

Sustainability and Social Responsibility Report **2025**

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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), a Nasdaq Capital Market listed company. The information contained herein reflects decisions, actions, and quantitative data for the 2025 fiscal year (January 1, 2025 – December 31, 2025), unless otherwise noted.

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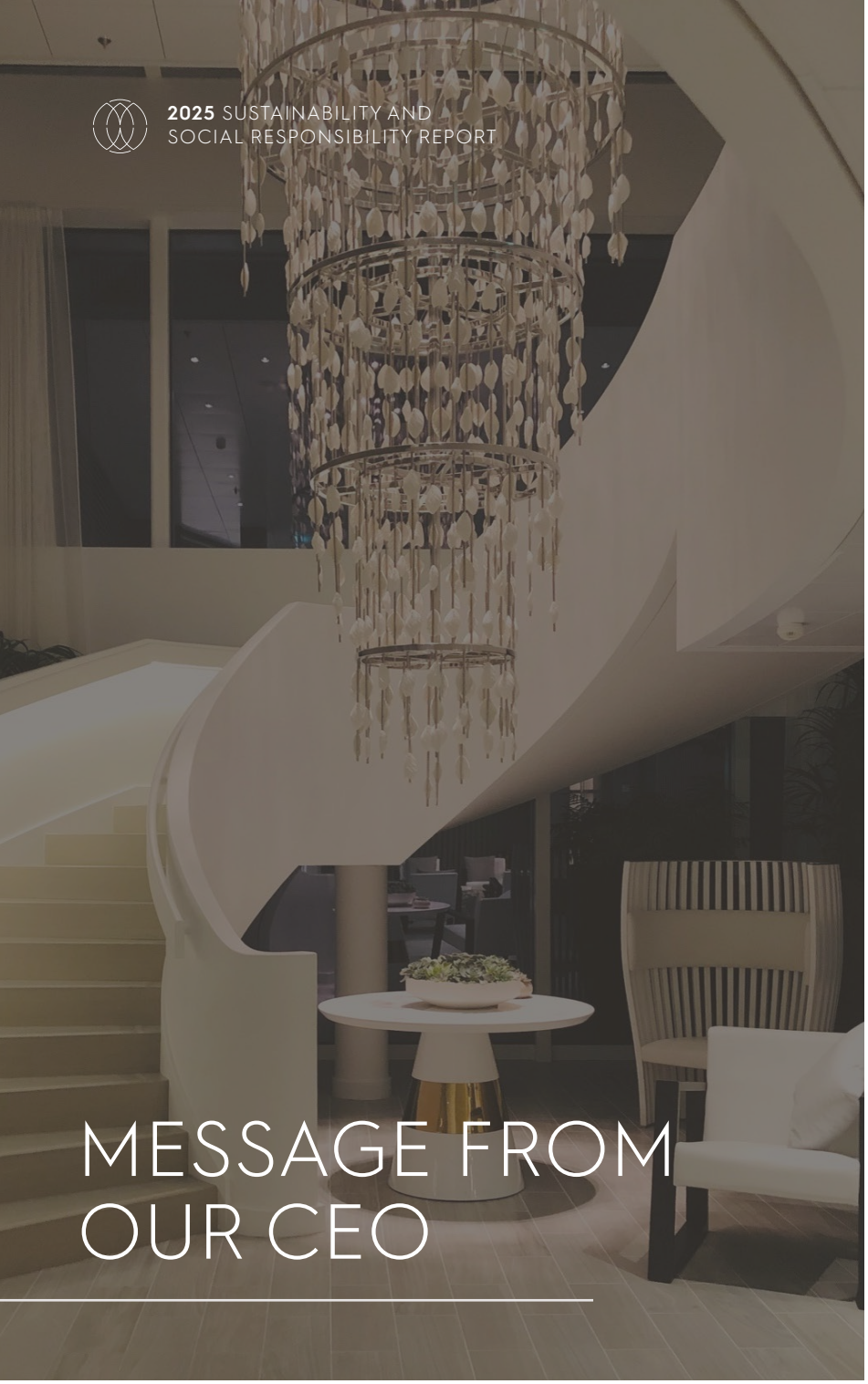
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MESSAGE FROM OUR CEO

TO OUR STAKEHOLDERS,

At OneSpaWorld, we recognize that the privilege of operating a global business of our scale comes with meaningful responsibility. Across oceans and continents, thousands of talented professionals serve guests and work alongside our valued cruise line and destination resort partners to deliver exceptional health and wellness experiences every day. How we support our people, manage our operations, and conduct our business is integral to the strength and long-term success of our company.

I am proud of our extraordinary team, whose expertise and dedication drive consistent, high-quality guest experiences that distinguish OneSpaWorld. In 2025, we remained focused on creating opportunities for our people to grow, advance, and build meaningful careers at OneSpaWorld. Employee retention increased by four percentage points versus 2024, reinforcing experience and continuity across our teams.

Our long-standing partnerships are equally central to who we are. Built over decades through trust, execution, and a shared commitment to excellence, these relationships enable us to operate effectively across a complex global platform while delivering safe, exceptional experiences for our guests. We also recognize the responsibility that comes with our global footprint and are committed to embedding sustainable environmental practices across our operations and engaging our partners in efforts to reduce environmental impacts.

