celebrity Cruises' *Celebrity Apex* and Royal Caribbean International's *Symphony of the Seas* completed multiple sailings using biofuel blends to meet part of their fuel needs. The third test took place on Royal Caribbean International's *Enchantment of the Seas* and assessed the viability of 100% biofuels in our operations. These tests built on the success of our 2022 biodiesel trial on Royal Caribbean International's *Navigator of the Seas* in California.

LNG VS. CONVENTIONAL FOSSIL FUELS



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Accredited by International Sustainability and Carbon Certification (ISCC), the biofuel blends were produced by purifying renewable raw materials like waste oils and fats and combining them with fuel oil to create a cleaner, more sustainable alternative. Studies have found that biofuels produced entirely from biomass could reduce GHG emissions from 67% to 93%¹⁰ on a life-cycle basis compared with heavy fuel oil,¹¹ although we're still many years away from that possibility.

Crucially, our tests confirmed that when partially powered by biofuel blends, our ships' onboard technical systems are able to meet our operational standards without raising quality or safety concerns. This makes them suitable as "drop in" fuel solutions, meaning we can rely on them without modifying our engines. We plan to continue testing different types of biofuels on upcoming sailings and are exploring strategic partnerships with suppliers and ports in the region to ensure a sustainable supply chain.

Green Shipping Corridors

To help address the supply chain challenges of low- or zero-carbon fuels, we're working with a broad coalition of cruise operations, ports, industry trade associations and maritime forums to explore the development of green corridors. These are maritime routes where zero GHG emission solutions are supported and enabled through technological, economic and regulatory collaboration.

Innovation in the Fast Lane

In our 2021 *Seastainability* Report, we announced a plan to deploy hydrogen-based fuel cell systems in Silversea's *Silver Nova* and Royal Caribbean International's *Icon of the Seas*. Fuel cells offer a promising and cleaner means of generating power onboard ships. However, as is often the case in fast-moving innovation fields, we encountered setbacks during development and adaptation for wide-scale marine use and were not able to equip the ships with the systems at launch.

Despite the obstacles, we remain committed to exploring future fuel-cell solutions. We continue to collaborate closely with our technology suppliers to bring these systems to our ships, while also exploring opportunities to deploy them in land-based applications.



Readying Our Ships for Methanol-Powered Cruising

Methanol has emerged as one of the most promising candidates for our future fuel mix, particularly biomethanol. But unlike biofuels, methanol requires engines specially designed for its use.

In order to accelerate our future fuel landscape we partnered with technology group Wärtsilä and shipyard Chantiers de L'Atlantique to develop a flex fuel engine capable of running on three types of fuel, including methanol. The Wärtsilä 46F flex-fuel engines will debut on Celebrity Cruises' *Celebrity Xcel* in 2025. This unmatched fuel flexibility ensures that *Celebrity Xcel* can easily adapt once methanol is available at scale, yet can still run on traditional fuels in the interim. Representing a bold step forward in low-carbon cruising, *Celebrity Xcel* will also incorporate methanol-ready storage and delivery systems.

The carbon footprint of methanol varies by production method, but studies indicate that biomethanol offers carbon reduction benefits of 65% to 95% compared with conventional fuels, and significantly reduces local emissions like sulfur oxides (SOx), nitrogen oxides (NOx) and particulate matter.⁸ We joined the Methanol Institute (MI) in 2023 to help facilitate the development of this future fuel pathway.

Adopting methanol on a broad scale poses challenges for our older ships. However, we look forward to studying its application for both new and existing ships as *Celebrity Xcel* moves closer to launch.

¹⁰ National Renewable Energy Laboratory (NREL), U.S. Department of Energy, "Biofuel Options for Marine Applications: Techno-Economic and Life-Cycle Analyses," May 2021.

¹¹ International Renewable Energy Agency (IRENA) and Methanol Institute, "Innovation Outlook: Renewable Methanol," 2021.

Alternative Energy Sources

Renewable energy sources such as solar and wind add to the portfolio of solutions we invest in to meet our decarbonization targets. With thoughtful execution, these sources can help reduce or offset the emissions of our shoreside operations and even help power our ships in some circumstances.

Shore Power

Even while our ships are in port, they need power to heat, cool and light the ship. With shore power, our ships can “plug into” electricity at the port rather than relying on their diesel auxiliary engines. This reduces our ships’ air emissions at port and may reduce GHG emissions, depending on the energy mix of the power grid we’re accessing.

Enabling shore power is complicated. Ports must build shore power-ready terminals—which few have to date—while our ships must be equipped to use the power provided. On our end, 30 Royal Caribbean Group ships were shore power capable as of the end of 2023, with additional retrofits on the way. All new builds will have shore power connections, including ships owned by our joint ventures.



Our port partners are gradually adding shore power systems, and we continue to advocate for shore power when interacting with ports. PortMiami is nearing completion of a shore power terminal for Royal Caribbean Group ships, with an anticipated launch of May 2024. We continue to collaborate with the Port of Galveston and other partners on shore power and related initiatives, including exploring the potential of a shoreside microgrid to provide clean, portable power to berthed ships. We're also studying the feasibility of shore power in other locations, including the Cape Liberty Cruise Port in New Jersey and Port Canaveral in Florida.

Renewable Energy Investments

We remain committed to investing in cleaner energy sources and deploying renewable energy at select shoreside locations and private destinations.

Kansas Wind Partnership

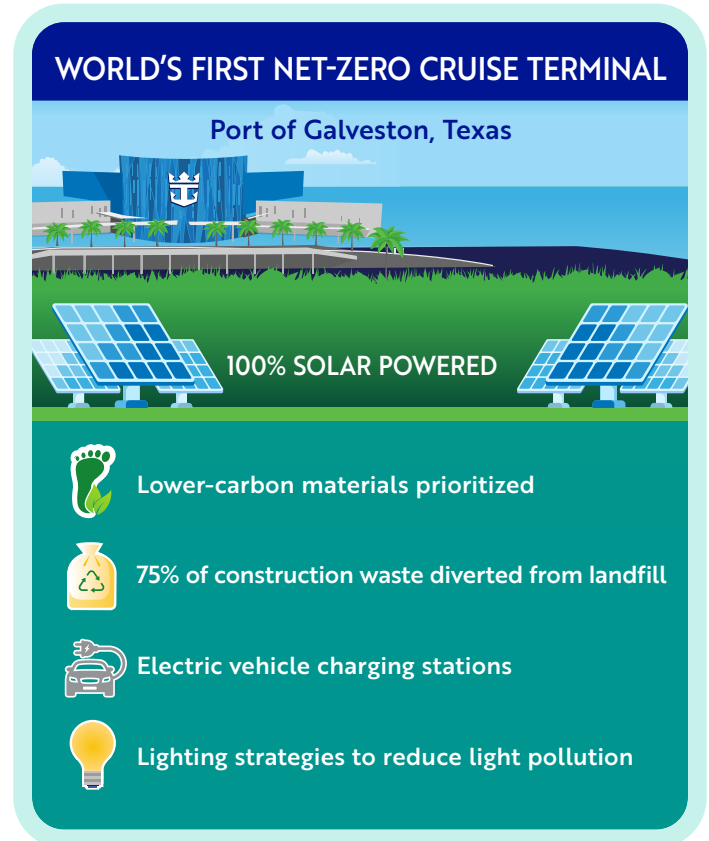
Our partnership with a 62-turbine wind power facility in Reading, Kansas, partially offsets our GHG emissions. We signed a 12-year power purchase agreement in 2018 with the facility, which began commercial operations in May of 2020. The partnership has on average generated approximately 465,000 tons of carbon offset credits annually, which represents roughly 10% of our carbon emissions. We're currently exploring opportunities to use these offsets to pursue LEED Zero Energy certifications for some of our shoreside operations.

Private Destination Renewables

With a targeted opening of summer 2025, our Royal Beach Club at Paradise Island in the Bahamas will be partially powered by renewable energy at launch, with the goal of 100% renewable energy by 2030. The private destination will also incorporate smart design elements such as natural shade to reduce energy needs.

Solar-Powered Cruise Terminal

In 2023, our Port of Galveston terminal became the first cruise terminal in Texas to earn LEED Gold certification and the first cruise terminal in the world to generate 100% of its needed energy through onsite solar power. The terminal relies on 30,000 square feet of photovoltaic solar panels to create a net-zero energy balance.⁹



⁹ Based on the quantity of renewable energy produced that displaces non-renewable energy on the grid.

WATER STEWARDSHIP

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

GOAL	2023 PROGRESS
Increase or maintain 90% potable water production and reduce potable water bunkering in vulnerable areas by 2025	<ul style="list-style-type: none">• 93% potable water production¹²
Equip 100% of fleet with Advanced Wastewater Purification systems by 2025	<ul style="list-style-type: none">• 98% equipped
Equip 100% of fleet with IMO and USCG certified systems for ballast water by 2025	<ul style="list-style-type: none">• IMO 100%• USCG 74%

Water is as crucial to a ship's operation as fuel. We must have a sustainable supply of freshwater for our guests and crew, while also being mindful of the water we discharge into the oceans. Our water strategy is three-fold—conserve, create and treat.

Conserving Water

We take steps to reduce water consumption on our ships using tools like aerators, low-flow showerheads, and reduced-flow dishwashers and laundry equipment. We use Defender® Regenerative Media Filters in our pools, which require much less water for operation than sand or paper filters. We also employ creative solutions, such as repurposing the condensation produced by our air conditioning units for our laundry system.

Our crews are trained to conserve water, and continually look for new opportunities to use water more efficiently. We encourage our guests to do the same. Guests, for example, can save water by reusing towels, linens and sheets.

Creating Freshwater

Our guests and crew require water for drinking, cleaning, cooking, swimming and other activities, yet freshwater is scarce in many of the destinations we visit. To meet our needs and minimize our impact on water-stressed communities, we produce more than 90% of the freshwater used on our ships, including the water in many of our swimming pools, spas and other recreational facilities. While we do occasionally need to bunker water—the term for loading locally sourced freshwater onto a ship in port—we seek to avoid or minimize bunkering in areas facing water shortages.¹³

We use two main processes to produce our freshwater.

- **Steam evaporation:** Our steam evaporation system boils and evaporates seawater, which is then condensed into freshwater. While this process is energy intensive, we account for this by repurposing excess heat from our engines or steam from our exhaust gas boilers to heat the water.
- **Reverse osmosis:** This system creates freshwater by pumping seawater at very high pressure through a filter or semi-permeable membrane that only water molecules can pass through. The newest reverse osmosis systems on our ships require 65% less energy to operate than earlier generations.

¹² For Celebrity Cruises and Royal Caribbean International only. Silversea will integrate in the near future.

¹³ We use the World Resources Institute Aqueduct Water Risk Atlas 2.1 to determine whether an area is water stressed.



Treating Water

Our policy is that no untreated wastewater leaves our ships. We accomplish this by equipping all our ships with wastewater treatment plants that take all international and maritime standards and laws into account, and in many cases go above and beyond what's mandated.

In 2004, we made a commitment to install Advanced Wastewater Purification (AWP) systems in many of our ships. As of 2023, 98% of our ships were equipped with these systems, putting us one step closer to our goal of 100% by 2025. AWP systems treat sewage and graywater—including water from sinks, showers and kitchen galleys—to standards twice as stringent as U.S. federal standards. Treated wastewater from our AWP systems is discharged beyond three nautical miles from nearest land. All other treated wastewater and graywater is discharged a minimum of 12 nautical miles from land, compared with applicable laws.

We test this water effluent daily to ensure compliance with regulatory and Royal Caribbean Group standards. The results are verified by a third party every quarter to further validate our compliance.¹⁴

¹⁴ For Celebrity Cruises and Royal Caribbean International only. Silversea will integrate in the near future.

Ballast Water Treatment

Ballast Water is seawater brought onto a ship to control trim, list, draught and stability of a ship during a voyage. We're committed to treating the ballast water used on our ships, helping reduce or eliminate its potential to discharge non-native species into other ecosystems when our ships move from port to port.



Wastewater Treatment Plant Breaks New Ground

Our Perfect Day at CocoCay private destination features a new state-of-the-art wastewater treatment plant that became fully operational in 2023. The plant is smaller and more energy efficient than comparable treatment plants and its chemical-free ultraviolet disinfection system yields higher-quality water than conventional systems. Thanks to the plant's leading-edge design, we're able to use nearly 100% of our treated wastewater to irrigate our landscaping.

WASTE MANAGEMENT

Our Save the Waves program is the foundation for making sure no solid waste goes overboard.

GOAL	2023 PROGRESS
Reduce solid waste offloaded to landfill by 90% from the 2007 baseline by 2025	<ul style="list-style-type: none">• 87% reduction• Expanded Green Hub program to Galápagos• Launched the first waste-to-energy system at sea
Reduce single-use plastics 100% by 2025	<ul style="list-style-type: none">• 60% reduction• Relaunched phase three of our plastics reduction program, focused on food containers and water bottles, after adjusting for impact on the environment and guest feedback
Reduce food waste across our fleet by 50% by 2025	<ul style="list-style-type: none">• 25% reduction¹⁵



When we launched Save the Waves more than 30 years ago, our primary objective was to reuse and recycle as much material as possible. In the years since, we've worked diligently to reduce the amount of waste we produce and divert the remaining waste from landfills. Today, Save the Waves is everyone's responsibility. Each crew member is responsible for following proper waste management protocols, which the ship's Environmental Officer outlines during regular trainings onboard. To help, every one of our ships is equipped to be landfill-free.

Recycling and Responsible Disposal

We analyze waste management on our ships from start to finish to better understand and address all aspects of our waste streams. Waste is recycled onboard via a single-stream process, in which all recyclables are hand-sorted in our waste management room onboard and then recycled by vendors. Waste that can't be recycled is either offloaded for responsible disposal or incinerated onboard.

Reduce, Reuse, Recycle



Reduce

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



Reuse

We participate in container return programs with our vendors and maintain a standard donation database for our fleet, which includes mattresses, sheets, towels, furniture and clothing.



Recycle

Our ships run a single-stream process, where all recyclables are hand-sorted in our waste management room onboard. These rooms are equipped with bailers, shredders and compactors, as well as crushers for glass, light bulbs and aluminum.



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¹⁵ For Royal Caribbean International and Celebrity Cruises only..

Green Hubs

Our Green Hubs program plays a key role in enabling our landfill-free capabilities by identifying responsible waste vendors in strategic destinations. These hubs support our landfill diversion efforts through the use of waste-to-energy facilities. Since its start in 2014, the program has grown to 34 ports worldwide, and has played a critical role in helping us divert 87% of our waste from landfills.

In 2023, we added a waste management partner on the Galápagos Islands, enabling Silversea to become the first cruise operator to gain certification

in environmental management on the islands. The partnership includes a commitment to transport all waste out of the Galápagos to be recycled or processed according to regulatory procedures, helping protect the delicate ecosystem for future generations.

87%

of our waste is diverted
from landfills

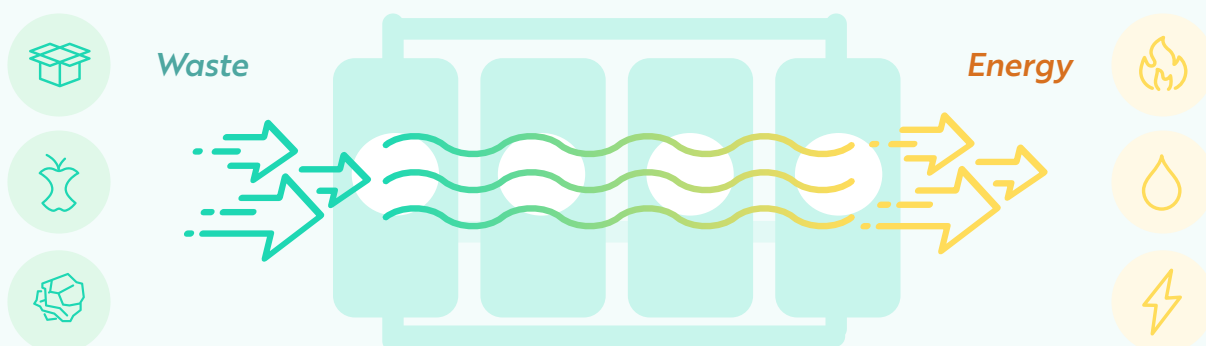


Next-Gen Tech Helps Us Turn Waste to Energy

While all Royal Caribbean Group ships are equipped to be landfill-free, we wanted to do more. Driven by a passion for innovation and improvement, in 2023 we became the first company to turn waste into energy onboard a cruise ship with the introduction of next-generation waste management systems on our newest ships, Royal Caribbean International's Icon of the Seas and Silversea's Silver Nova. Adapting the technology used in land-based waste-to-energy facilities, these systems convert solid waste into a gas that the ships can use to satisfy certain energy demands within their hotel facilities.

Accelerating and pioneering innovation often requires the ability to learn and adapt. For example, we intended to equip Icon of the Seas with a microwave-assisted heating system to handle waste conversion. However, when operationalizing the technology, we realized that an electric heating source works best for our ships and are modifying the system accordingly. Each innovation is part of an exciting and fruitful journey that advances our landfill-free ambitions.

Waste-to-Energy Technology



Waste and Recycling on Perfect Day at CocoCay

We began preliminary construction of a new waste management facility at our Perfect Day at CocoCay private destination. The facility features a state-of-the-art biodigester that transforms food waste into compost within 24 hours, as well as a pair of highly efficient incinerators that produce substantially fewer emissions than conventional models. Thanks to these and other technologies, we anticipate decreasing our overall waste volume by up to 85%. We expect to launch the facility in early 2024.

Perfect Day at CocoCay is also home to a glass-to-sand bottle crusher that allows us to convert our used glass bottles to sand for use as a landscaping material. We've used the crusher to transform 19 cubic meters of glass into 2 cubic meters of sand as of the end of 2023.

Reducing Food Waste

In 2021, Royal Caribbean International launched a five-year initiative called WIN on Waste to contribute to the reduction of food waste across the fleet by 50%. The program has helped us make steady progress toward this goal, contributing to a 25% reduction as of the end of 2023.¹⁶

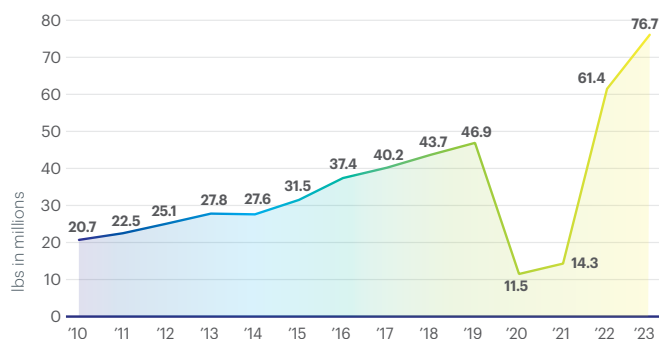
WIN on Waste has made important strides in raising awareness among onboard teams through rigorous food waste training and awareness campaigns, with active encouragement to improve reduction rates. The centerpiece of our initiative, however, is the custom-built Q Control food management platform that helps estimate how much food should be ordered, thawed and prepped on a given day so that less food goes to waste. Ship and corporate leaders review the system's data dashboards to inform adjustments and track progress.

Single-Use Plastics

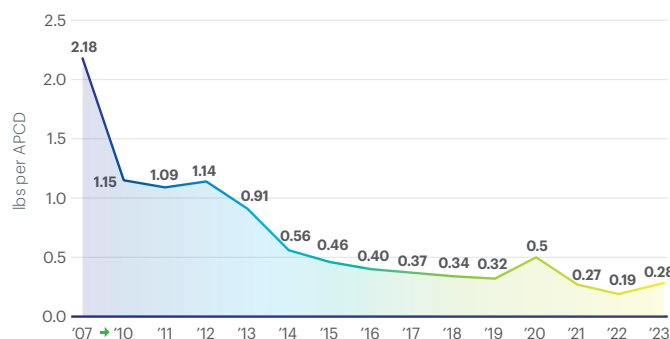
In 2023, we relaunched phase three of our plastics reduction program, which is focused on drawing down our use of plastic food containers and water bottles. While many of our ships switched from plastic water bottles to recyclable aluminum cans over the past two years, aluminum cans have their own environmental impacts within our supply chain, and also affect the guest experience. Therefore, we paused the plan in late 2023 to reevaluate our replacement strategy and its overall impact. We remain committed to eliminating single-use plastics from our ships by 2025.

Waste By the Numbers

Total waste recycled



Waste to landfill



¹⁶ For Royal Caribbean International and Celebrity Cruise Ships.



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Hazardous Waste Management

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 approved leak-proof containers and transfer them to approved shoreside disposal facilities. We also incinerate some types of bio-hazardous waste onboard.

Chemical Management

We take a systematic approach toward evaluating, procuring, handling, storing, using and responsibly disposing of chemicals in our operations. Our approach includes:

- **Royal Caribbean Group Chemical Purchasing List (CPL):** Our CPL is supported by the SDS Forums database, which contains detailed handling instructions, health and flammability

ratings, and standardized training on how to manage chemicals efficiently while reducing environmental risk.

- **Green Rating System:** We rely on our Green Rating System for many procurement decisions. The system analyzes each ingredient in a chemical product and its environmental impact. The system has helped reduce potential chemical hazards at Royal Caribbean Group; improved our tracking, use and storage of chemicals; and increased incentives for our suppliers to provide environmentally friendlier products.
- **Purchasing controls:** We use rigorous purchasing controls to help us facilitate purchasing approvals, improve our Green Rating System and comply with the Globally Harmonized System of Classification and Labeling of Chemicals.



