


# 2010 STEWARDSHIP REPORT





SIMPLY PUT, WE MUST PROTECT  
THE MARINE ENVIRONMENT AND  
SUSTAIN THE WELL-BEING OF THE  
PEOPLE AND PLACES WE SERVE.

– *Richard D. Fain*  
*Chairman and CEO*  
*Royal Caribbean Cruises Ltd.*





For Royal Caribbean, 2010 was a landmark year. We not only celebrated our 40th anniversary as a company, but we also welcomed the 40<sup>th</sup> ship to our fleet: *Allure of the Seas* — the largest and most amazing cruise ship in the world. Looking back, it is clear that our success has been a result of our loyal guests, dedicated staff and crew, trusted travel partners and our spectacular ships. Yet we wouldn't be where we are today were it not for the majestic oceans and unique destinations that provide our guests with amazing vacation destinations. We could not succeed as an industry without each of these vital components.

We adhere to the belief that safeguarding our guests and crew and conserving the marine environment are integral parts of our economic success. In this our third annual stewardship report, you will see our dedication to this principle. Building on the successes of the last two years, we have included updated information on our environmental initiatives as well as more comprehensive content on our safety, security and medical/public health programs. Throughout these pages, you will once again see our company-wide emphasis on going *Above and Beyond Compliance* and our solid commitment to *continuous improvement* in everything we do.

I would also like to take this opportunity to thank the men and women of Royal Caribbean — both at sea and onshore — who work so hard to further our stewardship goals and responsibilities.

We have made tremendous strides as a company in our first 40 years. Looking forward, we plan to maintain our focus on Safety, Security, Environment and Medical/Public Health efforts. I invite you to read about our 2010 accomplishments and areas of focus in this report. As you can see, we are constantly striving to do better, and we look forward to continuous learning and enhancement on this journey. I also invite you to join us on one of our beautiful ships, as we deliver some of the most amazing vacations the world has to offer.

A handwritten signature in black ink that reads "Richard D. Fain". The signature is written in a cursive, flowing style.

Richard D. Fain  
Chairman and Chief Executive Officer  
Royal Caribbean Cruises Ltd.

officials, supporting their response and taking steps to understand the incident to help prevent similar incidents in the future. Our Global Security Department includes a team of senior investigators who guide shipboard personnel in their response.



## MEDICAL/PUBLIC HEALTH

All RCL ships have shipboard medical facilities that are built, staffed, stocked and equipped to meet or exceed guidelines established by the American College of Emergency Physicians (ACEP) Cruise Ship & Maritime Medicine Section. Our staffing is in compliance with the new U.S. Cruise Vessel Security and Safety Act, as are our credentialing requirements, which are based on the stringent ACEP guidelines.

### MEDICAL OPERATIONS

In responding to medical emergencies, our goal is to first stabilize emergency patients and, where indicated, evacuate the patient to an appropriately equipped and staffed shoreside medical facility. Our medical facilities are stocked with a variety of equipment and medications to prepare them to meet the needs of our guests and crew. RCL was one of the first cruise lines in the world to equip its ships with Automated External Defibrillators (more commonly known as AEDs), which are small portable

machines that can restart the heart of a person who has collapsed from a sudden cardiac arrhythmia, often due to a heart attack.

We are continually evaluating and implementing new technologies and practices to improve the quality of medical care for our guests and crew. One of our biggest accomplishments of 2010 was the development of our capacity to perform blood transfusions onboard our ships at sea. In 2010, ten patients required and successfully received life-saving blood transfusions on our ships. During this year, we finalized the implementation of our TeleDermatology Program, which allows us to transmit high-resolution digital photographs of a patient's skin disorder to a dedicated dermatology professional at the University of Miami, Miller School of Medicine. We also completed installation of digital x-ray equipment on all our ships. Another advancement in 2010 was the development and deployment of lightweight, portable First Responder bags that are stocked with items the medical team may need in the event of an emergency.