Strong governance is fundamental to the resilience of our business. We continue to strengthen oversight of enterprise risk, cybersecurity, data privacy, and emerging technology-related risks. As we advance the development of artificial intelligence across our business, we are formalizing a centralized approach to governance, risk management, training, and controls to support its responsible use.

Looking forward, my confidence and enthusiasm for OneSpaWorld have never been stronger. I am grateful to our team around the world for their invaluable contributions; to our cruise line and destination resort partners for their continued confidence in us; to our suppliers and business partners for their collaboration; and to our shareholders for their ongoing support. We are proud to be stewards of that trust and excited for the opportunities ahead.

Sincerely,



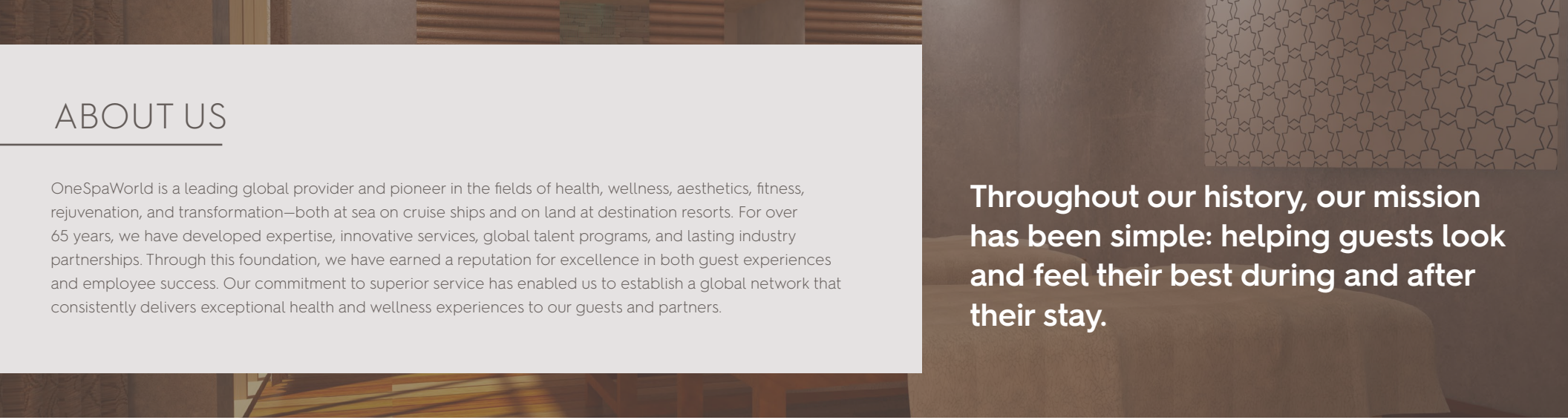
Leonard Fluxman
Executive Chairman and CEO

OUR WORLD



ABOUT US

OneSpaWorld is a leading global provider and pioneer in the fields of health, wellness, aesthetics, fitness, rejuvenation, and transformation—both at sea on cruise ships and on land at destination resorts. For over 65 years, we have developed expertise, innovative services, global talent programs, and lasting industry partnerships. Through this foundation, we have earned a reputation for excellence in both guest experiences and employee success. Our commitment to superior service has enabled us to establish a global network that consistently delivers exceptional health and wellness experiences to our guests and partners.



Throughout our history, our mission has been simple: helping guests look and feel their best during and after their stay.

2025 AT-A-GLANCE

$961 Million
REVENUE

28 Million+
GUESTS SERVED

9,500+
VOYAGES

90%
MARITIME HEALTH & WELLNESS MARKET SHARE

45+
DESTINATION RESORT HEALTH & WELLNESS CENTERS IN 12 COUNTRIES

1,200+
DISTINCT PRODUCT SKUS

20+ Years
AVG. CRUISE LINE RELATIONSHIPS

20+
CRUISE LINE PARTNERS

200+
SHIPBOARD HEALTH & WELLNESS CENTERS

GLOBAL TEAM

5,300+
FULL-TIME EMPLOYEES
FROM 85+ COUNTRIES
SPEAKING 25+ LANGUAGES

5,156
HEALTH AND WELLNESS CENTER OPERATIONS[1]

194
CORPORATE MANAGEMENT AND OPERATIONAL SUPPORT

45
PERSONNEL RECRUITING AND TRAINING

OUR APPROACH



OUR APPROACH TO SUSTAINABILITY AND SOCIAL RESPONSIBILITY

Our approach to sustainability and social responsibility is grounded in the areas most relevant to our business, workforce, guests, and operating footprint. As a global wellness provider serving cruise lines and destination resorts around the world, we are focused on attracting and developing global talent, supporting employee and guest well-being, advancing responsible business practices, and reducing environmental impacts where we can influence them.

ESG Governance

Our ESG strategy and reporting are overseen by an internal Sustainability working group led by three senior executives: our President, Chief Financial Officer and Chief Operating Officer; Senior Vice President (SVP) of Taxation; and SVP and General Counsel.

The working group collaborates with internal stakeholders and external advisors to identify and assess sustainability-related risks and opportunities relevant to our business and reports regularly to our Chief Executive Officer and the Nominating and Governance Committee. The full Board receives ESG updates quarterly and as needed.

