



# OUR TEAM

Great vacations begin with great employees. Each day, our employees from all around the world go above and beyond to deliver exceptional vacations to our guests.

**In 2016, we employed over 66,000 people**

**Our employees represent 120 different countries and speak 30 different languages**

**Average tenure for employees that work on our ships is 6 years**

## DIVERSITY & INCLUSION

We design and operate some of the world's most remarkable ships, but, at the heart of it, what sets us apart is the multicultural environment we create with employees from over 120 countries. We know that a shipboard environment can be overwhelming for a new hire and take great care to provide diversity training to help them settle into their new environment and understand the cultural differences among their new co-workers.

To advance our programs, we launched a Diversity and Inclusion Council and created a series of Employee Resource Groups including LGBT, Young Professionals and Veterans.

**RCL was one of three transportation and travel companies named on the Human Rights Campaign's Best Places to Work 2016 List**

## HIRING LOCALLY

With a workforce from across the globe, we decided to take our training and opportunities to our employee's home turf. Hospitality schools in countries like China and Indonesia allow us to offer educational opportunities to those who want to start a career with Royal Caribbean. These programs offer curriculum focused on cruise industry service, designed by our learning and organizational team in collaboration with operational leaders who are best in their field.

## TRAINING AND DEVELOPMENT

From online courses and traditional classroom training to one-on-one coaching and action learning projects, RCL aims to provide world-class learning tools and development programs for all employees. Through our Performance for Growth and Building on Talent programs, employees are able to enhance performance in their current roles and prepare to potentially assume multiple roles in our organization. Our training programs are designed to complement employees' career development plans and our performance management program.

As our shipboard employees are in a perpetual state of rotation, 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.

## RESPECTING AND PROTECTING OUR EMPLOYEES' RIGHTS

At RCL, we are committed to ensuring that all our employees are treated with dignity and respect and in accordance with fundamental fair labor principles. We endorse the principles contained within the United Nations Declaration of Human Rights and International Labor Organization core convention. We also strive to maintain competitive and fair wages and benefits in order to attract and retain the best workforce in the industry. RCL has been certified to be in compliance with international standards regarding wage and benefits for all employees, irrespective of union affiliation.

We continually review industry market data along with staff feedback to ensure our employment policies are fair and competitive and have policies and procedures to give our employees a voice if they believe that they have been discriminated against or treated unfairly.

## EMPLOYEE ENGAGEMENT

Understanding how engaged our employees are across the enterprise is important for providing valuable insight into our employees' connection and commitment to the organization. Through the employee engagement survey, employees share their feedback on what we do well, what may need improvement, and what drives employee motivation, retention and productivity.

Building upon what we learned from past employee engagement surveys, we rolled out new benefit programs in 2015. We expanded our tuition reimbursement program and began providing paid-time off for community volunteerism, paternity leave of absence and adoption leave of absence.

## WELLNESS WORKS

Our Wellness Works program focuses on eight dimensions of wellness: financial, emotional, spiritual, vocational, social, physical, intellectual and global.

It supports our employees' health by offering holistic wellness opportunities, including annual health risk assessments, lunch-and-learn seminars, complimentary chair massages, Weight Watchers groups, smoking cessation, fitness challenges, daily stretching groups, onsite basketball and soccer intramural tournaments, ergonomics materials, onsite wellness article library, onsite chiropractic care, discounted prices for community event involvement, social wellness activities, onsite meditation classes, onsite group exercise classes, onsite personal training opportunities, onsite fitness centers, onsite farmer's market share options for employees and an onsite medical clinic.

**At our onsite fitness center, we offer more than 20 group fitness classes weekly including spinning, yoga, Zumba, aerobics, boot camp and Wii Fit. We also offer personal training opportunities and massage services.**

## ENGAGING OUR TEAM IN SUSTAINABILITY

Our Save the Waves philosophy is not solely for our shipboard operations but extends to our shoreside offices as well. At our corporate headquarters in Miami, Florida, we provide electric charging stations and preferred parking for hybrid vehicles. We have also implemented a Commuter Options Program at corporate headquarters, which includes an RCL Transit Connect shuttle service and a carpool matching program for employees.

Our Springfield, Oregon, location is an exemplary LEED Gold certified property with a great number of sustainable design elements including site planning, construction materials, efficient water use, low energy consumption, renewable energy, and outstanding indoor environmental quality.

For employees at sea, we work hard to ensure that they fully understand the importance of complying with all onboard environmental policies and procedures. Each officer, staff and crew member signs a pledge to uphold their responsibilities to protect the environment. This personal commitment ensures that everyone fully understands the importance of this program and will do their utmost to incorporate our Save the Waves principles into every aspect of onboard life.