We employ more than 50,000 crew members from more than 100 different countries. Our Crew Wellness program helps these crew members stay as healthy as possible, through education and awareness programs, wellness screening, chronic illness management and recovery care. Our crew wellness initiatives include a voluntary, but very active vaccination program; in 2010, we were able to vaccinate 76 percent of our crew members against seasonal influenza. In 2010, we also introduced a new sports training program for our entertainers and athletes onboard *Oasis of the Seas* and *Allure of the Seas*.

We want our crew members to be in good health and able to perform the

essential functions of their positions, as well as emergency duties. We therefore require a Pre-Employment Medical Examination (PEME) before hiring, and a Re-Employment Medical Examination (REME) every two years thereafter. In 2010, we began the process of identifying approved providers for these medical exams in our top hiring countries, with a long-term goal to have an approved provider in most countries where we hire crew members. By the end of 2010, approximately 85 percent of our new hires were being evaluated through approved PEME medical providers. For those who do not have access to one of these providers, our Miami-based specialists evaluate their exam reports.

While crew members have access to our onboard medical facilities in the event of illness or injury, sometimes they need more extensive or specialized facilities. In such cases, our Crew Medical department oversees the care and treatment of the affected crew member, either in a nearby port-of-call or in their home country. In 2010, we increased the number of "Centers of Medical Excellence," which manage acute and complex medical cases. To date, we have identified Centers of Medical Excellence in the Dominican Republic, Panama and Croatia, and our goal is to identify additional centers in Asia, the Pacific Northwest, South America and Northern Europe in the coming years.

### PUBLIC HEALTH

Our public health policies and programs also seek to exceed the public health standards, procedures and inspection criteria of the U.S. Centers for Disease Control (CDC) Vessel Sanitation Program (VSP). Our ships are subject to unannounced inspections by CDC/VSP inspectors throughout the year. In 2010, our average USPH inspection score (based on 50 different inspections) was



As Vice President of Global Security and Maritime Safety, I am pleased to present the Safety and Security section of our 2010 Stewardship Report. I think you will discover from the content and details in this section that our overarching goal is to be proactive in our efforts to improve our Safety and Security programs. In 2010, we have aimed to further develop and enhance the structure of our programs, building on the solid program foundations that exist.

In today's environment, the challenges faced by our Safety and Security Team are many. We have worked diligently throughout 2010 to have a positive impact on the quality, safety and security of vacations for our guests on RCL ships. A significant accomplishment this year for our Safety and Security Team was the implementation of revised procedures and operational changes to quickly and effectively comply with the new regulatory requirements contained in the Cruise Vessel Security and Safety Act, which was passed by the U.S. Congress in July 2010.

As you will see in this section, our safety and security efforts focus on prevention, training and preparedness, and incident response. Our paramount goal is to prevent any safety or security incident from happening. However, we also embrace the concept of being a "learning organization," and if an incident does occur, we consistently review the incident and seek to improve operations and procedures. Our goal in this continuing improvement process is to prevent incidents from happening.

Each year brings new challenges and opportunities. I hope that after reading the Safety and Security section, you will understand the pride that I feel in the accomplishments of our company and my team. We have set our goals for 2011 at a high level, and we fully expect to achieve them. I hope you are impressed with what you are about to read, and that the genuine commitment of our team to keep our ships safe and secure is fully reflected in our report.

A handwritten signature in cursive script that reads "Lawrence J. Bowling".

Lawrence J. Bowling  
Vice President, Global Security and Maritime Safety  
Royal Caribbean Cruises Ltd.



### Safety and Security Staff Experience

RCL's Safety and Security employees have extensive background in agencies and industries from around the world. This breadth of experience brings real-life perspective and practical appreciation of the measures needed to provide for the safety and security of our guests and crew. Current Global Security Department employees have previously served in agencies such as the Israeli Defense Forces, the U.S. Federal Bureau of Investigation, the U.S. Coast Guard, the U.S. Drug Enforcement Administration, the Florida Office of the Attorney General, the New York Police Department and other similar entities responsible for public safety. In fact, their experience includes a total of about 175 years of professional U.S. law enforcement experience. Current Maritime Safety Department employees have backgrounds and experience with the Canadian Coast Guard, the U.S. Coast Guard, and the Swedish Navy, as well as experience in industrial safety organizations, and in delivering instruction on marine firefighting. Combined, these two departments have members who have served on many different types of ships, including tankers, container ships, oil rigs and cruise ships.