ESG Priorities

Social

- People and Talent
- Health, Safety, and Well-Being
- Community Engagement

Environmental

- Environmental Stewardship
- Responsible Products and Supply Chain

Governance

- Corporate Governance
- Ethics and Compliance
- Cybersecurity and Data Privacy



Alignment with the UN Sustainable Development Goals

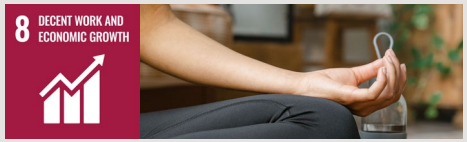
We have identified six of the 17 United Nations Sustainable Development Goals (SDGs) where we believe our sustainability and social responsibility activities are most closely aligned.



- 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 employment and professional development opportunities
- Supporting local communities and economies



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



- Applying responsible sourcing and packaging practices
- Reducing reliance on plastic-based materials
- Promoting paperless practices across our cruise line operations



- Prioritizing safe and biodegradable formulas in the products we offer

OUR TALENT



DEVELOPING GLOBAL TALENT

Our ability to recruit, develop, and retain skilled professionals around the world is fundamental to our ability to serve our cruise line and destination resort partners and deliver consistent guest experiences.

Each year, we recruit, train, and manage more than 5,000 health, wellness, aesthetics, and fitness professionals, supported by 45 professionals dedicated to recruitment and training.

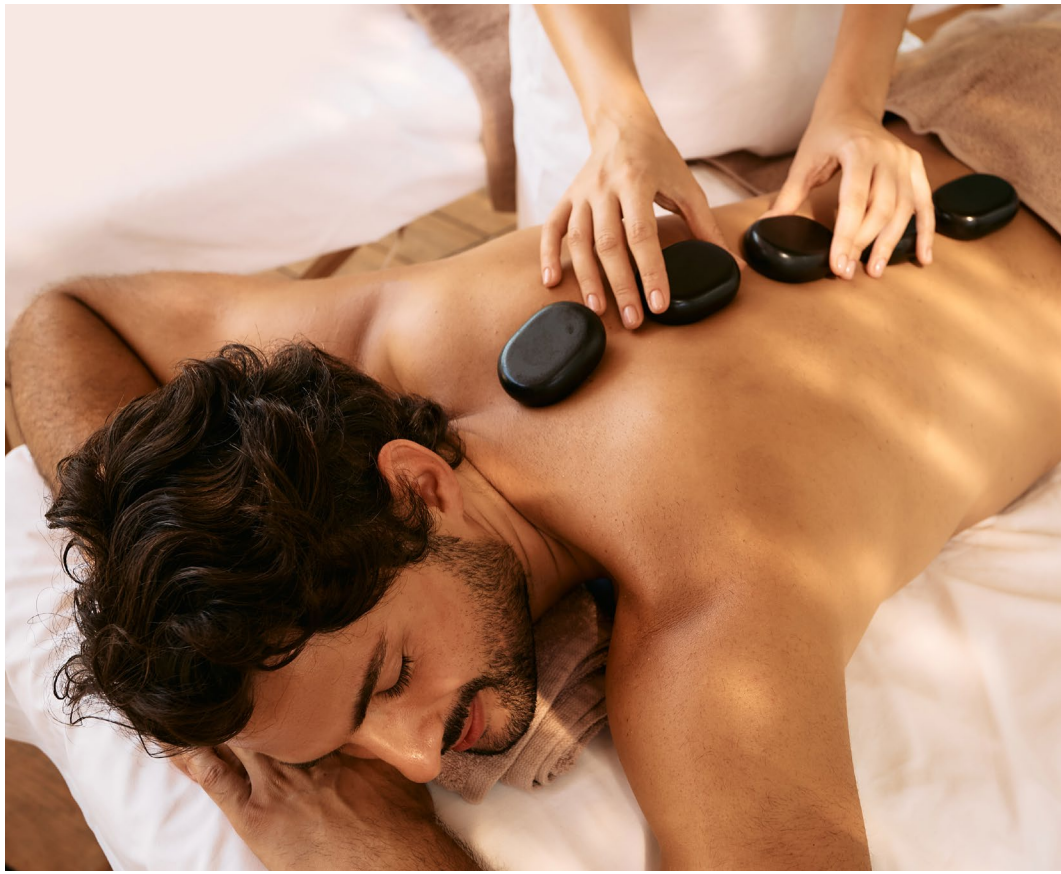
5,000+

HEALTH, WELLNESS, AESTHETICS, AND FITNESS PROFESSIONALS

45

RECRUITMENT/TRAINING PROFESSIONALS

As our business evolves, we remain focused on creating an environment where employees can thrive, develop their skills, and pursue opportunities for professional growth. Our Board of Directors oversees human capital management and receives quarterly updates on key talent indicators, including recruitment and retention.





Recruitment

Our global recruitment capabilities enable us to meet the different workforce needs of our cruise line and destination resort partners, including language, cultural, technical, licensing, and service requirements. Each year, we recruit thousands of individuals from around the world for full-time and contract roles.

We use a multi-channel recruitment strategy that includes our proprietary Applicant Tracking System, job sites, social media, industry networks, hospitality schools, and external recruiters for specialized roles. 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.

TRAINING & DEVELOPMENT

Our business proactively innovates to serve the ever-changing needs and desires of our cruise line and destination resort partners and their guests. To do so, we equip our employees with best-in-class training and development in emerging areas of health and wellness and maintain extensive training and certification practices to support regulatory and licensing requirements across our operations.

