

# ROYAL CARIBBEAN CRUISES LTD. (RCL): GRI G3.1 CONTENT INDEX (2012)



This Content Index has been developed using the **Global Reporting Initiative's** G3.1 Guidelines to provide our stakeholders with access and reference to further information on topics of interest relating to RCL's stewardship activities and metrics for fiscal year 2012 (January 1 – December 31).

Please note that the Content Index directs readers to sections within our 2012 Stewardship Report in addition to our 2012 Annual Report, CDP 2013 Climate Change Investor Response, Corporate Governance website and other relevant public documents and websites. We also provide direct answers to further assist the reader.

**RCL has reported a self-declared GRI Application Level of "B" for the reporting period.**

**LEGEND:** ⚓ = Fully Reported | ⚓ = Partially Reported

## **Strategy and Profile Disclosures:**

### **1. Strategy and Analysis**

Profile Disclosure	Description	Cross-Reference/Direct Answer
1.1	Statement from the most senior decision-maker of the organization. ⚓	<b>2012 Annual Report</b> (pp. 1-3), <b>Royal Caribbean and the Environment,</b> <b>Royal Caribbean and the Community</b>
1.2	Description of key impacts, risks, and opportunities. ⚓	<b>Our Approach to Sound Stewardship</b> (p. 3).  (Key impacts, risks and opportunities are also described in our <b>CDP2013 Climate Change Investor response</b> , questions 2, 5 and 6.)

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## Strategy and Profile Disclosures:

### 2. Organizational Profile

Profile Disclosure	Description	Cross-Reference/Direct Answer
2.1	Name of the organization. ⚓	Royal Caribbean Cruises, Ltd. ("RCL")
2.2	Primary brands, products, and/or services. ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures. ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)  (Additional information can be found in the introduction to our <b>2012 Annual Report</b> .)
2.4	Location of organization's headquarters. ⚓	Our corporate headquarters are located at 1050 Caribbean Way Miami, Florida 33132.
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)
2.6	Nature of ownership and legal form. ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries). ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)
2.8	Scale of the reporting organization. ⚓	<b>2012 Stewardship Report</b> ("About Royal Caribbean Cruises, Ltd", p. 2)  (Additional information can be found in the introduction to our <b>2012 Annual Report</b> , p.8)
2.9	Significant changes during the reporting period regarding size, structure or ownership. ⚓	There were no significant changes during the reporting period.
2.10	Awards received in the reporting period. ⚓	<b>2012 Stewardship Report</b> (Environmental Awards, p. 2; Community Involvement Awards, p. 11)

### 3. Report Parameters

Profile Disclosure	Description	Cross-Reference/Direct Answer
3.1	Reporting period (e.g., fiscal/calendar year) for information provided. ⚓	Our reporting period is calendar year 2012.
3.2	Date of most recent previous report (if any). ⚓	<b>2011 Stewardship Report</b>
3.3	Reporting cycle (annual, biennial, etc.) ⚓	Annual

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## Strategy and Profile Disclosures:

### 3. Report Parameters (continued)

Profile Disclosure	Description	Cross-Reference/Direct Answer
3.4	Contact point for questions regarding the report or its contents. ⚓	For more information about this GRI Index and our sustainability program or reporting, please contact our sustainability team at <a href="mailto:sustainability@rccl.com">sustainability@rccl.com</a> .
3.5	Process for defining report content. ⚓	We prioritized and detailed a set of environmental, social and economic topics as sections in our 2012 Stewardship Report based on key findings from our stakeholder engagement efforts and internal assessment processes, which includes those related to our ISO 14001 certification.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). ⚓	The boundary of our 2012 Stewardship Report is primarily focused on our three U.S.-based brands: Azamara Club Cruises, Celebrity Cruises, and Royal Caribbean International brands.  Our environmental performance also includes the energy emissions for Pullmantur Cruises and those attributable to our 50% ownership interest in TUI Cruises, a joint venture with TUI AG.
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope). ⚓	Our Pullmantur and CDF Croisières de France brands have been excluded from the boundary of our 2012 Stewardship Report.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. ⚓	In our 2012 Stewardship Report, there were no significant changes to how we reported on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that would significantly affect comparability of data.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols. ⚓	Data measurement techniques are noted throughout the 2012 Stewardship Report as applicable.  For carbon emissions, techniques and bases of calculations can be found in the <b>Carbon Footprint</b> section of our 2012 Stewardship Report (p. 4) and Question 7 of our <b>CDP2013 Climate Change Investor</b> response.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). ⚓	There were no known restatements of information in our 2012 Stewardship Report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. ⚓	There were no significant changes during the reporting period.