The safety and security of our guests, crew, and shoreside employees is our highest priority. At Royal Caribbean Cruises Ltd. (RCL), our approach to safety and security includes being *Above and Beyond Compliance* with laws and applicable regulations, implementing measures that prevent incidents from occurring, and being prepared to effectively respond if an incident does occur.

Safety and security is a shared responsibility between RCL, governments, guests and crew. RCL is dedicated to ensuring that our guests enjoy a safe and secure cruise vacation and that our employees work in a safe and secure environment. This dedication extends to our shoreside facilities, ships and private destinations, as well as seaport terminals and while ashore in ports of call. However, occasionally, despite the best intentions of everyone involved, a safety or security incident may occur. In such cases, we are prepared to respond in a timely, effective and caring manner, to minimize adverse impacts and to understand and learn from the incident so that we can implement procedures to help prevent future incidents.

Within RCL, safety and security is managed by a dedicated vice president-level officer, who develops policy and oversees its execution throughout the fleet. The vice president is supported by a shoreside and shipboard team that has extensive technical training and experience. This team consists of experts in their field, who routinely provide issue-specific support and leadership within the company, the cruise industry, and beyond. Overall, our safety and security team is comprised of highly motivated professionals dedicated to meeting the needs of the guests and crew who sail on our ships. Our Maritime Safety and Global Security Departments report through a senior vice president directly to the RCL Chairman and Chief Executive Officer.

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

## REGULATORY STANDARDS

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

In addition to worldwide flag state control, commercial ships are governed through the application of international regulations established by the United Nations, through its International Maritime Organization (IMO). The IMO establishes regulations, which are then adopted and enforced by flag states and nations around the world. Compliance is monitored by ship inspections that are carried out not only by "port states" (nations where a ship calls), but also by classification societies, nongovernmental organizations who, on behalf of the flag state, formally evaluate and certify a ship as fit for service. Without this certification, a ship may not operate. IMO regulations help standardize the maritime regulatory environment.





Celebrity Millennium *special needs access stateroom*



Celebrity Solstice *balcony stateroom*

control of the activities of people and cargo, and readily available security communications. The ISPS Code has been adopted by 148 states (nations), including each of RCL's flag states (as well as the United States). Therefore, the ISPS Code applies to RCL and each of our ships, regardless of where in the world they are sailing.

