

Crew Up With Women



Patrik Dahlgren
Senior Vice President
Global Marine Operations

Celebrity **X** Cruises

Cruise Industry Overview



28.2 million 2018 Global Ocean Cruise Passengers¹



\$134 Billion Economic Impact in 2017²



Demand has increased 20.5% in last 5 years and continues to grow³



19 new ships will launch in next two years, industry growth rate of 30%⁴

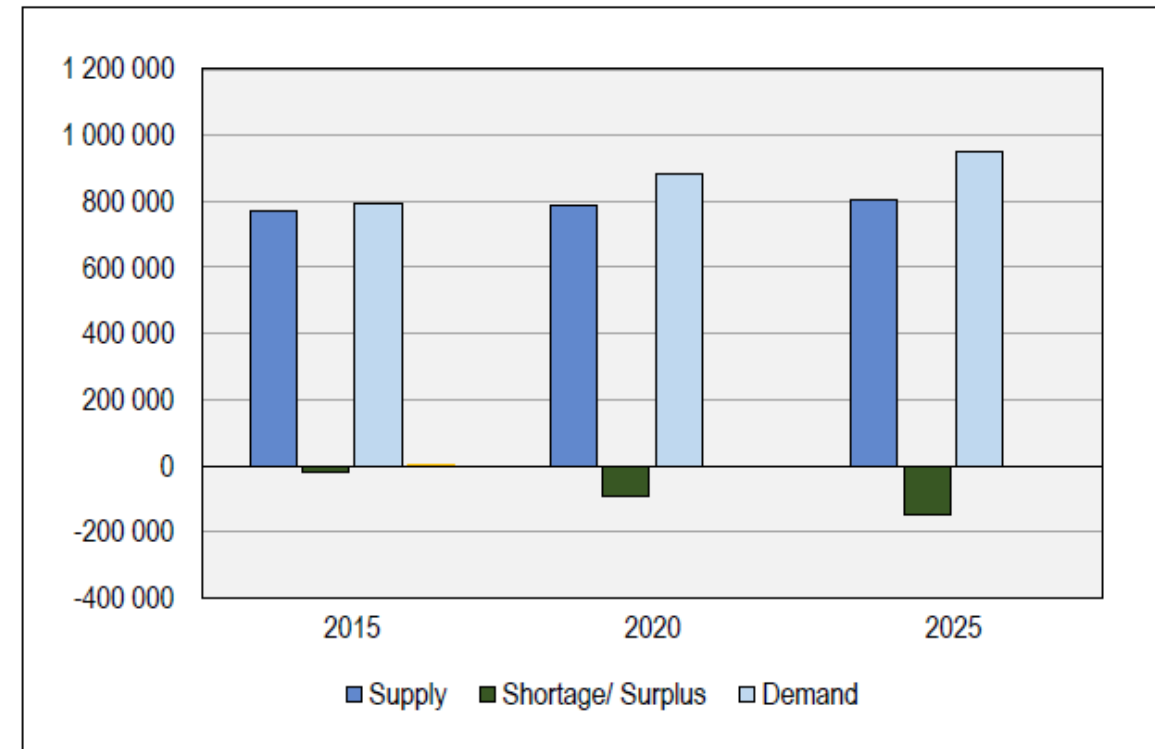


1,108,676 FT Equivalent Employees in 2017⁵

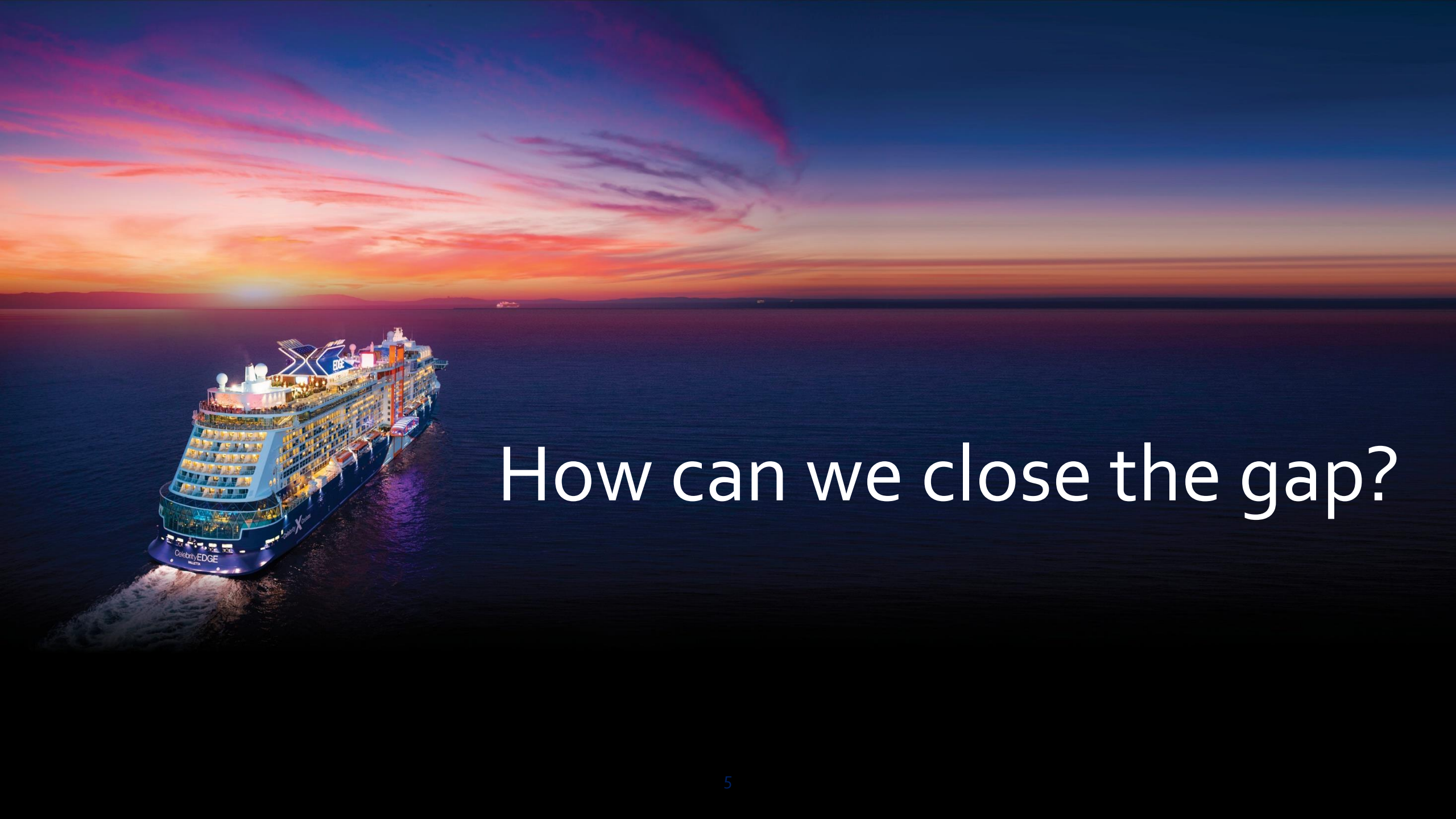
Global Demand for Officers

- Since 2015, demand for officers exceeds the supply⁶
- The balance between supply and demand for officers will rise from 2.1% (2015) to 18.3% by 2025⁷
- Passenger, LNG/LPG carriers, and container ships lead the demand⁸

Figure 1.2. Basic forecast for the supply–demand balance for officers