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## Strategy and Profile Disclosures:

### 3. Report Parameters (continued)

Profile Disclosure	Description	Cross-Reference/Direct Answer
3.12	Table identifying the location of the Standard Disclosures in the report. ⚓	<b>GRI G3.1 Content Index</b>
3.13	Policy and current practice with regard to seeking external assurance for the report. ⚓	<p>We received assurance for our greenhouse gas emissions during the reporting period, limited to total Scope 1 CO<sub>2</sub> emissions from the combustion of bunker fuel -which accounts for over 90% of our total emissions.</p> <p>(Additional information can be found in our <b>CDP2013 Climate Change Investor</b> response, questions 8.6 and 8.7.)</p>

### 4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Cross-Reference/Direct Answer
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. ⚓	<p><b>2012 Annual Report.</b> (Our Board of Directors, p. 101), and <b>Corporate Governance – Committee Composition</b></p> <p>(Additional information on Board oversight of sustainability-related topics can be found in our <b>CDP2013 Climate Change Investor</b> response, questions 1.1 and 2.1.)</p>
4.2	Indicate whether the Chair of the highest governance body is also an executive officer. ⚓	Our Board Chairman is Richard D. Fain, who is also our Chief Executive Officer.
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members. ⚓	<p>Nine of the eleven directors who served on the Board in 2012 were determined to be independent.</p> <p>Ten of the eleven directors were non-executive members. Ten of the eleven directors are male, and one of the eleven directors is female.</p> <p>(Additional information can be found in the <b>2013 Annual Meeting Proxy</b>, “Director Independence, pp. 7-8)</p>
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. ⚓	<b>Corporate Governance Principles</b> (Part 20, Interested Party Communications)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization’s performance (including social and environmental performance). ⚓	<b>Corporate Governance Principles</b> (Part 13. Compensation of Board); <b>2013 Annual Meeting Proxy</b> , Executive Compensation”, p. 20-33)

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## Strategy and Profile Disclosures:

### 4. Governance, Commitments, and Engagement (continued)

Profile Disclosure	Description	Cross-Reference/Direct Answer
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided. ⚓	<b>Corporate Governance Principles</b> (Part 11. Ethics and Conflicts of Interest); <b>Code of Business Conduct and Ethics</b> and <b>AWARE Compliance and Ethics Hotline</b>
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity. ⚓	<b>Corporate Governance Principles</b> (Part 3. Qualifications)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. ⚓	<b>Our Vision;</b> <b>Code of Business Conduct and Ethics;</b> <b>About Celebrity;</b> <b>About Azamara Club Cruises</b>
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. ⚓	<b>Corporate Governance Principles</b> (Part 2. Functions of Board)  (Detail on specific risk factors can be found on pp. 27-33 of our <b>2012 Annual Report</b> and Questions 5 and 6 our <b>CDP2013 Climate Change Investor</b> response.)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance. ⚓	<b>Corporate Governance Principles</b> (Part 9. Self-Evaluation)
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization. ⚓	We describe our processes to proactively address environmental and social risks related to our operations and services throughout the 2012 Stewardship Report.
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses. ⚓	<b>2012 Stewardship Report</b> ("Human Rights Statement and Core Labor Principles", p. 20)
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic. ⚓	<b>Our Approach to Sound Stewardship</b> (Working With Partners to Protect Destinations, p. 16; Policies, p. 27)

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## Strategy and Profile Disclosures:

### 4. Governance, Commitments, and Engagement (continued)

Profile Disclosure	Description	Cross-Reference/Direct Answer
4.14	List of stakeholder groups engaged by the organization. ⚓	Stakeholders engaged by RCL include but are not limited to our investors, employees, guests, non-profit organizations, governmental organizations and local communities.
4.15	Basis for identification and selection of stakeholders with whom to engage. ⚓	We identify and engage with a diverse set of stakeholders in consideration of respective and discrete social, environmental and economic impacts and opportunities.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. ⚓	Our approach to stakeholder engagement and frequencies of engagement varies across and within stakeholder group types.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. ⚓	We utilize a variety of mechanisms to elicit feedback on key topics and concerns from our prioritized stakeholders, which includes our guests, employees and representatives from national governments. We strive to respond to key topics and concerns through both our stakeholder engagement and reporting efforts.

## Performance Indicators

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. ⚓	<b>2012 Annual Report.</b> ("Financial Highlights", p 4) <b>2012 Stewardship Report</b> ("In-kind Donations, p. 12)
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change. ⚓	<b>CDP2013 Climate Change Investor</b> (Questions 5 and 6)
EC3	Coverage of the organization's defined benefit plan obligations. ⚓	Benefits vary across countries and brands. Information on annual pension expenses can be found in our <b>2012 Annual Report</b> ("Note 11. Retirement Plan", p. 83)
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement. ⚓	<b>2012 Stewardship Report</b> ("Community Involvement", pp. 11- 12)
EN3	Direct energy consumption by primary energy source. ⚓	<b>2012 Stewardship Report</b> (Fuel and Refrigerants Consumption, p. 3); <b>CDP2013 Climate Change Investor</b> (Questions 9 and 11)

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## Performance Indicators (continued)

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
EN4	Indirect energy consumption by primary source. ⚓	<b>CDP2013 Climate Change Investor</b> (Question 10 and 11) (Please note that the nature of our operations is such that indirect emissions comprise less than 3% of our total Scope 1 and 2 emissions.)
EN5	Energy saved due to conservation and efficiency improvements. ⚓	<b>2012 Stewardship Report</b> (Energy Efficiency Initiatives, p. 4)
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. ⚓	<b>2012 Stewardship Report</b> (Energy Efficiency Initiatives, p. 4)
EN8	Total water withdrawal by source. ⚓	<b>2012 Stewardship Report</b> ("2012 Performance At A Glance", p. 5)
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity. ⚓	<b>2012 Stewardship Report</b> (Conservation, Destinations and Education, pp. 9-10); <b>Our Approach to Sound Stewardship</b> (Conservation, Destinations and Education, pp. 15-17)
EN13	Habitats protected or restored. ⚓	<b>2012 Stewardship Report</b> (2012 Highlights, p. 9)
EN16	Total direct and indirect greenhouse gas emissions by weight. ⚓	<b>2012 Stewardship Report</b> (Greenhouse Gas Emissions, p. 3); <b>CDP2013 Climate Change Investor</b> (Questions 8-10)
EN17	Other relevant indirect greenhouse gas emissions by weight. ⚓	<b>CDP2013 Climate Change Investor</b> (Question 14)
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. ⚓	<b>2012 Stewardship Report</b> (Energy Efficiency Initiatives, p. 4); <b>CDP2013 Climate Change Investor</b> (Question 3.3)
EN22	Total weight of waste by type and disposal method. ⚓	<b>2012 Stewardship Report</b> (2012 Performance At A Glance, p. 7)
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. ⚓	<b>2012 Stewardship Report</b> (Advanced Emission Purification (AEP) System Pilot Projects p. 4; Conservation, Destinations and Education, pp. 9-10)
EN30	Total environmental protection expenditures and investments by type. ⚓	<b>2012 Stewardship Report</b> (Water and Wastewater, p. 5; Conservation, Destinations and Education, pp. 9-10)
LA1	Total workforce by employment type, employment contract, and region, broken down by gender. ⚓	<b>2012 Stewardship Report</b> "A Global Workforce", p. 19

