



ONESPAWORLD

AT SEA. ON LAND.

2023 | Sustainability & Social
Responsibility Report

TABLE OF CONTENTS

ABOUT THIS REPORT

This Sustainability and Social Responsibility Report (Report) presents disclosures regarding the environmental, social, and governance (ESG) policies, practices, and initiatives of OneSpaWorld Holdings Limited (OneSpaWorld or the Company), a Nasdaq Capital Market listed company. The information contained herein reflects decisions, actions, and quantitative data for the 2023 fiscal year (January 1, 2023 - December 31, 2023), unless otherwise noted.

MESSAGE FROM OUR CEO	3
ONE WORLD	4
About Us	5
OUR JOURNEY	6
Our Approach to Sustainability and Social Responsibility	7
Our One Global Agenda	8
OUR PLANET	9
Our Practices	10
Our Products and Services	13
OUR PEOPLE	16
Our Talent	17
Our Unity	24
Our Care	26
OUR INTEGRITY	28
Our Governance and Risk Management	29
Our Ethical Operations	31
Our Cybersecurity and Data Privacy	32



Message From Our CEO



To Our Stakeholders,

With more than 65 years of history, OneSpaWorld has become a leader in the health and wellness services industry thanks to our incredibly talented team and their dedicated efforts to deliver extraordinary guest experiences and outstanding service to our cruise line and destination resort partners.

We continue our tradition of service excellence, innovation, and collaboration by empowering our global workforce and addressing evolving environmental, social, and governance (ESG) matters that are important to our business and stakeholders. In recognition of this, we are proud to present our inaugural OneSpaWorld Sustainability and Social Responsibility Report.

This report highlights our priorities and initiatives in sustainability and social responsibility. Our diverse and vibrant workforce, representing over 85 countries and speaking more than 25 languages, is at the heart of our mission to help guests look and feel their best. Over the years, we have placed significant focus on training, developing, and nurturing our talent, led by our robust and immersive training program at our London Wellness Academy. The Academy is designed to help employees begin their careers with OneSpaWorld and provides continuous access to resources for their development and success. We remain dedicated to investing in our employees' growth and the future pipeline of talent, while also cultivating and celebrating the diverse culture of our workforce and guests around the world.

With employees and operations around the world, we are conscious of our environmental responsibilities and impacts. In this report, we present our first-ever Scope 1-3 GHG emissions inventory, along with initiatives that showcase our approach to managing our water and waste systems, and our collaboration with partners and vendors who share the same environmental ethos. Our goal is to operate responsibly by working closely with our teams and partners to support our sustainability initiatives. This is an ongoing and evolving effort that we will continue to advance.

As we move forward, the future of OneSpaWorld has never been brighter. I want to express my deepest gratitude to our employees, guests, partners, and shareholders. Thank you for being on our journey with us and supporting OneSpaWorld. I am proud of our inaugural report, and I look forward to updating you on our progress.

Sincerely,



Leonard Fluxman
President, Executive Chairman, and CEO

ONE WORLD



About Us

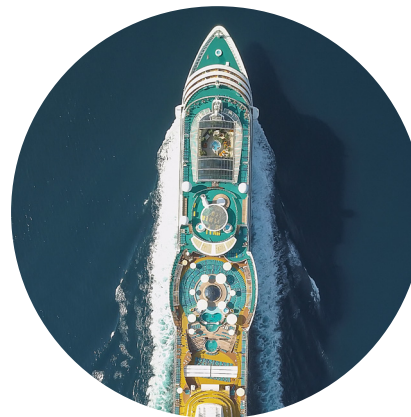
OneSpaWorld is a leading global provider and pioneer in the fields of health, wellness, beauty, fitness, and rejuvenation around the world – both at sea on cruise ships and on land at our spa destinations. For over 65 years, we have developed deep expertise, innovative offerings, extensive global recruiting and training programs, and long-term partnerships within the health and wellness and hospitality and travel industries. Through this, OneSpaWorld has become synonymous with excellence in guest experiences and employee success. Our dedication to the highest standard of service delivery has allowed us to craft an intricate global infrastructure, one that navigates the complexities of consistently delivering extraordinary spa and wellness experiences to our guests and outstanding service to our cruise line and destination resort partners.

Our mission remains constant — helping guests look and feel their best during and after their stay.

Our offerings of exclusive holistic services care for the body, mind, and spirit!:

- Spa and Beauty
- Medi-Spa
- Fitness
- Health and Pain Management
- Thermal Suites
- Mind-Body and Wellness
- Nutrition and Weight Loss
- Resilience and Recovery

We are proud to offer our services to **over 23 million guests** within our **2 health and wellness center brands** — Mandara® and Chavana® — and the curated brands specifically designed for our partners.



AT SEA

20+ cruise line partners on more than 190 ships

- Carnival Cruise Line
- Celebrity Cruises
- Costa Cruises
- Holland America
- Norwegian Cruise Lines
- Princess Cruises
- Royal Caribbean Cruises
- Virgin Voyages, among others.



ON LAND

50+ locations in 13 countries

- Atlantis
- Caesars Entertainment
- ClubMed
- Four Seasons
- Hilton
- Lotte
- Loews
- Marriott
- Wyndham, among others.



OUR JOURNEY



Our Approach to Sustainability and Social Responsibility

As trusted partners to prestigious cruise lines and resorts, we are passionate about being a defining element of the guest experience and practicing responsible stewardship along the way. We understand the intricate relationship between our services, ecosystems, and the rich cultures surrounding us at each location and destination. From guests and employees to cruise lines and resorts, we collectively share in the service of our one global environment.

Transparency and open dialog on our ESG practices and commitments is a first step to being accountable for our actions and enhancing our practices. Our Board of Directors oversees our ESG matters, including diversity, sustainability, and social responsibility. Led by our Chief Financial Officer and Chief Operating Officer (CFO and COO), Senior Vice President of Taxation, and Vice President (VP) and General Counsel, our internal ESG working group regularly reports to our Executive Chairman and the Nominating and Governance Committee of our Board, and reports to our full Board every quarter.

Our internal ESG working group engages with internal teams and external consultants to identify, assess, and report on our ESG-related policies, practices, initiatives, risks, and opportunities most relevant to our business. The initial process consisted of an ESG Diagnostic, which reviewed voluntary frameworks, including the SASB® Standards, now part of IFRS Foundation, Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and the United Nations Sustainable Development Goals (UN SDGs), third-party ESG ratings, peer practices, and investor stewardship codes. It also involved interviews with internal stakeholders to determine alignment with core business areas. Through this assessment, we are ensuring that our sustainability strategies are well aligned with our core values, responsibilities, and vision for the future.

We aim to deliver experiences through our services and operations in ways that proactively safeguard the health of people and the planet. This shapes our commitment to operate sustainably and responsibly in ways that, among others, conserve water, reduce waste, and support our communities. This past year, we conducted a greenhouse gas (GHG) emissions inventory as an initial action to assess our carbon footprint and explore opportunities that may generate greater positive impacts. We also maintained relationships with brands that share our sustainability ethos. By working in partnership, we believe a sustainable future where business, nature, and communities thrive is possible.

We intend to grow consciously by uplifting our people and respecting our planet, as we pursue the tremendous privilege of serving our guests as they experience some of the world's most pristine ocean and land habitats.

190+
CRUISE SHIPS

50+
RESORT DESTINATIONS



Our One Global Agenda: Sustainable Development Goals

As a company employing international talent and serving guests from across the world, we are honored to align our operations with the United Nations 2030 Agenda for Sustainable Development and to contribute to the 17 UN SDGs. This roadmap towards collective prosperity balanced with environmental protection resonates with our core values with direct action aligned with six of the UN SDGs.



- Promoting health and wellness for our guests
- Enhancing the physical, mental, and emotional well-being of our employees



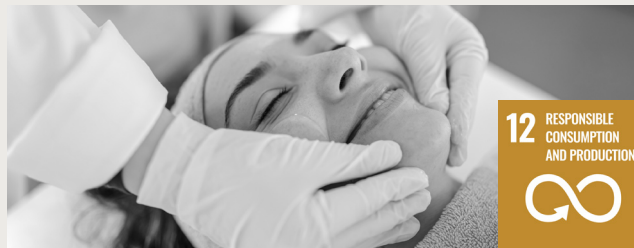
- Utilizing efficient technology to reduce water usage



- Implementing fair and responsible business practices
- Providing secure and fulfilling employment opportunities
- Supporting local communities and economies



- Fostering a diverse and equitable work environment where all employees feel valued and respected



- Applying sustainable sourcing and packaging practices
- Reducing waste in our operations



- Prioritizing safe and biodegradable formulas in our products



OUR PLANET

Sustainable at Sea and on Land.