- **Transportation for Individuals with Disabilities: Passenger Vessels** (became effective November 3, 2010): Title 49 U.S. Code of Federal Regulations, Part 39 contains a list of 128 specific guidelines and changes related to service and policy issues involving guests with disabilities. This law requires compliance by vessels that originate from or visit a U.S. port.
- **Port Security within the United States**, as it relates to ISPS Code requirements, is mandated by the **Maritime Transportation Security Act of 2002 (MTSA)**. The MTSA created a consistent security program for the protection of U.S. ports and vessels, to better identify and deter security risks. The MTSA requires vessels and port facilities to conduct vulnerability assessments and develop security plans that address passenger, vehicle and baggage screening procedures; security patrols; establishment of restricted areas; personnel identification procedures; access control measures; and installation of surveillance equipment. In accordance with the MTSA, these requirements are to be enforced by the U.S. Coast Guard, which is empowered to impose control and/or enforcement actions that may include inspection, delay or detention of a ship; restriction of ship operation; expulsion of the ship from port; and/or lesser administrative or corrective measures.
- **Manifest Screening**, for ships embarking in the United States, is conducted through a U.S. screening program referred to as the electronic Notice of Arrival and Departure (eNOAD). Under this program, RCL submits for U.S. Government screening the guest manifests and crew lists for ships departing from or arriving in the United States. RCL participates in similar government screening programs in other nations that we visit.
- **Cruise Industry Zero Tolerance Policy for Crimes:** Corporate policy and industry agreement require full compliance with incident reporting requirements. RCL is committed to reporting all alleged illegal activity to law enforcement; this includes being in full compliance with Title 33 U.S. Code of Federal Regulations, Section 120 and the more recently enacted Title 46 U.S. Code, Section 3507 (see the CVSSA section of this report). As far back as 1999, RCL and other cruise companies embraced a "Cruise Industry Zero Tolerance Policy for Crimes Committed Onboard Ships," which established an industry standard that all allegations of onboard crime be reported to the appropriate law enforcement authorities. For vessels calling on U.S. ports or crimes involving U.S. citizens, this reporting may also include the FBI. According to this policy, if a crime allegation is made, the appropriate law enforcement authority will be notified so they can investigate and prosecute to the fullest extent of the law. In applying this regimen, RCL reports alleged crimes to flag state officials, the FBI (where required or indicated), and to the law enforcement authorities at the next port of call. RCL fully cooperates with the authorities so that perpetrators of crime can be brought to justice.
- **The Cruise Industry's Written Agreement with the U.S. Government:** The Cruise Lines International Association (CLIA), the world's largest cruise industry organization, represents RCL and more than 20 other companies comprising



United States Coast Guard medical airlift

### ***What happens if a guest or crew member needs to be evacuated from the ship due to a medical emergency?***

In emergency medical care situations such as heart attacks, congestive heart failure and cardiac arrhythmias, our ships maintain special medications onboard to stabilize the patient until the patient is able to be medically evacuated to an appropriate shoreside medical facility. Evacuation of emergency medical patients from a ship may take place at a scheduled port of call or may require a deviation from the ship's scheduled itinerary to the nearest appropriate port. Another alternative that may be available for use in life-threatening situations is evacuation via helicopter from a ship's helipad or via basket lift. Such evacuation services, provided by government agencies such as the U.S. Coast Guard and the British Royal Navy, introduce increased risk, and are only carried out after careful consideration by the ship's physician and the transporting government agency. Helicopter evacuations ultimately require agreement by the involved government transport agency.

## **CREW WELLNESS**

Once our crew members are hired, we focus on keeping them as healthy as possible. We do this, in part, through our Miami-based Crew Wellness program, and its Crew Wellness Nurse position, which was created two years ago. Its purpose is to help our valued crew members receive the information, care and treatment required for their overall well-being.



Crew wellness nurse

### ***How does the Crew Wellness Nurse help enhance wellness care for RCL crew members?***

Our Crew Wellness Nurse helps coordinate wellness care for crew members onboard our ships, including education, wellness screening, chronic illness management, recovery care and early detection.

**Wellness screening:** The Crew Wellness Nurse coordinates with our pre-employment medical evaluation team to identify new or returning crew members with chronic illnesses and see that they receive the appropriate wellness information and support. Information is also sent to the ship's medical facility to facilitate proper follow-up for our crew member.

**Chronic illness management:** Our Crew Wellness Nurse also supports wellness management for crew members who may have a chronic illness, such as diabetes, hypertension, a cardiac condition, asthma, high cholesterol, etc. We also oversee chronic illness case management for crew members who have been off the ship on medical leave following a diagnosis or flare-up of such an illness.

**Early detection:** The Crew Wellness Nurse also periodically visits our ships to offer voluntary wellness screening for crew members. This includes blood pressure, weight, and cholesterol level checks, as well as other healthcare parameters. If chronic wellness issues are identified, the onboard medical facility will arrange for the crew member to receive medication, information and treatment.

### ***What kind of wellness education programs does RCL make available to crew members?***

Throughout the year, the Crew Wellness Nurse conducts education and awareness programs that promote healthy lifestyle changes, prevention initiatives, strategies for managing chronic illness, and other informative health-related topics. Topics for these periodic wellness initiatives have included smoking cessation, hypertension, diabetes,