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## Performance Indicators (continued)

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. ⚓	For information on benefits provided to part-time or temporary employees on our ships, please refer to our <a href="#">Royal Corporate Careers</a> website.
LA4	Percentage of employees covered by collective bargaining agreements. ⚓	<b>2012 Annual Report</b> ("Employees", p. 20)
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. ⚓	Minimum notice periods vary across collective agreements.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. ⚓	More than 75% of our employees are represented by formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.
LA9	Health and safety topics covered in formal agreements with trade unions. ⚓	Health and safety topics, which includes medical coverage, vary across formal agreements with trade unions.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. ⚓	<b>2012 Stewardship Report</b> ("Global Learning and Development", p. 22)
LA12	Percentage of employees receiving regular performance and career development reviews, by gender. ⚓	All employees received performance reviews during the reporting period.
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. ⚓	<b>2012 Stewardship Report</b> (p. 20 "Human Rights Statement and Core Labor Principles")
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. ⚓	All suppliers are required to comply with our human rights principles as set forth in Section 30. Fair Labor Practices of our <b>Standard Purchase Order Terms and Conditions</b> .
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights. ⚓	We have not identified any known significant risks related to freedom of association and collective bargaining within our operations. We strive to mitigate all potential supply chain risks within our sphere of influence by having all suppliers commit to recognize and respect the right of its employees to freedom of association and collective bargaining in our <b>Standard Purchase Order Terms and Conditions</b> .
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. ⚓	We have not identified any known significant risks related to incidents of child labor within our operations. We strive to mitigate all potential supply chain risks within our sphere of influence by having all suppliers commit not to use child labor in our <b>Standard Purchase Order Terms and Conditions</b> .



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## Performance Indicators (continued)

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor. ⚓	We have not identified any known significant risks related to incidents of forced or compulsory labor within our operations. We strive to mitigate all potential supply chain risks within our sphere of influence by having all suppliers commit not to use forced labor whether in the form of prison labor, indentured labor, bonded labor or otherwise; in our <b>Standard Purchase Order Terms and Conditions</b> .
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. ⚓	RCL had no known incidents of violations involving rights of indigenous people during the reporting period.
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms. ⚓	RCL had no known grievances related to human rights filed during the reporting period.
SO2	Percentage and total number of business units analyzed for risks related to corruption. ⚓	We consider corruption risks across all our brands and comply with the UK Bribery Act and US Foreign Corrupt Practices Act.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures. ⚓	All shore-side and international employees are required to complete bi-annual ethics training. Additionally, shipboard employees are required to complete training on a rolling annual basis in alignment with the length of their contracts.
SO4	Actions taken in response to incidents of corruption. ⚓	RCL provides multiple channels to report on concerns or incidents, which includes our <b>AWARE Compliance and Ethics Hotline</b>
SO5	Public policy positions and participation in public policy development and lobbying. ⚓	<b>Political Contributions Policy</b> Our Approach to Sound Stewardship ("Safety and Security", pp. 26-28) (Information about energy and climate-related policy engagement can be found in Question 2.3 of our <b>CDP2013 Climate Change Investor</b> response.)
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. ⚓	<b>2012 Stewardship Report</b> ("Safety and Security", pp. 13-14, "Public Health", pp. 15-16, and "Medical Operations"; pp. 17-18); <b>Our Approach to Sound Stewardship</b> ("Safety and Security", pp. 24-39; "Medical/ Public Health; p. 40-46)
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. ⚓	RCL had no known instances of non-compliance during the reporting period.

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## Performance Indicators (continued)

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. <a href="#">↗</a>	RCL complies with all known laws, standards and voluntary codes related to marketing communications, such as truth in advertising.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. <a href="#">↗</a>	RCL had no known instances of non-compliance with applicable regulations and voluntary codes during the reporting period.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. <a href="#">↗</a>	To our knowledge, RCL had no substantiated complaints related to customer privacy and data during the reporting period.