SUSTAINABLE SUPPLY CHAIN

We're building a more sustainable and resilient supply chain model that protects people and the planet.

GOAL	2023 PROGRESS
Implement program to foster an inclusive and diverse supply chain through our procurement process by 2024	Operationalized our supplier onboarding portal, providing additional insights that inform our decision making

Our supply chain fuels everything we do. It also provides an opportunity to extend our positive impact well beyond the walls of our business through our 20,000+ supplier relationships in more than 120 countries.

We strive to choose partners and products that adhere to sustainable practices and share our commitment to ethical business practices in order to build a more responsible supply chain that promotes the wellbeing of workers, communities and the environment. (See Human Rights on [page 76](#) for more information.)

Supplier Code of Conduct

We continued to evolve our Supplier Guiding Principles in 2023, outlining our standards for responsible and ethical business practices for all Royal Caribbean Group suppliers. The refreshed version, now known as our [Supplier Code of Conduct](#), includes additional language and standards related to anti-corruption, data privacy, confidential information, conflicts of interest, fair competition, global trade and human rights. We require suppliers to review and acknowledge the Supplier Code of Conduct when registering or renewing their relationship with the company.

Our Supplier Code of Conduct is 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.

In addition to adhering to our guidelines, we expect suppliers to report any concerns or violations using our Compliance and Ethics AWARE Hotline or other reporting mechanisms.

Supplier Onboarding & Management

We expect to take another leap forward in our sourcing and procurement processes with our new supplier onboarding platform, which reached full operational deployment in 2023.

The system relies on a central portal to collect information from suppliers, with classification data on environmental initiatives, human rights, diversity ownership and other decision-useful information. This includes, for the first time, insight on which suppliers are measuring their carbon emissions, which will improve our procurement decisions going forward. The portal also helps us track our suppliers' risk profiles by assessing factors like cybersecurity risk, validity of banking information and insurance requirements.

Going forward, all suppliers are required to use the system. We expect to start using the portal as a key decision-making tool in 2024.

Engaging Our Suppliers

Our procurement and commodity managers and their respective teams systematically conduct quarterly business reviews with our suppliers—and in some instances, daily assessments—to measure and monitor their performance on aspects including responsiveness, operational efficiencies, decarbonization efforts and business continuity plans. We use insights from these assessments to provide continual feedback and guidance to our suppliers and share best practices, all of which feed into our suppliers' development process.



We have started using AI and machine learning in our procurement process, which has resulted in more accurate forecasting for our suppliers. This allows us to be more proactive with these vendors, leading to timelier deliveries and fewer rush orders.

Approximately 200 of our top suppliers from around the world and across multiple goods and service categories attended our supplier conference in April 2023, our first in five years. We dedicated time during the conference to our ESG efforts and expectations, including our approach to sustainable sourcing. We also discussed ways to improve supplier engagement related to sustainability and partner more effectively.

Local Sourcing

Where we source from is just as important as from whom we source. Sourcing from local businesses near our ports and destinations reduces the carbon footprint of our supply chain, boosts nearby businesses and communities, improves lives in the destinations we serve and expands culinary options for our guests. Moreover, shortening our global supply chain helps us reduce complexity and risk.

We made a substantial push to reduce the distance traveled from our suppliers' place of origin to our ships in 2023. For example, we stopped shipping all frozen foods from South Florida to our Seattle and Vancouver markets, replacing them with 100% regionally sourced goods. We also significantly

reduced the number of dry or ambient foods and beverages—i.e., foods that can be safely stored at ambient temperatures—shipped to these markets. In Europe, we shifted more than 600 unique products from a North American supplier to a European counterpart.

We also intentionally partner with family- and employee-owned businesses in Alaska to reduce the distance our goods travel and provide fresh fruits and vegetables, local spirits and fresh-caught seafood to guests on our Alaskan cruises. This includes sourcing locally produced spirits from Skagway Spirits, a small, family-run distillery that seeks to capture the wild terrain and unique character of Alaska in its creations.

We measure our improvement in total vehicle miles traveled. Combined, our efforts led to an overall 37% year-over-year reduction in miles traveled from 2022 to 2023, helping reduce our Scope 3 emissions in certain regions.

86%

of food for European cruises was
sourced locally in 2023

Responsible Sourcing Goals

GOAL	2022	2023	TARGET	PROGRESS
Source 100% cage-free eggs globally by 2025	52%	54%	>35% by 2022 >60% by 2023 >70% by 2024 >100% by 2025	The global egg shortage due to highly pathogenic avian influenza disrupted our egg supply chain in 2023. We are partnering with new suppliers to reach our 2025 target and are testing new preservation options, such as frozen cage-free eggs.
Source 100% of chickens for U.S. operations from Global Animal Partnership (GAP) certified suppliers by 2025	20%	96%	>15% by 2022 >40% by 2023 >70% by 2024 >100% by 2025	We made significant progress in 2023, well above our internal goals for the year.
Source 100% gestation-crate-free pork globally by 2025 ¹⁷	15%	45%	>15% by 2022 >40% by 2023 >70% by 2024 >100% by 2025	Sourcing gestation-free pork is challenging in a competitive marketplace, yet we partnered with three new suppliers to stay on track for 2025.
Source 90% of wild-caught seafood by volume from Marine Stewardship Council (MSC) certified fisheries ¹⁸ by 2025	83%	31%		We faced a setback when Maine lobster fisheries lost their MSC certification. This resulted in a reduced percentage of our volume meeting commitment. We are in the process of identifying new opportunities and engaging in conversations with MSC.
Source 75% of farm-raised seafood by volume from Aquaculture Stewardship Council (ASC) certified fisheries by 2025 ¹⁹	75%	69%		We remain on track to meet our 2025 target.
Obtain MSC and ASC Chain of Custody certification for specified species for our ships by 2024 ²⁰		Updated		We updated our goal from 2023 due to a change in the MSC & ASC Chain of Custody Standard specific to the certification type we plan to use. We aim to complete certification in 2024.

¹⁷ Gestation-free pork is produced without the use of gestation crates in the production process. In some regions, gestation-free pork may be unavailable or certification platforms for gestation-crate-free pork may not exist. In these cases, we work with regional pork suppliers to open or expand the market for gestation-crate-free pork and note our progress toward meeting our target accordingly.

¹⁸ To qualify, global wild-caught seafood must come from MSC-certified sustainable fisheries, fisheries in full assessment for MSC certification, fisheries with comprehensive Fishery Improvement Projects (FIPs) and/or (for tuna products) members of the International Seafood Sustainability Association (ISSA). At least 65% of the total volume must be from sources already certified by MSC.

¹⁹ To qualify, farm-raised seafood must come from ASC-certified farms, farms in full assessment for ASC certification and/or farms with comprehensive aquaculture improvement projects.

²⁰ MSC and ASC Chain of Custody certification affirms that both wild-caught and farmed seafood that is served as certified is coming from sources traceable all the way back to a sustainable fishery or responsible farm.

Responsible Food Sourcing

We are committed to the safe, ethical and humane treatment of animals across our supply chain and building a more responsible, resilient supply chain. In making food sourcing decisions, we evaluate products to ensure a balance of quality, service, price, availability and social and environmental responsibility. Our partnerships and sustainable sourcing targets play a key role in helping us achieve this balance while driving transparency and accountability across our supply chain.

We work with food suppliers to make sure they clearly understand our expectations on animal welfare and sustainability, and actively seek new suppliers to help us fulfill our humane and sustainable sourcing targets. We also collaborate with World Wildlife Fund (WWF), the Humane Society and other organizations to refine our understanding of sustainable sourcing and animal farming practices and adapt our strategies.

Cruelty-Free Foods

We strive to improve the treatment of farm animals raised for the meat and eggs we procure for our ships. We continued to make progress toward our food sourcing goals in 2023.

Sustainable Seafood

Sourcing from sustainable farms and fisheries supports a healthy and resilient ocean, making it a high priority for Royal Caribbean Group. Developed in partnership with WWF, we fulfill our seafood targets by sourcing from certified farms and fisheries with sustainable and ethical practices, as well as those undergoing fishery and aquaculture improvement projects. We remain committed to sourcing 90% of wild-caught seafood and 75% of farm-raised seafood from sustainably certified sources as well as obtaining Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) Chain of Custody certification for specified species.

Alternative Fuels Supply Chain

Establishing reliable and sustainable sources for alternative, low-carbon fuels is a crucial factor in their widespread adoption. To be a viable option for Royal Caribbean Group, an alternative fuel must be available in the quantities we need and the land-based infrastructure must exist to store and bunker the fuel near our destinations. In many cases, the supply chains for these fuels are still years from maturity, even though the fuels themselves may meet our technical standards today.

Part of the challenge is understanding which fuels have the potential to be scalable within the next decade, with sufficient feedstock, production capacity and logistical frameworks to satisfy both our demands and those of the larger transportation sector. We evaluate each fuel's supply chain potential in advance—including fuels and technologies still in the developmental phase—before we start preparing our supply chain for these transitions.

In 2023, we made progress on our future fuels journey with three successful biofuel trials in Europe. The trials included evaluating suppliers and the technical aspects of fuel delivery, along with the paperwork and certifications required for biofuel use. We're also currently working on building the first dedicated LNG supply chain infrastructure for ships running from Florida to The Bahamas.

Read more about our biofuel trials in the Energy Management section on [page 38](#).

PROTECTING OCEANS AND MARINE ECOSYSTEMS

*Our oceans are home to an estimated 2.2 million marine species.
We're working to ensure their vitality for generations to come.*

Oceans serve as passageways to the world's most beautiful places, and we've been devoted to protecting them since our first environmental initiative more than 30 years ago. In partnership with NGOs, conservationists and the scientific community, we invest in initiatives to maintain healthy ocean environments and preserve biodiversity in marine and coastal ecosystems.

At Sea

OceanScope Research Extension

We strengthened a decades-long commitment to ocean conservation and research efforts with a four-year extension of our OceanScope partnership, announced on World Oceans Day in 2023. Located onboard

select Royal Caribbean Group ships, OceanScope employs a comprehensive suite of oceanographic and meteorological instruments to continually collect the ocean's vital signs. The research helps scientists build a more robust understanding of issues such as climate change, ocean acidification and biodiversity.

Collaborating with key program partners like the University of Miami Rosenstiel School of Marine, Atmospheric, and Earth Science, the U.S. National Aeronautics and Space Administration (NASA), and the U.S. National Oceanic and Atmospheric Administration (NOAA), OceanScope research has appeared in 15-plus peer-reviewed journals, publications and books and is part of 10-plus collaborations among leading scientists.

Since 2002, OceanScope data has helped:



Verify sea surface temperatures
from satellites



Understand the
dynamics of the
Gulf Stream



Collect over
a million **CO₂**
measurements



Verify **ocean**
acidification



Protecting Marine Wildlife

Protecting our oceans and marine wildlife is a priority that shapes the way we sail around the world. When planning our ships' routes and operations, we consider the ecosystems we travel through and look for ways to safeguard them. For example, we are rerouting our ships in the eastern Mediterranean's Hellenic Trench, a core habitat for sperm whales in the region. Additionally, on the Pacific and Atlantic coasts of Canada, we have modified our operations to avoid discharging in marine-protected areas.

Marine-Protected Areas

We seek to minimize cruising in marine-protected areas to protect critical habitats and the species they support. In 2023, we finalized a new methodology for capturing this data across our fleet and worked to align it with recently revised regional and international rules and regulations. We expect to implement the new methodology in early 2024.

On Land

Galápagos Reforestation

Celebrity Cruises has partnered with the Galápagos National Park since 2014, giving guests the opportunity to help reforest the area near Los Gemelos on Santa Cruz Island with plants such as Scalesia, cat's claw, Galápagos Miconia and the thin-leaved Darwin's shrub. Reforestation with Scalesia is particularly important, as Scalesia forests house a striking number of endemic plant and animal species, many of whose populations had dwindled in recent years. Reforestation efforts have aided recoveries for the little vermillion flycatcher, which had all but disappeared from the area, and the warbler-finch.

Floreana Island Restoration

In August 2023, Silversea helped reintroduce species that were once extinct to Floreana Island in the Galápagos. The Floreana Project's initial phase involves eradicating non-native species such as rodents and feral cats, whose introduction led to the extinction of several endemic species native to the island. The second phase will reintroduce species like the Galápagos hawk and the Floreana mockingbird.

Conservation at Our Private Destinations

When we build our private destinations, we aspire not just to minimize our environmental impact, but to preserve the islands' unique ecology.

- Our Forestry Management Plan helps guide our development approach for our private destinations. The plan includes commitments to relocate native vegetation in areas under development, remove invasive species, and build only on property that has been previously altered or contains significant invasive or non-native plant species.
- We also seek to protect or revitalize critical habitats. For example, to help reverse the decades-long trend of mangrove deforestation in the Caribbean, we've been sprouting mangroves at our Perfect Day at CocoCay destination and have plans to establish mangroves around the island in 2024. Mangrove forests are biologically diverse ecosystems home to a number of globally endangered species.
- Perfect Day at CocoCay is also home to the first commercial installation of a SharkSafe Barrier, which uses magnets to prevent sharks from crossing into our waters without impacting other sea life. The barrier is an alternative to shark nets, which are responsible for the deaths of thousands of sharks and other marine life each year.



~70 acres
restored



60,000+
seedlings
planted



30,000+
volunteers engaged

To learn more about our principles for private destination development, see Responsible Tourism on [page 86](#).



COMMUNITY-LED SEASCAPE CONSERVATION

Since 2016, Royal Caribbean Group has partnered with World Wildlife Fund (WWF) to make a positive impact on the oceans and support the communities who depend on resilient coastal ecosystems while helping to protect some of the world's most charismatic wildlife. With our support, WWF has helped biodiversity-rich regions and seascapes like the U.S. Arctic, Patagonian Chile and the Western Pacific to advance community-based conservation work.

Biodiversity Grants Awarded in the U.S. Arctic

Alaska Native communities in places like Bristol Bay, the Arctic Ocean coast and the Bering Strait have stewarded nature and resources for millennia. Our support helped WWF establish small grants to advance these communities' conservation initiatives including: monitoring beluga whale use of the Yukon River through passive acoustic monitoring, documenting elders' indigenous knowledge, supporting a youth-elder cultural camp and supporting seabird research in Alaska.

Blue Forests and Disaster Risk Planning

Across Fiji's Great Sea Reef region, WWF has used our support to continue to work on community-governed coastal fisheries, implementing sustainable fisheries management and supporting mangrove protection and restoration. Together they have established 18 tabu areas (permanent no-take areas), four mangrove reserves, protection for five

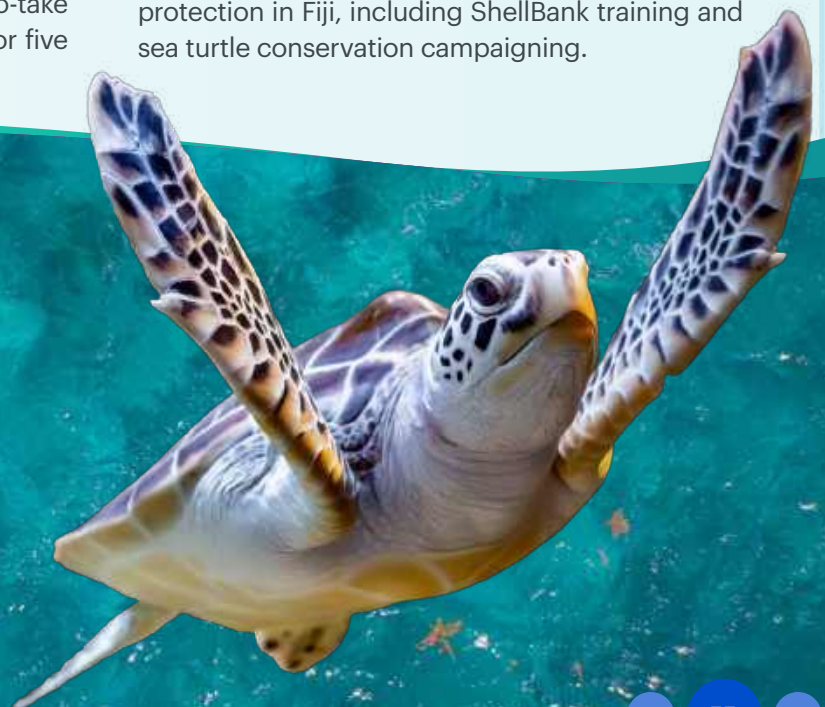
turtle nesting areas, and recognition of the coastal ecosystems of Qoliqoli Cokovata as a Ramsar site, which denotes wetlands of international importance. These efforts are aimed not just at increasing protections for the Great Sea Reef, but improving food security for 800,000 people and protecting \$170 million worth of coastal infrastructure from climate change impacts.

Supporting Sea Turtles Through ShellBank

In 2019, we provided seed funding for ShellBank, an innovative genetic technology program that can identify specific geographic areas from where sea turtles have been illegally harvested (including as bycatch).

To do this, genetic samples captured from known nesting beaches are used to map the range of various genetically distinct sea turtle populations, illuminating the population structure of different species and providing insight into critical habitat areas for sea turtle species across a seascape, including linkages between nesting and foraging areas.

This data can then be used to precisely identify which populations are most at risk from poaching or bycatch and where greater protections are needed. Through our continued funding, WWF will now use ShellBank to determine priority sites for protection in Fiji, including ShellBank training and sea turtle conservation campaigning.



SUPPORTING OUR PEOPLE

Our team members propel our success as a company. Their warmth, caring and professionalism is the reason our guests keep coming back. To build the best possible team, we nurture a diverse, dynamic culture that inspires collaboration, passion and innovation.

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OUR GLOBAL WORKFORCE

We champion a strong, inclusive, employee-focused culture.

GOAL	2023 PROGRESS
Form an Executive Diversity Council, chaired by CEO by 2023	<ul style="list-style-type: none">Achieved
Review gender pay equity annually for all global employees, including shipboard crew, by 2024	<ul style="list-style-type: none">Expanded assessment beyond U.S. to include United Kingdom, Philippines, Mexico and Monaco shoreside locations; on track for all global employees and shipboard crew by 2024
Publish updated human rights policy and conduct human rights impact assessments by 2025	<ul style="list-style-type: none">On track to be published in early 2024; on track to complete assessments by 2025

14,172

Employees

17,491

Employees

61,944

Employees

4,591

Employees



Royal Caribbean Group



Celebrity Cruises

SILVERSEA

130+

countries

representing over 60% of
the world's nationalities

98,200

EMPLOYEES IN 2023

88,700

CREW MEMBERS

9,500

SHORESIDE AND PRIVATE
DESTINATIONS EMPLOYEES

2023 HIGHLIGHTS



Increased our living wage to \$20.73 for all U.S. shoreside employees



Achieved 99.6% pay equity for women compared with men at U.S., U.K., Philippines, Mexico and Monaco shoreside operations



Launched myCareer Journey career development initiative, empowering all shoreside employees with tools to chart their career growth



Introduced new mental wellness plan for shipboard employees



Joined the Blue Campaign to prevent human trafficking, the first cruise company to do so

Our Propelled by PeopleSM program guides everything we do. Every ship, every day, we chart a course to:



Put people first

We recognize the power of diverse teams and an inclusive culture that values the contribution of individual talents, skills and ideas.

Achieve excellence together

We embrace collaboration with our partners and each other with passion, pride and commitment.

Grow with purpose

We have the courage and humility to challenge ourselves and each other, unlock innovation and continuously improve.

Lead with integrity

Honesty, sound judgment, taking responsibility and operating with the highest ethical standards are core to our success.

Be a force for the greater good

It's in our DNA to be strong stewards of the environment, respect human rights and positively impact the people and communities we touch.





BENEFITS AND ENGAGEMENT

We gain valuable insights from our people, which we use to create a more rewarding employee experience.

We value the passion and ingenuity of our workforce and go the extra mile to help our employees thrive. One way we do this is by engaging our employees' unique perspectives. The more we listen, the more we learn, and the more fuel we have to create an industry-leading employee experience.

Engaging Our Workforce

An engaged workforce drives innovation. We encourage team members to share ideas with management and peers, and regularly solicit feedback so we can understand their needs and identify opportunities for improvement. As the talent marketplace has grown more competitive, this feedback has played an instrumental role in helping us improve our benefit package and create a more rewarding work environment.

Periodic pulse surveys help us measure employee engagement. In 2023, we changed the cadence of these surveys from quarterly to biannually, to absorb the feedback and launch new creative solutions and initiatives based on the survey results.

Employee Engagement

Employee feedback informed several initiatives in 2023, including programs to help employees develop their careers, better understand the state of the business and take fuller advantage of their benefits. These initiatives helped our full-year engagement levels remain high among employees in 2023 at 86% for shoreside employees and 82% for shipboard.²¹ Both numbers are well above our targets and market averages. We also saw marked improvements from 2022 to 2023 in several individual areas, such as ease of access to benefits and quality of executive communications.

One notable trend is the increased engagement among Silversea's shoreside and shipboard employees in the five years since Royal Caribbean Group acquired the company. In 2023, Silversea engagement reached 75% for shoreside and 74% for shipboard employees. Acquisitions pose enormous cultural and operational challenges for employees, and it can take time to feel at home in a new culture. The improvements reflect our ongoing commitment to integrate our team members, processes and cultural platforms into a single, unified culture.