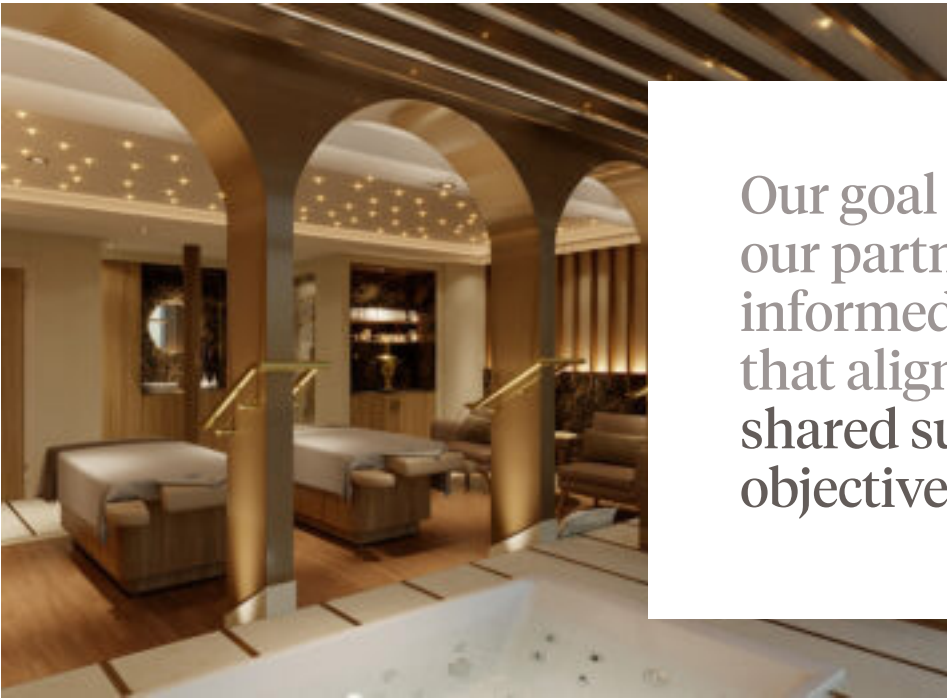


Our Practices

Facilities: Creating Comfort. Minimizing Impact.

We approach the design and construction of our health and wellness centers with great care and consideration. Our spa facilities vary in size – from 200 square-foot intimate spaces of rejuvenation to 36,000 square-foot wellness sanctuaries that include treatment rooms, pools, saunas, relaxation lounges, beauty salons, and fitness areas.

OneSpaWorld collaborates closely with our partners during the planning, design, and construction stages of our state-of-the-art health and wellness centers. We tailor each facility to the specific cruise line vessel or resort, customizing the branding, guest experience, service offerings, and retail product assortment to optimize guest satisfaction and maximize productivity. Throughout this process, we provide expert guidance and support, suggesting materials, equipment, and design elements that improve energy and water efficiency and waste management practices. Our goal is to help our partners make informed choices that align with our shared sustainability objectives.



Our goal is to help our partners make informed choices that align with our shared sustainability objectives.

Stewardship: Water. Waste. GHG Emissions.

As a leader in the health and wellness industry, OneSpaWorld recognizes the importance of responsibly managing water usage, minimizing waste generation, and implementing strategies to reduce GHG emissions in order to promote environmental sustainability and preserve the natural resources that are essential to delivering rejuvenating experiences for our guests.

We align our operations to fully comply with International Maritime Organization (IMO) and International Labor Organization (ILO) provisions, classification societies standards, national and local regulations, flag state requirements (including port inspections and document verifications), voluntary certifications, partner cruise line and destination resort requirements, and OneSpaWorld's company policies in how we use natural resources and manage our waste. We also work closely with each vessel's Health and Environmental Officer, who reports directly to the ship's Captain, and maintain direct communication with on-the-ground compliance teams.



Our Practices

WATER MANAGEMENT

Water is the lifeblood of our spa experiences, an essential element that flows through our operations and surrounds the cruise line vessels on which we operate. Water provides the foundation for our rejuvenating aquatic offerings.

Our water management practices rely heavily on the infrastructure of our partners. We are proud to work with cruise lines that use predominantly purified sea water, up to 90%, through steam evaporation and reverse osmosis technologies for use in pools, whirlpools, spas, and our facilities. The remaining necessary freshwater is purchased only after considering water availability and scarcity at each port and the resources to minimize our water usage. New vessels introduced into service by our cruise line partners are fitted with advanced wastewater treatment systems, which efficiently and effectively treat the wastewater generated on the ship. This ensures that the water discharged back into the ocean meets or exceeds environmental regulations.

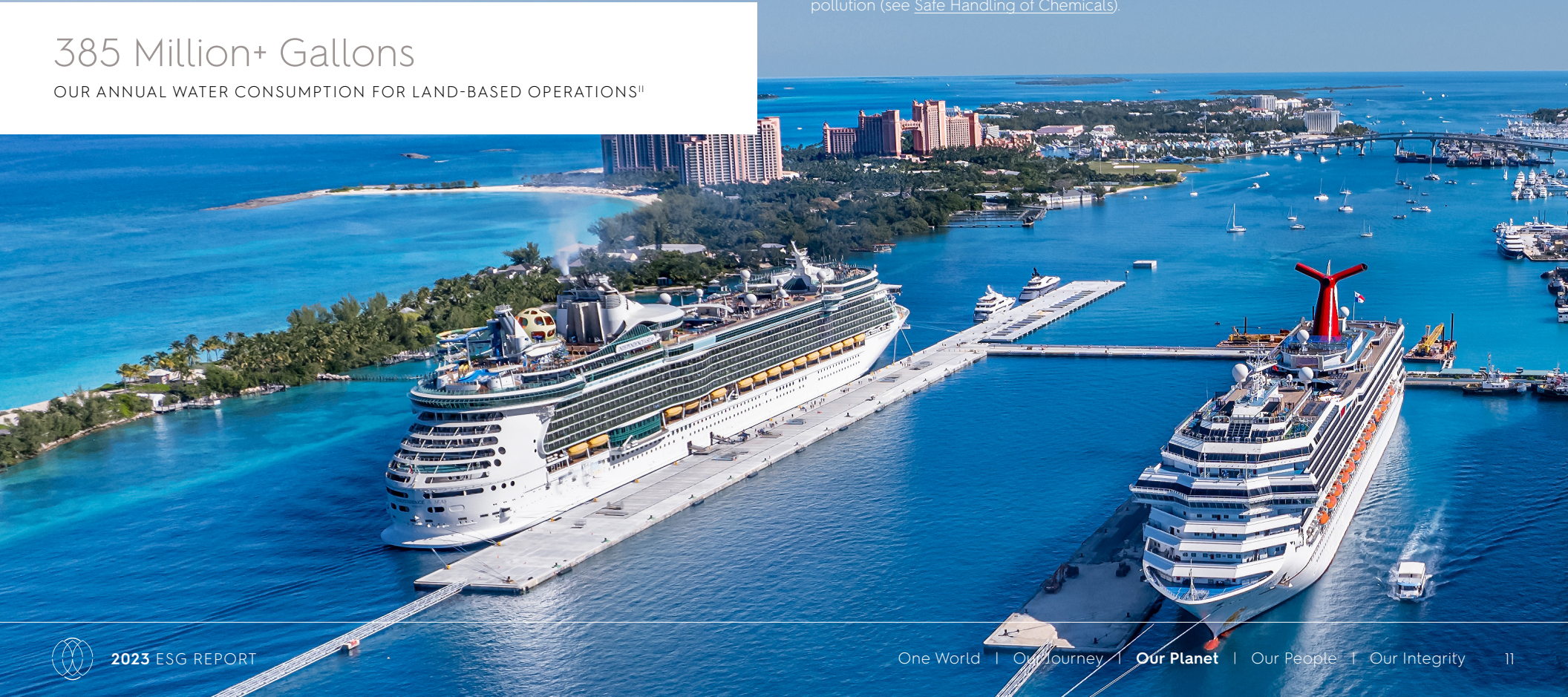
385 Million+ Gallons

OUR ANNUAL WATER CONSUMPTION FOR LAND-BASED OPERATIONS¹¹

WASTE MANAGEMENT

We envision a world where our vast oceans are pristine. That is why we are committed to implementing comprehensive measures to minimize the waste from our operations in ways that are uncompromising to our vital marine ecosystems.