New recruits receive multi-week training at one of our seven global training centers before transitioning to their assigned vessels. Onboard, health and wellness center managers provide additional training and orientation to support the transition to shipboard life. We also solicit feedback from new hires through a confidential onboarding survey distributed four to five weeks after their start date to help inform our onboarding practices. This feedback loop has been instrumental in strengthening our onboarding practices, which in turn supports our consistently high placement and retention rates across thousands of recruits each year.

Employees have access to ongoing development resources through our learning management system, which offers more than 20,000 courses on topics including leadership, customer service, communication, and financial acumen, as well as our Knowledge Bank of training materials covering procedures, protocols, and service standards.

Our Management Training Program prepares aspiring leaders for management roles through a structured, multi-stage process. Participants complete a six-week self-learning course and comprehensive exam, followed by a two-week management training program in Coral Gables, Florida, with a final assessment. The program also includes hands-on mentorship from department heads and onboard training in services, retail, policies, and procedures to prepare managers to lead effectively.

95%

TRAINING-CENTER GRADUATES SECURING POSITIONS IN OUR SHIPBOARD HEALTH AND WELLNESS CENTERS

20,000+

COURSES AVAILABLE THROUGH OUR LEARNING MANAGEMENT SYSTEM

100%

HEALTH AND WELLNESS CENTER GENERAL MANAGERS DEVELOPED AND PROMOTED INTERNALLY



TALENT RETENTION & REWARDS

Retaining experienced employees supports continuity across our global operations and strengthens our ability to develop talent from within. Many of our senior leaders began their careers as shipboard health and wellness center team members and advanced to positions at our corporate office.

Our compensation programs are tailored to roles and locations and informed by annual performance evaluations. We also conduct regular compensation analyses to ensure we remain competitive. Shipboard employees, who typically serve under contracts for up to nine months, may earn commissions on services and product sales in addition to base compensation. Performance evaluations conducted before the end of each contract help inform future ship placements and advancement opportunities, including potential participation in our Management Training Program.

>70%
SHIPBOARD PERSONNEL RETENTION RATE[2]

10 Years
AVERAGE TENURE OF CORPORATE OFFICE EMPLOYEES

20+ Years
TENURE AMONG SENIOR LEADERS

We design our benefits to reflect the unique needs of our employees at sea and on land. While offerings vary by role and location, all are designed to support employee well-being, financial security, and long-term success.

Eligible U.S. corporate and destination resort employees receive:[3]

Health and Insurance
Medical, dental, vision coverage; life and disability insurance

Financial Wellness
401(k) retirement plan with company match; flexible spending account

Employee Support and Perks
Employee Assistance Program (EAP); retail and service discounts for employees and their families

Our shipboard employees receive:

Health and Insurance
Free comprehensive medical and dental care; long-term disability coverage

Travel and Living
Free lodging and meals; complimentary travel to the assigned ship for the first contract and paid return travel home at the end of every contract

Perks and Wellness
Discounts on services and products, and access to personalized fitness and wellness programs

For our shipboard employees, we adhere to applicable Maritime Labor Convention and International Labor Organization standards, including requirements related to working hours and rest periods.



ENGAGEMENT & RECOGNITION

We prioritize engagement and communication with our corporate employees through initiatives designed to keep employees informed, support well-being, and recognize contributions.

These include:

- **Town Halls:** In-person and virtual sessions with leadership to share business updates and priorities.
- **Employee Events:** Company-wide wellness, cultural, holiday, charitable, and appreciation activities, including monthly birthday celebrations and an annual employee appreciation event, designed to foster connection and community.
- **Wellness Resources:** Monthly newsletters with healthy recipes, wellness tips, and resources to support employees both in and outside the workplace.
- **Work-Life Balance:** Hybrid working arrangements for eligible employees to support flexibility and work-life balance.



We are proud to recognize the hard work and dedication our employees bring to the OneSpaWorld mission through several award programs, including:

- AMANDA FRANCIS AWARD

  Recognizes employees who demonstrate strong accountability, teamwork, high standards, and a commitment to supporting others

- TRAINER OF THE YEAR AWARD

  Recognizes an outstanding trainer for exceptional mentorship and support of employees in development