²¹ Shipboard engagement is defined as being proud to work at Royal Caribbean Group and/or recommending working at Royal Caribbean Group to friends or family. Shoreside engagement is defined as being motivated to go above and beyond what's required in one's job.



COMPENSATION AND BENEFITS

We maintain a world-class compensation and benefits package for shoreside employees that's among the most generous in our industry. While packages might differ across offices depending on location, our benefits include comprehensive medical, dental and vision coverage, along with a 401(k) with the option for Roth contributions. Other benefits include:

- Health and wellness support
- Domestic partner benefits
- Infertility benefits
- Short- and long-term disability
- Paid vacation/PTO
- Employee stock purchase plan
- Paid parental leave
- Paid adoption leave
- Pet insurance
- Onsite childcare at our Miami headquarters
- Tuition and certificate reimbursement
- Complimentary cruise for new employees

Shipboard Benefits

Our shipboard employees work with us for specified contract periods and are also eligible for benefits, including housing, meals, health care, savings programs, employee assistance programs, educational opportunities and more. Our competitive Total Rewards package also includes 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.

At sea, our crew has access to the same state-of-the-art medical facilities as our guests, including critical care equipment to provide appropriate assessment, diagnosis, care and support for severe cases of illnesses.

As of December 31, 2023, 88% of our shipboard employees were covered by collective bargaining agreements. We typically apply the same standard of benefits to crew members not covered by such agreements.



My Perks Communication Campaign

In late 2022, pulse surveys revealed that although our benefits were well received, many employees weren't aware of the spectrum of programs and perks available. In response, we rolled out the My Perks communications campaign to educate team members on the many ways their benefits can boost financial and emotional wellbeing and improve work-life balance. The My Perks campaign helped produce a five-point improvement in benefit awareness between the 2022 and fall 2023 surveys.

Gender Pay Equity

Studies show that achieving pay equity can increase innovation, spur productivity through improved team morale and attract better talent. In 2023, we expanded our gender pay equity assessment to include our United Kingdom (UK), Philippines, Mexico and Monaco shoreside locations, in addition to those in the U.S. The assessments found that on average, women in these locations are paid 99.6% of what men receive at Royal Caribbean Group. We plan to expand our gender pay equity assessments to all ships and international shoreside locations in 2024 and make adjustments as needed.

99.6%
PAY EQUITY

**of women vs. men at our U.S., U.K.,
Philippines, Mexico, and Monaco
shoreside locations**

Living Wage

Our goal is to ensure that every Royal Caribbean Group employee earns enough to live comfortably in their communities. In 2021, we started offering a living wage to all U.S. shoreside employees based on the hourly rate of two working adults with one child in the Miami area.²² In 2023, we increased the wage to \$20.73 as the cost of living rose, and we took our first steps to expand the benefit globally by completing a living wage review for all international shoreside employees and shipboard crew.

Health and Wellbeing

Our holistic wellness platform considers the whole person: mind, body and financial wellbeing. Employees have access to a range of resources and programs, such as in-person or virtual fitness classes, personal training programs, meditation sessions and financial-wellness seminars, all designed to uphold a high standard of wellness no matter where they are. See Employee Health and Safety on [page 72](#) for more on our wellness platform.

We also started analyzing the health outcomes of our employees in recent years to help us identify areas of concern that can be addressed with proactive intervention. Based on these results, we added three programs to our U.S. benefits package focused on improving heart health, reducing joint and muscle pain, and managing weight. The app-based programs—Heart Health, Hinge Health and Wondr respectively—offer personalized tracking, digital coaching and other resources to help employees change behaviors and build skills before more serious health issues arise.

²² Living wage calculations are according to the MIT Living Wage Calculator.



Royal Caribbean Group



Celebrity **X** Cruises®

SILVERSEA

CREATING STRONGER CONNECTIONS

To successfully pull off thousands of unforgettable cruise experiences each year, it's vital that every crew member and shoreside employee feel connected to our company and culture. In 2023, we made several key changes to bring out the best in our employees:

- We took steps to keep our shipboard crews connected by **reducing the number of ship-to-ship transfers**, giving crew members more time to bond with their crewmates and participate in their ship's culture.
- We worked to **stabilize crew contracts and reduce "temporal" assignments**, so that crew members aren't asked to stay longer than their contract lengths or sub into different roles.
- We made it easier for crew members to get the support they need by **launching a streamlined communications platform**, including a centralized online help desk to help resolve the 1.2 million crew inquiries we receive each year. Crew members have access to easy-to-follow FAQs, a documentation system that simplifies onboarding paperwork and Crew Assist teams to help with last-minute travel arrangements.

TALENT ACQUISITION AND DEVELOPMENT

We seek to attract and retain top global talent and empower our people to grow personally and professionally.

In recruiting talent, the very nature of our business is a competitive advantage. Our employees are empowered to travel the world and do their best work in a fun, innovative environment.

Attracting Top Talent

To build on our legacy of innovation and leadership, we implement a range of strategies to recruit top global talent to join our team and create opportunities for exciting, long-term careers within the organization.

Internships and Immersion

We broaden our early-career talent pipeline through rotational programs, internships and other initiatives that give college students a sneak peek at the many opportunities available to them, while we get a sneak peek at their capabilities.

- Rotational programs give students a chance to cycle through different roles and departments in our company and find the best match.
- In 2023, the Half-Day Early Career Excursion program introduced 20 students to our business. They learned about marketing, finance, accounting, investor relations and other responsibilities. In 2024, the program will expand to an immersion program that will also include shipboard tours.
- Our Search for Excellence and Adventure University (SEAU) internship program puts a strong focus on attracting top talent from various universities to meet our business needs. We offer

internships to students from diverse backgrounds, with the intention of converting these students to full-time employees at the internship's conclusion.

Shipboard Hiring

We attend more than 50 hiring events each year across Asia, Central and Latin America, Europe, and South Africa to recruit entry-level and skilled crew members for our ships. We seek candidates who embody Royal Caribbean Group values, including demonstrating a natural flair for hospitality and a willingness to learn. More than 1,800 crew members were hired at these events in 2023.

We also partner with leading international culinary and hospitality schools such as members of the Swiss Education Group, whose schools prepare students for thriving careers in the hospitality sector. Program graduates possess advanced culinary skills, superior attention to detail, a teamwork mindset, and the expertise to excel in the challenging and ever-evolving marine environment. Certain schools also train students for the Standards of Training and Certification of Watchkeeping (STCW), which helps ensure they're ready for the distinct demands of shipboard employment.

Additionally, we work with more than 30 hiring partners to recruit global talent for our crews. Each partner is certified annually to ensure they understand our mission, vision, values and service standards, so they can identify the best candidates for our needs.



Royal Caribbean Group



Celebrity **X** Cruises®

SILVERSEA

Career Development

Our employees are outstanding at what they do, and we want to give them every opportunity to grow as professionals and advance their careers. In 2023, we established a new development initiative called myCareer Journey, an empowering experience designed to help shoreside employees invest in their development and own their careers at the company.

myCareer
JOURNEY

With myCareer Journey, employees embark on a foundational, five-destination experience of exercises and reflections designed to help them understand their possibilities for advancement, and create a personalized plan to achieve their goals and measure their progress.

Catching Up on Anniversaries

In 2023, we made it a point to retroactively celebrate nearly 33,000 milestone anniversaries missed during our suspension of service for

COVID-19. We commemorated our employees' anniversaries with meaningful gifts they're likely to use, such as accessories for travel, free cruises or time off for relaxing.

Learning and Development Programs

We offer a variety of learning and development programs to educate employees, encourage innovation and help people grow in their careers. Employees can explore topics such as ethics, compliance, safety and security, professional development and leadership skills. We also provide continual training and education for our officers, staff and crew, all of whom must complete specific training requirements mandated by international law and our Save the Waves program.

**~2.5M
HOURS**

**completed by employees with our
learning management systems**

DIVERSITY, EQUITY AND INCLUSION

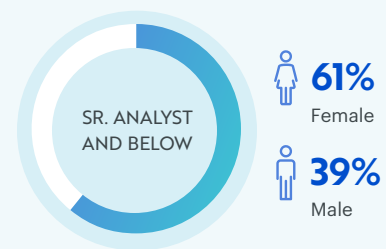
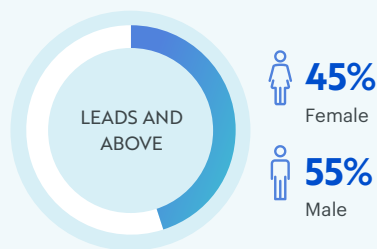
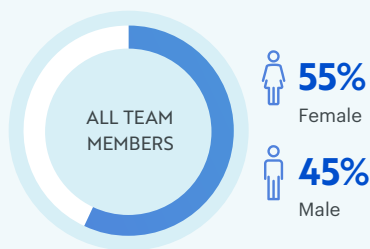
We are dedicated to fostering a thriving, diverse, equitable and inclusive workforce that reflects our customers and the locations where we operate.

As a global company with ships and offices around the world, we recognize the vital role that diversity, equity and inclusion (DEI) plays in our success. We see DEI as a competitive advantage, and continually seek to add more diverse representation to our multicultural workforce. Ultimately, we strive to create a welcoming culture where all employees can be themselves, develop to their fullest and bring their unique strengths to work each day.

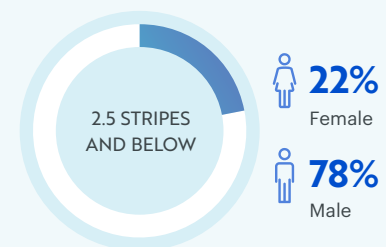
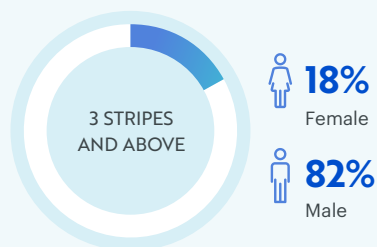
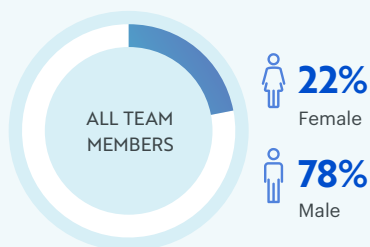
Diversity Snapshot

2023 GLOBAL WORKFORCE ROLES BY GENDER

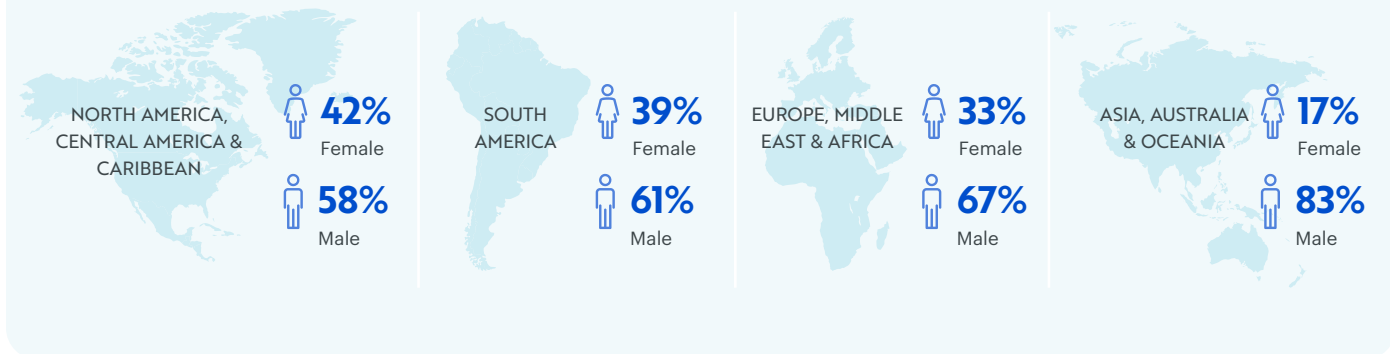
GLOBAL SHORESIDE



SHIPBOARD



2023 GLOBAL SHORESIDE AND SHIPBOARD GENDER DIVERSITY BY REGION



2023 U.S. WORKFORCE BY ETHNIC DIVERSITY

ALL TEAM MEMBERS

81%

Diversity Index*

61%

Ethnic Diversity

LEADS AND ABOVE

74%

Diversity Index*

55%

Ethnic Diversity

SR. ANALYST AND BELOW

88%

Diversity Index*

66%

Ethnic Diversity

*Diversity Index (DI) includes gender, ethnicity, veterans or people with disabilities

2023 BOARD DIVERSITY

21%

Ethnically/Racially Diverse

29%

Women

Building a Diverse Talent Pipeline

We value the decision-making capacity of teams with a diversity of voices and perspectives, and we're committed to embedding these strengths in all areas of the company. As part of our efforts to build a diverse talent pipeline, we seek opportunities to reach students from minority-serving institutions and women's colleges.

2023 marked the second full year of our Search for Excellence and Adventure University (SEAU) internship program. More than 58 interns participated in the 11-week summer program, 61% of which were from an ethnic minority group and 54% were women. Of the 58 interns who participated in the program, 71% have accepted offers to return to Royal Caribbean Group as full-time employees, a rate that's approximately 10% higher than the corporate average for internships.

We also invested in Handshake's Premium service to bolster our digital sourcing efforts with diverse groups. Handshake is a leading online career community for students nationwide with a network of more than 13 million active students and 1,400-plus official partnerships with colleges and universities. The network helps us reach students and young alumni at 180 minority-serving institutions—including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and women's colleges—along with 150-plus student diversity groups such as the National Society of Black Engineers (NSBE) and the Society of Women Engineers (SWE).

Strengthened DEI Governance

In 2023, we focused on strengthening DEI governance company-wide, so we can better manage and track our progress. DEI governance at Royal Caribbean Group now falls under a three-tiered structure.

- **Executive Diversity Council:** Established in 2022, our Executive Diversity Council is responsible for creating our DEI strategy, setting our annual priorities and overseeing their execution. The council also lends its support, influence and participation to company-wide initiatives in areas such as talent acquisition, business practices and mentoring.
- **Diversity Committee:** The execution arm of the Council, the Diversity People Team is tasked with managing our programs to specific outcomes and continuously monitoring our progress toward our goals. The team also collaborates and engages with our ERGs.
- **Employee Resource Groups (ERGs):** Our ERGs perform several functions in support of our DEI agenda, including fostering an inclusive work environment, creating community safe spaces and open forums for the exchange of ideas, acting as a sounding board for strategic group objectives, and connecting members to mentoring and professional development opportunities.

Growing Our Bahamian Workforce

Creating jobs in the local community and adding to the diversity of our workforce is an important part of our private destination talent objectives. To find the necessary employees with the right skill sets and availability, we opened a five-person recruitment office in The Bahamas—the first cruise line to do so—and sent team members to many surrounding islands to increase our applicant pool. As a result, 100% of the new employees hired for the Hideaway Beach expansion at our Perfect Day at CocoCay destination are local Bahamians.



Refreshed ERG Charters

In addition to defining their roles in 2023, we took steps to improve the effectiveness of ERGs by refreshing their charters and playbooks and establishing monthly touchpoints with the ERG chair. The touchpoints will help align our ERGs so the groups can provide mutual support and share best practices. Seven ERGs are currently available to all Royal Caribbean Group employees.

Our ERGs



Anchored in Pride
(LGBTQ+)



Generation to Generation
(multigenerational professionals)



Network of Women



Royal Organization for Abilities
Resources (disabilities)



S.E.R.V.E.D. (veterans)



Black Originators Leaders and
Doers (Black/African American)



SOMOS (LatinX)

Disability Inclusion

Royal Caribbean Group was named one of the “Best Places to Work for Disability Inclusion” for the seventh year in a row in 2023 by Disability:IN® and the American Association of People with Disabilities (AAPD). The achievement is based on the Disability Equality Index, a comprehensive benchmark that helps companies build a roadmap of measurable, tangible actions across six scored categories: culture and leadership, enterprise-wide access, employment practices, community engagement, supplier diversity and non-U.S. operations. This year marked the fourth year in a row we scored 100%. We are the only cruise company listed on the index.

In October 2023, we hosted our fifth annual Disability Mentoring Day, which matched 14 local college students with disabilities with Royal Caribbean employees. Held in person for the first time in four years, the event promotes career development for students with disabilities through career exploration and ongoing mentoring relationships.

BEST FOR DISABILITY INCLUSION

7 YEARS RUNNING



We were named one of the 2023
“Best Places to Work for Disability
Inclusion” for the seventh year
in a row by Disability:IN® and the
American Association of People
with Disabilities (AAPD)

EMPLOYEE HEALTH AND SAFETY

Whether at sea or on land, we are committed to creating a safe and healthy environment where our employees can thrive.

Our employees' wellbeing is always top of mind and a high priority, from providing high-quality preventative and mental health care to operating a comprehensive workplace safety program on our ships. We employ a Safety & Quality Management System (SQM) to ensure continuous compliance with laws, regulations, requirements and commitments applicable to the ships and our shipboard workforce.

State-of-the-Art Care

At sea, our crews have access to the same medical facilities as our guests, including critical care equipment to provide appropriate assessment, diagnosis, care and support for severe illnesses.

Our Chief Medical Officer, an industry-first position, leads global health and wellness policy across our global operations. Determining our strategic plans and protocols, the Chief Medical Officer manages the clinical practice and all aspects of crew health, including preventative care and strategies to maintain crew members' health.

Public health protocols implemented in the wake of the pandemic continued to pay dividends in keeping our crew healthy in 2023. These include extensive prevention, containment and mitigation strategies and a crew-wide vaccination program.

Our Chief Medical Officer oversees a
SHIPBOARD MEDICAL STAFF OF
320

Employee Wellness

Our Well Platform is designed to support our employees holistically, so they may live happier, healthier lives. The platform supports wellbeing across eight dimensions: physical, emotional, social, intellectual, occupational, financial, environmental and spiritual. Many perks such as fitness classes or personal training programs are available in person and virtually, and resources supporting all eight dimensions are available on our intranet.

Enhanced Shipboard Offerings

We made a concerted effort in 2023 to enhance our shipboard wellness offerings so they match the breadth of our shoreside offerings. This included launching a new mental wellness program designed to acclimate new crew members to being away from home for long periods. The first phase of the program launched with videos and communications related to onboarding, leaving home and adjusting to ship life. Future phases will launch in 2024 with a focus on peer-to-peer mentoring and onboard counseling.

We also introduced initiatives to improve crew members' physical, social and emotional health. Newly optimized casual and recreational spaces make our ships healthier and more welcoming for crew members. Crew members can also take advantage of a physical therapy pilot on select ships, which provides both preventative and rehabilitative care. For the spiritually minded, organized meditations and related resources are available through the platform, as are lists of port ministries for employees of specific faiths.



Royal Caribbean Group



Celebrity Cruises

SILVERSEA



Data-Based Prevention

We continued to monitor data trends from surveys, health care claims and other sources to improve health outcomes for our employees in 2023. For example, we added new weight-related wellness programs to our already robust set of diabetes care offerings due to an uptick in diabetes claims.

Dental Care Pilot

When a crew member needs access to a dentist, we traditionally cover the consultation, dental X-rays and any extractions at a dental facility at a port of call, which may require them to wait several days to receive treatment. In 2023, we announced a new pilot program to provide preventative and restorative dental services to the crew aboard Royal Caribbean International's *Serenade of the Seas*, with *Icon of the Seas* to follow in early 2024. Having onboard dental services for our crew also allows us to offer certain dental services to our guests for an appropriate fee.

Occupational Safety

Daily operation of a cruise ship poses thousands of unique safety risks—such as handling knives and chemicals, operating heavy machinery and installing AV equipment on our live entertainment stages. We go the extra mile to make sure our marine work environments are as safe as possible for our crew.



Transforming Safety Onboard Our Ships

Moderate injuries among crew members are down 43% since the launch of our Public Safety Officer (PSO) program in late 2022—the latest in a long line of safety innovations at Royal Caribbean Group. Deployed on 17 Royal Caribbean International ships as of the end of 2023, our PSOs foster a culture of occupational safety by actively identifying, assessing and monitoring the unique risks on each ship. The PSO also takes the lead on all injury-related investigations and responses, in addition to educating the crew on risk awareness and prevention. A focused shoreside support team is available to further advance risk mitigation and reduction strategies onboard vessels.

The program has been a resounding success thus far. In addition to keeping our crews safer, the PSO program has helped reduce moderate injuries for guests by 53%. The remainder of the fleet will implement the PSO program by the second quarter of 2024.

High-Severity Incidents

Improved safety governance helped Royal Caribbean Group deliver a safer overall operating performance in 2023 across the fleet. High-severity incidents—defined as slips, falls or other accidents that lead to hospitalization—fell approximately 57%, while high-severity fires²³ decreased by nearly 68% over a three-year average. Many of the reductions can be traced to improved collaboration between our Safety, Security and Health teams and various operations teams, as well as enhancements to our measuring and monitoring processes.

Advocating for Better Safety

Members of our Environment, Safety and Security team are proactive participants in several International Maritime Organization work groups, where we advocate for specific safety standards and engage on key regulations affecting the global cruise industry. This includes items related to the IMO's International Convention for the Prevention of Pollution from Ships (MARPOL), the IMO's International Convention for the Safety of Life at Sea (SOLAS), and the IMO's International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (or STCW), which provides a set of global training and certification standards related to maritime safety.