We carefully consider our waste management practices in partnership with our cruise line and destination resort partners. Small actions can lead to greater impact, which is why we have implemented practices including the elimination of plastic bin liners, increased implementation of digital receipts at our spas, and replacement of plastic with paper bags to generate less waste in our health and wellness center operations. We also replaced amenity water bottles with water coolers for our guests. On occasion we use single-use items, which are primarily necessary for health and sanitation purposes. We choose materials that have been judged as non-hazardous, whenever possible, and properly dispose of hazardous materials if required to be used. OneSpaWorld trains all employees on safe handling, labeling, and disposal of chemicals to prevent environmental pollution (see [Safe Handling of Chemicals](#)).



Our Practices

GHG EMISSIONS

Weather events and natural disasters from storms, hurricanes, and even land-based wildfires, which can delay voyages or disrupt port access, are constant considerations for us and our partners. We recognize the importance of understanding how our operations contribute to global GHG emissions and the changes to our global climate systems.ⁱⁱⁱ

We conducted an inventory of our direct (Scope 1) and indirect (Scope 2 and 3) greenhouse gas emissions for the 2022 fiscal year. This exercise allowed us to identify the most significant sources contributing to our carbon footprint and establish a baseline against which we can measure our impacts moving forward. Due to the fact that we lease all of our facilities and do not have company-owned vehicles, we do not generate Scope 1 emissions. Our Scope 2 emissions are generated from electricity and heat purchases for our office spaces, shipboard, and destination resort locations. Scope 3 emissions represented 98% of our total carbon footprint, with the vast majority, approximately 82%, attributed to business travel.

FY2022 GHG Emissions	tCO ₂ e	Percent (%)
Scope 1 Total	0	0.0%
Scope 2 Total	3,600	2.0%
Electricity Purchases	2,054	1.3%
Heat Purchases	1,546	0.9%
Scope 3 Total	172,366	98.0%
Purchased goods and services	5,746	3.3%
Fuel- and energy-related activities	8,448	4.8%
Upstream transportation and distribution	3,259	1.9%
Business travel	144,445	82.1%
Employee commuting ^{iv}	10,448	5.9%
End-of-life treatment of sold products ^v	19	0.0%
Total GHG Emissions	175,966	100.0%

Our 2023 Activities

VISITED

1,316

PORTS OF CALL

TOOK

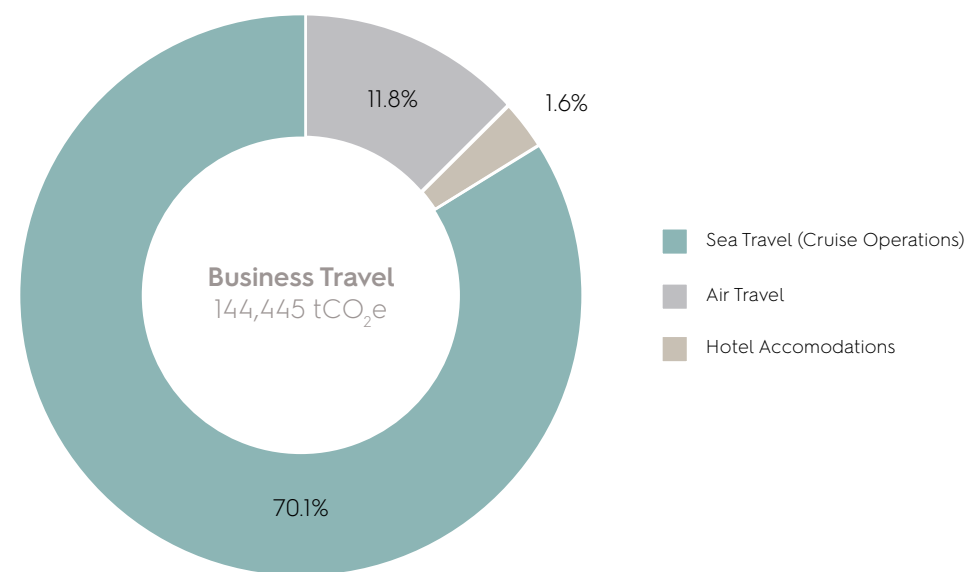
10,500

FLIGHTS GLOBALLY

EMBARKED ON

8,537

VOYAGES



Business Travel at a Glance

Business travel emissions are significant due to the inherent nature of our shipboard operations. Our spa employees, who come from various international locations, contribute to these emissions as they travel by air, rail, or car to reach their assigned cruise ships. We collaborate with our travel partners to coordinate our employee travel needs and are exploring opportunities to prioritize transportation options that minimize our GHG emissions, such as the promotion of rail over air.



Our Products and Services

Sourcing and Procurement: Caring for Clients. Caring for Our Planet.

We work with a diverse network of global suppliers to source safe, high-quality, and environmentally conscious products for our valued guests. These products meet the high standards set by our experts, adhere to our internal and international quality and compliance regulations, and aim to guarantee safety for both the vessels and the planet.

At a Glance

 75+
DISTINCT VENDORS

 1,000+
UNIQUE BRANDED PRODUCTS

 8,800+
PURCHASE ORDERS TO VENDORS PLACED



Clean and Green Beauty

We take pride in building and working with brands that embody our values and commitment to sustainability on land and at sea. ELEMIS, a B Corp-certified brand, was launched in our spas 30 years ago and today is our largest supplier partner. They exemplify our commitment to strive for environmental preservation and ethical consumption. With a focus on biodiversity, climate, people, and philanthropy, ELEMIS goes above and beyond with their holistic environmental approach. Their initiatives cover a multitude of environmental issues, including packaging, biodegradability, reusability and recycling, raw materials, and renewable energy.

100% Renewable Energy in their Operations
1% of Revenue Donated to Philanthropy

ELEMIS
Proud to be B Corp
We're committed to using business as a force for good.



Our Products and Services

Packaging: Responsible for Clients. Respectful of Nature.

The selection of products with packaging that considers its impact on marine and land ecosystems is an opportunity for us. OneSpaWorld collaborates with vendors and suppliers who are innovators and pioneers in the health, wellness, and beauty industries and eco-designed packaging. Elemis, which is part of the L'Occitane Group, is a signatory of the New Plastic Economy Global Commitment launched by the Ellen MacArthur Foundation.

Under this Agreement, it strives to hit key targets to:

- Achieve 100% recyclable, reusable, or compostable packaging
- Eliminate unnecessary plastic packaging
- Move from single-use models to reusable models for plastics



Elemis has implemented circular practices and reduced waste in packaging while maintaining the highest standards of safety and quality.

Some of these initiatives include:



Eliminated protective bubble wrap from our product orders



Transitioned to more recyclable glass jars across our products



Switched to plastic-free pads



Introduced fully recyclable gift packaging

Our Products and Services

Delivery: Safe for Partners. Secure for Clients.

We work on a global scale and are mindful of who we choose to be a part of our operations in order to uphold our commitment to quality and safety. Our operations are highly regulated within the multiple jurisdictions and customs to which we must comply. We therefore understand the critical nature of ensuring that every aspect of our supply chain is secure. We recognize the significant economic, environmental, and social impact of our extensive global supplier network and are committed to working consciously and collaboratively with our partners.

WE MANAGE OVER

3,400 different itineraries

WITH DELIVERIES TO

190 ports worldwide.^{VI}



SUPPLIERS

We strictly follow the instructions for each supplier, complete their safety diligence, and carefully review product safety data sheets. Every transport delivery is examined, documented, and sealed to prevent tampering and theft. The product journey at this stage is monitored closely with timestamps for milestone statuses. We collect data from all of our partners and are informed in advance of any fluctuations in pricing, weight, or delivery.



DISTRIBUTION CENTERS

We partner with a third-party logistics provider in the Miami, Florida metropolitan area to use more than 71,000 square feet of warehouse space for handling domestic cargo, bonded cargo, and Foreign Trade Zone international goods. Our partner maintains high-quality operations while complying with Transportation Security Administration (TSA) requirements and providing its employees with exceptional working conditions. This facility is routinely audited by state and federal authorities, in addition to visits from OneSpaWorld management to monitor and audit the operations.



PORTS

During the final transit stage from distribution centers to the ships and resorts, our last mile agents conduct inspections and prepare Advance Shipment Notification reports before they reach the ports or resorts. OneSpaWorld adheres to strict security measures to ensure compliance with port and customs regulations. At the port, products undergo further inspection, verification, and compliance review by port authorities and local customs agents.



CRUISE SHIPS AND RESORTS

When our products reach their final destination at the cruise ship or resort, our employees take every measure to ensure that the products are stored safely, in accordance with appropriate labeling, and handled properly for maximum safety. We have protocols in place to make sure that every aspect of our product handling is compliant with the necessary regulations and standards to be safe for the ship, the spas, our employees, and our guests.

