



ROYAL CARIBBEAN CRUISES LTD.

# Destination Stewardship

## *Our framework for Sustainable Tourism*

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ACS Directorate of Sustainable Tourism – SCST 25  
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# Global Context

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- Cruise Industry Growth
  - 21.3 M Passengers in 2013, projecting 21.7M in 2014
  - 55% Sourced in North America
  - Market Penetration of (3.4%) US, 1.2% (EU)
  - The Caribbean remains as the leading cruise destination
    - 37.3% of all global deployments
    - 12% increase projected for 2014
  - Significant growth in Europe, Australia and Asia
  - 2014 projected 20% increase Caribbean / Bahamas summer business - historic levels exceeding 2010 season



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# Our Company

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- 41 Ships
- 490 Global Destinations
- 4.1M Passengers, 65K employees
- 6 more ships by 2016, total cap. 120,500 berths



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# Why Destination Stewardship?

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- Important pillar of our Sustainability commitment
- The Destinations are the lifeblood of our business
- Our Guests tell us where they want us to take them!
  - Destinations must remain valued by consumers
- Business Imperative:
  - Newbuilds can be nearly a \$1B investment, some can only visit a limited number of ports (AL + OA)
  - Destinations must plan and act in order to remain attractive



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# Destination Stewardship Timeline

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- **2009:** Hosted Destination Stewardship think tank on-board Oasis of the Seas inaugural cruise
- **2010:** Launch Sustainable Shore Excursion Program
- **2011:** Bahamas and Haiti Private Destinations achieve bronze-level Sustainable Tourism Education Program (STEP) eco-certification for attractions and tour operations (both are now Gold)
- **2012:** Sponsor the creation of the GSTC Global Sustainable Tourism Criteria for Destinations
- **2013:** Support destination management diagnostic and action agenda in Cozumel and Roatán
- **2013:** Support creation of a destination monitoring tool designed help destinations to track trends and changes occurring over time
- **2014:** Founding Partner in the Sustainable Destination Alliance for the Americas



# RCL Destination Stewardship

- Private Destinations
- Shore Excursion Providers
- Destination Managers



[www.destinationsfortomorrow.org](http://www.destinationsfortomorrow.org)

- Tools that help make sustainability actionable

- ## Destination Sustainability Self-Assessment



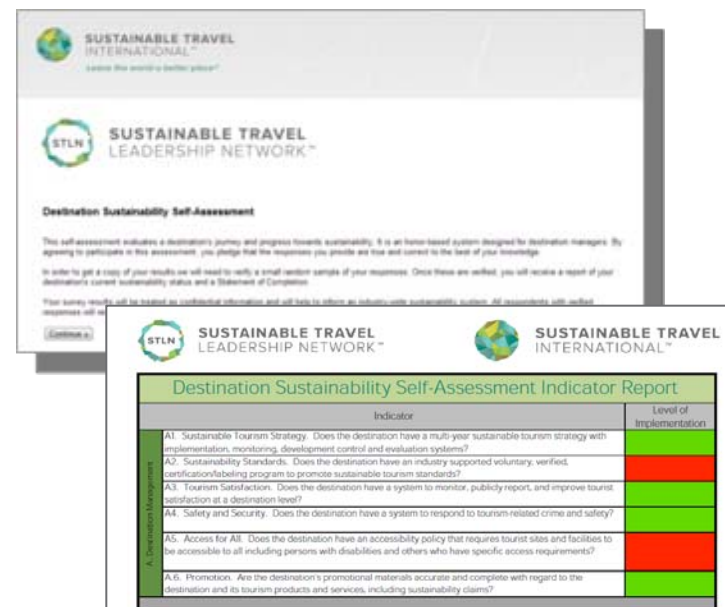
## Strategic Monitoring and Response for Tourism (SMART)

Risk Score	Goal/Issue	Goal	Measure	Indicator	100	50
	"Influence A"	"Influence B"	"Influence C"	"Influence D"		
Core (2 Products)						
	CL1.1	Teamwork Strategy	core	Number of users since last update of training in strategy		
	CL1.2	Living Standards	core	Average living wage in the production sector compared with the minimum wage		
	CL1.3	Site Management and Waste Reduction	core	Percentage of allocation sites with on-site management plans		
Support (2 Products)						
	CL2.1	Teamwork Strategy	optional	The coordinator's business strategy addresses sustainable development-related issues (check all that apply): quality of life, economic performance		
	CL2.2	Teamwork Strategy	optional	Range of environmental, environmental management, on-site facilities		
	CL2.3	Teamwork Strategy	optional	Range of environmental, environmental management, on-site facilities		
	CL2.4	Teamwork Strategy	optional	Number of employees in the production sector		
	CL2.5	Safety and Security	optional	Number of employees in the production sector		
	CL2.6	Safety and Security	optional	Percentage of employees in the production sector		
	CL2.7	Safety and Security	optional	Percentage of employees in the production sector		
Working Conditions						
	CL3.1	Working Conditions	optional	Percentage of employees with safe working conditions with respect to the health, environment, safety, environment, environment		
	CL3.2	Working Conditions	optional	Percentage of employees with safe working conditions with respect to the health, environment, safety, environment, environment		
	CL3.3	Working Conditions	optional	Percentage of employees with safe working conditions with respect to the health, environment, safety, environment, environment		
Living Standards						
	CL4.1	Living Standards	optional	Unemployment rate as a percentage of total labor force		

# Destination Sustainability Self Assessment

- Includes 25 key policy indicators for integrating sustainable development destination stewardship practices
- First step toward sustainable destination management
- Complete report and certification of completion once a random sample of responses are verified
- RCL is sponsoring 75 Cruise Destinations in 2014

## Destination Sustainability Self-Assessment



The image shows two overlapping documents. The top document is the 'Destination Sustainability Self-Assessment' form, which includes the Sustainable Travel International (STI) logo and the Sustainable Travel Leadership Network (STLN) logo. It contains instructions for destination managers to complete the assessment. The bottom document is the 'Destination Sustainability Self-Assessment Indicator Report', which is a table with two columns: 'Indicator' and 'Level of Implementation'. The table lists 10 indicators (A1 through A10) and shows their implementation status using a color-coded system (green for 'Good', yellow for 'Fair', and red for 'Poor').

Indicator	Level of Implementation
A1. Sustainable Tourism Strategy. Does the destination have a multi-year sustainable tourism strategy with implementation, monitoring, development control and evaluation systems?	Good
A2. Sustainability Standards. Does the destination have an industry supported voluntary, verified, certification/labeling program to promote sustainable tourism standards?	Good
A3. Tourism Satisfaction. Does the destination have a system to monitor, publicly report, and improve tourist satisfaction at a destination level?	Good
A4. Safety and Security. Does the destination have a system to respond to tourism-related crime and safety?	Good
A5. Access for All. Does the destination have an accessibility policy that requires tourist sites and facilities to be accessible to all including persons with disabilities and others who have specific access requirements?	Good
A6. Promotion. Are the destination's promotional materials accurate and complete with regard to the destination and its tourism products and services, including sustainability claims?	Good



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# Learn More

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- Online
  - [www.destinationsfortomorrow.com](http://www.destinationsfortomorrow.com)
- Plenary Session
- Contact:
  - Mpena@rccl.com



# Thank You