Diverse and Inclusive Workforce

85+

NATIONALITIES REPRESENTED ACROSS OUR WORKFORCE

25+

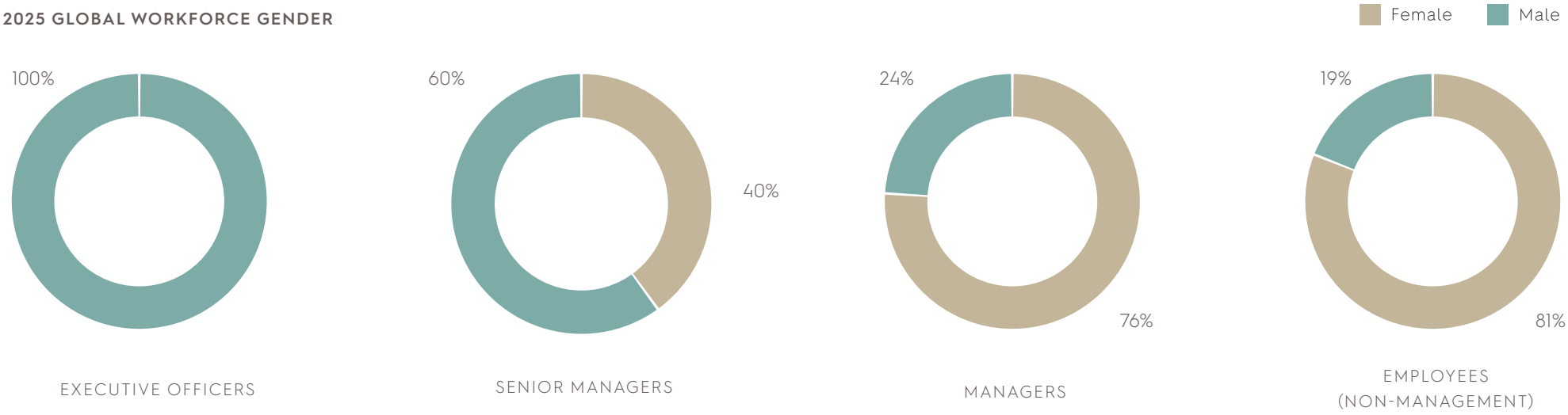
LANGUAGES SPOKEN BY OUR EMPLOYEES

Our global and multicultural talent base reflects the guests and communities we serve and strengthens our ability to connect with guests around the world and support our cruise line and destination resort partners.

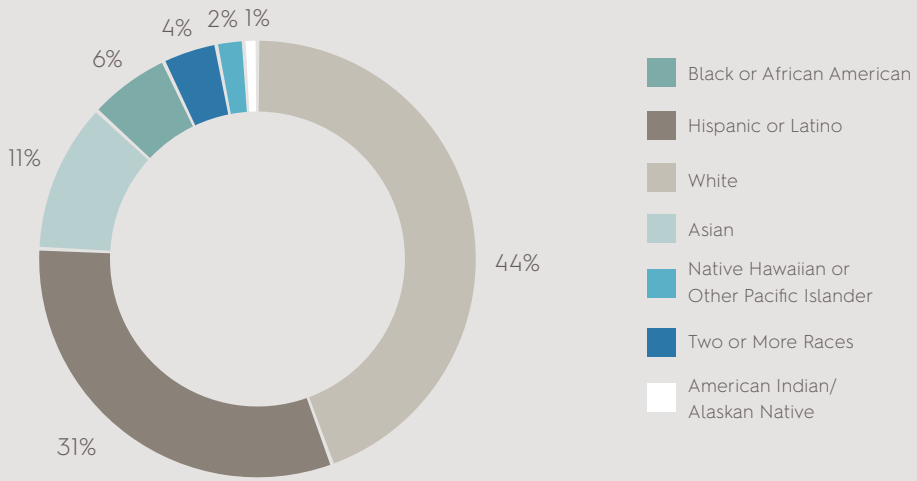
We are committed to equal opportunity in all aspects of employment and maintain a zero-tolerance policy for discrimination, harassment, sexual misconduct, and assault. We maintain prevention and reporting protocols, and violations of our policies may result in disciplinary action, including termination.

OUR TALENT: BUILDING GLOBAL TEAMS

2025 GLOBAL WORKFORCE GENDER



2025 WORKFORCE RACE/ETHNICITY[4]





COMMUNITY ENGAGEMENT

Our commitment to our people extends to the communities where we live and work. Through corporate giving and employee participation, we support initiatives focused on wellness, diversity, and community resilience.

Recent contributions include support for:

CAMILLUS HOUSE

A nonprofit organization providing services to help underserved individuals transition out of homelessness

KRISTI HOUSE

A nonprofit organization focused on preventing child abuse and trafficking and supporting local youth

GLOBAL EMPOWERMENT MISSION

A disaster-relief organization supporting communities affected by major natural disasters, including Hurricane Melissa in Jamaica and earthquakes in Venezuela and Colombia in 2026

MACMILLAN CANCER SUPPORT

A UK charity providing practical, emotional, financial, and medical support to people affected by cancer and advocating for improved cancer care





OUR CARE



PROTECTING EMPLOYEES, GUESTS, AND SERVICE QUALITY

The health and safety of our employees and guests is fundamental to our operations and the quality of the experiences we provide. We integrate safety into our daily operations through training, communication, management oversight, and incident reporting.

Employee Safety Training and Incident Reporting

Our approach to safety includes:

- Mandatory Training**:** All employees complete safety courses, including training that utilizes our Guidelines for Protection and Sanitation (GPS) manual and other health and safety protocols.
- Onboarding Protocols**:** Managers review health and safety procedures with new employees within 48 hours of sign-on.
- Ongoing Education**:** Monthly meetings reinforce safety practices and communicate updates, supplemented by regular safety drills and meetings for shipboard employees.

Management regularly visits ships to reinforce safety practices, support operational consistency, and engage directly with shipboard teams, partners, and guests. In 2025, we completed more than **1,400 management visits**.

We encourage employees to take an active role in maintaining a safe work environment and promptly report potential safety hazards to their managers for escalation and resolution. All safety-related incidents are communicated to the Security Officer, Safety Officer, shipboard management, Vice President of Human Resources, and our Risk Management department. In 2025, our Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR) were both 0.99.[5]

Sanitation and Safe Handling of Chemicals

Proper sanitation and disinfection are critical across our spa, medi-spa, salon, and fitness operations. Employees are responsible for cleaning and disinfecting equipment and work areas using established procedures.

We also maintain protocols for the safe use, handling, storage, and disposal of chemicals and other operational materials.