Source: BIMCO and ICS: *Manpower report: The global supply and demand for seafarers in 2015* (London, 2015).



How can we close the gap?

2,000,000

Estimated seafarers worldwide⁹

5%

Of this figure are estimated to be women¹⁰

7.4 Billion

Population worldwide¹¹

49.6%

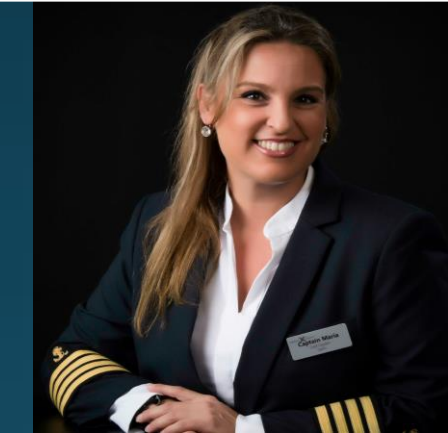
Of this figure are estimated to be women¹²



Doing good
is good for business



Championing Gender Equality



Lisa Lutoff-Perlo President & CEO, Celebrity Cruises



First woman President & CEO
of one of RCL's brands

An advertisement featuring a grid of 20 pairs of black dress shoes arranged in 5 rows and 4 columns. In the third row, second column from the right, one pair is replaced by a single red high-heeled shoe, making it stand out from the rest of the uniform grid.