OUR PEOPLE



Inspired at Sea and on Land.



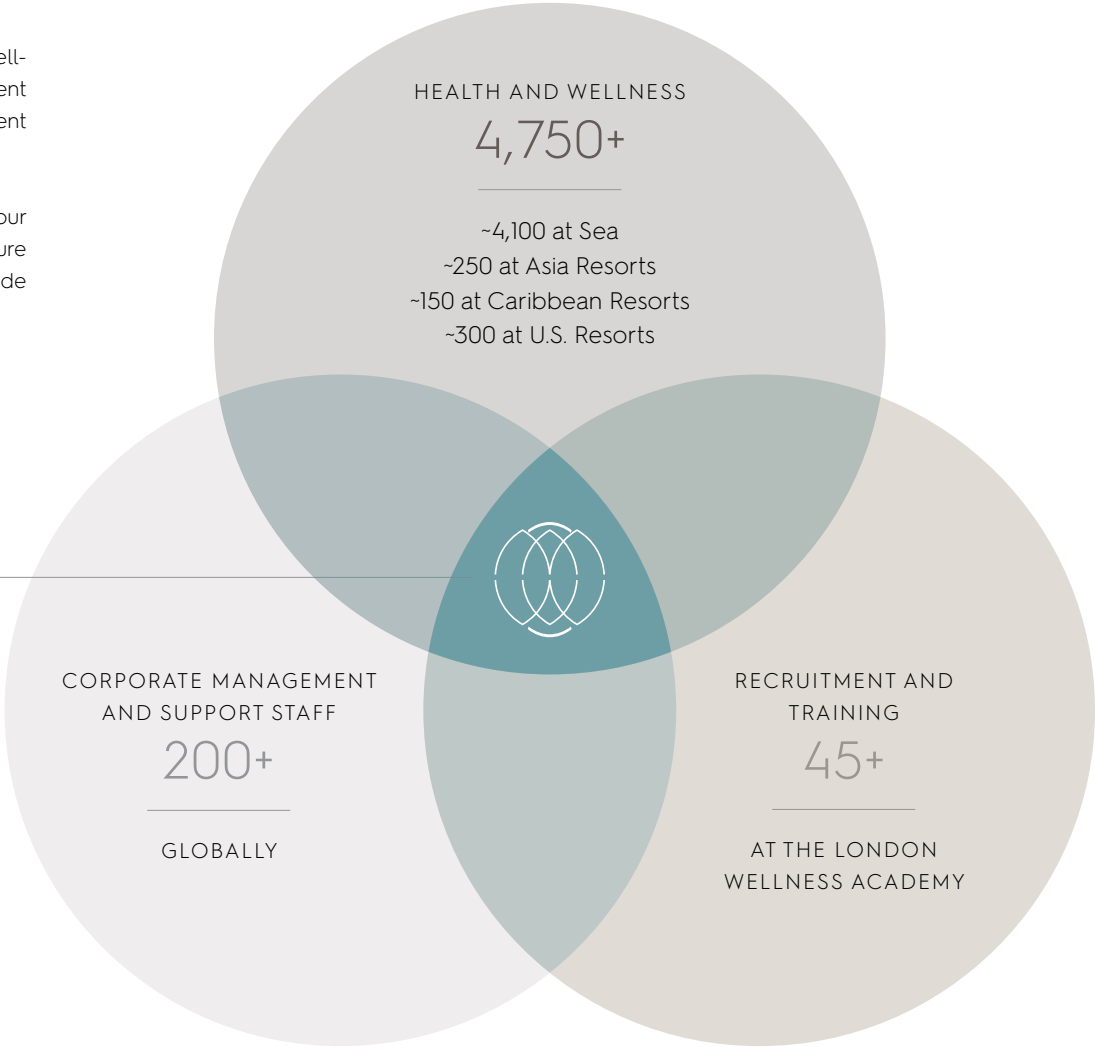
Our Talent: Building Global Teams

Underpinning our global service is the dedication to service and operational excellence carried out by international teams who embody our values daily. Our employees set us apart and enable us to deliver unparalleled guest experiences grounded in quality and care.

As our operations continue expanding in scope and geographic reach, our employees' well-being and growth remain central. Our culture fuels our development and nurtures our talent in ways that align with our OneSpaWorld values and the respect of everyone across different cultures and geographies.

Our human capital management is guided by senior HR professionals who oversee our maritime operations, resort destination spas, and corporate and training locations. To ensure transparency and accountability, our Board of Directors receives quarterly reports that provide insights into our personnel recruitment and retention metrics.

5,000+
FULL-TIME EMPLOYEES
FROM
85+ Countries
SPEAKING
25+ Languages



Our Talent: Building Global Teams

Recruitment: Building Global Teams

At OneSpaWorld, we believe that our strength lies in the diversity of our workforce. We are committed to attracting talented individuals, for full-time and contract positions, from all corners of the globe to join our team. We put enormous effort into ensuring that people from different communities, backgrounds, and walks of life have equal opportunities to become a part of our organization.

We hire the best specialists in their fields:

- Spa Managers and Directors
- Medical Professionals
- Massage Therapists
- Hairstylists and Barbers
- Nail Technicians
- Estheticians
- Medi-Spa Physicians
- Acupuncturists
- Personal Trainers



To reach a wide pool of candidates, we utilize our proprietary advanced Applicant Tracking System (ATS) to recruit applicants across our organization. For our resorts division, our ATS serves as the primary tool for recruitment, applicant tracking, and management. By posting positions on our ATS, we automatically broadcast job openings to numerous platforms, ensuring maximum visibility and attraction of a diverse range of candidates.

When seeking qualified candidates globally for our spa and wellness positions, we take a multi-faceted approach to recruitment, leveraging professional networking sites, job websites, social media, and industry networks. We also place a strong emphasis on recruiting new spa and wellness professionals from local hospitality schools, many of whom come from underprivileged families. For more technical jobs, we use a network of trusted external recruiters who supplement our search through ATS.

We believe in nurturing and growing our talent, empowering them to reach their full potential. Our employees are supported by extensive resources and training and development opportunities to help them grow and advance their careers within our Company. Many of our senior leaders have been with the Company for 20-30 years, starting as shipboard spa team members and advancing to leadership positions at our Coral Gables office and London Wellness Academy.

100% of our health and wellness
general managers have been
internally promoted to their roles.

We have significantly improved the rates at which our cruise line employees return to contract-based positions, culminating in an all-time high current retention rate of over 70%. This high percentage of experienced staff working onboard is indicative of the compelling work environment we provide and our employees' affinity toward OneSpaWorld.



Our Talent: Building Global Teams

Development: Fostering Talent

We are passionate about the continuous growth and development of our employees, recognizing the essential role our highly skilled professionals play in delivering exceptional spa and wellness experiences for our guests. We provide robust immersive training for our employees at sea and on land prior to deployment to ensure our teams are fully prepared and equipped to face any challenges. All employees have access to the tools and resources that advance their professional growth once onboard the vessel or working at the resort. OneSpaWorld employs approximately 50 individuals who are fully dedicated to recruitment and training.

ONBOARDING AND PROFESSIONAL GROWTH

For most of our employees, their journey with us starts at the London Wellness Academy (LWA) or its satellite centers in India, South Africa, the Philippines, and Jamaica. The LWA has been setting the standard for excellence in spa and wellness education for more than four decades and serves as the gateway to an exciting and fulfilling career with OneSpaWorld. As our official recruitment and training division, LWA and our satellite centers provide a comprehensive and immersive experience for our team members.

Our extensive training curriculum encompasses over 120 treatments, catering to a wide array of specialties, including skincare services, hair care services, medi-spa treatments, acupuncture, fitness, personal training, nutrition and weight loss consultation, and mindfulness practices, among others. During their time at LWA, our staff engage with OneSpaWorld's values, culture, and service offerings, while receiving the necessary preparation to thrive in their roles serving our partner cruise line and destination resort guests.

The LWA has earned a stellar reputation for delivering exceptional training programs in the health and wellness industry, making it the preferred choice for those seeking to launch a successful career both at sea and on land.



95% of LWA graduates
SECURE POSITIONS IN OUR SHIPBOARD SPAS

Once on their first voyage, new employees embark on the onboarding process, which helps them acclimate to life on their assigned vessel. Our dedicated Spa Managers take the lead in organizing a series of meetings and training sessions, which are seamlessly integrated into the work schedule and take place within the first few days and weeks of the employee's arrival.