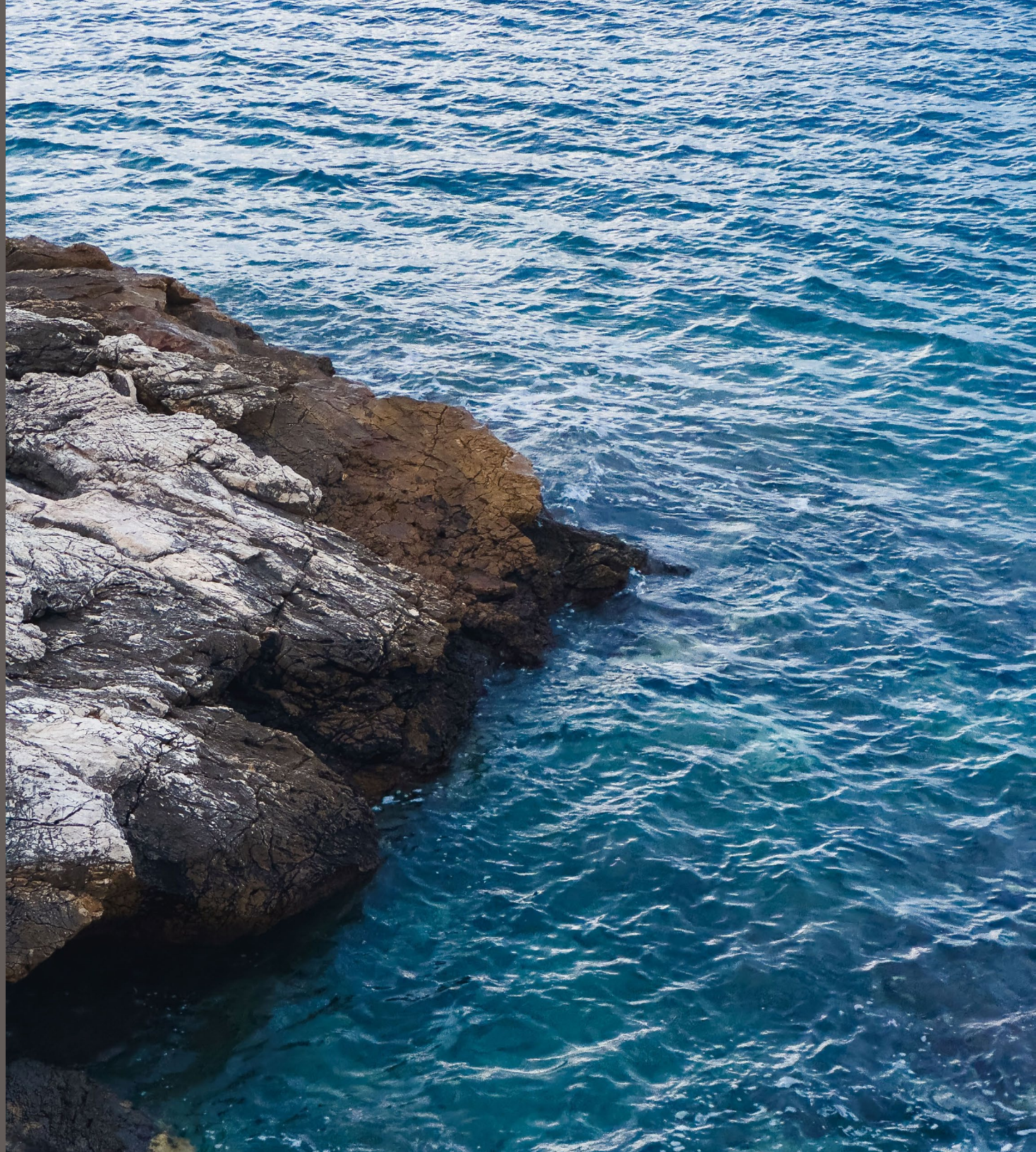
These include:

- Maintaining access to Safety Data Sheets
- Using appropriate personal protective equipment
- Following spill-prevention and response procedures
- Using approved products in accordance with manufacturer and partner requirements
- Storing chemicals in designated fireproof lockers when not in use

Training and operational guidance are provided based on employee responsibilities and applicable partner requirements.



OUR PLANET



MANAGING OUR OPERATIONAL FOOTPRINT

Given our asset-light model and reliance on cruise line and destination resort infrastructure, our environmental approach focuses on the areas we can influence through design, operating practices, employee awareness, and collaboration with our partners.

Environmental Design and Collaboration

Our New Build team works with cruise line and destination resort partners to incorporate environmental considerations into the design and development of health and wellness centers. Depending on the project, this may include energy- and water-efficient equipment and fixtures, durable materials, waste-reduction features, and equipment selected for reliability and useful life.

Across our maritime and land-based operations, we also work with vessel Environmental Officers and partner compliance and operational teams to support applicable environmental, health, safety, and security requirements. Our operations are subject to a range of maritime and local requirements, including those established by the International Maritime Organization (IMO), flag-state and port-state authorities, classification societies, and other applicable regulators.



Water Management

Our cruise line partners supply and manage the water used in our pools, whirlpools, salons, spas, and other wellness facilities. Up to 90% is sourced from purified seawater using steam evaporation and reverse osmosis technologies, with additional freshwater purchased based on local availability and operational needs. Newer vessels may also use advanced wastewater treatment systems designed to meet applicable discharge requirements.