A Royal Caribbean Group representative is also chair of the safety committee for the Cruise Lines International Association (CLIA).

²³ High-severity fires are defined as fires/explosions with fixed fire suppression or geared fire team response extinguishing the fire/explosion.

Qualifiers include:

- Rapid Response Team and/or first responder using hose(s) to extinguish fire
- Fully geared fire team making entry into space (on or off air) and attacking the fire with fire hoses, fire extinguishers, or IFEX
- Any activation of water mist system, CO₂ system or other fixed extinguishing system
- Use of more than 5 extinguishers to extinguish the fire or combination of fire hoses and fire extinguishers





HUMAN RIGHTS

We respect human rights and are committed to maintaining ethical labor practices.

At Royal Caribbean Group, we recognize and embrace our responsibility 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 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 people in our workplace. We expect our business partners and suppliers to do likewise.

Principles and Policies

Our respect for human rights can be seen in our Code of Business Conduct and Ethics, which is underpinned by a robust suite of corporate policies and procedures. These include our:



- [Human Rights Statement](#)
- [Supplier Code](#)
- [AWARE Compliance & Ethics Hotline](#)
- [Modern Slavery Statement](#)

We review our Code of Business Conduct and Ethics each year with our Audit Committee to ensure we're aligned on our values and on par with other companies. We released an updated Code in early 2023. To ensure fleet-wide compliance, we reformulated our mandatory training for all our employees to cover the new Code and employee handbook.

We also refreshed our Supplier Code of Conduct in 2023 (formerly our Supplier Guiding Principles) with additional language and standards related to anti-corruption, data privacy, confidential information, conflicts of interest, fair competition, global trade and human rights (see Sustainable Supply Chain on [page 48](#) for more). And we expect to fulfill our goal of publishing an updated Human Rights Policy and conducting human rights assessments for our hiring partners and crew by 2025.

Preventing Human Trafficking

We condemn human trafficking and are committed to making sure that we as an industry are doing everything possible to stop this heinous practice. In 2023, Royal Caribbean Group became the first cruise company to join the Blue Campaign, a national public awareness effort led by U.S. Customs and Border Protection (CBP) Washington to train the public, law enforcement and industry partners to identify potential traffickers and human trafficking victims and report suspicious behavior to federal law enforcement. The training also covers best practices for reporting anonymous tips.

In partnership with CBP Washington, we have played an instrumental role in the campaign's rapid-fire adoption by other cruise companies.²⁴ This includes spearheading a public service announcement commercial for cruise lines to educate crew members on human trafficking, and creating a click-to-chat phone app that companies can use to communicate with crew members before they depart their home countries. Our proactivity on this issue raises the odds of stopping human trafficking before it occurs, and allows us to work closely with CBP Washington should specific issues or events arise.

"Speak Up" Culture

We promote a "speak up" culture that encourages our global workforce to seek guidance and report issues or concerns. We provide several channels to do so. Dedicated Human Resources Managers on each vessel and in our shoreside offices address employee concerns. Managers receive specialized training to record employees' questions, issues and concerns and escalate when necessary. Employees can also report issues related to harassment and discrimination on our AWARE compliance and ethics hotline or by email, phone or online.

See Ethics and Compliance on [page 102](#) for more on our process for substantiating and responding to reported incidents.

²⁴ As of Nov. 1, 2023, 80% of industry brands had signed agreements with the Blue Campaign, with more forthcoming.





ENERGIZING OUR COMMUNITIES

Whether we're sailing to the Caribbean, Europe, the South Pacific or Alaska, we take pride in connecting our guests to the world's most beautiful places and cultures. We respect and celebrate these communities, and work to ensure their continued cultural and economic vibrancy.

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Responsible Tourism	86

SUPPORTING COMMUNITIES

Our investments in people and economic opportunities contribute to stronger, more resilient communities.

GOAL	2023 PROGRESS
Advance destination stewardship and community development through partnerships, initiatives and responsible practices by 2026	<ul style="list-style-type: none">• Developed first impact report to be published in 2024
Support sustainable and resilient ocean communities, employee engagement and volunteering through our community pillars by 2024	<ul style="list-style-type: none">• Implemented new employee volunteer platform for U.S. employees, with rollout for international employees in 2024• Renewed four-year OceanScope partnership• Renewed support for Sitka Sound Science Center's Scientists in the Schools (SIS) program

Our community investments encompass three main areas: creating opportunity for entrepreneurs, inspiring future generations and celebrating local cultures. We also explore opportunities at our destinations, ports and shoreside developments to reduce our impact and encourage responsible tourism.

Our presence in port communities boosts local tourism, but it can also strain resources and disturb community wellbeing if not properly managed. Together with our partners, we aim to make a positive, lasting impact on the places we visit.

Creating Opportunity for Entrepreneurs

We create jobs and catalyze economic growth, including giving locals the opportunity to own part of our new private destination.

Owned and Operated by Bahamians

Scheduled to open in 2025, our Royal Beach Club at Paradise Island destination is expected to provide a \$1 billion boost to The Bahamian economy over 10 years. That's in part due to an unprecedented public-private partnership that will give Bahamians the opportunity to own equity in the development. The Royal Beach Club will also support a range of Bahamian businesses in the club's operations, including tour operators, artisans and service providers.



Mission Ecuador

With two of our brands sailing the Galápagos Islands, we're passionate about investing in the islands' future. This past year we co-sponsored 100 entrepreneurs to participate in Mission Ecuador, a program that seeks to transform local entrepreneurs into leaders of their communities. Participants received training with local and international professionals on a range of topics, including personal motivation and mentoring, business growth, leadership, finance, customer service and marketing.

Kickstarter Entrepreneurship Contest

More than 90 Bahamian entrepreneurs participated in the Small Business Development Centre's (SBDC) Royal Caribbean Kickstarter Programme, which is designed to empower tourism-related entrepreneurs throughout the Berry Islands, Grand Bahama and New Providence. Participants received eight weeks of entrepreneurship training—covering topics including pitching, branding, marketing, technology, finances and legal—to help them improve the viability of their ventures. Twenty of the entrepreneurs were awarded a total of \$170,000 in micro-loan funds to get their businesses off the ground.

Grand Bahama Shipyard

In 2023, the Grand Bahama Shipyard received approval for a \$600 million expansion, a project that is expected to make it the largest cruise ship facility in the world and generate billions of dollars in impact for the region over the next 25 years. To support the expansion, we partnered to grow the facility's apprenticeship program, which will help 16 to 20 new apprentices each year develop the technical skills needed at the shipyard and gain access to well-paying, long-term career opportunities.

2023 HIGHLIGHTS



90+ Bahamian entrepreneurs

received eight weeks of training through Royal Caribbean Kickstarter Programme



16 to 20 technical apprenticeships

funded per year for Grand Bahama Shipyard expansion



U.S. nationals

evacuated from Haifa, Israel, in early days of Israel-Palestine conflict



85% of students engaged

through Scientists in the Schools program in Sitka, Alaska



500 students

participated in our educational ship tours



\$40,000 in

scholarships granted to students in the Galápagos Islands

Inspiring Future Generations

We invest in educational programs to develop the next generation of leaders in our destination communities. Our focus areas include ensuring equitable access to educational resources, supporting educational initiatives to protect the ocean and local ecosystems, and providing skills training for community members.

Sitka Sound Science Center

We supported the Sitka Sound Science Center's Scientists in the Schools (SIS) program for the third year in a row in 2023, engaging 85% of school-age children in the district in science-based curriculum. Developed as a partnership between local scientists and K-12 classrooms, SIS has operated in Sitka, Alaska, for the past two decades, providing students with hands-on classroom and field experiences that give them a head start in careers as scientists or professionals in STEM-related fields. A total of 960 students at nine schools benefited from the program in the 2022–2023 school year.

Support for Galápagos Schools

Based exclusively in the Galápagos Islands, Silversea's *Silver Origin* has built a legacy supporting hands-on, conservation-focused education for students who live on these special islands. Our ship continued this work in 2023 by inviting teachers and students to learn about responsible sourcing, sustainable waste management and the vital role of naturalists. Additional efforts to inspire students included distributing nearly 500 backpacks and water bottles, along with more than 150 snorkeling masks, to students across the Galápagos to support outdoor exploration and education.

STEM for Oceans

In partnership with the Pan American Development Foundation (PADF), our STEM for Oceans initiative is designed to instill a lifelong love of science and oceanography in students ages five to 16 from underserved communities. In 2023, we continued to support STEM for Oceans camps in Haiti and The Bahamas. Students learn to operate underwater drones, explore the mega- and miniature fauna of the sea, and collaborate on solutions for the preservation of coastal habitats and ecosystems. More than 1,250 students have participated since the initiative's launch in 2019, including 600+ girls and women.

L'Ecole Nouvelle Royal Caribbean

Since 2010, Royal Caribbean Group has funded and operated an elementary school that serves 300-plus students annually from surrounding villages near Labadee, our private destination on Haiti's northern coast. With our support, the school provides an education for children in primary school, which in Haiti runs from kindergarten to ninth grade. When students complete primary school, we continue to support their education through scholarships to secondary schools in the town of Cap Haitien.

113
SCHOLARSHIPS
for secondary schools in Haiti



Educational Ship Tours

Seeing is believing—and dreaming. To ignite students' interest in mathematics, technology and maritime careers, we hosted educational ship tours for nearly 500 students in 2023. For example, roughly 130 students from the Caribbean island of Bonaire attended a three-day educational series onboard our ships, which included presentations on the ship's operations and career opportunities; crew meet-and-greets; and tours of the bridge, engine control room and galleys. Students also had opportunities to interact with managers and ask questions about their respective departments.

We hosted similar tours in Italy, The Bahamas, and Alaska.



Celebrating Local Cultures

We support local artisans and entrepreneurs who are the backbone of the local economy. We encourage our guests to immerse themselves in the local culture and buy from local businesses when possible.

Engaging with Local Artists

In 2023, we found a new way to connect our guests with authentically rich Alaskan experiences with our “Locals Onboard” program, presented by Voyij.com. Throughout the 2023 Alaska cruise season, 16 artists and business owners from six Alaskan communities joined a lineup of Royal Caribbean International sailings to lead guests through a range of unique

programming, including photography and watercolor workshops, native culture and dance performances, and storytelling.

We also found unique ways to celebrate and infuse the spirit and culture of The Bahamian community onboard *Icon of the Seas* with Royal Caribbean International's inaugural Artist Discovery Program. We received over 125 art submissions from over 25 countries. Artists selected were commissioned to create nine large-scale murals aboard our ship and proudly represented The Bahamas, Haiti and Trinidad.



Sitka Trail Connector

Thanks in part to a \$75,000 donation from Royal Caribbean Group, the community of Sitka, Alaska, celebrated the opening of the Cross Trail Connector road in 2023, which helps alleviate traffic congestion in the city's busiest area. The road connects the new cruise terminal—which was deliberately located outside the downtown area—to a hiking/biking trail that runs through the island. Guests who want to explore downtown can walk or bike to local businesses via the trail or take a tour bus if walking is difficult. Our donation was instrumental in helping Sitka Trail Works secure federal funding to finish the road.



Seeds for the Future

Food security is a critical issue in The Bahamas, where only 10% of the food consumed is produced domestically.²⁵ In 2023, we donated more than 400 backyard farming kits to the nonprofit Agricultural Development Organization (ADO) to advance local farming at every level. In just two years, ADO has helped create more than 2,000 backyard farms, with many of the kits going to first-time farmers or local high school students.

²⁵ [International Trade Administration, Bahamas Country Commercial Guide, 2022.](#)

We also fought local hunger during the 2023 holiday season by donating 25,000 pounds of turkey to the Bahamas Feeding Network (BFN), which distributed the turkeys to more than 120 ministries and feeding centers. Royal Caribbean Group is the BFN's largest corporate donor with more than \$500,000 in donations since 2019.

Humanitarian Response

We leverage our resources to provide immediate relief to communities in the face of natural disasters and global conflict.

Evacuating Americans in Israel

The early hours of the 2023 Israel-Palestine conflict were chaotic, with many global citizens scrambling to depart Israel shortly after the crisis began. We responded almost immediately, redirecting Royal Caribbean International's *Rhapsody of the Seas* to help the U.S. Department of State evacuate American citizens.

Wings of Hope

For people living in the Galápagos, it can be difficult to access quality health care when experiencing a serious injury or illness. Most of the islands and port communities lack high-end facilities, technologies and care services, and mainland Ecuador is more than 1,000 kilometers away.

In response, we launched the Wings of Hope project, which donates available seats on Celebrity Cruises' charter flights to community members needing to travel to or return from the continent for health care or other necessities. Offered at no cost, the seats are available on charters we use to transport guests from the mainland to our *Celebrity Flora*, *Celebrity Xpedition* and *Celebrity Xploration* ships.

RESPONSIBLE TOURISM

We strive to preserve the integrity, heritage and beauty of the world's most spectacular destinations.

GOAL	2023 PROGRESS
60% of RCG-offered tours are provided by GSTC certified tour operators by 2026.	39% of tours provided by certified operators as of year-end 2023; we are evaluating how the accreditation manual revisions will impact our goal

Tourism depends on the beauty of the environment and the vibrancy of local culture. We make a special effort to protect the destinations we visit, so our guests can admire their charms for generations to come. This includes embedding sustainability and resilience principles into our private destination developments.



Private Destination Development

As we grow our portfolio of private destinations, we consider development aspects such as stakeholder engagement, comprehensive assessments and community impact while keeping the environment top of mind as we plan, design and operate our properties.

This includes minimizing the environmental impact of design, construction and operation by reducing the waste to landfill in our destinations and protecting native species from construction through operations.

Set to open in 2025, Royal Beach Club at Paradise Island in Nassau, The Bahamas, is incorporating these principles and practices in the club's construction while adhering to The Bahamas' stringent environmental planning process. Royal Beach Club has committed to six environmental principles:

- Zero waste to landfill
- 100% renewable energy by 2030
- No dredging or overwater cabanas
- Best-in-class wastewater treatment
- Native habitat protection
- Local environmental monitoring with public disclosures

Sustainable Destination Tours

Tours by Global Sustainable Tourism Council (GSTC) certified operators allow our guests to experience one-of-a-kind excursions while being mindful of the environment and communities they visit. GSTC-certified tour operators agree to protect the health of destinations, preserve local heritage, maximize the benefits to the local community, and minimize the negative effects of travel-related waste on the environment.

Our goal is for 60% of RCG-offered tours to be provided by GSTC certified tour operators by 2026. Changes in GSTC's certification framework beginning in 2023 have affected the supply and accessibility of GSTC certification. Through their public consultation process, we are working with the GSTC and other industry partners to provide input and help refine the accreditation manual to ensure rigor, accessibility and scale, and are evaluating how the final revisions will impact our 2026 goal. As of year-end 2023, 39% of our tours were GSTC certified, the same percentage as in 2022.

PROMOTING HEALTH AND SAFETY

When people choose to sail the world with us, we owe it to them to make their trips as relaxing, safe and healthy as possible. We honor their trust and loyalty by continually raising the bar in health and safety, data privacy and other areas central to our guests' wellbeing.

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Royal Caribbean Group



Celebrity **X** Cruises®

SILVERSEA



GUEST HEALTH AND WELLBEING

Lessons learned while strengthening our public health strategies continue to inspire new health initiatives.

We've transformed our health care infrastructure since the early days of COVID-19, pioneering a dynamic onboard medical system with a state-of-the-art public health presence, bolstered by some of the industry's most rigorous health and safety protocols. We strengthened our care system throughout 2023 with new initiatives and strategies designed to make our ships even safer for guests.

Advancements in Public Health

We continue to add health and safety measures to detect the presence of transmissible diseases as early as possible and stem outbreaks before they spread.

Enhanced Inspections

We enhanced our public health inspection program in 2023 by hiring new internal public health inspectors to help us improve public health practices across our fleet. Our inspectors and medical teams have access to comprehensive data on health trends and past areas of concern, helping us find problems efficiently and make informed, targeted recommendations for our crew and leadership.

As a result of these and other improvements, we received an average United States Public Health Services (USPHS) inspection score of 97.3 across our fleet, with 10 ships scoring a perfect 100.²⁶ (A ship must score 85 or above to pass inspection.) We added our joint ventures, TUI Cruises and Hapag-Lloyd Cruises, to our inspection program in 2023 and will continue to evolve the program in the future.

Traveling Public Health Officer Program

Public Health Officers (PHOs) are responsible for helping us adhere to the highest standards of public health and infectious disease protocols, and have played a crucial role in strengthening our public health infrastructure. In January 2023, we transitioned

from stationing a single PHO on each Royal Caribbean International ship to deploying a traveling team of PHOs.²⁷ This team allows us to be more flexible and efficient with our resources yet still act with urgency when an outbreak occurs. We deployed our traveling PHOs five times in 2023 to help investigate and mitigate outbreaks.

Norovirus Eradication Campaign

We launched a norovirus eradication campaign in June 2023 to reduce (and ideally eliminate) transmission of norovirus—a leading cause of acute gastroenteritis (GI). The initiative introduced a range of new protocols and policies, including:

- Enhanced acute GI training for onboard medical teams and traveling PHOs
- Increased PHO oversight of our Outbreak Prevention Plan, which covers requirements like hand washing, buffet oversight and disinfectant mandates for all public areas aboard our ships
- Switching to PDI SaniCloth Prime hospital-grade disinfectant wipes
- New contactless tap technology, eliminating the need for crew to handle guest cards
- Enhanced crew training on what to do when experiencing acute GI symptoms and how to avoid cross-contamination in food and beverage service areas
- An update to our Safety & Quality Management system to stop self-service in buffets if the onboard norovirus rate exceeds 1.5%

After committing to the eradication campaign, Royal Caribbean Group didn't experience a single norovirus outbreak onboard our ships for the remainder of the year.²⁸

²⁶ For Royal Caribbean International and Celebrity Cruises only.

²⁷ Currently, only Royal Caribbean International employs traveling PHOs.

On Celebrity Cruises ships, permanent PHOs are still stationed onboard.

²⁸ For Royal Caribbean International and Celebrity Cruises only.

Managing COVID-19 and Other Diseases

We continue to enhance our disease prevention protocols, including standardizing our testing to better detect COVID-19, acute GI, influenza, Legionella and other transmissible diseases as early as possible. We put an increased emphasis on environmental disinfection and hand hygiene in 2023, which—combined with our pioneering infectious care facilities—improved our ability to prevent outbreaks. Escalation measures for guests who tested positive for COVID-19, meanwhile, proved effective at containing the spread of the disease.

Thanks to these and other strategies, positivity rates among our crew were particularly low, illustrating the success of our crew vaccination program and our fleet-wide emphasis on cleaning, hygiene and COVID-related awareness.

State-of-the-Art Facilities

We continued to upgrade our state-of-the-art facilities with programs, technologies and training to improve onboard care in 2023, including:

- **Continuous Training and Education:** Our new Continuous Training and Education Program prioritizes monthly clinical training and monthly clinical practice to ensure our clinicians are up to speed on cruise ship care. We also added in-office training for newly hired clinicians, to introduce them to the unique challenges of delivering medical care at sea.
- **Training Portal:** Clinicians who want added support can tap into our new Training Portal, which serves as a central hub for accessing pertinent clinical practices and adding skills in line with the latest industry standards. We also added a network of telehealth specialists who can provide consultations in cardiology, neurology, orthopedics and other fields.

- **Dental Care Pilot:** We launched our first pilot program for dental services on Royal Caribbean International's *Serenade of the Seas* in December 2023. Although the program is primarily for crew members, passengers will also receive treatment in the event of a dental emergency.
- **Ultrasound and CT Scanners:** We initiated a plan in 2023 to add ultrasound scanners to our ships' medical facilities to improve our ability to assess and care for complex conditions. We expect the new scanners to be operational by early 2025 at the latest.

A Clean Slate of Disinfectants

Disinfecting a ship's high-traffic surfaces requires much more than elbow grease. In 2023, we added to our roster of cleaning agents and protocols with new disinfectant technologies to keep guests, crew and shoreside workers safe.

- **Synexis BioDefense purifiers:** Piloted on eight Royal Caribbean Group vessels, these units reduce the presence of microbes associated with diseases like COVID-19, influenza and norovirus.
- **PDI SaniWipe Prime wipes:** Unlike our earlier wipes, PDI wipes carry an EPA claim against norovirus, helping them play a key role in reducing acute GI cases onboard our ships.

ACCESSIBLE CRUISING

Royal Caribbean Group is a global leader in providing innovative and accessible vacations to people with disabilities.

We offer a range of services, managed by our Access Department, designed to meet the needs of our guests with mobility, hearing, visual, neurological/neurodiverse and other disabilities. We also collaborate with our brands to develop global disability inclusion strategies and standards in the marketplace and workplace, including in the areas of digital accessibility and supplier diversity.

Accessibility on Our Ships

The largest water park at sea and first open free-fall waterslide on a cruise were not the only firsts when Royal Caribbean International's *Icon of the Seas* officially set sail in January 2024. *Icon of the Seas* also introduced an accessible two-story Icon Loft Suite, our first Star Class suite with Genie Service. The ship also includes an Accessible Surfside Family Suite offering a separate kids' room and two Accessible Sky Junior Suites. In addition, the ship boasts 11 Accessible Infinite Balcony Staterooms that provide level access from the stateroom to the balcony.

Accessible Trip Planning

A specialized team at Royal Caribbean Group is dedicated exclusively to the needs of the disability market. The department includes a pre-cruise contact center that helps guests and travel advisors plan accessible cruise vacations and shore excursions.