During their time with OneSpaWorld, our employees have regular access to:



CORNERSTONE LEARNING MANAGEMENT SYSTEM (LMS)

A comprehensive online platform that enables employees to enhance their skills and knowledge through a wide range of learning modules. This user-friendly portal offers members the opportunity to explore various topics essential to their personal and professional growth, such as leadership, communication, customer service, and financial acumen, all at their own pace and tailored to their individual learning needs.

10,000+ courses
AVAILABLE IN MULTIPLE LANGUAGES



THE KNOWLEDGE BANK

A centralized repository of documents and videos that allows students and staff to learn or refresh their understanding of essential procedures, protocols, and service standards. The Knowledge Bank houses compulsory materials, such as our Service Excellence Manuals, with easy access to guidelines that form the foundation of our commitment to delivering exceptional service to our cruise line and destination resort partners and their guests.

Service Excellence Manuals

Ensure that employees have a comprehensive foundation in OneSpaWorld's practices and protocols for each function. Adapted for individual location and working environment, Service Excellence Manuals outline protocols, service expectations, and job descriptions for all relevant roles and functions.



EMPLOYEE HANDBOOKS

Guides for our team members that outline essential policies related to their employment and daily life on board or at the resort. These handbooks, tailored to specific regions and divisions within OneSpaWorld, ensure that all employees have access to the information they need.

Our Talent: Building Global Teams

COMPENSATION AND PERFORMANCE MANAGEMENT

We strive to provide competitive pay and benefits to all of our employees. We deliver comprehensive compensation programs that are tailored to specific roles and locations and are informed by performance reviews with clear and transparent objectives. Our corporate and destination resort employees are mostly full-time, as compared to our shipboard health and wellness center employees, who typically serve under nine-month fixed terms. We run regular compensation analyses for different positions to ensure that our compensation and benefits packages stay competitive.

For our shipboard employees, compensation structures may include commissions from the services and sales of products in our health and wellness centers. Our directors of operations conduct performance evaluations with managers, who in turn assess their team members' performance in delivering guest services. These appraisals, completed before managers and staff conclude their contracts, play a crucial role in determining future ship placements and career opportunities within our spa and wellness facilities. Each review involves a one-on-one discussion with the employee, fostering growth, development, and a commitment to maintaining high standards of excellence in our shipboard spas. Those who are promoted to managerial positions are invited to participate in our signature Management Training Program.

At our U.S. corporate and resort locations, we conduct annual performance appraisals for all employees, which serve as the foundation for determining compensation adjustments and recognizing individual contributions to our shared success. As part of this process, employees complete self-assessments, which are used to guide manager-employee conversations and assist with the establishment of personal and professional goals and career development opportunities.

ONESPAWORLD'S IMMERSIVE MANAGEMENT TRAINING PROGRAM

is designed to empower aspiring leaders with the skills and knowledge they need to thrive in their roles. The journey starts with a six-week self-learning program, guided by a detailed Training Book, followed by a two-week in-house course in Coral Gables, FL for successful candidates. Throughout the program, trainees receive hands-on guidance from department heads, covering all facets of their managerial responsibilities. With ongoing onboard training in services, retail, policies, and procedures, our managers are well equipped to lead their teams to success.



Our Talent: Building Global Teams

Engagement: Investing in Well-Being

OneSpaWorld fosters a culture of employee engagement and well-being. We believe our team members are the heart and soul of our organization. We invest in comprehensive benefits, maintain open channels of communication to listen and respond to employee feedback, and strive to create a sense of community in all the locations where we operate. This ensures that every individual feels valued and supported, while simultaneously contributing to a sense of belonging. For our shipboard employees, we strictly adhere to the standards set by the Maritime Labor Convention (MLC) and International Labor Organization (ILO), and strive to surpass these requirements, including with respect to working hours and rest time.



BENEFITS AND PERKS

We believe a holistic benefits package is vital to supporting the health and well-being of our employees. We routinely assess the comprehensiveness of our program and seek to advance the offering when opportunities arise. Following a recent benefits benchmarking exercise, we introduced an Employee Assistance Program (EAP) that focuses on the well-being of and long-term financial planning for our LWA employees.

Our shipboard employees receive comprehensive benefits packages throughout their 7-9 month fixed-term contracts, which include:

- Free medical and dental health care
- Commission for provided services and sales of products
- Long-term disability
- Incentive time-off program
- Free lodging and meals
- Free travel from and to home
- Assistance with disembarking in case of a personal emergency
- Fitness and wellness program
- Employee, family, and friends' discounts

Our corporate and U.S. destination resort employees may be eligible for the following benefits:

- Medical, dental, and vision insurance (including for dependents)
- 401(k) retirement plan
- Short- and long-term disability
- Flexible spending accounts
- Basic life and accidental death insurance
- Employee Assistance Program (EAP)



Our Talent: Building Global Teams

COMMUNICATING WITH OUR TEAMS.

Effective communication is crucial to maintaining a strong connection with our team members, especially while they are onboard our cruise line partners' ships. After four to five weeks of employment, each new team member receives a confidential survey via email. The survey contains a series of questions designed to help us better understand their onboarding experience and identify areas where we can further enhance our processes. In addition, we leverage various digital tools to ensure a seamless flow of information for our maritime employees, including timely delivery of important information.

We are passionate about celebrating our employees and recognizing the hard work they deliver in pursuit of the OneSpaWorld mission.

We give back through awards and acknowledgements:

1 AMANDA FRANCIS AWARD

Named after our beloved trainer who left us too soon, this award is given to employees who embody Amanda's qualities of passion, determination, motivation, inspiration, high standards, strong accountability, and teamwork. **The 2023 award recipients were Cecilia Slabber Coetzee and Daisy Melendez.**

2 TRAINER OF THE YEAR AWARD

This award recognizes an outstanding London Wellness Academy (LWA) trainer who has made a lasting impact on the lives of our employees worldwide. The winner exemplifies exceptional mentorship qualities and goes above and beyond to support their students. **The 2023 award winner was Mariola Szymka.**

3 ANNUAL SERVICE AWARD

This award was created to recognize our employees' dedicated length of service with the organization and provide an opportunity to celebrate the contribution of combined efforts. Several team members receive this award, and each recipient is provided with certificates of appreciation along with a crystal award that acknowledges the number of years the team member has been with OneSpaWorld.

Nurturing Our Community

Our Company takes pride in the strong sense of community and camaraderie that our employees foster, both within our organization and where they live and work. Our employees come together to support one another, exemplifying the spirit of unity and compassion that defines our culture – whether it involves fundraising for a teammate that lost a house in a fire or chipping in for a gift for a new parent. For our shipboard spa staff, exploring exciting ports of call during their time off is not only a chance to unwind but also an opportunity to bond with colleagues from all over the world and create lasting memories.

Supporting Employees in Challenging Times

As a company that proudly employs talent from all over the world, regardless of location or circumstance, we strive to empower our people and provide the resources necessary to overcome difficulties with the full support of our OneSpaWorld team.

- During the pandemic, we were presented with a myriad of obstacles, but also plenty of opportunities to support our team members. With the near cessation of our operations, we worked diligently to repatriate all of our more than 3,220 shipboard personnel to their families and homes around the world.
- In 2023, an employee of Mandara Spa in Maui, Hawaii, faced a devastating loss when a fire destroyed her hometown of Lahaina, forcing her and her three children to evacuate. They were left without a home. OneSpaWorld donated to her family to help navigate the financial challenges faced in the aftermath of the fire, in addition to other personal contributions from her colleagues.
- When our spa manager from Ukraine was unable to return home due to the ongoing conflict, we facilitated her time-off between contracts to other safe countries, where she was often hosted by her colleagues and their families.



Many of our resort team members actively volunteer for local causes, making a positive impact on the lives of those around them.

Our Mandara Spa (Bahamas) Ltd. employees participated in the Marathon Bahamas run to raise funds for breast cancer research.



Our Talent: Building Global Teams

OUR COMMUNITY GIVING

Our dedication to well-being extends beyond our guests and staff to include the communities neighboring our spa operations across the globe. We strive to uplift local groups and programs working to advance wellness, diversity, empowerment, and dignity – causes central to our identity.

We have recently contributed to the following organizations:

- **Camillus House**, delivering essential services with compassion to help underserved individuals transition out of homelessness.
- **Kristi House**, supporting the eradication of child abuse and trafficking and helping local youth thrive.
- **Global Education & Sports Foundation**, supporting the youth of Haiti by developing their social and emotional health through education and sports.
- **Israel's Magen David Adom** and **Ukraine's Red Cross**, supporting medical relief and emergency services for those who have been injured as a result of the ongoing conflicts.