Within our operations, we focus on responsible water use by recommending water-efficient fixtures where appropriate, identifying leaks or unusual consumption, reviewing procedures for unnecessary use, and encouraging conservation practices with employees and guests.

Waste Management

Waste infrastructure across our operations is managed by our cruise line and destination resort partners. Within the areas we control, we focus on reducing waste while maintaining health, sanitation, and guest-safety standards through measures such as:

- Eliminating plastic bin liners where appropriate
- Digitizing receipts and operational documents
- Replacing individual water bottles with water coolers
- Reusing or repurposing materials where safe and practical
- Limiting single-use plastics where health and sanitation requirements permit
- Prioritizing non-hazardous materials where suitable alternatives are available

GHG Emissions

Our asset-light operating model limits our direct greenhouse gas (GHG) emissions footprint. We lease our facilities, own no vehicles, and operate largely within cruise line and destination resort infrastructure. Our emissions profile is therefore primarily driven by indirect activities, including business travel associated with our global shipboard operations.[6]

Given our limited direct control over many of these emissions sources, we do not currently calculate our GHG inventory annually. Instead, we focus on the areas where we can have the greatest influence, including operating practices, sourcing decisions, and collaboration with our cruise line and destination resort partners. Where feasible, we reduce unnecessary travel by combining vessel visits, coordinating training and operational support, using regional resources, and relying on virtual meetings and training where effective.

We continue to monitor climate-related regulatory developments and potential operational impacts as part of our broader risk management and business continuity processes. This includes planning for weather events, port disruptions, natural disasters, supply interruptions, and other emergencies that could affect our people, operations, and ability to serve our partners and guests.

OUR SUPPLY CHAIN



OPERATING A RESPONSIBLE GLOBAL SUPPLY CHAIN

We work with a global network of more than 90 suppliers to source and deliver safe, high-quality products for our guests. Given the scale and complexity of our operations across maritime and land-based destinations, we maintain product stewardship and supply chain controls designed to support quality, safety, and compliance from sourcing through delivery.

Product Stewardship and Responsible Sourcing

Our products are expected to meet applicable quality, safety, and compliance requirements, as well as the standards of our cruise line and destination resort partners. We work with suppliers and logistics partners to support responsible sourcing and the safe handling, storage, and delivery of products across our global operations.

Environmental considerations are also incorporated into product, packaging, and equipment decisions, including opportunities to reduce packaging, increase the use of recyclable or reusable materials, improve shipment efficiency, and extend equipment life. These considerations are balanced with product safety, quality, efficacy, regulatory requirements, and the guest experience.

For more than 30 years, we have partnered with ELEMIS®, our largest supplier and primary skincare provider. ELEMIS is a B Corp™-certified skincare brand with sustainability initiatives focused on responsible sourcing and packaging. As a signatory to the New Plastics Economy Global Commitment, ELEMIS is working toward packaging that is 100% recyclable, reusable, or compostable and has taken steps to reduce packaging waste, including eliminating protective bubble wrap, switching to plastic-free pads, increasing the use of recyclable glass jars, and introducing fully recyclable gift packaging.

Supply Chain Controls and Delivery

We operate within highly regulated maritime and land-based environments and maintain rigorous supply chain controls at every stage of product movement.

SUPPLIERS

We follow supplier-specific handling protocols, review product safety data sheets, and examine, document, seal, and track deliveries to help prevent tampering and theft.

DISTRIBUTION CENTERS

Our third-party logistics partner handles domestic, bonded, and Foreign Trade Zone cargo, complies with TSA requirements, undergoes regular state and federal audits, and is routinely monitored by our management team.

PORTS

Our agents inspect shipments before arrival at ports or destination resorts. At ports, shipments undergo additional inspection and customs clearance to verify regulatory compliance.

CRUISE SHIPS AND DESTINATION RESORTS

Following arrival, our employees store and handle products in accordance with applicable safety requirements and standards.



2025 Global Maritime Operations[7]

206 Vessels | **2,608 Deliveries** | **115 Ports** | **42 Countries**

OUR INTEGRITY



STRENGTHENING GOVERNANCE AND RISK OVERSIGHT

Strong governance, effective risk oversight, and ethical business practices are integral to our core values and underpin our ability to operate responsibly while delivering long-term value to our guests, employees, partners, and shareholders.

Corporate Governance

Our Board of Directors brings experience across the consumer and service sectors, global operations, finance and investment, risk management, and public company leadership. As of the 2026 Proxy Statement, **90% of our directors were independent**. The Nominating and Governance Committee regularly reviews Board composition and effectiveness, supported by independent governance advisors.

In 2025, our Board approved an amendment to our Second Amended and Restated Articles of Association to declassify the Board. As existing class terms expire, directors are elected to one-year terms, with the Board expected to be fully declassified beginning at the 2027 annual meeting.

The Board has three standing committees with oversight responsibilities that include:

- **Audit Committee:** Oversees internal controls, enterprise risk management, cybersecurity, and ethics and compliance.
- **Compensation Committee:** Oversees executive and enterprise-wide compensation programs, plans, and policies.
- **Nominating and Governance Committee:** Oversees Board composition and corporate governance and guides sustainability and social responsibility practices.



In 2025, we maintained an AI Acceptable Use Policy to establish expectations for the responsible use of AI across the company. In 2026, the Board formalized oversight of artificial intelligence (AI), with AI-related risks incorporated into recurring Board and enterprise risk management discussions. We are also engaging with external advisors to further develop our company-wide AI governance approach.