We continued working with Accessible Travel Solutions in 2023 to expand our lineup of accessible shore excursions in the Caribbean and Europe—one of several initiatives to add more accessible excursion options for guests. All of our accessible shore excursions are now available for booking online, making it easy for guests to schedule accessible adventures at our ports of call. Our Accessible Shore Excursions team can assist guests and travel advisors with more complex inquiries and arrange customized accessible tours.

Gold Awards for Accessibility

Royal Caribbean International and Celebrity Cruises both earned gold awards in Travel Weekly's 2023 Magellan Awards for Overall Accessibility/Inclusivity among cruise lines.



Royal Caribbean Group



Celebrity **X** Cruises®

SILVERSEA

GUEST SAFETY AND SECURITY

Safety First has been our mantra from the very beginning.

The safety and security of our guests is our highest priority and fundamental to our operations. Whether at sea or on land, our goal is to keep our guests and employees out of harm's way.

Emergency Preparedness

We take serious measures to ensure every person aboard our ships is prepared for an emergency or security event. At the beginning of every cruise, all guests and crew must complete a drill known as the "muster" drill, to ensure they know what to do and where to go in the unlikely event of an emergency. We identify each guest's muster location on individual key cards and on the back of every stateroom door. Guests also have access to eMuster technology, which makes key elements of our safety drill available to guests via their mobile devices and stateroom TVs.

Our officers and crew conduct weekly, monthly and annual emergency-preparedness drills on every ship, and complete extensive training, certification and scenarios in preparation for the very unlikely event of an emergency, including ship evacuation procedures.

Guest Security

We closely monitor security on our ships for the wellbeing of our guests and crew. This starts with controlling access to our ships by identifying, screening and accounting for every guest, crew member and visitor who enters or leaves at a port of call. Our security team is also required to wear body cameras to ensure the safety of passengers.²⁹

Safety Culture

Our Public Safety Officer (PSO) pilot program has added to our legacy of safety at sea for both guests and crew. PSOs are responsible for fostering a culture of occupational safety onboard by actively identifying, assessing and monitoring the unique risks on each ship, in addition to leading training, injury-related investigations and mitigation strategies. The program helped reduce moderate injuries for guests by 53% in 2023 compared with the same period in 2022. See Occupational Safety on [page 74](#) for more on our PSO pilot.

²⁹ For Celebrity Cruises and Royal Caribbean International only. Silversea will integrate in the near future.



DATA PRIVACY AND CYBERSECURITY

Protecting guest and employee data is at the top of our cybersecurity agenda.

Our guests' and employees' privacy are important to us. We maintain a comprehensive privacy program to protect their personal data, with strict guidelines on when and how data will be shared with a third party. Our privacy and cybersecurity programs are aligned with all applicable laws and regulations on the collection and use of personal information, as well as procedures for maintaining its availability, integrity and confidentiality. Guests can exercise their privacy rights—including the type of personal data we collect and use to provide essential services—on our [Privacy Policy](#) page.

Our in-depth cybersecurity infrastructure protects sensitive information at Royal Caribbean Group, with teams across the organization responsible for safeguarding our systems and keeping bad actors at bay. Our Global Chief Information Security Officer manages these cybersecurity efforts, supported by a Chief Data Officer and Business Information Security Officers who work closely with our operational teams.

Managing Our Threat Landscape

We matured proactive measures throughout 2023 to manage our threat landscape. Our 24/7 Cyber Counter Threat Operations team is responsible for assessing, documenting and responding to cybersecurity incidents. We gather internal and

external threat intelligence to take proactive measures against cyberattacks or attacks that may degrade the performance of our technical capabilities.

We continue to strengthen our cybersecurity culture with a range of training programs for employees and leadership, including tabletop exercises based on common threat scenarios, basic and targeted phishing (spear phishing) campaigns and custom cyber-awareness training for specific roles and users. We seek to make training bite-sized, fun and focused—mimicking an Escape Room, for example—to help with knowledge retention.

All employees are expected to attend mandatory cybersecurity training each year and employees in specific roles are expected to take additional training.

Cybersecurity Framework and Governance

Our internal cybersecurity professionals leverage the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and input from third-party cyber experts to define our cybersecurity program and required changes based on the evolving threat landscape. Third parties review our cybersecurity maturity level regularly to ensure updates are included in the program.

GUEST SATISFACTION

Post-cruise surveys inspire the iconic experiences we provide.

We continuously strive to enhance the guest experience and provide the best vacations possible. We measure our success through our Global Post Cruise Guest Feedback Program. At the conclusion of a cruise, adult guests with an email tied to their booking receive a survey covering all aspects of the guest experience, including boarding, dining, entertainment and leaving the ship. Guests have seven days to complete the survey, and responses are collected and shared in real time for the entire organization and crew to view.

Royal Caribbean Group has some of the most engaged guests in the travel industry. Over 51% of our guests completed the survey in 2023, more than three times the average industry response rate. More than 91% of guests who responded left a detailed comment about their experience.

51%
OF GUESTS

**completed our post-cruise
feedback survey, more than 3
times the industry average**

Of course, responding to guest feedback is just as important as collecting it. 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 1.2 million times in 2023 to analyze ratings, read guest comments and act when necessary.

GOVERNING RESPONSIBLY

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 reputation as a leader in the industry. We hold ourselves and our partners to the highest standards in ethical behavior, accountability and transparency.

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BOARD OF DIRECTORS

Our Board is responsible for oversight of management and stewardship of Royal Caribbean Group, with the goal of advancing the company's long-term value and meeting shareholder expectations.

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

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.

Board Diversity

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 considers at least one woman and one underrepresented minority in the slate of potential candidates. Three of our directors are ethnic/racial minorities (21%) and four are women (29%).

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

Performance

To ensure consistent, high-quality governance, the Board and each of its committees perform a self-evaluation each year. We also provide directors with membership to the National Association of Corporate Directors (NACD), which provides directors with access to continuing education, research materials, and publications relating to corporate governance, board leadership, environmental and sustainability matters, and other topical information relevant to their interests. From time to time, members of management also present to the Board or its committees new developments in areas relevant to the company.

More information about our Board and performance can be found in our proxy statement, available on our [SEC Filings](#) page.

Board Committee Charters

- [Safety, Environment, Sustainability and Health](#)
- [Talent and Compensation](#)
- [Audit](#)
- [Nominating and Corporate Governance](#)

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 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
- Reviewing with management its process 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 laws 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

Read more on our [Corporate Governance](#) website.

ESG GOVERNANCE

ESG management and performance is monitored by our Board with oversight by our Board Committees.

GOAL	2023 PROGRESS
Further integrate ESG risks into enterprise risk management system by 2023	Achieved
Increase auditability of ESG data and improve climate-related disclosures by 2026	Number of verified metrics increased by 120% from 2022 to 2023

Primary oversight of ESG at Royal Caribbean Group falls to our Safety, Environment, Sustainability and Health (SESH) Committee and our Talent and Compensation Committee to a lesser degree, but all committee charters are structured to ensure ESG topics receive dedicated attention.

ESG Steering Committee

Formed in 2021, our corporate ESG Steering Committee 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, progress and reporting.

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 ESG Steering Committee meets regularly and provides quarterly updates to the Board's SESH Committee. In addition to monitoring ESG progress, the SESH Committee reviews, monitors and provides feedback on our Seastainability report prior to release.

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.
- **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.

Destination Net Zero Governance

In the past three years, we've focused on building functional teams throughout the organization with the skills necessary to execute our Destination Net Zero strategy. Starting in 2023, the execution of our strategy has been led by our Executive Vice President of Maritime with the support of a cross-organizational team that reports to the Board and our executive leadership. This team oversees departments and key work streams across the company.

ETHICS AND COMPLIANCE

Integrity sails with us—every ship, every cruise, every day.

At Royal Caribbean Group, we aspire to lead with integrity, grow with purpose and put people first in everything we do. In recognition of our high ethical standards, Royal Caribbean Group was named one of the World's Most Ethical Companies for the ninth year in a row in 2024 by the Ethisphere Institute.

Code of Business Conduct and Ethics

We are committed to conducting our operations with the highest standards of ethical behavior and in accordance with the law wherever we do business, and we expect all Royal Caribbean Group employees, officers and members of our Board to do the same.

Our Code of Business Conduct and Ethics ("Code") sets forth the standards we expect of each other, shapes our culture and defines the character of our organization. We review our Code each year with our Audit Committee to ensure we're aligned on our values and on par with other companies.

We released an updated Code in early 2023. To ensure fleet-wide compliance, we reformulated our annual training to cover the new Code and Employee Handbook. All employees must take this mandatory training when hired and annually thereafter. In addition, we offer specialized training on specific subject matters to certain employees at periodic intervals.

We also refreshed our Supplier Code of Conduct in 2023 (formerly our Supplier Guiding Principles) with additional language and standards related to anti-corruption, data privacy, confidential information, conflicts of interest, fair competition, global trade and human rights (see Sustainable Supply Chain on [page 48](#) for more).

Avoiding Conflicts of Interest

Royal Caribbean Group employees, officers and members of the Board of Directors must avoid conflicts of interest, including any situation where 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. This includes disclosing related party transactions in our annual proxy statement in accordance with applicable laws.



Reporting Unethical Behavior

We strive to create 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 Compliance and Ethics AWARE Hotline administered through a third party through which concerns may be reported confidentially via telephone, email or the internet.

We rely on the Navex platform to address employee concerns and manage misconduct allegations. Navex centralizes the intake, investigation and reporting processes, enabling us to examine ethics incidents from all reporting channels in a single database. As a matter of policy, we review all ethics reports, investigate and take appropriate remedial actions. The Audit Committee is charged with reviewing periodic reports on our Ethics and Compliance Program and communicating concerns to the Board.

For reference, Royal Caribbean Group received about 0.9 incident reports per 100 employees on our hotline in 2023, below the 1.12 per 100 median rate for similar-sized organizations (50,000-99,999 employees).³⁰

We use Speak Up training to raise awareness of our reporting policies and procedures. We also clearly display Speak Up posters in all crew areas, with periodic audits to ensure the posters remain in place.

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 Royal Caribbean Group policy not to make independent expenditures directly in support of or in opposition to any candidate.

For more information, see our [Political Contributions Policy](#).

Oversight

Oversight of our program rests with Royal Caribbean Group's Board of Directors through the Board's Audit Committee and senior management through Royal Caribbean Group's Ethics & Compliance Committee. This committee includes cross-departmental membership from Global Ethics & Compliance, Legal, Audit and Advisory Services, Global Security, Information Technology, Sales, Operations and Human Resources.

³⁰ Navex, "Whistleblowing & Incident Management Benchmark Report," 2024.

RISK MANAGEMENT

We take action to mitigate risk throughout our business and operations.

With 65 ships transporting thousands of people around the world at any given time, we are exposed to many strategic, operational, reporting and compliance-related risks that can affect our performance. Our enterprise risk management process helps us navigate these risks, make risk-informed decisions and take advantage of opportunities.

We seek optimal risk governance to enhance our decision-making and protect the value of our business and stakeholders. In addition to continually assessing our risk posture, we collaborate with risk owners to ensure that sufficient lines of defense are in place to address our risks.

Our Process

Our Enterprise Risk Management (ERM) team, within the Audit and Advisory Services department, performs enterprise-wide risk assessments and continuously monitors risk drivers, variables and events that can affect our performance and the execution of our corporate strategy. The results and output of these risk assessments are shared with senior leadership, the company's Executive Risk Committee and the Board of Directors. Results also inform Audit and Advisory Services' plans.

The ERM process assures there is cross-functional representation throughout our program of activities. Outreach and collaboration with internal and external stakeholders is achieved via surveys, roundtable meetings, interviews, Executive Risk Committee meetings, and meetings with other topic-specific groups, including but not limited to management groups focused on cybersecurity, decarbonization, newbuild, safety, security and environment. Together we ensure risks are identified, prioritized, communicated and addressed.

In 2023, we further integrated ESG risks into our ERM program by unpacking the ESG risk category and distributing the individual risks within that category to their respective functional areas.

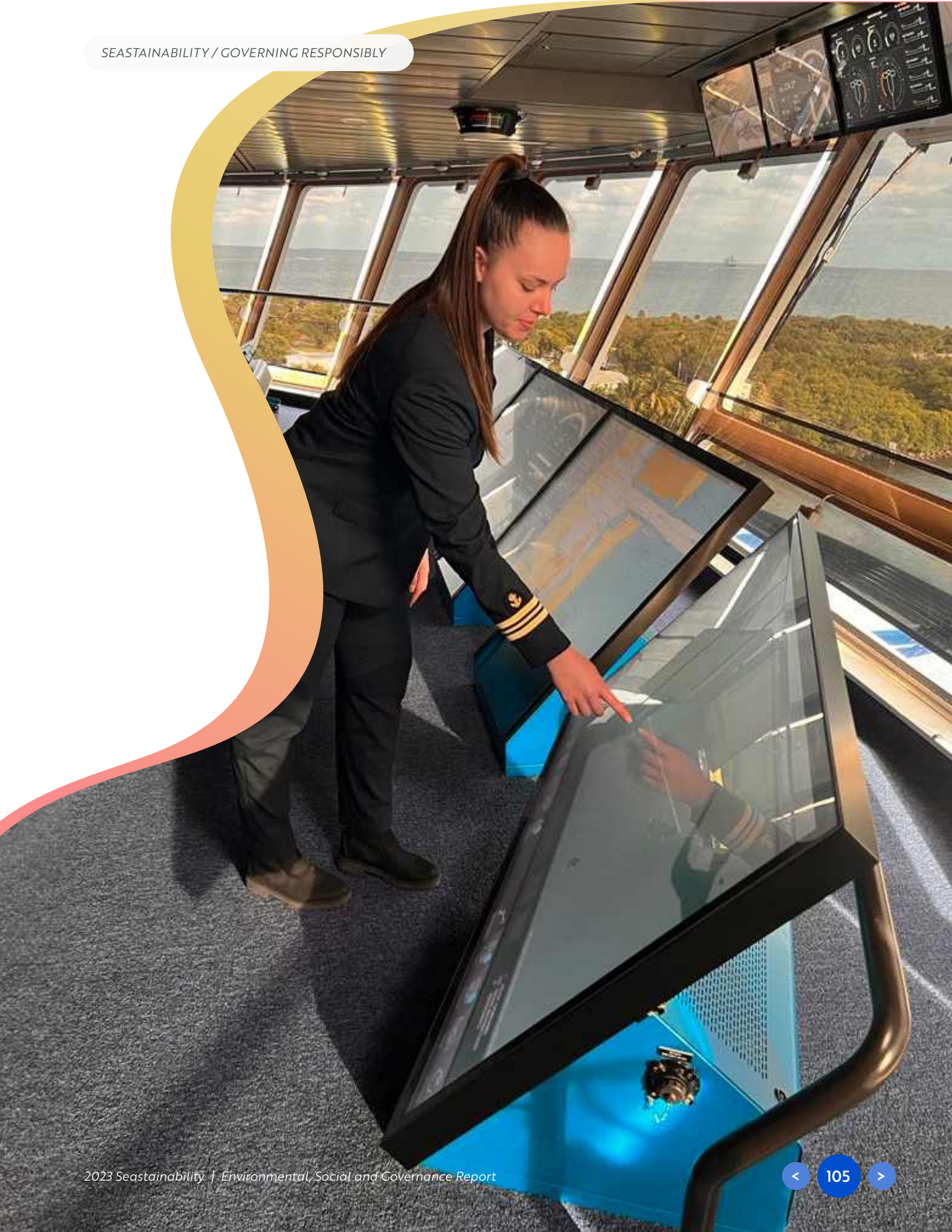
Our 2023 Risk Landscape

Our most recent enterprise risk assessment identified decarbonization, cybersecurity and responsible tourism as a few of the many areas that continue to influence our ESG strategy.

Our decarbonization risks include operating and compliance costs associated with meeting climate-related regulations; the slow-moving development and deployment of technologies that support the transition to a low-carbon economy; potential disruptions and uncertainties from climate-related weather events; and acute physical risks to our infrastructure and destinations from hurricanes and extreme weather events.

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.

Our risks related to responsible tourism include ensuring the destinations we visit are vibrant and healthy far into the future. This is critical to the success of our business.



APPENDIX

Additional Resources 108

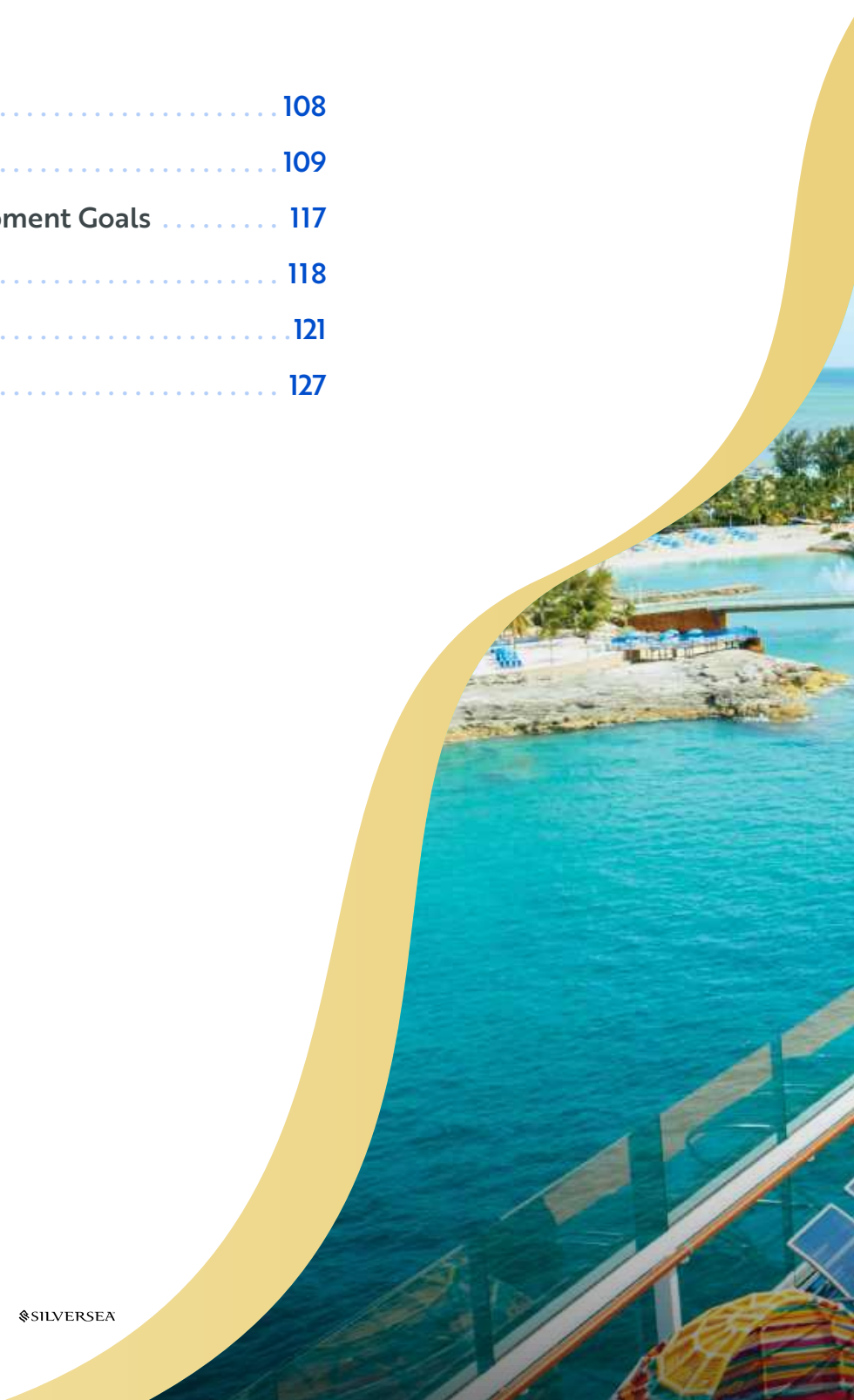
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ADDITIONAL RESOURCES

Data Privacy

[Privacy Policy](#)

Ethics

[AWARE Compliance and Ethics Hotline](#)

[Code of Business Conduct and Ethics](#)

[Political Contributions Policy](#)

Guest Safety and Security

[Guest Conduct Policy](#)

Human Rights

[Human Rights Statement](#)

[Supplier Code of Conduct](#)

[Modern Slavery Statement](#)

Supply Chain

[Supplier Code of Conduct](#)

Environment

[Environmental Policy](#)

[Water Management Policy](#)

[Ship Recycling Policy](#)

[Waste Stream Process](#)

KEY PERFORMANCE TABLES

ENVIRONMENT

AREA	INDICATOR	2023	2022	2021	2020	2019	FRAMEWORKS
Emissions Reduction	Total GHG emissions (Scope 1, 2 & 3) (metric tonnes)	11,379,448	—	—	—	9,635,214 ⁱ	
	Total Scope 1 and 2 GHG emissions using location-based Scope 2 (metric tonnes)	5,385,484	4,989,942	2,590,041	2,502,145	4,834,768	
	Scope 1 (metric tonnes)	5,375,318	4,979,842	2,579,274	2,493,580	4,820,278	TR-CL-110a.1 GRI 305-1
	Scope 2 (location based; metric tonnes)	10,166	10,100	10,767	8,565	14,490	GRI 305-2
	Scope 2 (market based; metric tonnes)	10,219	10,167	10,900	8,690	15,251	
	Scope 3 (metric tonnes) ^j	5,993,964	—	—	—	4,800,446 ⁱ	GRI 305-3
	Emissions intensity in kilograms of CO ₂ e per APCD	114.79	—	—	—	—	GRI 305-4
	Emissions intensity in kilograms of CO ₂ e per ALB-km	0.227	0.225	0.279	0.334	0.244	GRI 305-4
	Emissions intensity in grams of CO ₂ e/ (Gross Ton x Nautical Mile) ⁱⁱ	11.08	10.97	—	—	—	GRI 305-4
	Total energy consumed (MWh)	8,848,989	8,242,330	4,232,034	3,832,898	6,524,004	TR-CL-110a.3 GRI 302-1
	Total consumed of non-renewables fuels (MWh)	8,848,989	8,213,386	4,207,030	3,832,898	6,524,004	GRI 302-1
	% energy consumed of non-renewables fuels	100%	100%	99%	100%	100%	TR-CL-110a.3
	Total energy consumed from onshore power supply (MWh)	31,041	28,944	25,003	0	0	GRI 302-1
	% energy consumed from onshore power supply	0.4%	0.3%	1%	0%	0%	TR-CL-110a.3
	Total energy from renewable (MWh)	0	0	0	0	0	GRI 302-1
	% energy from renewable	0%	0%	0%	0%	0%	TR-CL-110a.3
	Average Energy Efficiency Design Index (EEDI) for new ships	714	7.89	11.49	7.94		TR-CL-110a.4
	Energy intensity per available passenger cruise days (APCD)	0.189	0.199	0.359	0.449	0.157	GRI 302-3
Air Quality	Total Sox (metric tonnes)	275,717	229,961	114,821	103,215	285,167	TR-CL-120a.1 GRI 305-7
	Total Nox (metric tonnes)	73,271	65,102	32,777	30,326	67,522	TR-CL-120a.1 GRI 305-7
	Total particulate matter(metric tonnes)	8,014	6,956	3,469	3,133	7,453	TR-CL-120a.1 GRI 305-7
Waste Management	Solid waste to landfill (lbs per APCD)	0.28 ⁱⁱⁱ	0.19 ⁱⁱⁱ	0.27	0.5	0.32	GRI 306-5
	Food waste (cubic meters)	57,974	53,656	22,505	28,141	75,520	GRI 306-3
	Total waste recycled (pounds in millions)	76.8 ⁱⁱⁱ	61.4 ⁱⁱⁱ	14.3	11.5	46.9	GRI 306-4

ⁱ In 2022, we inventoried our Scope 3 emissions baseline for 2019, the last year representative of pre-pandemic normal operations.