Our Unity: Cultivating Diversity and Inclusion

At OneSpaWorld, we embrace and celebrate the rich diversity of our global workforce who come from 88 nations. It is the recognition of our differences that forms the very fabric of our strength as an organization. We foster a workplace environment where every individual is valued, respected, and supported. Through our inclusive hiring practices, ongoing training, and open dialogue, we strive to create a culture where every team member feels a genuine sense of belonging and empowerment

Everyone is Welcome

We are proud to welcome talented and passionate individuals into our global family, regardless of their background, nationality, disability, socioeconomic status, gender identity, sexual orientation, culture, and ethnicity, among other characteristics. That is why we offer educational scholarships for talented aspiring wellness and beauty professionals from disadvantaged backgrounds, especially in middle and low-income economies. Opportunities with OneSpaWorld result in transformational careers for many of our employees, enabling them to support their families and pursue their dreams.

The stories below are but two examples:

- After just two contracts, a cherished employee was able to hire a lawyer and win custody over her abandoned grandchild, by proving she had the financial means to support the child and afford private school education.
- Thanks to her job at one of our shipboard spas, our colleague was able to quickly pay off her father's medical bills. Her siblings also joined OneSpaWorld, and we made sure to place them on routes where they would be able to visit one another at different ports.

ONESPAWORLD HAS A ZERO TOLERANCE POLICY FOR SEXUAL MISCONDUCT, ASSAULT, AND HARASSMENT

Staff members who violate our policies and procedures pertaining to inappropriate behavior are subject to immediate disciplinary action, including termination. We have strict protocols in place to prevent and report sexual misconduct, assault, and harassment of our employees.

Our Employees Come from Around the World

OneSpaWorld's employees complete a variety of mandatory courses on diversity and inclusion as a part of their onboarding program and on an annual basis.

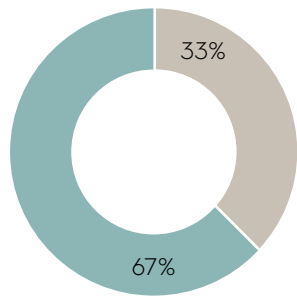
- Diversity Made Simple
- What Is the Americans with Disability Act
- Allow Your Employees to Bring Their Humanity to Work. What Leaders Can Do to Improve Employee Engagement



Our Unity: Cultivating Diversity and Inclusion

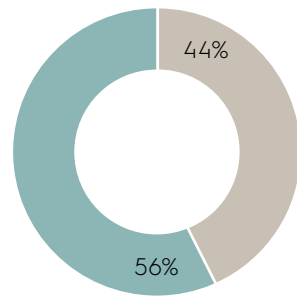
Our 2023 Workforce

GLOBAL GENDER



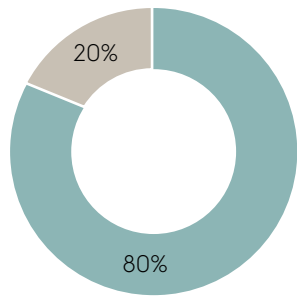
EXECUTIVE OFFICERS

Female Male



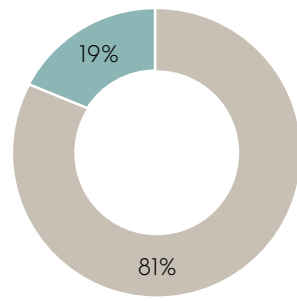
SENIOR MANAGERS

Female Male



MANAGERS

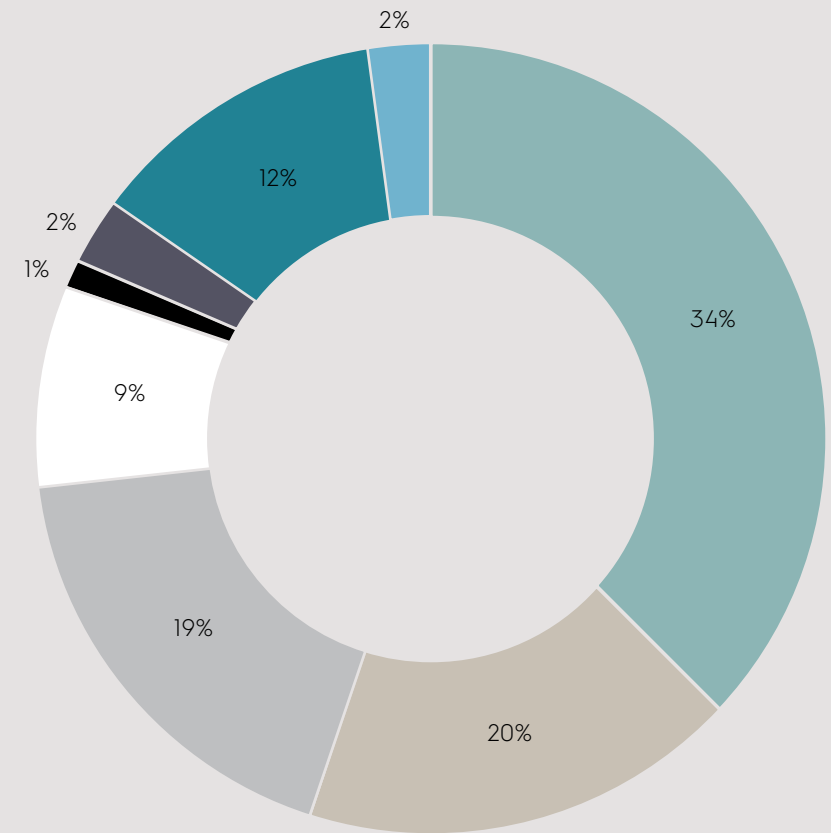
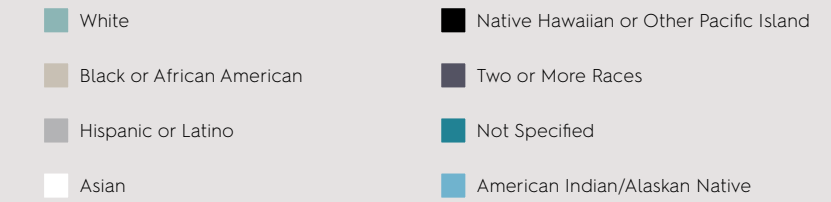
Female Male



OTHER EMPLOYEES

Female Male

UNITED STATES PERSONNEL RACE/ETHNICITY^{VII}



Our Care: Focusing on Safety

The health and safety of our employees and guests is not just a priority, but a sacred trust. We understand that our success as a company is inextricably linked to the well-being of those who work with us and those who entrust us with their care. We create an environment where everyone feels secure, protected, and empowered to deliver and receive exceptional experiences.