## Disclosures On Management Approach

### Economic

DMA	<b>Aspect: Economic Performance</b> <a href="#">↗</a>	<b>2012 Annual Report</b> (pp.1-4)
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### Environmental

DMA	<b>Aspect: Energy</b> <a href="#">↗</a>	<b>2012 Stewardship Report</b> (Energy and Air Emissions, pp. 3-4); <b>Our Approach to Sound Stewardship</b> (Energy and Air Emissions, pp. 9-10)
DMA	<b>Aspect: Water</b> <a href="#">↗</a>	<b>2012 Stewardship Report</b> (Water and Wastewater, pp. 5-6); <b>Our Approach to Sound Stewardship</b> (Water and Wastewater, pp. 11-12)
DMA	<b>Aspect: Biodiversity</b> <a href="#">↗</a>	<b>2012 Stewardship Report</b> (Conservation, Destinations and Education, pp. 9-10); <b>Our Approach to Sound Stewardship</b> (Conservation, Destinations and Education, pp. 15-17)
DMA	<b>Aspect: Emissions, Effluents and Waste</b> <a href="#">↗</a>	<b>2012 Stewardship Report</b> (Energy and Air Emissions, pp. 3-4; Waste and Chemical Management; pp. 7-8); <b>Our Approach to Sound Stewardship</b> (Energy and Air Emissions, pp. 9-10; Waste and Chemical Management; pp. 13-14)
DMA	<b>Aspect: Products and Services</b> <a href="#">↗</a>	<b>2012 Stewardship Report</b> (pp. 1-10); <b>Our Approach to Sound Stewardship</b> (pp. 7-17)

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## Disclosures On Management Approach

### *Environmental (Continued)*

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
DMA	Aspect: Overall ⚓	2012 Stewardship Report (pp. 1-10); Our Approach to Sound Stewardship (pp. 7-17)

### *Labor Practices & Decent Work*

DMA	Aspect: Employment ⚓	2012 Stewardship Report ("Human Resources", pp. 19-22)
DMA	Aspect: Occupational Health and Safety ⚓	2012 Stewardship Report ("Safety and Security", pp. 13-14, "Public Health", pp. 15-16, and "Medical Operations"; pp. 17-18); Our Approach to Sound Stewardship ("Safety and Security", pp. 24-39; "Medical/Public Health; p. 40-46)
DMA	Aspect: Training and Education ⚓	2012 Stewardship Report ("Global Learning and Development", p. 22)
DMA	Aspect: Diversity and Equal Opportunity ⚓	2012 Stewardship Report ("Human Resources", pp. 19-22); Diversity Onboard

### *Human Rights*

DMA	Aspect: Non-discrimination ⚓	2012 Stewardship Report ("Human Resources", pp. 20)
DMA	Aspect: Freedom of Association and Collective Bargaining ⚓	2012 Stewardship Report ("Human Resources", pp. 20)
DMA	Aspect: Child Labor ⚓	2012 Stewardship Report ("Human Resources", pp. 20)
DMA	Aspect: Forced and Compulsory Labor ⚓	2012 Stewardship Report ("Human Resources", pp. 20)
DMA	Aspect: Security Practices ⚓	2012 Stewardship Report ("Safety and Security", pp. 13-14) Our Approach to Sound Stewardship ("Safety and Security", pp. 24-39)

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## Disclosures On Management Approach

### *Society*

GRI Disclosure	Description	2011-2012 Sustainability Report Cross-Reference/Direct Answer
DMA	<b>Aspect: Local Communities</b> ⚓	<b>2012 Stewardship Report</b> ("Community Involvement", pp. 11-12); <b>Our Approach to Sound Stewardship</b> ("Community Involvement", pp. 18-20);

### *Product Responsibility*

DMA	<b>Aspect: Customer Health and Safety</b> ⚓	<b>2012 Stewardship Report</b> ("Safety and Security", pp. 13-14, "Public Health", pp. 15-16, and "Medical Operations"; pp. 17-18); <b>Our Approach to Sound Stewardship</b> ("Safety and Security", pp. 24-39; "Medical/Public Health; p. 40-46)
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