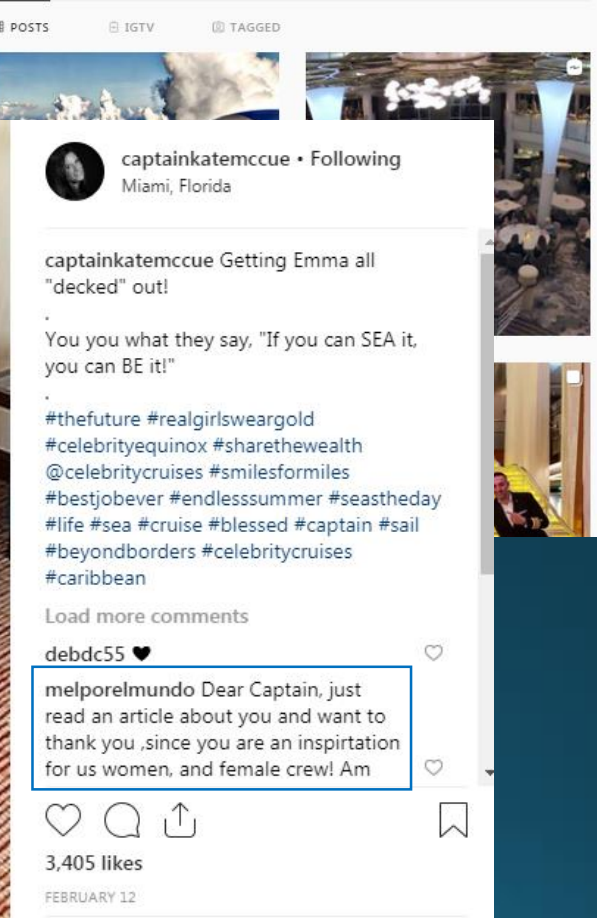
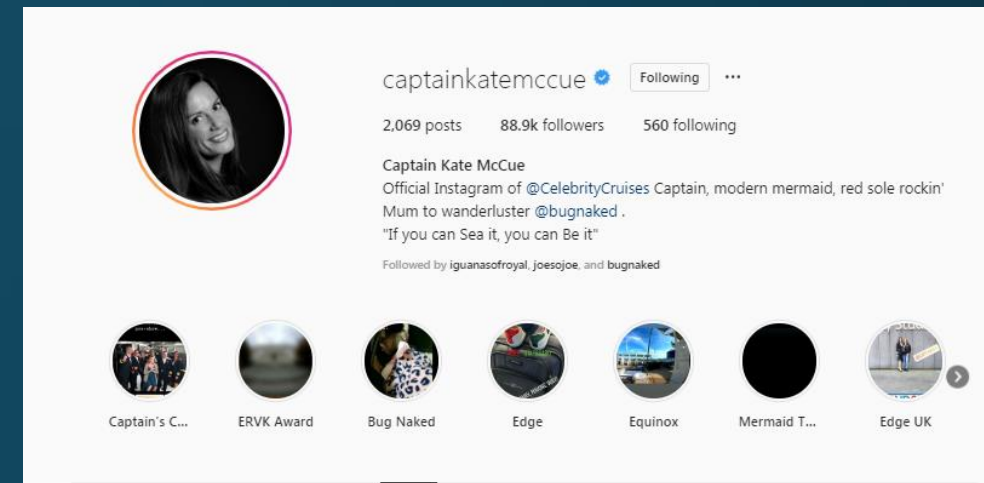
TO RISE ABOVE THE SEA OF SAMENESS,
YOU NEED A LEADER WHO DOES, TOO.

Congratulations Lisa Lutoff-Perlo
on being honored by *South Florida Business Journal*
as one of 2016's Influential Business Women
and inspiring a new generation
to challenge the status quo.