Safety Awareness and Reporting

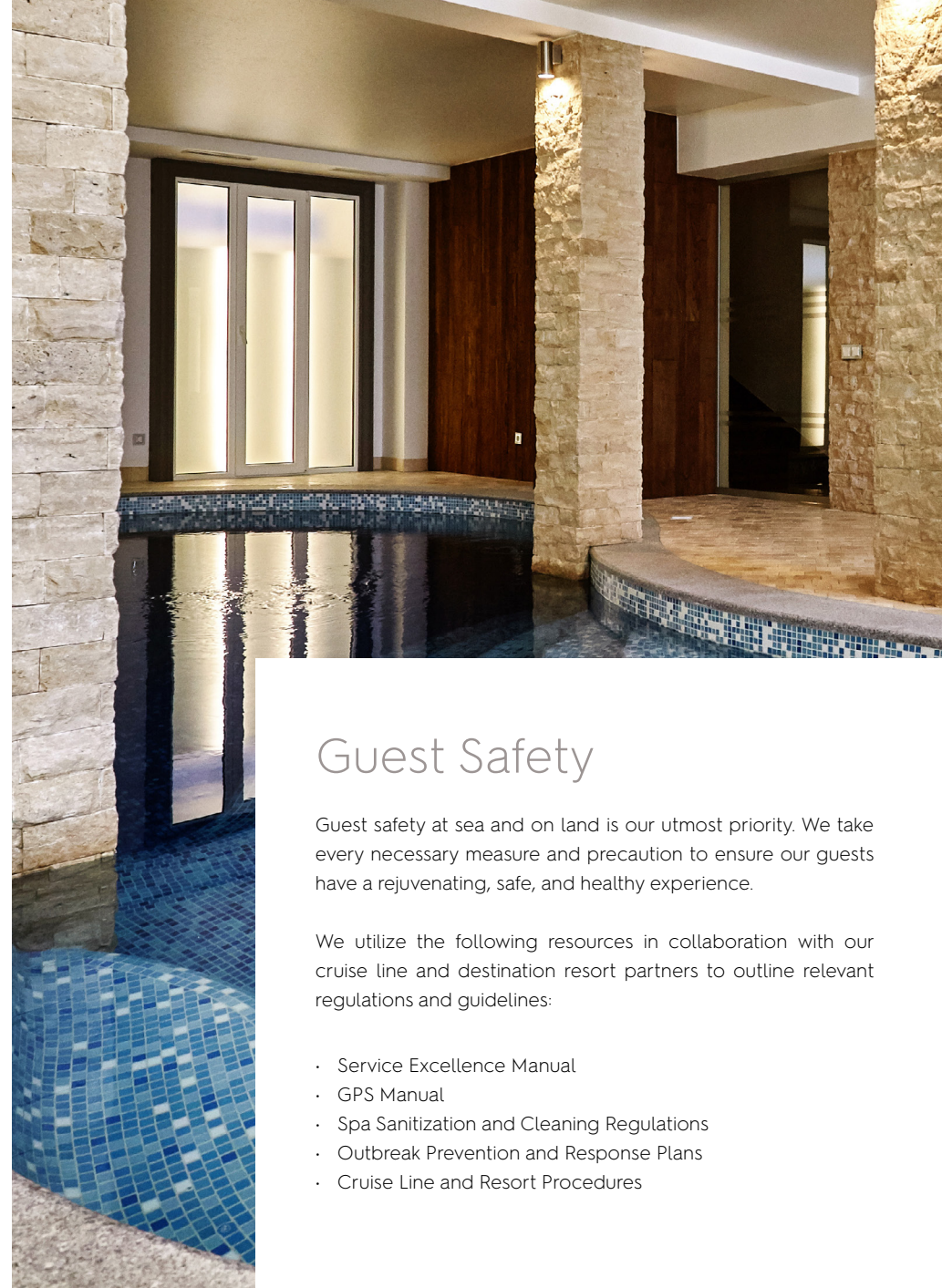
Our well-trained and informed teams are the cornerstone of our safety approach. All employees must complete mandatory safety courses, including training on our comprehensive Guidelines for Protection and Sanitation (GPS) manual. Once onboard, employees are required to attend ship safety meetings and drills. Our managers review all health and safety procedures with new team members within 48 hours of sign-on, ensuring that everyone is well-versed in our safety protocols from day one. We keep our staff informed and up to date by sharing relevant health and safety information at monthly team meetings.

An important element of maintaining consistent quality and safety are our **management visits**. These elevate our engagement and connections to the ships, our team, partners, and guests.

IN 2023, WE COMPLETED

1,107 management visits to ships.

We encourage all employees to be proactive in identifying and reporting safety hazards to their managers, who may escalate these concerns to senior management and appropriate maintenance personnel for swift mitigation. All safety accidents, regardless of their scale, are reported to the Security Officer, the Safety Officer, shipboard management, the VP of Human Resources, and our Risk Management department. In 2023, we had a total recordable incident rate (TRIR) of 0.173 and a lost time incident rate (LTIR) of 0.096.^{viii}



Guest Safety

Guest safety at sea and on land is our utmost priority. We take every necessary measure and precaution to ensure our guests have a rejuvenating, safe, and healthy experience.

We utilize the following resources in collaboration with our cruise line and destination resort partners to outline relevant regulations and guidelines:

- Service Excellence Manual
- GPS Manual
- Spa Sanitization and Cleaning Regulations
- Outbreak Prevention and Response Plans
- Cruise Line and Resort Procedures



Our Care: Focusing on Safety

Sanitation and Disinfection

In the spa and salon environment, proper sanitation and disinfection procedures are of critical importance. Each team member is responsible for ensuring that their equipment and work area are thoroughly cleaned and disinfected. We use a combination of high-quality sanitizing and disinfecting techniques and approaches to maintain a pristine working environment and keep our tools and equipment sterile and clean. We ensure proper controls and procedures by maintaining disinfection and sanitation logs at all facilities. The following solutions and tools are used for disinfection and sanitation depending on the equipment and use: Kay-5, barbicide, virox, oxivir, Ultraviolet (UV) light cabinet, and hand sanitizing gel.

Safe Handling of Chemicals

Our Spa Managers maintain a hard file containing product labels and safety data sheets (SDS) for each chemical used in our salons, spas, and fitness centers in order to ensure the safe handling, storage, and disposal of substances, and to provide crucial information in case of accidental exposure or emergency situations. All products are used in strict accordance with the manufacturer's labels and are approved by our partner cruise lines' environmental departments, ensuring they are compliant with the Approved Chemical List (ACL). Staff members are required to use proper personal protective equipment (PPE) for personal and guest safety when handling chemicals. All chemical bottles and packets are stored in designated fireproof storage lockers when not in use to mitigate the risk of fire.

Employee Health and Wellness

All shipboard personnel must pass a pre-employment medical examination before boarding their vessel and are obligated to inform OneSpaWorld of any illness, injury, or other medical condition. Vessels where our employees work are equipped with onboard medical facilities. We encourage our staff to utilize these resources whenever they require medical care and attention.



OUR INTEGRITY



Responsible at Sea and on Land.



Our Governance and Risk Management

Strong corporate governance is an integral part of our core values and central to our ability to maintain the integrity of our business and deliver long-term value to our guests, employees, business partners, and shareholders.

Our Board of Directors and leadership team work in tandem to set the Company's direction and manage the day-to-day operations of our business. Our Board fulfills its oversight role as a whole and through the operations of and discussions with its standing committees, which are comprised of independent directors.^{ix}

Our Board of Directors strives to achieve an effective combination of experience and institutional knowledge and instill fresh and diverse perspectives to enhance its ability to create long-term value for our stakeholders. Led by our Nominating and Governance Committee and advised by independent governance expert consultants, the Board systemically and continuously evaluates our board composition and effectiveness. The Board does not have a formal diversity policy, however, the Board recognizes that diversity in terms of gender, race, ethnicity, sexual orientation, and professional expertise is an important factor in board composition. Our directors bring a diverse range of experience, including expertise in consumer and service sectors, global operations, finance and investment, risk management, and public company leadership, among other skills and expertise.

Our shareholders may recommend Board candidates to our Nominating and Governance Committee by providing written notice to our Secretary before the next annual meeting of shareholders. This recommendation must provide information on the credentials and qualifications of the candidate. In person or by proxy representation is expected at the meeting to propose the candidate, as well as the candidate's written consent to be nominated and serve if elected.

We are members of the National Association of Corporate Directors (NACD), which provides governance best practices, subject matter relevant content, events, expertise, resources, continuing education, and learning experiences for our Board and executive team members. We are also active participants in the Nasdaq Center for Board Excellence, a community dedicated to advancing corporate leadership. Further, we engage the advisory teams of our legal and financial consultants to provide guidance with respect to governance matters.

Our Board of Directors

9 out of 10
ARE INDEPENDENT

2 out of 10
ARE FEMALE

250+ years
OF COMBINED LEADERSHIP EXPERIENCE

OUR NEWEST DIRECTOR

In June 2023, OneSpaWorld was delighted to introduce Lisa Myers as our newest Board member. With a strong background in private and public equity investing and fund management, Lisa brings a wealth of experience to our team. She is a co-founder and managing partner at Clerisy, a global private equity fund that specializes in identifying and investing in businesses within the consumer and consumer technology industries. Clerisy's mission is to empower extraordinary entrepreneurs by helping them build sustainable competitive advantages and profitable business models.

Passionate about helping and mentoring women, Lisa formerly served on the Board of Women's World Banking, a global organization which provides micro-finance to women in emerging markets, and on the Board of Wharton Private Equity and Venture Capital Alumni Association.

Additionally, Lisa co-founded YES!, a sports outreach program dedicated to serving underserved children in The Bahamas. Her commitment to community development reflects her values and dedication to making a positive impact.



Our Governance and Risk Management

Managing Our Risks

Risk management at OneSpaWorld allows us to maintain accountability across every area of the organization. As part of overseeing our enterprise risks, our Board of Directors is responsible for our strategy and governance of ESG matters. The Board's committees play an integral role in managing enterprise risks, including ESG risks and mitigation initiatives. Led by the Audit Committee, the Board as a whole assesses enterprise-wide risks and reviews, vets, and approves risk mitigation plans and ongoing performance.