Enterprise Risk Management

The Board and its committees oversee enterprise risks, including ESG-related risks. The Audit Committee has primary responsibility for enterprise risk oversight and, at least annually, reports to and discusses with the Board the guidelines and policies related to the Company's enterprise risk assessment and management. The Audit Committee also discusses major financial, cybersecurity, and other identified enterprise risks and the steps management has taken to monitor and control those exposures.

Senior management holds monthly cross-functional meetings with leaders from Claims and Risk Management, Education and Quality Assurance, Operations, and Human Resources to identify trends, assess risks, and develop proactive mitigation measures across our operations.



STRENGTHENING GOVERNANCE AND RISK OVERSIGHT

Ethics and Compliance

We maintain policies and procedures designed to support compliance with applicable legal and regulatory requirements across the jurisdictions in which we operate.

Key policies and guidelines include:

- Code of Ethics
- Corporate Governance Guidelines
- Bribery, Kickback, and Illegal Payment Policy
- Insider Trading Policy
- Anti-Discrimination Policy
- Anti-Sexual Harassment Policy

All employees complete annual compliance training on our Code of Ethics, covering topics such as conflicts of interest, standards of conduct, and workplace ethics. Additional role-specific training is provided to leaders and shipboard employees.

Our Whistleblower Policy enables employees to anonymously report concerns, including financial misconduct, harassment or discrimination, conflicts of interest, and breaches of confidential business information, without fear of retaliation. Reports may be submitted through OneSpaWorld's Ethics Hotline, a confidential, toll-free service operated by an independent third-party provider and available 24/7 in more than 60 languages. Our SVP and General Counsel oversees the investigations of complaints received through the hotline and provides quarterly updates to the Audit Committee.



STRENGTHENING GOVERNANCE AND RISK OVERSIGHT

Cybersecurity and Data Privacy

We are committed to protecting the information of our company, employees, guests, and partners. Our cybersecurity and data privacy programs are designed to manage evolving risks across our global operations and support the security and resilience of our systems and data.

Governance and Oversight

Our Information Technology and Information Security teams manage the day-to-day execution of our cybersecurity and data privacy programs. Cybersecurity risk management and program implementation are led by our Chief Information Officer (CIO), with oversight from our President, CFO and COO.

The Audit Committee oversees information security and data protection risk management Our President, CFO and COO and our CIO regularly report on cybersecurity threats, risks, and program developments to the Audit Committee and Board. Our internal Information Security Operations Committee monitors potential and existing threats and escalates significant concerns to executive management, the Audit Committee, and the Board. The Board also receives periodic presentations on cybersecurity and information technology from internal leadership and external advisors.

Risk Management and Controls

Our cybersecurity program is designed to proactively manage risks and effectively respond to threats and incidents. Cybersecurity is integrated into our enterprise risk management and business continuity planning, supported by internal policies, advanced security technologies, and third-party expertise.

Our security management approach aligns with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, and we maintain Payment Card Industry (PCI) level C-compliance, specifically adhering to the Self-Assessment Questionnaire (SAQ) C-VT standard.[8]

Our systems operate across physical and virtual environments supporting both on-land and at-sea operations. We maintain network and perimeter security controls, conduct annual penetration testing and Sarbanes-Oxley (SOX) security reviews, and use multi-factor authentication and a Managed Detection and Response service to provide 24/7 monitoring and threat detection across our networks, endpoints, and cloud environments. We also maintain PCI compliance certification and undergo annual SOX audits.

Data Privacy

We maintain privacy practices designed to protect personal information and support compliance with applicable data protection requirements, including the EU General Data Protection Regulation (GDPR) and the UK Data Protection Act 2018. As outlined in our Privacy Policy, these practices include encryption and controls governing the collection, storage, and deletion of personal information.

Training and Awareness

We provide regular cybersecurity and data protection training, presentations, and security notices developed by our IT team and KnowBe4, our external training provider. Corporate and destination resort employees complete mandatory training and undergo ongoing phishing testing, with targeted follow-up training and HR counseling for employees who do not pass.

In 2025, we expanded employee training on emerging technology and cybersecurity risks, including AI, deepfakes, social engineering, phishing, and data protection. We also provide company-wide, department-level, and individual AI training to support effective adoption and responsible use across the organization.



ENDNOTES

1. Includes management, sales, and support positions on cruise ships and at destination resorts in the U.S., the Caribbean, and Asia.
2. Based on shipboard personnel composition as of December 31, 2025.
3. Benefits apply to full-time employees. Part-time employees must be employed for at least 1,000 hours to be eligible to receive 401(k) retirement benefits.
4. Race and ethnicity workforce data is for U.S. corporate and U.S. land-based destination resorts only.
5. TRIR and LTIR are calculated using U.S. OSHA-defined formulas (# of incidents x 200,000 / total employee hours worked).
6. Our most recent GHG inventory, completed in 2023, covered Scope 1, Scope 2, and relevant Scope 3 emissions and indicated that approximately 98% of emissions were associated with Scope 3 activities, primarily business travel.
7. Most purchases for our destination resort locations are shipped directly from the vendor to the health and wellness center.
8. SAQ C-VT applies to merchants that process cardholder data through virtual payment terminals and do not store cardholder data in computer systems.