Celebrity **X** Cruises®
MODERN LUXURY LIVES HERE.

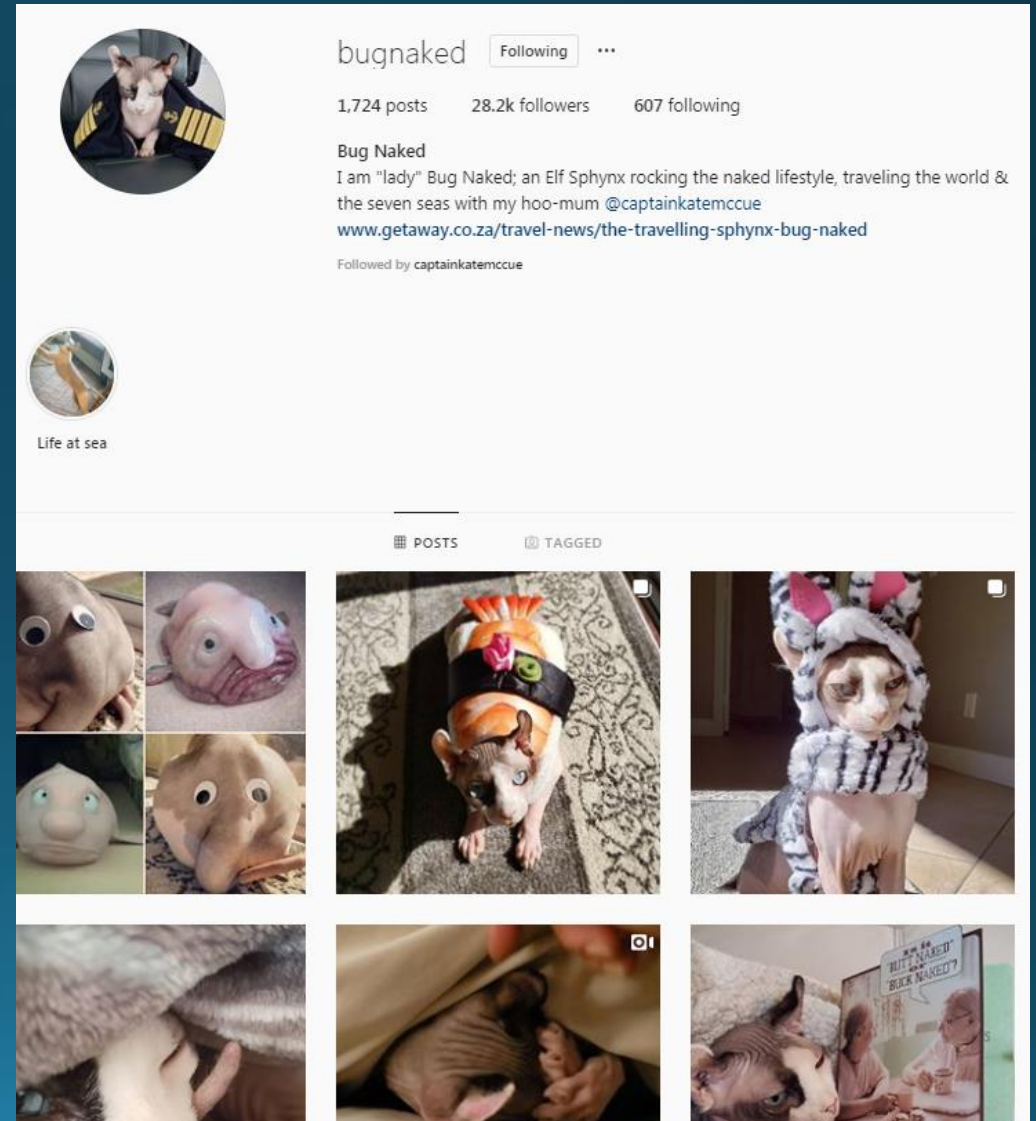
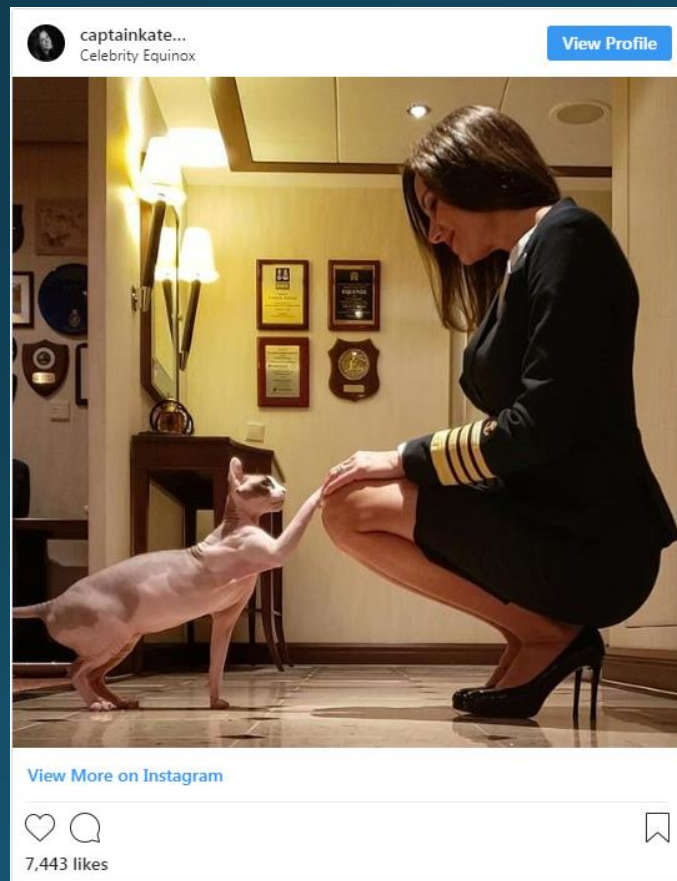
Captain Kate McCue

