

A Private Community At Sea

An Interview with Jessica Hoppe, President and Chief Executive Officer, The World, Residences at Sea

EDITORS' NOTE Jessica Hoppe is President and Chief Executive Officer for The World, Residences at Sea, the largest privately owned residential mega yacht on Earth. She joined the company in February 2022 as General Counsel and Vice President of Strategic Alignment and was promoted to Chief Administrative Officer and General Counsel in August 2023. In April 2024, the Board of Directors appointed her Interim CEO and in June 2024 she was appointed



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President and CEO. Prior to joining The World as in-house counsel, Hoppe served as General Counsel and Senior Vice President for Crystal Cruises in Miami where she was responsible for all legal matters of Crystal Cruises and its affiliates up to the publicly traded parent company and was a member of various corporate boards. At Genting Americas Inc. in New York and Miami, she served as General Counsel, Secretary, and Senior Vice President of Governmental Affairs where she was responsible for all legal and corporate secretarial matters of Genting and its subsidiaries, including oversight of all litigation matters, and served as a board member of various corporate boards of the organization. She also held positions with Cleary, Gottlieb, Steen & Hamilton LLP, in New York and Balch & Bingham, LLP, in Gulfport, Mississippi and Birmingham, Alabama. Hoppe received a JD, cum laude, from Tulane University Law School and has a BA degree in German and biopsychology from the University of Michigan. She also attended the Program for Leadership Development at Harvard Business School.

COMPANY BRIEF Launched in 2002, The World® (aboardtheworld.com) is the largest privately owned, residential yacht on Earth with 165 luxury residences. A diverse group of residents from 20 countries own the homes onboard and share interests in world cultures, history, and adventure, and exploring fascinating destinations. They circumnavigate the globe every two to three years following an extraordinary itinerary that they select. In-depth expeditions and one-of-a-kind experiences are complemented by world-class amenities and impeccable service.

What interested you in joining The World, Residences at Sea, and what made you feel it was the right fit?

When I first learned about The World, I was immediately drawn to its uniqueness, not just as a residential yacht, but as a true global community. It represents a bold, forward-thinking model for living, blending luxury, adventure and culture in a way I hadn't seen anywhere else. The idea of shaping the future of this lifestyle – one that is constantly evolving, deeply personalized, enriches peoples' lives, and is centered around human connection – was incredibly exciting to me.

How do you define The World's mission and purpose?

Our mission is to enhance the lives of our international community by exploring the world from the comfort and safety of home aboard our exclusive residential yacht. Complementing that is our vision to be a valued home for every resident. To accomplish this we invest to preserve and enhance the function, elegant appearance and longevity of our ship; encourage and support the employment, development and retention of an exceptional management team, staff and crew; nurture an onboard culture of harmony, safety, service and security; attract and retain residents from around the world; consistently provide the highest quality personalized service; sail distinctive voyages of discovery to diverse cultures and the natural wonders of the world; provide robust high-speed global maritime connectivity and communications capabilities; and offer stimulating and varied educational, cultural, and destination experiences. The World is more than a residential yacht – it's a global community of curious, engaged individuals who seek deeper connections with the places they visit. We exist to create meaningful cultural experiences, foster lifelong learning, and offer the ease and familiarity of home while traveling the globe.

Will you provide an overview of The World experience?

The World is the largest privately owned mega yacht on the planet with 165 luxury residences. It is the only ship of its kind in operation that is 100 percent residential. Our residents live either full- or part-time on board in beautiful private homes as we continuously travel the globe visiting the most remote locales on Earth.

This private community at sea offers the ultimate combination of luxurious and enriching travel with world-class amenities and facilities including impeccable culinary mastery in six restaurants, exceptional golf facilities, the only full-size tennis court at sea, swimming pools, a full-service spa, fitness center complete with personal trainers and physiotherapist, expert destination lecturers, library, cinema, hobby and game rooms, nondenominational house of worship and more. This strikingly beautiful ship provides gracious and personalized service for the families that call The World home, all customized to residents' preferences in a warm and inviting ambiance much like that of a private yacht, well-staffed home or exclusive country club.

At The World, service is defined by discretion, personalization, and anticipation. Every detail – from curated travel experiences and tailored dietary programs to the way a resident prefers their family photos are displayed in their living room – is thoughtfully managed to reflect each individual's preferences and lifestyle. Life aboard The World is a rare blend of luxury, exploration, and cultural immersion – one that cannot be replicated on land. Residents awake every two to five days to a new port of call, with the opportunity to step directly into vibrant cities, remote landscapes, and diverse cultures, all from the comfort of their own home at sea. With extended time in port, our residents don't merely visit destinations – they engage with them deeply through enriching shoreside excursions and exclusive local experiences. For those seeking even more discovery, our curated expeditions to the most remote and awe-inspiring corners of the planet, from the polar regions to the heart of the Amazon, offer truly once-in-a-lifetime encounters. This is a lifestyle where the journey is as meaningful as the destination. The ease of travel is unmatched. There is no packing and unpacking, no logistics to manage. Everything you need is already at home beautifully appointed, familiar, and waiting. In fact, many residents return to the ship with nothing more than a handbag or backpack in tow. It is effortless global living, elevated to an art form.