^j New intensity metric starting 2022, in line with IMO's CII.

ⁱⁱⁱ Data relates to Royal Caribbean International and Celebrity only.

ENVIRONMENT (CONTINUED)

AREA	INDICATOR	2023	2022	2021	2020	2019	FRAMEWORKS
Water and Wastewater Management	Effluent quality for discharged process bilge water (parts per million)	1.4	1.8	1.5	1.5	1.5	
	Number of ships with Advanced Wastewater Processing system	52	48	42	41	38	
	% of Fleet with Advanced Wastewater Processing system	98%	92%	88%	87%	85%	
	Total amount discharged (metric tons)	13,329,976	11,015,565	4,539,306	5,444,800	14,081,711	TR-CL-160a.1 GRI 303-4
	Total amount treated discharge (metric tons)	10,469,447	8,151,606	3,371,293	3,749,850	9,624,254	GRI 303-4
	% of wastewater treated prior to discharge	79%	74%	74%	69%	68%	TR-CL-120a.1 GRI 303-4
	Total amount untreated discharge (metric tons)	2,860,530	2,863,959	1,168,012	1,694,950	4,457,457	GRI 303-4
	% of wastewater untreated prior to discharge	21%	26%	26%	31%	32%	GRI 303-4
	% of fleet with Ballast Water Management System (BWMS) installed	100%	100%	94%	81%	95%	TR-CL-160a.2
	Number of Notices of Violation (NOV) received for dumping	0	2	0	0	—	TR-CL-160a.4
	Water withdrawal by source—produced water (percent)	93% ⁱⁱⁱ	94% ⁱⁱⁱ	94%	90%	90%	GRI 303-3
	Water withdrawal by source—bunkered water (percent)	7% ⁱⁱⁱ	—	—	—	—	GRI 303-3
	Produced water (m ³)	11,511,701 ⁱⁱⁱ	—	—	—	—	GRI 303-3
	Bunkered water (m ³)	800,552 ⁱⁱⁱ	—	—	—	—	GRI 303-3
	Water consumption aboard ship (m ³)	10,669,722 ⁱⁱⁱ	—	—	—	—	GRI 303-5
	Water consumption rate (Gallons/person/day)	56.89 ⁱⁱⁱ	—	—	—	—	—
Environmental Management	Number of ships that are certified with ISO 14001	50	48	—	—	—	—

ⁱⁱⁱ Data relates to Royal Caribbean International and Celebrity only.

SOCIAL

AREA	INDICATOR	2023		2022		2021	2020	2019	FRAMEWORKS
Our Employees	Total number of employees	98,200		102,500		84,700	85,396	82,319	GRI 2-7
	Total number of supervised workers ^{iv}	13,208		11,951		9,300	5,525	5,737	
	Employees working onboard our ships	88,700		94,300		77,000	78,453	74,240	TR-CL-000.C
	Employees working at our shoreside operations and private destinations	9,500		8,200		7,700	6,943	8,400	
	Full-time employees	98,100		102,400		84,600	85,315	82,194	GRI 2-7
	Part-time employees	100		100		100	81	108	GRI 2-7
	Male employees	74,342		77,085		64,000	60,843	60,533	GRI 2-7, GRI 405-1
	Female employees	23,842		25,479		20,700	19,183	21,728	GRI 2-7, GRI 405-1
Learning and Development	Total training hours—shipboard	2,322,362 ⁱⁱⁱ		2,425,311		—	—	—	
	Total training hours—shoreside	29,608		29,759		—	—	—	
	Average training hours per employee—shipboard	26.18 ⁱⁱⁱ		25.72		7	11	—	GRI 404-1
	Average training hours per employee—shoreside	3.12		3.63		12	19	—	GRI 404-1
Diversity, Equity and Inclusion	% of male and female employees	F	M	F	M				
	Shipboard: All team members	22%	78%	22%	78%	22% F	21% F	—	GRI 405-1
	Shipboard: 3 stripes and above ⁱⁱⁱ	18%	82%	17%	83%	—	—	—	
	Shipboard: 2.5 Stripes and below ⁱⁱⁱ	22%	78%	—	—	—	—	—	
	Global shoreside: All team members	55%	45%	57%	43%	—	—	—	
	US shoreside: All team members	54%	46%	56%	44%	58% F	57% F	—	
	Board of Directors	29%	71%	29%	71%	21% F	—	—	
	Female Executive Leadership Team (reporting to CEO)	33%	67%	36%	64%	43% F	—	—	
	Global Shoreside: Leads and above	45%	55%	44%	56%	—	—	—	
	Global shoreside: Sr Analyst and below	61%	39%	64%	36%	—	—	—	

ⁱⁱⁱ Data relates to Royal Caribbean International and Celebrity only.

^{iv} Supervised workers are Shipboard contractors or concessionaires.

SOCIAL (CONTINUED)

AREA	INDICATOR	2023			2022			2021	2020	2019	FRAMEWORKS
	Tenure of employees*	F	M	Total	F	M	Total	Total	Total	Total	
Diversity, Equity and Inclusion (continued)	North America, Central American and Caribbean	5,571	7,694	13,265	5,277	7,178	12,455	9,934	—	—	GRI 2-7
	< 1 year	1,114	1,436	2,550	1,682	1,947	3,629	—	—	—	
	1-5 years	2,415	2,691	5,106	1,362	1,467	2,829	—	—	—	
	6-10 years	682	845	1,527	784	940	1,724	—	—	—	
	11-15 years	504	876	1,380	536	944	1,480	—	—	—	
	16-20 years	437	840	1,277	463	857	1,320	—	—	—	
	> 20 years	419	1,006	1,425	450	1,023	1,473	—	—	—	
	South America	1,690	2,639	4,329	1,697	2,594	4,291	3,792	—	—	
	0-1 year	240	487	727	866	1,222	2,088	—	—	—	
	1-5 years	1,025	1,450	2,475	388	627	1,015	—	—	—	
	6-10 years	187	239	426	188	256	444	—	—	—	
	11-15 years	178	287	465	194	312	506	—	—	—	
	16-20 years	44	115	159	45	115	160	—	—	—	
	20+	16	61	77	16	62	78	—	—	—	
	Africa/Europe	5,281	11,106	16,387	4,329	9,460	13,789	16,508	—	—	
	0-1 year	1,316	2,438	3,754	2,036	3,344	5,380	—	—	—	
	1-5 years	2,858	5,064	7,922	1,124	2,235	3,359	—	—	—	
	6-10 years	714	1,813	2,527	759	1,939	2,698	—	—	—	
	11-15 years	231	981	1,212	239	1,069	1,308	—	—	—	
	16-20 years	109	464	573	110	489	599	—	—	—	
	20+	53	346	399	61	384	445	—	—	—	
	Asia/Australia	9,927	48,972	58,899	8,491	42,176	50,667	47,031	—	—	
	0-1 year	2,203	8,656	10,859	2,916	11,262	14,178	—	—	—	
	1-5 years	4,942	19,753	24,695	2,736	10,419	13,155	—	—	—	
	6-10 years	1,819	10,894	12,713	1,915	10,985	12,900	—	—	—	
	11-15 years	532	5,450	5,982	514	5,270	5,784	—	—	—	
	16-20 years	284	2,617	2,901	270	2,577	2,847	—	—	—	
	20+	147	1,602	1,749	140	1,663	1,803	—	—	—	

*Excludes shipboard employees who have not started their first assignment



Royal Caribbean Group



Celebrity Cruises

SILVERSEA

SOCIAL (CONTINUED)

AREA	INDICATOR	2023					2022			2021	2020	2019	FRAMEWORKS
Diversity, Equity and Inclusion (continued)	% of ethnically or racially diverse employees (US only)	White	Black or African American	Hispanic or Latino	Asian	Other							GRI 405-1
	All team members	39%	8%	43%	6%	4%	55%			—	—	—	
	Board of Directors	79%	7%	7%	7%	—	21%			14%	—	—	
	Executive Leadership Team (reporting to CEO)	55%	9%	18%	9%	9%	18%			31%	—	—	
	Leads and above	45%	5%	38%	8%	5%	49%			—	—	—	
	Sr Analysts and below	34%	11%	48%	4%	4%	60%			—	—	—	
	Overall Diversity Index (gender, ethnicity, veterans, disabled) (US only)	Totals											
	All team members	81%					81%			—	—	—	
	Leads and above	74%					73%			—	—	—	
	Sr Analysts and below	88%					88%			—	—	—	
	Number of countries our employees represent	137					139			130	—	126	
	Distribution by age	Shipboard*		Shoreside		Total %	Shipboard	Shoreside	Total %				GRI 405-1
	Under 30	25,961		1,866		28%	38,652	1,568	39%	—	—	—	
	30 – 50	57,801		4,512		63%	51,790	4,159	55%	—	—	—	
	Over 50	6,499		1,561		8%	4,978	1,419	6%	—	—	—	

*Number includes private destinations employees

SOCIAL (CONTINUED)

AREA	INDICATOR	2023			FRAMEWORKS
	Hiring numbers Global Shoreside and Shipboard				
Hiring and Turnover	Gender	Male	Female	Total	GRI 401-1
	Global shoreside: Leads and above	195	133	328	
	Global shoreside: Sr Analyst and below	1,002	1,098	2,100	
	Shipboard: 3 Stripes and above ⁱⁱⁱ	100	37	137	
	Shipboard: 2.5 Stripes and below ⁱⁱⁱ	12,897	5,089	17,986	
	Age Group	Under 30	30-50	Above 50	
	Global shoreside: Leads and above	27	245	56	
	Global shoreside: Sr Analyst and below	1,035	970	95	
	Shipboard: 3 Stripes and above	16	98	23	
	Shipboard: 2.5 Stripes and below	7,201	10,246	539	
	Voluntary Turnover Global Shoreside and Shipboard				
	Gender	Male	Female	Total	
	Global shoreside: Leads and above	6.5%	6.3%	6.4%	
	Global shoreside: Sr Analyst and below	14.3%	13.1%	13.5%	
	Shipboard: 3 Stripes and above ⁱⁱⁱ	5.3%	6.0%	5.4%	
	Shipboard: 2.5 Stripes and below ⁱⁱⁱ	5.4%	5.7%	5.5%	
	Age Group	Under 30	30-50	Above 50	
	Global shoreside: Leads and above	10.3%	6.9%	4.8%	
	Global shoreside: Sr Analyst and below	15.9%	14.0%	6.7%	
	Shipboard: 3 Stripes and above ⁱⁱⁱ	3.3%	4.6%	7.5%	
	Shipboard: 2.5 Stripes and below ⁱⁱⁱ	4.3%	5.6%	10.3%	

ⁱⁱⁱ Data relates to Royal Caribbean International and Celebrity only.



Royal Caribbean Group



Celebrity Cruises[®]

SILVERSEA

SOCIAL (CONTINUED)

AREA	INDICATOR	2023	2022	2021	2020	2019	FRAMEWORKS
Guest Safety & Security	Number of alleged crime incidents involving passengers or employees	36	26	4	8	—	TR-CL-250a.1
	Fleet average CDC Vessel Sanitation Program inspection score, percentage of inspections failed ⁱⁱⁱ	97.3, 0	98.3; 0	0. No CDC inspections occurred during 2021.	95	—	TR-CL-250a.2
	(1) Serious injuries per million passengers	1.2 ⁱⁱⁱ	5.1 ⁱⁱⁱ	7.9 ⁱⁱⁱ	—	—	TR-CL-250a.3
	(2) number of voyages with a gastrointestinal illness count exceeding 2%	16	1	0	0	—	TR-CL-250a.3
	Number of conditions of class or recommendations	143	114	120	219	—	TR-CL-540a.1
	Number of port state control (1) deficiencies and (2) detentions	(1) 194, (2) 0	(1) 137, (2) 1	(1) 78, (2) 0	0	—	TR-CL-540a.2
Human Rights	Percentage of seafarers paid for overtime	100%	100%	100%	—	—	TR-CL-310a.3
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	In 2023, we did not disclose any monetary losses as a result of legal proceedings associated with labor law violations.	In 2022, we did not disclose any monetary losses as a result of material legal proceedings associated with labor law violations.	In 2021, we did not disclose any monetary losses as a result of material legal proceedings associated with labor law violations.	In 2020, we did not disclose any monetary losses as a result of material legal proceedings associated with labor law violations.	—	TR-CL-310a.4
	Seafarer lost time incident rate (LTIR) ^{iii, v}	2.17	1.98	—	—	—	TR-CL-320a.1
	% of employees covered by collective bargaining agreements	88%	88%	86%	89%	89%	GRI 2-30

ⁱⁱⁱ Data relates to Royal Caribbean International and Celebrity only.

^v LTIR is defined as the average lost time (difference from Assignment End date to Sign Off date) x number of signoffs /1M hrs.

OTHER OPERATIONAL METRICS

AREA	INDICATOR	2023	2022	2021	2020	2019	FRAMEWORKS
Activity Metric	Available lower berth kilometers (ALB-km)	23,692,943,040	22,199,586,149	9,281,945,422	7,484,211,023	—	TR-CL-000.A
	Available passenger cruise days (APCD)	46,916,259	41,197,650	11,767,441	8,539,903	—	TR-CL-000.B
	Passenger cruise days	49,549,127	35,051,935	5,802,582	8,697,893	—	—
	Number of shipboard employees	88,700	94,300	77,000	78,453	—	TR-CL-000.C
	Cruise passengers	7,646,203	5,536,335	1,030,403	1,295,144	—	TR-CL-000.D
	Number of vessel port calls	14,294	14,663	4,517	1,755	—	TR-CL-000.E



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS APPROACH

Royal Caribbean Group supports the United Nations Sustainable Development Goals (SDGs). We referenced the SDGs when developing our Strategic ESG Framework. The goals below are ones where we feel we can have the most impact, or where efforts to achieve that goal can also influence our future business. This table references sections of this report that relate to each goal.

GOALS	OUR CONTRIBUTIONS
 <p>Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	Destination Net Zero , Energy Management
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	Supporting Our People , Energizing Our Communities
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	Energizing Our Communities , Guest Health and Wellbeing , Accessible Cruising , Guest Safety and Security
 <p>Ensure sustainable consumption and production patterns.</p>	Waste Management , Water Stewardship , Sustainable Supply Chain
 <p>Take urgent action to combat climate change and its impacts.</p>	Destination Net Zero , Energy Management
 <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p>	Water Stewardship , Wastewater Management , Sustainable Seafood , Protecting Oceans and Marine Ecosystems
 <p>Protect, restore and promote sustainable use of ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>	Sustaining Our Planet , Responsible Tourism
 <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>	Stakeholder Engagement , Protecting Oceans and Marine Ecosystems , Green Shipping Corridors , Responsible Food Sourcing , Supporting Communities , Collaborating to Reach Net Zero , Green Hubs

SASB INDEX: CRUISE LINES

SASB CODE	INDICATORS	2023 DISCLOSURE	2023 NOTES
GREENHOUSE GAS EMISSIONS			
TR-CL-110a.1	Gross global Scope 1 emissions	5,375,318 metric tons	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 response to the CDP Climate Change Information Request. See the Our 2023 GHG Emissions section of this report, page 35 and performance table, page 109 .
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	See Our Journey to Destination Net Zero (page 30) and Energy Management (page 36) sections of this report. Also see our TCFD report here .	
TR-CL-110a.3	(1) Total energy consumed, (2) percentage heavy fuel oil, (3) percentage onshore power supply (OPS), (4) percentage renewable	(1) 31,831,959,229 gigajoules (GJ); (3) 31,041 MWh	See the Energy Management section of this report, page 36 , and performance table, page 109 .
TR-CL-110a.4	Average Energy Efficiency Design Index (EEDI) for new ships	7.14	Based on gross tonnage weighted average. See Energy Management section of this report page 36 , and performance table, page 109 .
AIR QUALITY			
TR-CL-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	(1) 73,271 metric tonnes, (2) 275,717 metric tonnes, (3) 8,014 metric tonnes	See the Energy Management section of this report, page 36 , and performance table, page 109 .
DISCHARGE MANAGEMENT			
TR-CL-160a.1	Total amount of ship waste discharged to the environment, percentage treated prior to discharge	13,329,976 cubic meters; 79% of waste treated prior to discharge	See the Waste Management section of this report, page 44 , and performance table, page 110 .
TR-CL-160a.2	Percentage of fleet implementing ballast water (1) exchange and (2) treatment	(2) 100%	This is inclusive of our wholly owned and operated brands. See the Water Stewardship section of this report, page 42 , and performance table, page 110 .
TR-CL-160a.3	Cruise duration in marine-protected areas or areas of protected conservation status	In 2023, we finalized a new methodology for capturing this data across our fleet and worked to align it with recently revised regional and international rules and regulations. We expect to implement the new methodology in early 2024.	See the Marine-Protected Areas section, page 53 .
TR-CL-160a.4	Number of notices of violations received for dumping	0	This is third-party verified by DNV. Performance table, page 110 .



SASB INDEX: CRUISE LINES CONTINUED

SASB CODE	INDICATORS	2023 DISCLOSURE	2023 NOTES
CUSTOMER HEALTH AND SAFETY			
TR-CL-250a.1	Number of alleged crime incidents involving passengers or employees	36	All crimes reported using the CVSSA definition for reportable crimes for all RCG vessels. See the Guest Safety and Security section of this report, page 93 , and performance table, page 115 .
TR-CL-250a.2	Fleet average CDC Vessel Sanitation Program inspection score, percentage of inspections failed	97.3, 0	Performance table, page 115 .
TR-CL-250a.3	(1) Serious injuries per million passengers and (2) number of voyages with a gastrointestinal illness count exceeding 2%	(1)1.2 (2)16	See the Guest Health and Wellbeing, page 90 and Guest Safety and Security section of this report, page 93 , and performance table, page 115 .
LABOR PRACTICES			
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. Approximately 88% of our workforce is covered by a collective bargaining agreement that includes many of these benefits. These programs are frequently reviewed to ensure we are the employer of choice.	See the Benefits and Engagement section of this report, p. 62 .
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%. All shipboard employees have guaranteed overtime included as part of their pay.	See the Benefits and Engagement section of this report, page p. 62 and performance table, page 115 .
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 2023, we did not disclose any monetary losses as a result of legal proceedings associated with labor law violations.	
EMPLOYEE HEALTH AND SAFETY			
TR-CL-320a.1	Seafarer lost time incident rate (LTIR)**	2.17	See the Employee Health and Safety section of this report, page 72 , performance table, page 115 .

** LTIR includes data for Royal Caribbean International and Celebrity Cruises only. It is the average lost time in months (difference from Assignment End date to Sign Off date) x number of signoffs.