- 1st American woman captain of a major cruise vessel
- 89k Instagram followers



Even her cat "Bug Naked" is an Influencer!

- 28k Instagram followers



More firsts: Captain Nathaly Albán



First woman to command a ship in the Galapagos,
and the first woman captain from Ecuador

24%

Women Bridge Team
(Up from 3% in 2015)

30%+

Women Bridge Officers
on 3 Vessels

5

Female Hotel Directors
(Zero in 2015)

35%

New Hires Women (2018)



After disruption, sustaining change



Global Partnerships



Dr. Cleopatra Doumbia-Henry
President
World Maritime University



THIRD WMIU INTERNATIONAL WOMEN'S CONFERENCE
**EMPOWERING WOMEN IN
THE MARITIME COMMUNITY**
4 -5 APRIL 2019, MALMÖ, SWEDEN

Sponsored by

IMO INTERNATIONAL MARITIME ORGANIZATION

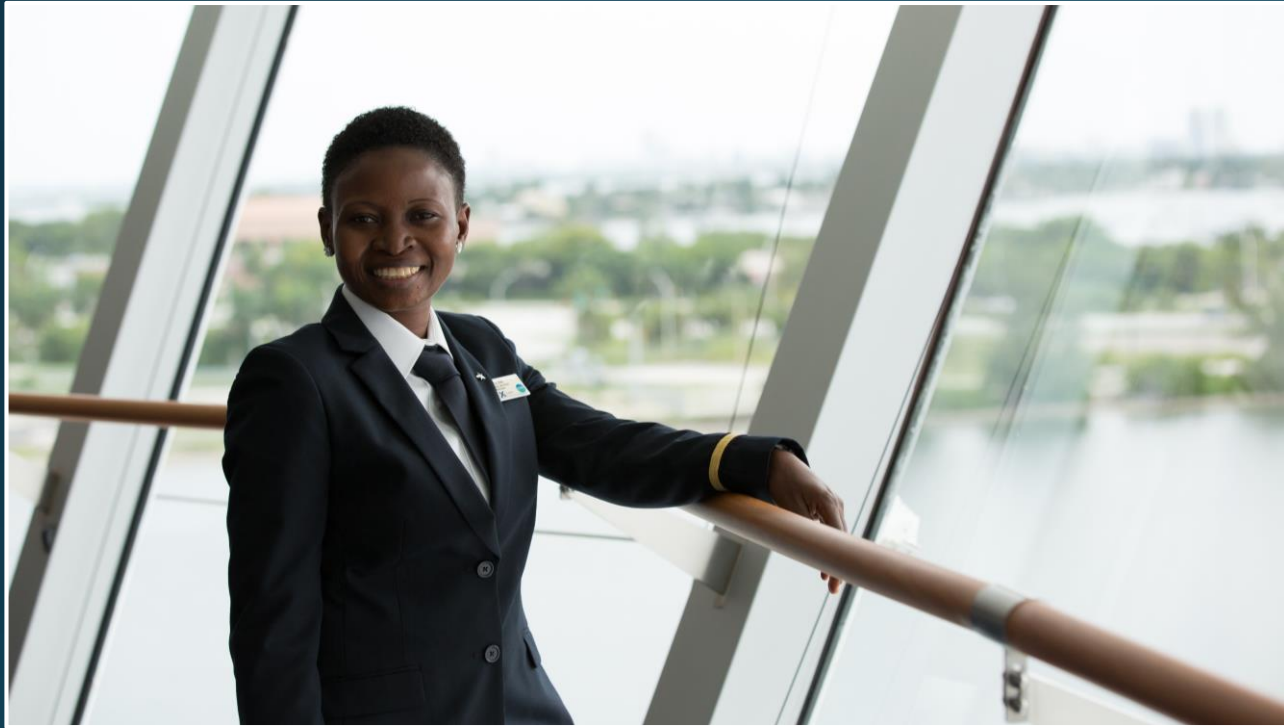
Celebrity **X** Cruises

University Partnerships: Ghana Regional Maritime University



1st time in cruise industry women officers
openly recruited from a West African country

2nd Officer Nicholine



Graduate of WMU and RMU, began as a cadet, now a 2nd Officer onboard Celebrity Edge



Celebrity Cadet Program: Reducing Barriers to Entry



10 Additional Universities Worldwide

58% Women Spring Class Cadets (Deck & Engine)



Crew Spaces, Designed by Crew





**A passionate and purposeful
organization
with strong values,
to attract and retain outstanding
and similarly minded talent**



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS

Partnerships to Believe In







Doing good is good for business

2019 | **WORLD'S MOST** TM
ETHICAL
COMPANIES®
WWW.ETHISPHERE.COM

Forbes | **2019**
THE BEST
EMPLOYERS
for **DIVERSITY**
POWERED BY STATISTA

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Modern organizations need to differentiate themselves through purpose.