Will you discuss The World's commitment to sustainability?

Sustainability is not just a priority for us – it is a core tenet of who we are and how we operate. From the ship's design to day-to-day



The World

operations, every aspect of life aboard *The World* reflects a deep respect for the planet and the extraordinary places we visit. Our residents recognize the privilege of traveling the globe and are committed to being responsible stewards of the environment. They set high expectations for themselves and for our community, championing meaningful change from within. That commitment has earned us the respect of key organizations. Most recently, *The World* was honored with the IAATO Puffin Award (International Association of Antarctica Tour Operators), recognizing our contributions to Antarctic conservation and best practices in responsible tourism.

We strictly adhere to international environmental regulations, including those set by the International Maritime Organization (IMO), as well as the requirements of our Bahamian flag state. But we also go beyond compliance. This year, we are undertaking a major environmental milestone with the installation of shore power capabilities, allowing us to connect directly to port electrical grids and significantly reduce emissions while docked. This long-planned investment reflects our determination to advance cleaner operations.

In addition, we're implementing meaningful technological upgrades across the ship from the installation of a more efficient bulbous bow to the full elimination of plastic water bottles on board. These initiatives are part of our broader "Our Green World" program, which guides our ongoing efforts in waste management, energy efficiency, and sustainable sourcing. *The World* was designed from its inception with sustainability in mind, not only in how the ship is

constructed and operated, but in how our residents live aboard it. We are proud to be setting a standard for what environmentally responsible travel can look like, and even more proud to be part of a community that expects nothing less.

What has made supporting local communities and philanthropy such a part of *The World's* values?

With the entire globe on our itinerary, it is only natural that our residents view themselves not only as travelers, but as stewards of the planet. A core part of *The World's* philosophy is to leave every place better than we found it, a commitment that guides both our environmental practices and our engagement with local communities. Supporting local communities is deeply woven into the fabric of life aboard *The World*. Our residents are global citizens who care deeply about the impact they leave behind. We regularly donate food, clothing, and furnishings – contributions that are especially meaningful in remote regions where access to basic supplies may be delayed for months. These donations often fill critical gaps and foster goodwill in places that are rarely touched by global infrastructure.

Cultural connections are equally important. We frequently invite local performers on board to share their traditions and collaborate with regional chefs to bring authentic culinary experiences to our residents. Through philanthropic partnerships, community-led excursions, and immersive cultural exchanges, we seek to uplift and engage meaningfully with every destination we visit. In some ports, residents have even opened their homes to host community events, forging lasting relationships that

bridge shipboard life and the communities we encounter around the world.

What do you feel are the keys to effective leadership and how do you approach your management style?

To me, effective leadership begins with listening and ends with action. On a vessel like *The World*, where every resident has a voice and every experience is personalized, it's critical to lead with empathy, clarity and vision. I see my role as a collaborator and an enabler – empowering teams, anticipating challenges and ensuring we are always a step ahead in delivering exceptional experiences. Leadership isn't just about vision; it's about connecting with people and building trust. The most effective leaders, in my experience, are those who ensure that teams not only understand what needs to be done, but also the why behind the decisions being made. Effective leaders stay relentlessly curious and never stop learning. They take the time to understand their business from the ground up – immersing themselves in every aspect of the industry, learning from experts, and surrounding themselves with smart, forward-thinking people. True leadership is built on a foundation of deep knowledge, the courage to step outside your comfort zone, and the humility to recognize where you need to grow. Embrace challenges as opportunities to stretch yourself and gain new insights. Most importantly, surround yourself with the right support system – both personally and professionally – and listen to the voices that lift you higher.

What are your priorities for *The World* as you look to the future?

A top priority is our focus on sustainability. Being an environmental steward and continuing to expand on the sustainability initiatives that we have already undertaken is foremost. We will enhance our operational efficiency with technology while maintaining the highest standards of service and sustainability, ensuring we remain ahead of industry trends and continue to provide an exceptional living experience for our residents. We also wish to continually strengthen the relationships and communications with our residents. *The World* is their home so it's important that we have a very direct connection with them to ensure that we're responding to their needs and offering them everything they could ever desire. At the very heart of our organization's success is our crew, many of whom have been with us since the ship's inception. We will continue to attract and retain highly skilled and motivated employees both on board the ship and in our Florida corporate office.

We are focused on communicating the distinction that *The World* is not a cruise ship but rather a home within a community where residents live (and work) aboard and travel the globe. We aim to broaden awareness of our luxury brand, the ship's unparalleled luxury lifestyle and the ease of travel that is so attractive, and which is not possible on land. There's no packing and unpacking required as everything is already at home. ●