SASB INDEX: CRUISE LINES CONTINUED

SASB CODE	INDICATORS	2023 DISCLOSURE	2023 NOTES
ACCIDENT MANAGEMENT			
TR-CL-540a.1	Number of conditions of class or recommendations	143	Performance table, page 115 .
TR-CL-540a.2	Number of port state control (1) deficiencies and (2) detentions	(1) 194 (2) 0	Performance table, page 115 .
TR-CL-540a.3	Number of marine casualties, percentage classified as very serious	Information not currently disclosed.	
ACTIVITY METRIC			
TR-CL-000.A	Available lower berth kilometers (ALB-km)	23,692,943,040	Performance table, page 116 .
TR-CL-000.B	Available passenger cruise days (APCD)	46,916,259	Performance table, page 116 .
TR-CL-000.C	Number of shipboard employees	88,700	Performance table, page 116 .
TR-CL-000.D	Cruise passengers	7,646,203	Performance table, page 116 .
TR-CL-000.E	Number of vessel port calls	14,294	Performance table, page 116 .



Royal Caribbean Group



GRI CONTENT INDEX

Statement of Use: Royal Caribbean Group has reported the information cited in this GRI content index for the period January 1, 2023–December 31, 2023 with reference to the GRI Standards. GRI 1: Foundation 2021 was used.

GRI STANDARD	2023 DISCLOSURE	LOCATION
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2-1 Organizational details	ESG Report page 16 2023 Fiscal Year 10-K page 2
	2-2 Entities included in the organization's sustainability reporting	ESG Report page 12
	2-3 Reporting period, frequency and contact point	Reporting period for sustainability reporting: January 1, 2023 – December 31, 2023 Frequency of reporting: Annual Reporting period for financial reporting: January 1, 2023 – December 31, 2023 Publication date: April 2024 Contact: sustainability@rccl.com
	2-4 Restatements of information	There are no restatements of information in this report.
	2-5 External assurance	ESG Report page 127-144
	2-6 Activities, value chain and other business relationships	ESG Report pages 16, 49, 51 2023 Fiscal Year 10-K page 2
	2-7 Employees	ESG Report pages 111-113
	2-8 Workers who are not employees	ESG Report page 111
	2-9 Governance structure and composition	Our Leadership Safety, Environment, Sustainability and Health Committee Charter ESG Report pages 111-113
	2-10 Nomination and selection of the highest governance body	Nominating and Corporate Governance Charter
	2-11 Chair of the highest governance body	ESG Report page 98
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Report pages 98-99 Corporate Governance
	2-13 Delegation of responsibility for managing impacts	ESG Report pages 100-101
	2-14 Role of the highest governance body in sustainability reporting	ESG Report page 101
	2-15 Conflicts of interest	ESG Report page 102

GRI INDEX CONTINUED

GRI STANDARD	2023 DISCLOSURE	LOCATION
GENERAL DISCLOSURES (CONTINUED)		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	ESG Report pages 102-103
	2-17 Collective knowledge of the highest governance body	ESG Report page 98
	2-18 Evaluation of the performance of the highest governance body	ESG Report page 98
	2-19 Remuneration policies	Talent and Compensation Committee Charter 2024 Proxy Report page 70
	2-20 Process to determine remuneration	Talent and Compensation Committee Charter 2024 Proxy Report page 46 8-K June 2023
	2-21 Annual total compensation ratio	2024 Proxy Report page 72
	2-22 Statement on sustainable development strategy	ESG Report page 4
	2-23 Policy commitments	Each policy is approved individually and its final published version lists all signers and approvers. ESG Report pages 76, 102 Code of Business Conduct and Ethics Human Rights Statement and Core Labor Principles Corporate Governance Principles
	2-24 Embedding policy commitments	ESG Report pages 48, 76, 94, 102
	2-25 Processes to remediate negative impacts	Code of Business Conduct and Ethics ESG Report pages 76-77, 102
	2-26 Mechanisms for seeking advice and raising concerns	ESG Report pages 76-77, 102
	2-27 Compliance with laws and regulations	ESG Report pages 110, 115
	2-28 Membership associations	ESG Report pages 34, 74
	2-29 Approach to stakeholder engagement	ESG Report pages 18-19
	2-30 Collective bargaining agreements	ESG Report page 63



GRI INDEX CONTINUED

GRI STANDARD	2023 DISCLOSURE	LOCATION
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Report page 18
	3-2 List of material topics	ESG Report pages 20-21 There have been no changes compared to previous reporting period
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Royal Caribbean Group Reports 2023 Results and Expects Record Earnings in 2024 on Strong Demand 2023 Fiscal Year 10-K
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	ESG Report pages 30-41, 104 TCFD report 2023 Fiscal Year 10-K page 21
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 48
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	ESG Report page 49
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Audit Committee Charter 2023 Fiscal Year 10-K pages 17-19
GRI 207: Tax 2019	207-1 Approach to tax	Audit Committee Charter 2023 Fiscal Year 10-K pages 17-19
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 36
GRI 302: Energy 2016	302-1 Energy consumption within the organization	ESG Report page 109
	302-3 Energy intensity	ESG Report page 109
	302-4 Reduction of energy consumption	ESG Report page 37
	302-5 Reductions in energy requirements of products and services	ESG Report page 27

GRI INDEX CONTINUED

GRI STANDARD	2023 DISCLOSURE	LOCATION
MATERIAL TOPICS (CONTINUED)		
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report pages 42-43 Waste Stream Process
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	ESG Report pages 42-43 RCG Water Policy
	303-2 Management of water discharge-related impacts	ESG Report page 43
	303-3 Water withdrawal	ESG Report pages 43, 110
	303-4 Water discharge	ESG Report page 110
	303-5 Water consumption	ESG Report page 110
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	TCFD report ESG Report pages 30-31, 101
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	ESG Report page 109 TCFD report CDP report
	305-2 Energy indirect (Scope 2) GHG emissions	ESG Report page 109 TCFD report CDP report
	305-3 Other indirect (Scope 3) GHG emissions	ESG Report pages 35, 109 CDP report
	305-4 GHG emissions intensity	ESG Report pages 35, 109
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG Report page 109
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 44 Waste Stream Process
GRI 306: Waste 2016	306-2 Management of significant waste-related impacts	ESG Report pages 44, 46
	306-4 Waste diverted from disposal	ESG Report page 109
	306-5 Waste directed to disposal	ESG Report page 109

GRI INDEX CONTINUED

GRI STANDARD	2023 DISCLOSURE	LOCATION
MATERIAL TOPICS (CONTINUED)		
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 72
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	ESG Report page 72
	403-3 Occupational health services	ESG Report page 74
	403-5 Worker training on occupational health and safety	ESG Report page 74
	403-6 Promotion of worker health	ESG Report page 63
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG Report page 74
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report pages 74, 76, 91, 93, 94, 101
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	ESG Report page 111
	404-2 Programs for upgrading employee skills and transition assistance programs	ESG Report pages 91, 94
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 68
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	ESG Report pages 68, 111-113
	405-2 Ratio of basic salary and remuneration of women to men	ESG Report page 64
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report pages 49, 80
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	ESG Report pages 18-19, 76, 80

GRI INDEX CONTINUED

GRI STANDARD	2023 DISCLOSURE	LOCATION
MATERIAL TOPICS (CONTINUED)		
Supplier social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 48 Supplier Code of Conduct
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	ESG Report pages 48-49
Public policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	U.S. Political Contributions and Disclosure Policy
GRI 415: Public Policy 2016	415-1 Political contributions	ESG Report page 103
Customer health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report pages 90, 93
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	ESG Report page 90
Customer privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 94
Guest satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 95
Guest satisfaction	Assessment of guest satisfaction	ESG Report page 95
Accessible cruising		
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG Report page 92
Accessible cruising	Considerations to make facilities and activities more accessible	ESG Report page 92

INDEPENDENT ASSURANCE STATEMENT



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. (RCCL) to carry out an independent limited level assurance engagement on Selected Information for calendar year 2023 as presented in the Royal Caribbean Group’s “2023 Seastainability Report,” (“the Report”). The work was carried out February through April 2024.



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 2023 performance data included within the Report (the “Selected Information”), listed below. Data verified for the period January 1, 2023 to December 31, 2023.

Environmental

- Total energy consumed (MWh)
- Total consumed of non-renewables fuels (MWh)
- Percent of energy consumed of non-renewables fuels
- Total energy consumed from onshore power supply (MWh)
- Percent of energy consumed from onshore power supply
- Total energy from renewable (MWh)
- Percent of energy from renewable
- Energy intensity per available passenger cruise days (APCD)
- Total SOx (metric tonnes)
- Total NOx (metric tonnes)
- Total particulate matter (metric tonnes)
- Number of ships with Advanced Wastewater Purification system
- Percent of fleet with Advanced Wastewater Purification system
- Total amount discharged (metric tons)
- Total amount treated discharge (metric tons)
- Percent of wastewater treated prior to discharge
- Total amount untreated discharge (metric tons)
- Percent of wastewater untreated prior to discharge
- Percent of fleet with Ballast Water Management System (BWMS) installed
- Number of Notices of Violation (NOV) received for dumping
- Water withdrawal by source - produced water (percent)
- Water withdrawal by source - bunkered water (percent)
- Produced water cubic meters
- Bunkered water cubic meters
- Water consumption aboard ship
- Water consumption rate (Gallons/person/day)
- Available passenger cruise days

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 RCCL’s data or report. This is our third year of providing assurance on the Selected Information and eighth year providing verification on greenhouse gas emissions for RCCL. We adopt a balanced approach towards all stakeholders when performing our evaluation.

**Employees**

- Total Male and Female Employees

Diversity, Equity & Inclusion

- Gender diversity by job level
- Global Shipboard and Shoreside diversity by age
- North America, Central America and Caribbean gender diversity by tenure
- South America gender diversity by tenure
- Africa/Europe gender diversity by tenure
- Asia/Australia gender diversity by tenure
- U.S. Ethnic/Racial diversity by job level
- U.S. Overall Diversity Index (gender, ethnicity, veterans, disabled) by job level

Employment

- Global Shoreside and Shipboard New Hires by gender and age
- Global Shoreside and Shipboard Voluntary Turnover by gender and age

Learning and Development

- Global Shoreside and Shipboard total training hours
- Global Shoreside and Shipboard average training hours per employee

Health & Safety

- Number of Voyages with Acute Gastroenteritis (AGE) illness count exceeding 2%
- Number of failed United States Public Health (USPH) inspections
- Average Vessel Sanitation Program (VSP) inspection score, Royal Caribbean International and Celebrity

In addition, DNV has conducted verification on the following 2023 GHG emissions and carbon intensity related indicators in accordance with ISO 14064-3:2019:

- Scope 1 (metric tons)
- Scope 2 (Location-based, metric tons)
- Scope 2 (Market-based, metric tons)
- Emissions intensity in kilograms of CO₂e per APCD
- Emissions intensity in kilograms of CO₂e per ALB-km
- Emissions intensity in grams of CO₂e /(Gross Ton x Nautical Miles)
- Available lower berth kilometers (ALB-km)
- Distance travelled in kilometers
- Distance travelled in nautical miles

Our opinion for the GHG emissions related data is provided in a separate statement dated 5 April 2024 for publication with the 2023 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 RCCL's website or the Report for the current reporting period.

Responsibilities of RCCL and DNV

RCCL has 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 RCCL 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, and we planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion, so that the risk of this conclusion being in error is reduced, but not reduced completely. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, 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 opinion.



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 17029:2019 - Conformity Assessment General principles and requirements for validation and verification bodies, 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 criteria for the work performed by DNV is WRI/WBCSD The Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, and Sustainability Accounting Standards Board (SASB) reporting requirements.

The boundary of our work includes global operations for all Selected Information in scope except for U.S. shoreside gender diversity for all team members, U.S. ethnic/racial diversity, and U.S. overall diversity index.

Selected Information

Environmental

▪ Total energy consumed (MWh)	8,848,989
▪ Percent of energy consumed of non-renewable fuels	100%
▪ Total energy consumed from onshore power supply (MWh)	31,041
▪ Percent of energy consumed from onshore power supply	0.4%
▪ Total energy from renewable (MWh)	0
▪ Percent of energy from renewable	0%
▪ Energy intensity per available passenger cruise days (APCD)	0.189 MWh/APCD
▪ Total SOx (metric tonnes)	275,717
▪ Total NOx (metric tonnes)	73,271
▪ Total particulate matter (metric tonnes)	8,014
▪ Number of ships with Advanced Wastewater Purification system	52
▪ Percent of fleet with Advanced Wastewater Purification system	98.1%
▪ Total amount discharged	13,329,976 m3
▪ Total amount treated discharge	10,469,447 m3
▪ Percent of wastewater treated prior to discharge	79%
▪ Total amount untreated discharge	2,860,530 m3
▪ Percent of wastewater untreated prior to discharge	21%
▪ Percent of fleet with Ballast Water Management System (BWMS) installed	100%
▪ Number of Notices of Violation (NOV) received for dumping	0
▪ Water withdrawal by source – produced water	93%
▪ Water withdrawal by source – bunkered water	7%
▪ Produced water (cubic meters)	11,511,701 m3
▪ Bunkered water (cubic meters)	800,552 m3
▪ Water consumption aboard ship (cubic meters)	10,669,722
▪ Water consumption rate	56.89 gallons/person/day
▪ Available passenger cruise days	46,916,259

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 RCCL 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.

Independence

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.



Employees

▪ Number of Male Employees	74,342
▪ Number of Female Employees	23,842

Diversity, Equity & Inclusion

▪ Gender diversity by job level		Male	Female		
• Global Shoreside, All team members		45%	55%		
• Global Shoreside, Leads and above		55%	45%		
• Global Shoreside, Senior Analysts and below		39%	61%		
• Global Shipboard, All team members		78%	22%		
• Global Shipboard, 3 Stripes and above		82%	18%		
• Global Shipboard, 2.5 Stripes and below		78%	22%		
• U.S. Shoreside, All team members		46%	54%		
• Executive Leadership Team (reporting to CEO)		67%	33%		
▪ Gender diversity by tenure		Male	Female	Total	
• North America, Central America and Caribbean		7,694	5,571	13,265	
o Less than 1 year		1,436	1,114	2,550	
o 1-5 years		2,691	2,415	5,106	
o 6-10 years		845	682	1,527	
o 11-15 years		876	504	1,380	
o 16-20 years		840	437	1,277	
o Greater than 20 years		1,006	419	1,425	
• South America		2,639	1,690	4,329	
o Less than 1 year		487	240	727	
o 1-5 years		1,450	1,025	2,475	
o 6-10 years		239	187	426	
o 11-15 years		287	178	465	
o 16-20 years		115	44	159	
o Greater than 20 years		61	16	77	
• Africa/Europe		11,106	5,281	16,387	
o Less than 1 year		2,438	1,316	3,754	
o 1-5 years		5,064	2,858	7,922	
o 6-10 years		1,813	714	2,527	
o 11-15 years		981	231	1,212	
o 16-20 years		464	109	573	
o Greater than 20 years		346	53	399	
• Asia/Australia		48,972	9,927	58,899	
o Less than 1 year		8,656	2,203	10,859	
o 1-5 years		19,753	4,942	24,695	
o 6-10 years		10,894	1,819	12,713	
o 11-15 years		5,450	532	5,982	
o 16-20 years		2,617	284	2,901	
o Greater than 20 years		1,602	147	1,749	
		Black or African	Hispanic or		
▪ U.S. Ethnic/Racial diversity by job level		White	American	Latino	Asian
• All team members		39%	8%	43%	6%
• Leads and above		45%	5%	38%	8%
• Senior Analysts and below		34%	11%	48%	4%
• Executive Leadership Team (reporting to CEO)		55%	9%	18%	9%
				Other	



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<ul style="list-style-type: none"> U.S. Overall Diversity Index (gender, ethnicity, veterans, disabled) by job level <ul style="list-style-type: none"> All team members Leads and above Senior Analysts and below 			81%
			74%
			88%
Global Shipboard and Shoreside diversity by age	Shipboard	Shoreside	Percentage
• Under 30	25,961	1,866	28%
• 30 to 50	57,801	4,512	63%
• Over 50	6,499	1,561	8%

Employment

<ul style="list-style-type: none"> New Hires by Gender <ul style="list-style-type: none"> Global Shoreside, Leads and above Global Shoreside, Senior Analysts and below Global Shipboard, 3 Stripes and above Global Shipboard, 2.5 Stripes and below 	<i>Male</i>	<i>Female</i>	<i>Total</i>
	195	133	328
	1,002	1,098	2,100
	100	37	137
	12,897	5,089	17,986
<ul style="list-style-type: none"> New Hires by Age <ul style="list-style-type: none"> Global Shoreside, Leads and above Global Shoreside, Senior Analysts and below Global Shipboard, 3 Stripes and above Global Shipboard, 2.5 Stripes and below 	<i>Under 30</i>	<i>30-50</i>	<i>Above 50</i>
	27	245	56
	1,035	970	95
	16	98	23
	7,201	10,246	539
<ul style="list-style-type: none"> Voluntary Turnover by Gender <ul style="list-style-type: none"> Global Shoreside, Leads and above Global Shoreside, Senior Analysts and below Global Shipboard, 3 Stripes and above Global Shipboard, 2.5 Stripes and below 	<i>Male</i>	<i>Female</i>	<i>Total</i>
	6.5%	6.3%	6.4%
	14.3%	13.1%	13.5%
	5.3%	6.0%	5.4%
	5.4%	5.7%	5.5%
<ul style="list-style-type: none"> Voluntary Turnover by Age <ul style="list-style-type: none"> Global Shoreside, Leads and above Global Shoreside, Senior Analysts and below Global Shipboard, 3 Stripes and above Global Shipboard, 2.5 Stripes and below 	<i>Under 30</i>	<i>30-50</i>	<i>Above 50</i>
	10.3%	6.9%	4.8%
	15.9%	14.0%	6.7%
	3.3%	4.6%	7.5%
	4.3%	5.6%	10.3%

Learning and Development

Total Global Shoreside training hours	29,608
Total Global Shipboard training hours	2,322,362
Average training hours per Global Shoreside employee	3.12
Average training hours per Global Shipboard employee	26.18

Health & Safety

Number of Voyages with Acute Gastroenteritis (AGE) illness count exceeding 2%	16
Number of failed United States Public Health (USPH) inspections	0
Average Vessel Sanitation Program (VSP) inspection score, Royal Caribbean International and Celebrity	97.3



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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 RCCL'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;
- 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 RCCL for the Selected Information is prepared in line with the Criteria;
- Assessing the appropriateness of the Criteria for the Selected Information;
- Reviewing the Report and accompanying narrative to the Selected Information in regard to the Criteria;
- Reviewing HR Database to determine diversity and inclusion values.