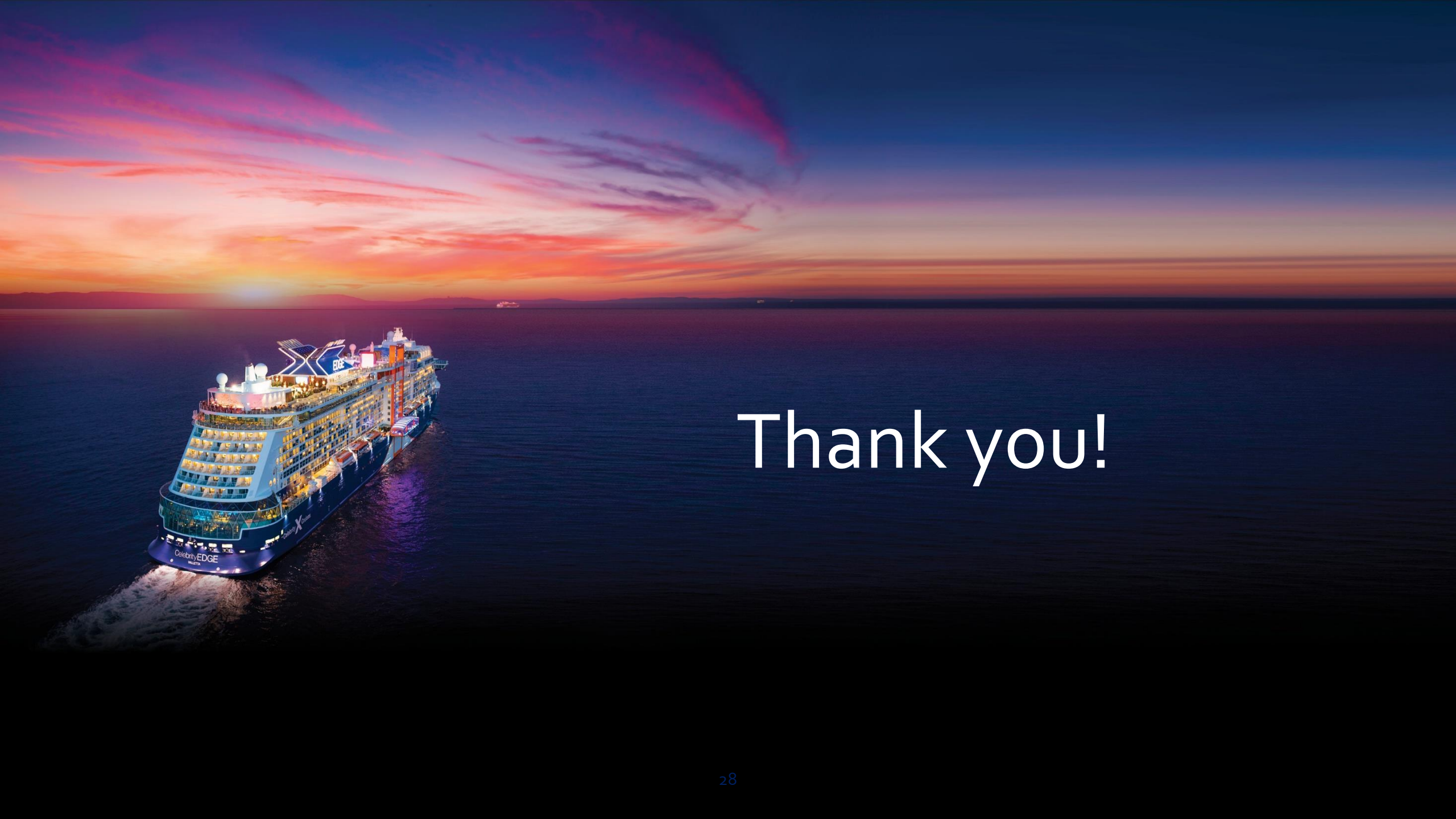


We believe in opening up the world.



Q&A





Thank you!

Appendix

Endnotes

1. 2019 Cruise Trends & Industry Outlook, Cruise Lines International Association, Inc, 2019.
2. 2019 Cruise Trends & Industry Outlook, Cruise Lines International Association, Inc, 2019.
3. 2019 Cruise Trends & Industry Outlook, Cruise Lines International Association, Inc, 2019.
4. 2019 Cruise Trends & Industry Outlook, Cruise Lines International Association, Inc, 2019.
5. 2019 Cruise Trends & Industry Outlook, Cruise Lines International Association, Inc, 2019.
6. BIMCO and ICS, 2015, op. cit.; ILO Recruitment and Retention of Seafarers and Promotion of Opportunities for Women Seafarers, International Labour Organization, 2019.
7. Ibid; ILO Recruitment and Retention of Seafarers and Promotion of Opportunities for Women Seafarers, International Labour Organization, 2019.
8. Ibid; ILO Recruitment and Retention of Seafarers and Promotion of Opportunities for Women Seafarers, International Labour Organization, 2019.
9. Including estimated 350,000 cruise ship shipboard employees. “Seafarers” here refers to the STCW Convention certified officers or ratings or other operational seafarers holding qualifications or certificates issued in accordance with the provisions of appropriate bodies. BIMCO and ICS, 2015, op. cit.; ILO Recruitment and Retention of Seafarers and Promotion of Opportunities for Women Seafarers, International Labour Organization, 2019.
10. Applying RCCL gender mix %s to ITF estimated cruise employee sector industry wide. “Seafarers” here refers to the STCW Convention certified officers or ratings or other operational seafarers holding qualifications or certificates issued in accordance with the provisions of appropriate bodies. BIMCO and ICS, 2015, op. cit.; ILO Recruitment and Retention of Seafarers and Promotion of Opportunities for Women Seafarers, International Labour Organization, 2019.
11. World Population Prospect: the 2012 Revision – United Nations Population Division of the Department of Economic Affairs, United Nations, 2013.
12. World Population Prospect: The 2017 Revision – United Nations Population Division of the Department of Economic Affairs, United Nations, 2017.