Our Board of Directors has three standing committees that provide oversight in the following areas, among others:

- Our [Audit Committee](#) ensures the effectiveness of internal control systems, including risk assessment, cybersecurity, and ethics and compliance.
- Our [Compensation Committee](#) oversees the design and administration of our executive and enterprise-wide compensation programs, plans, and policies.
- Our [Nominating and Governance Committee](#) reviews social responsibility and sustainability practices, board composition, and corporate governance.

Our senior management conducts monthly meetings with leaders across OneSpaWorld divisions, which include Claims and Risk Management, Education and Quality Assurance, Operations, Human Resources (both maritime and destination resort spa), as well as LWA. These meetings allow us to identify trends, develop proactive measures to manage risks, and holistically address the causes and sources of risks across our business and operations.



Our Ethical Operations

We run a tight ship that complies fully with legal regulations across the many jurisdictions where we operate and the comprehensive internal policies and practices we have instituted. This includes our [Code of Ethics](#), Anti-Bribery Policy, Corporate Governance Guidelines, and Employee Handbook (available in multiple languages in each area of operation), among others.

Our [Whistleblower Policy](#) includes procedures and means for our employees, contractors, and consultants to report complaints and concerns regarding accounting and auditing matters, noncompliance, discrimination or harassment, health and hygiene in the workplace, and potential violations of laws, rules, or regulations, among other matters. Complaints can be made anonymously to the Ethics Hotline 24 hours a day, 365 days a year, in over 150 languages. Our VP and General Counsel handles the receipt, investigation, retention, and treatment of complaints received through the hotline. The Audit Committee receives quarterly reports of hotline activity, including testing of the platform and the investigations, findings, and resolutions of alleged audit irregularities, fraud, theft of company property, and other reported matters.

Participation in compliance training is key to educating our employees on the importance of ethical and professional action.

We require all employees and leaders at our U.S. corporate offices and resorts to complete mandatory training, which was expanded in 2024 to include additional courses.

The following courses are mandatory for all employees at U.S. corporate office and resort destinations:

- Diversity Made Simple
- Workplace Ethics Made Simple
- Sexual Harassment Prevention Made Simple for Employees
- Code of Conduct (2024)
- Workplace Violence Prevention Made Simple (2024)
- Conflict of Interest – Putting the Company’s Interest First (2024)

The following courses are mandatory for all leaders at U.S. corporate office and resort destinations:

- The FMLA: Everything You Need to Know
- Sexual Harassment Prevention Made Simple for Managers
- Accountability Overview for Managers
- What Is the Americans with Disabilities Act
- What Are the Ethical Risks of Being a Manager
- Allow Your Employees to Bring their Humanity to Work What Leaders Can Do to Improve Employee Engagement
- Bring Inspiration to Your Leadership (2024)

The following courses are mandatory for all OSW staff members and managers working onboard:

- Workplace Diversity
- Sexual Harassment Prevention
- Investigating and Reporting
- Zero Tolerance Policy
- Alcohol and Drug Policy



Our Confidentiality Protections: Cybersecurity and Data Privacy

We are proud of our global operations spanning almost every corner of our planet. With such an expansive operating territory, it is our responsibility to keep the information of our corporation, employees, cruise line and destination resort partners, and guests secure. We ensure that our data handling protocols meet regulatory requirements and are in full compliance with the EU General Data Protection Regulation (GDPR) and the UK Data Protection Act 2018, as well as other relevant cybersecurity and data privacy regulations and standards around the world.

Our Information Technology and Information Security teams are responsible for the day-to-day management and oversight of our cybersecurity and data privacy policies, programs, and procedures. The assessment and management of cybersecurity risks and implementation of the program is supervised by our CFO and COO and directed by our Chief Information Officer (CIO). They are supported by a team of approximately 14 employees. Our CIO is an active member of Information Systems Audit and Control Association (ISACA) and maintains Certified Information Systems Auditor (CISA) and Certified in Risk and Information Systems Control (CRISC) certifications since 2008.

Our CFO and COO and our CIO directly report on our threats, risks, and ongoing cyber resiliency to the Audit Committee on a regular basis, as well as to the full Board. When appropriate, potential and existing cybersecurity threats are managed through our internal Information Security Operations Committee (ISOC). The ISOC is responsible for the overall management of cybersecurity risk and shares higher concerns or issues with the executive management team, the Audit Committee, and the Board. The ISOC functions in accordance with our Information Security Operations Committee Charter, which addresses the overarching purpose of the Committee, responsibilities entailed, annual reporting expectations, and resources and authority of the Committee.

Our business requires cybersecurity architecture that responds proactively to risks and reactively to threats. This is achieved through the maintenance of cybersecurity policies, deployment of updated security technologies, and usage of third-party services and consultants. We consider the full scope of business continuity, risk management, and planning processes through the assessment of cybersecurity contingencies. With the assistance of multiple technology tools, we prevent, monitor, detect, and respond to threats as they need to be addressed. Our policy on incident responses outlines our approach and process to access, mitigate, and remediate cybersecurity incidents.



Our Confidentiality Protections: Cybersecurity and Data Privacy

Our guests deserve the utmost respect and care of their personal information. We keep data private through encryption methods and maintaining anonymity, never storing credit card information, and promptly removing data if requested. Our practices around handling guests' personal data are outlined in our [Privacy Policy](#) and cover all of our brands and locations. OneSpaWorld's IT team utilizes the National Standards and Technology's (NIST) Cybersecurity Framework as the basis of its security management. Our operations are PCI (Payment Card Industry) level C-compliant, specifically adhering to the Self-Assessment Questionnaire (SAQ) C-VT (Card-not-present Merchants, Fully Outsourced) standard.

While we are not required to produce SOC (system and organization controls) reports, we undergo rigorous annual SOX (Sarbanes-Oxley Act) audits and maintain PCI compliance certification. In addition to PCI compliance, we have recently expanded our overall Merchant Discount Rate (MDR) coverage to include other key risk areas. This proactive approach ensures we are continuously enhancing our security measures to protect our customers' sensitive information.

Our systems reside in both physical and virtual settings. They are strictly controlled with network and perimeter security services for our at-sea and on-land operations. OneSpaWorld undergoes an annual penetration test and SOX security review. We have also employed a Manage, Detect, and Response service that provides 24/7 monitoring and threat detection for our networks, endpoints, and cloud environments. In 2023, additional safeguards of multi-factor authentication were implemented.

Training includes providing relevant and important security notices, which are sent company-wide. The topics addressed are distributed from the internal IT team, as well as KnowBe4, our data privacy and security training service provider. Our phishing testing program is a crucial component of our cybersecurity strategy. Tests are conducted on an ongoing basis for each user. When employees fail these tests, we apply tailored remedial processes, including HR counseling and additional training to address any gaps in employee knowledge or awareness.

Through the use of these multifaceted protective policies and practices, we cultivate a culture of vigilance that protects our business and the privacy of our employees and guests.

Our employees receive security training and ongoing testing throughout the year. The following courses are mandatory for our corporate and resort staff, with additional modules incorporated in 2024:

- **Cybersecurity for Employees**
- **Cybersecurity: Social Engineering**
- **Cybersecurity Toolkit: Phishing**
- **Cybersecurity Toolkit: (In)Famous Data Breaches**
- **Cybersecurity: Ransomware (2024)**
- **Data Protection: Defending Against Phishing Attacks (2024)**
- **Working with the GDPR and UK Data Protection (2024)**

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Through the use of these multifaceted protective policies and practices, we cultivate a culture of vigilance that protects our business and the privacy of our employees and guests.



Endnotes

- i. For details of our services, visit the Health and Wellness Services section on page 9 of our [2023 Annual Report](#).
- ii. Our 2023 water consumption data includes the London Wellness Academy and its satellites, our corporate headquarters in Florida, and our land-based resort spas. Estimations for water consumption at land-based facilities are based on leased building area. In instances where utility data was unavailable, a standardized rate of 6.22 m³/ft²/year was applied.
- iii. U.S. EPA (June 2024). Climate Change Indicators: Greenhouse Gases. <https://www.epa.gov/climate-indicators/greenhouse-gases>.
- iv. Emissions were estimated based on a representative sample of employee itineraries for a four-month period.
- v. Emissions from the end-of-life treatment of sold commercial and medi-spa products were quantified using the waste-type specific method.
- vi. Most of our purchases are shipped directly from the vendor to the spas for our resort locations.
- vii. Race and ethnicity workforce data is for U.S. corporate and U.S. land-based resorts only.
- viii. TRIR and LTIR are calculated using U.S. OSHA-defined formulas (# of incidents x 200,000/# of employee hours worked).
- ix. We define independence in accordance with our corporate governance guidelines, the U.S. Securities and Exchange Commission (SEC), and the Nasdaq Corporate Governance Listing Standards.