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

Assurance Team

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Verifier Trainee: Gaurav Singh
Technical Reviewer: Ke Karl Song

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

Katy, TX

12 April 2024

Kyle Silon
Lead Verifier

Nina Diaz
Verifier

Ke Karl Song
Technical Reviewer

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Appendix A. RCCL's "Criteria"

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

Specified Information	Definition	Methodology
2023 Percent of fleet with Ballast Water Management System (BWMS) installed	Percent of ships with approved BWMS 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. The International Ballast Water Management certificate fulfills 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.	2023 number of ships with Ballast Water Treatment Systems on their International Ballast Water Management Certificate / 2023 Total count of fleet X 100
2023 Percent of fleet equipped with Advanced Wastewater Purification System (AWPS)	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. An ISPP certificate is issued in conformity with Annex IV to MARPOL.	2023 number of ships with AWP Systems on their ISPP certificate / 2023 Total count of fleet x 100
2023 Percent of Wastewater treated prior to discharge	The percentage of ship wastewater discharged to the environment that was treated prior to Discharge. 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	2023 weight of wastewater treated prior to discharge / 2023 total weight of waste material x 100
2023 Number of Notices for Violation of Dumping (into water)	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. Scope of disclosure is as per Sustainability Accounting Standard Board (SASB), Cruise Line Standard, 2018 TR-CL-160a.4	Total number of notices of violations received for dumping in 2023.
2023 Water withdrawal by source, percent of produced water	Percentage of produced water for 2023 voyages as compared to total water withdrawn (water produced and bunkered) for 2023 voyages. Note: Only for Royal Caribbean International and Celebrity.	2023 total produced water withdrawn / (total produced water + total bunkered water withdrawn) x 100
Gender diversity by job level: •Global Shoreside, All team members	Percentage of global shoreside employees self-identifying as either male or female at birth, as compared to total global shoreside employees. Job level, All team members: •Leads and above •Senior Analysts and below	(Global shoreside male workforce count / Global shoreside workforce count) x 100 (Global shoreside female workforce count / Global shoreside workforce count) x 100
Gender diversity by job level: •Global Shoreside, Leads and above	Percentage of global shoreside employees at the Lead and above job level self-identifying as either male or female at birth, as compared to total global shoreside employees at the Lead and above job level. Job level, Leads and above: •Lead •Lead – IC •Manager •Manager – IC	(Global shoreside male Leads and above workforce count / Global shoreside Leads and above workforce count) x 100 (Global shoreside female Leads and above workforce count / Global shoreside Leads and above workforce count) x 100

Specified Information	Definition	Methodology
	<ul style="list-style-type: none"> •Supervisor •Sr. Manager •Associate Vice President •Chief Executive Officer •Director •Executive Vice President •President •Senior Director •Senior Vice President •Vice President 	
Gender diversity by job level: •Global Shoreside, Senior Analysts and below	<p>Percentage of global shoreside employees at the Senior Analyst and below job level self-identifying as either male or female at birth, as compared to total global shoreside employees at the Senior Analyst and below job level.</p> <p>Job level, Senior Analysts and below:</p> <ul style="list-style-type: none"> •Sr. Analyst – IC •Sr. Analyst •Specialist •Professional •Non-Level •Coordinator / Admin (INTL) •Coordinator / Admin (U.S.) •Clerical 	<p>(Global shoreside male Senior Analysts and below workforce count / Global shoreside Senior Analyst and below workforce count) x 100</p> <p>(Global shoreside female Senior Analysts and below workforce count / Global shoreside Senior Analyst and below workforce count) x 100</p>
Gender diversity by job level: •Global Shipboard, All team members	<p>Percentage of global shipboard employees self-identifying as either male or female at birth, as compared to total global shipboard employees.</p> <p>Job level, All team members:</p> <ul style="list-style-type: none"> •Leads and above •Senior Analysts and below 	<p>(Global shipboard male workforce count / Global shipboard workforce count) x 100</p> <p>(Global shipboard female workforce count / Global shipboard workforce count) x 100</p>
Gender diversity by job level: •Global Shipboard, 3 Stripes and above	<p>Percentage of global shipboard employees at the 3 Stripes and above job level self-identifying as either male or female at birth, as compared to total global shipboard employees at the 3 Stripes and above job level.</p> <p>Job level, 3 Stripes and above:</p> <ul style="list-style-type: none"> •3 Stripes •3.5 Stripes •4 Stripes •4.5 Stripes 	<p>(Global shipboard male 3 Stripes and above workforce count / Global shipboard 3 Stripes and above workforce count) x 100</p> <p>(Global shipboard female 3 Stripes and above workforce count / Global shipboard 3 Stripes and above workforce count) x 100</p>
Gender diversity by job level: •Global Shipboard, 2.5 Stripes and below	<p>Percentage of global shipboard employees at the 2.5 Stripes and below job level self-identifying as either male or female at birth, as compared to total global shipboard employees at the 2.5 Stripes and below job level.</p> <p>Job level, 2.5 Stripes and below:</p> <ul style="list-style-type: none"> •2.5 Stripes •2 Stripes •1.5 Stripes •1 Stripe 	<p>(Global shipboard male 2.5 Stripes and below workforce count / Global shipboard 2.5 Stripes and below workforce count) x 100</p> <p>(Global shipboard female 2.5 Stripes and below workforce count / Global shipboard 2.5 Stripes and below workforce count) x 100</p>
Gender diversity by job level: •U.S. Shoreside, All team members	<p>Percentage of U.S. shoreside employees self-identifying as either male or female at birth, as compared to total U.S. shoreside employees.</p> <p>Job level, All team members:</p> <ul style="list-style-type: none"> •Leads and above •Senior Analysts and below 	<p>(U.S. shoreside male workforce count / U.S. shoreside workforce count) x 100</p> <p>(U.S. shoreside female workforce count / U.S. shoreside workforce count) x 100</p>



Specified Information	Definition	Methodology
Gender diversity by job level: •Executive Leadership Team (reporting to CEO)	<p>Percentage of global employees at the Executive Leadership team (reporting to CEO) job level self-identifying as either male or female at birth, as compared to total global employees at the Executive Leadership team (reporting to CEO) job level.</p> <p>Job level, Executive Leadership Team (reporting to CEO):</p> <ul style="list-style-type: none"> •EVP, Maritime •President & CEO Royal •Chief Growth & Digital Officer •EVP, Head of Marine •SVP, Chief Information Officer •SVP, Public Health&CMO •President & CEO, Silversea •Chief Financial Officer •SVP, Chief Legal Officer & Sec •Celebrity Brand President •SVP, Safety Security & Env •EVP, Chief People & Outreach Officer 	<p>[Global male Executive Leadership Team (reporting to CEO) workforce count / Global Executive Leadership Team (reporting to CEO) workforce count] x 100</p> <p>[Global female Executive Leadership Team (reporting to CEO) workforce count / Global Executive Leadership Team (reporting to CEO) workforce count] x 100</p>
Gender diversity by tenure in North America, Central America and Caribbean	<p>Total North America, Central America and Caribbean shoreside and shipboard employees self-identifying as either male or female at birth, per tenure.</p> <p>Tenure:</p> <ul style="list-style-type: none"> •Less than 1 year •1-5 years •6-10 years •11-15 years •16-20 years •Greater than 20 years <p>North America, Central America and Caribbean countries: Antigua and Barbuda; Bahamas; Barbados; Belize; Canada; Costa Rica; Cuba; Dominica; Dominican Republic; El Salvador; Grenada; Guatemala; Haiti; Honduras; Jamaica; Mexico; Montserrat; Nicaragua; Panama; Saint Vincent & the Grenadines; St. Kitts and Nevis; St. Lucia; Trinidad and Tobago; United States</p> <p>Job level:</p> <ul style="list-style-type: none"> •Shoreside Leads and above •Shoreside Senior Analysts and below •Shipboard 3 Stripes and above •Shipboard 2.5 Stripes and below 	<p>Total North America, Central America and Caribbean shoreside and shipboard male workforce count per tenure</p> <p>Total North America, Central America and Caribbean shoreside and shipboard female workforce count per tenure</p> <p>Total North America, Central America and Caribbean shoreside and shipboard male workforce count per tenure + Total North America, Central America and Caribbean shoreside and shipboard female workforce count per tenure</p>
Gender diversity by tenure in South America	<p>Total South America shoreside and shipboard employees self-identifying as either male or female at birth, per tenure.</p> <p>Tenure:</p> <ul style="list-style-type: none"> •Less than 1 year •1-5 years •6-10 years •11-15 years •16-20 years •Greater than 20 years <p>South America countries: Argentina; Bolivia; Brazil; Chile; Colombia; Ecuador; Guyana; Paraguay; Peru; Uruguay; Venezuela</p> <p>Job level:</p> <ul style="list-style-type: none"> •Shoreside Leads and above 	<p>Total South America shoreside and shipboard male workforce count per tenure</p> <p>Total South America shoreside and shipboard female workforce count per tenure</p> <p>Total South America shoreside and shipboard male workforce count per tenure + Total South America shoreside and shipboard female workforce count per tenure</p>

Specified Information	Definition	Methodology
	<ul style="list-style-type: none"> •Shoreside Senior Analysts and below •Shipboard 3 Stripes and above •Shipboard 2.5 Stripes and below 	
Gender diversity by tenure in Africa/Europe	<p>Total Africa/Europe shoreside and shipboard employees self-identifying as either male or female at birth, per tenure.</p> <p>Tenure:</p> <ul style="list-style-type: none"> •Less than 1 year •1-5 years •6-10 years •11-15 years •16-20 years •Greater than 20 years <p>Africa/Europe countries:</p> <p>Albania; Andorra; Austria; Belarus; Belgium; Bosnia and Herzegovina; Botswana; Bulgaria; Cameroon; Cape Verde; Congo; Croatia; Cyprus; Czech Republic; Democratic Republic of Congo; Denmark; Egypt; Estonia; Finland; France; Gambia; Germany; Ghana; Greece; Hungary; Iceland; Ireland; Italy; Kenya; Latvia; Lithuania; Madagascar; Malawi; Malta; Mauritius; Republic of Moldova; Monaco; Montenegro; Morocco; Mozambique; Namibia; Netherlands; Nigeria; North Macedonia; Norway; Poland; Portugal; Romania; Russia; Rwanda; Senegal; Serbia; Slovakia; Slovenia; South Africa; Spain; Sweden; Switzerland; Tanzania; Tunisia; Turkey; Uganda; Ukraine; United Kingdom; Zambia; Zimbabwe</p> <p>Job level:</p> <ul style="list-style-type: none"> •Shoreside Leads and above •Shoreside Senior Analysts and below •Shipboard 3 Stripes and above •Shipboard 2.5 Stripes and below 	<p>Total Africa/Europe shoreside and shipboard male workforce count per tenure</p> <p>Total Africa/Europe shoreside and shipboard female workforce count per tenure</p> <p>Total Africa/Europe shoreside and shipboard male workforce count per tenure + Total Africa/Europe shoreside and shipboard female workforce count per tenure</p>
Gender diversity by tenure in Asia/Australia	<p>Total Asia/Australia shoreside and shipboard employees self-identifying as either male or female at birth, per tenure.</p> <p>Tenure:</p> <ul style="list-style-type: none"> •Less than 1 year •1-5 years •6-10 years •11-15 years •16-20 years •Greater than 20 years <p>Asia/Australia countries:</p> <p>Australia; Bangladesh; Bhutan; Brunei Darussalam; Cambodia; China; Fiji Islands; Georgia; Hong Kong; India; Indonesia; Israel; Japan; Kazakhstan; Republic of Korea; Kyrgyzstan; Lebanon; Macao; Malaysia; Mongolia; Myanmar; Nepal; New Zealand; Pakistan; Philippines; Singapore; Sri Lanka; Taiwan, Republic of China; Thailand; Uzbekistan</p> <p>Job level:</p> <ul style="list-style-type: none"> •Shoreside Leads and above •Shoreside Senior Analysts and below •Shipboard 3 Stripes and above •Shipboard 2.5 Stripes and below 	<p>Total Asia/Australia shoreside and shipboard male workforce count per tenure</p> <p>Total Asia/Australia shoreside and shipboard female workforce count per tenure</p> <p>Total Asia/Australia shoreside and shipboard male workforce count per tenure + Total Asia/Australia shoreside and shipboard female workforce count per tenure</p>



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Specified Information	Definition	Methodology
U.S. Ethnic/Racial diversity by job level: •All team members	Percentage of U.S. shoreside employees self-identifying as one of the below ethnicity categories, as compared to total U.S. shoreside employees. Ethnicity categories: •White •Black or African American •Hispanic or Latino •Asian •Other Job level, All team members: •Leads and above •Senior Analysts and below	(U.S. shoreside workforce count per ethnicity category / U.S. shoreside workforce count) x 100
U.S. Ethnic/Racial diversity by job level: •Leads and above	Percentage of U.S. shoreside employees at the Lead and above job level self-identifying as one of the below ethnicity categories, as compared to total U.S. shoreside employees at the Lead and above job level. Ethnicity categories: •White •Black or African American •Hispanic or Latino •Asian •Other Job level, Leads and above: •Lead •Lead – IC •Manager •Manager – IC •Supervisor •Sr. Manager •Associate Vice President •Chief Executive Officer •Director •Executive Vice President •President •Senior Director •Senior Vice President •Vice President	(U.S. shoreside Leads and above workforce count per ethnicity category / U.S. shoreside Leads and above workforce count) x 100
U.S. Ethnic/Racial diversity by job level: •Senior Analysts and below	Percentage of global shoreside employees at the Senior Analyst and below job level self-identifying as either male or female at birth, as compared to total U.S. shoreside employees at the Senior Analyst and below job level. Ethnicity categories: •White •Black or African American •Hispanic or Latino •Asian •Other Job level, Senior Analysts and below: •Sr. Analyst – IC •Sr. Analyst •Specialist •Professional •Non-Level •Coordinator / Admin (INTL)	(U.S. shoreside Senior Analysts and below workforce count per ethnicity category / U.S. shoreside Senior Analysts and below workforce count) x 100

Specified Information	Definition	Methodology
	<ul style="list-style-type: none"> •Coordinator / Admin (U.S.) •Clerical 	
<p>U.S. Ethnic/Racial diversity by job level:</p> <ul style="list-style-type: none"> •Executive Leadership Team (reporting to CEO) 	<p>Percentage of U.S. employees at the Executive Leadership (reporting to CEO) job level self-identifying as one of the below ethnicity categories, as compared to total U.S. employees at the Executive Leadership team (reporting to CEO) job level.</p> <p>Ethnicity categories:</p> <ul style="list-style-type: none"> •White •Black or African American •Hispanic or Latino •Asian •Other <p>Job level, Executive Leadership Team (reporting to CEO):</p> <ul style="list-style-type: none"> •EVP, Maritime •President & CEO Royal •Chief Growth & Digital Officer •EVP, Head of Marine •SVP, Chief Information Officer •SVP, Public Health&CMO •President & CEO, Silversea •Chief Financial Officer •SVP, Chief Legal Officer & Sec •Celebrity Brand President •SVP, Safety Security & Env •EVP, Chief People & Outreach Officer 	<p>[U.S. shoreside Executive Leadership Team (reporting to CEO) workforce count per ethnicity category / U.S. shoreside Executive Leadership Team (reporting to CEO) workforce count] x 100</p>
<p>U.S. Overall Diversity Index (gender, ethnicity, veterans, disabled) by job level:</p> <ul style="list-style-type: none"> •All team members 	<p>Percentage of U.S. shoreside employees self-identifying as at least one of the below gender, ethnicity, veteran status, or disability status categories, as compared to total U.S. shoreside employees.</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes <p>Job level, All team members:</p> <ul style="list-style-type: none"> •Leads and above •Senior Analysts and below 	<p>(U.S. shoreside workforce count self-identifying as at least one of the below gender, ethnicity, veteran status, or disability status categories / U.S. shoreside workforce count) x 100</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes
<p>U.S. Overall Diversity Index (gender, ethnicity, veterans, disabled) by job level:</p> <ul style="list-style-type: none"> •Leads and above 	<p>Percentage of U.S. shoreside employees at the Lead and above job level self-identifying as at least one of the below gender, ethnicity, veteran status, or disability status categories, as compared to total U.S. shoreside employees at the Lead and</p>	<p>(U.S. shoreside Leads and above workforce count self-identifying as at least one of the below gender, ethnicity, veteran status, or disability</p>



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Specified Information	Definition	Methodology
	<p>above job level.</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes <p>Job level, Leads and above:</p> <ul style="list-style-type: none"> •Lead •Lead – IC •Manager •Manager – IC •Supervisor •Sr. Manager •Associate Vice President •Chief Executive Officer •Director •Executive Vice President •President •Senior Director 	<p>status categories / U.S. shoreside Leads and above workforce count) x 100</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes
<p>U.S. Overall Diversity Index (gender, ethnicity, veterans, disabled) by job level:</p> <ul style="list-style-type: none"> •Senior Analysts and below 	<p>Percentage of U.S. shoreside employees at the Senior Analyst and below job level self-identifying as at least one of the below gender, ethnicity, veteran status, or disability status categories, as compared to total U.S. shoreside employees at the Senior Analyst and below job level.</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes <p>Job level, Senior Analysts and below</p> <ul style="list-style-type: none"> •Sr. Analyst – IC •Sr. Analyst 	<p>(U.S. shoreside Senior Analysts and below workforce count self-identifying as at least one of the below gender, ethnicity, veteran status, or disability status categories / U.S. shoreside Senior Analysts and below workforce count) x 100</p> <p>Gender:</p> <ul style="list-style-type: none"> •Female <p>Ethnicity</p> <ul style="list-style-type: none"> •American Indian or Alaska Native •Asian •Black or African American •Hispanic or Latino •Native Hawaiian or Other Pacific Islander •Two or more races <p>Veteran Status</p> <ul style="list-style-type: none"> •I am a protected veteran •I am a veteran, but do not classify as protected <p>Disability Status</p> <ul style="list-style-type: none"> •Yes

Specified Information	Definition	Methodology
	<ul style="list-style-type: none"> •Specialist •Professional •Non-Level •Coordinator / Admin (INTL) •Coordinator / Admin (U.S.) •Clerical 	
Global Shoreside and Shipboard diversity by age: <ul style="list-style-type: none"> •Under 30 •30-50 •Over 50 	Total and Percentage of global shoreside and shipboard employees within the Under 30, 30-50, or Over 50 age groups, as compared to the total (all age groups) global shoreside and shipboard employees. Age group: <ul style="list-style-type: none"> •Under 30 •30-50 •Over 50 	Total global shoreside workforce count per age group Total global shipboard workforce count per age group $\frac{[(\text{Total global shoreside workforce count per age group} + \text{Total U.S. shipboard workforce count per age group}) / (\text{Total global shoreside and shipboard workforce count})] \times 100}{}$
New Hires by Gender and job level: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below 	Total new hires self-identifying as either male or female at birth, per each of the below job levels. Job levels: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below 	Total new hires self-identifying as male at birth, per each of the below job levels Total new hires self-identifying as female at birth, per each of the below job levels Total new hires self-identifying as male at birth, per each of the below job levels + Total new hires self-identifying as female at birth, per each of the below job levels Job levels: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below
New Hires by Age group and job level: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below 	Total new hires within the Under 30, 30-50, or Over 50 age groups, per each of the below job levels. Job levels: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below 	Total new hires within the Under 30 age group, per each of the below job levels Total new hires within the 30-50 age group, per each of the below job levels Total new hires within the over 50 age group, per each of the below job levels Job levels: <ul style="list-style-type: none"> •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below



WHEN TRUST MATTERS

Specified Information	Definition	Methodology
Voluntary Turnover by Gender and job level: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below	Percentage of voluntary terminations of employees self-identifying as either male or female at birth, per each of the below job levels. Job levels: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below	(Total voluntary terminations of employees self-identifying as male at birth, per each of the below job levels / Average male employee headcount per each of the below job levels) x 100 (Total voluntary terminations of employees self-identifying as female at birth, per each of the below job levels / Average female employee headcount per each of the below job levels) x 100 [(Total voluntary terminations of employees self-identifying as male at birth, per each of the below job levels + Total voluntary terminations of employees self-identifying as female at birth, per each of the below job levels) / (Average male headcount per each of the below job levels + Average female headcount per each of the below job levels)] x 100 Job levels: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below
Voluntary Turnover by Age group and job level: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below	Percentage of voluntary terminations of employees within the Under 30, 30-50, or Over 50 age groups, per each of the below job levels. Job levels: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below	(Total voluntary terminations within the Under 30 age group, per each of the below job levels / Average Under 30 age group employee headcount) x 100 (Total voluntary terminations within the 30-50 age group, per each of the below job levels / Average 30-50 age group employee headcount) x 100 (Total voluntary terminations within the Over 50 age group, per each of the below job levels / Average Over 50 age group employee headcount) x 100 Job levels: •Global Shoreside, Leads and above •Global Shoreside, Senior Analysts and below •Global Shipboard, 3 Stripes and above •Global Shipboard, 2.5 Stripes and below



WHEN TRUST MATTERS

Specified Information	Definition	Methodology
Average training hours per employee •Global Shoreside •Global Shipboard	Average training hours per global shoreside employee and global shipboard employee.	$\frac{\text{Total global shoreside training hours}}{\text{Total global shoreside employees}} \times 100$ $\frac{\text{Total global shipboard training hours}}{\text{Total global shipboard employees}} \times 100$





STATEMENT

Introduction

DNV Business Assurance USA, Inc. (DNV) has been commissioned by the management of Royal Caribbean Cruises Ltd. (RCCL) to carry out an independent verification of its Greenhouse Gas (GHG) emissions (*Scope 1 and 2*). These assertions are relevant to the 2023 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 inventory of GHG emissions; any significant changes in the organization's GHG emission inventory since the last reporting period; and the organization's GHG-related controls.

Verification Scope

2023 GHG emissions inventory Scope 1 and 2 (Location-based and Market-based)
 Emissions intensity in kilograms of CO₂e per APCD
 Emissions intensity in kilograms of CO₂e per ALB-km
 Emissions intensity in grams of CO₂e / (Gross Ton x Nautical Miles)
 Available lower berth kilometers (ALB-km)
 Distance travelled in kilometers for 2023
 Distance travelled in nautical miles for 2023

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)

Verification Protocols

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



Operational Boundary

- Operational control
- Global sites/Vessels
- Reporting Period: 1 January 2023 to 31 Dec 2023

Data Verified

Scope 1 GHG Emissions	5,375,318 (MtCO ₂ e)
Scope 2 GHG Emissions (Location based)	10,166 (MtCO ₂ e)
Scope 2 GHG Emissions (Market based)	10,219 (MtCO ₂ e)
Emissions intensity in kilograms of CO ₂ e per APCD	114.79 kg CO ₂ e/APCD
Emissions intensity in kilograms of CO ₂ e per ALB-km	0.227 kg CO ₂ e/ALB-km
Emissions intensity in grams of CO ₂ e /(Gross Ton x Nautical Miles)	11.08 g CO ₂ e/(GT*NM)
Available lower berth kilometers (ALB-km)	23,692,943,040 ALB-km
Distance travelled in kilometers for 2023	8,297,743 km
Distance travelled in nautical miles for 2023	4,480,423 Nautical miles

Assurance Opinion

Based on the verification process conducted by DNV, we provide a Limited Assurance of the GHG Emissions Inventory for RCCL. 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 RCCL's data or report. We adopt a balanced approach towards all stakeholders when performing our evaluation.

DNV Business Assurance USA, Inc.
12 April 2024

Lead Verifier
Kyle Silon

Technical Reviewer
Ke Karl Song

Approver
Shruthi Bachamanda

This Statement is for the sole use and benefit of the party contracting with DNV Business Assurance USA, Inc. to produce this Statement (the "Client"). Any use of or reliance on this document by any party other than the Client shall be at the sole risk of such party. In no event will DNV or any of its parent or affiliate companies, or their respective directors, officers, shareholders, employees or subcontractors, be liable to any other party regarding any statements, findings, conclusions or other content in this Statement, or for any use of, reliance on, accuracy, or adequacy of this Statement.

DNV Business Assurance USA, Inc., 1400 Ravello Drive, Katy, TX 77449

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