

ROYAL CARIBBEAN GROUP & NORWEGIAN CRUISE LINE HOLDINGS

HEALTHY RETURN TO SAILING

Introducing Royal Caribbean Group's and Norwegian Cruise Line Holdings' **"Healthy Sail Panel"**

— a team of cross-disciplinary experts enlisted to guide the cruise industry's way forward in response to COVID-19. Comprised of globally recognized specialists in public health, infectious diseases, hospitality and maritime operations, the panel will advise us on a science-backed plan for a healthy return to service that ensures the wellbeing of our guests and crew as well as the communities we visit.

HEALTHY SAIL PANEL CO-CHAIRS



Governor Michael Leavitt

Leavitt Partners, Founder
Former Governor of Utah and Secretary of Health and Human Services under President George W. Bush



Dr. Scott Gottlieb

Resident Fellow at AEI, Partner at NEA, Contributor at CNBC and Former Commissioner of the U.S. Food and Drug Administration

PANELISTS

Helene Gayle, M.D., M.P.H.

Dr. Gayle is CEO of the Chicago Community Trust, one of the nation's leading community foundations. Prior to this role, and for almost a decade, she was president and CEO of CARE, a leading international humanitarian organization. An expert on global development, humanitarian and health issues, Dr. Gayle spent 20 years with the CDC, working primarily on HIV/AIDS. She worked at the Bill & Melinda Gates Foundation, directing programs on HIV/AIDS and other global health issues. She also launched the McKinsey Social Initiative (now McKinsey.org), a nonprofit that builds partnerships for social impact. Dr. Gayle serves on public company and nonprofit boards, including The Coca-Cola Company, Colgate-Palmolive Company, Brookings Institution, the Center for Strategic and International Studies, New America, the ONE Campaign, the Federal Reserve Bank of Chicago and the Economic Club of Chicago.



Julie Gerberding, M.D., M.P.H.

Dr. Julie L. Gerberding is Executive Vice President and Chief Patient Officer for Merck, leading all aspects of strategic communications, global public policy, population health and patient engagement. A former head of the CDC and a world-renowned public health expert, Dr. Gerberding is deeply committed to achieving sustainable global health impact and tackling some of the most challenging health priorities of our time. This includes addressing critical issues such as affordable access to important therapies, advocating for health policies that promote and sustain innovation of new medicines and vaccines, and improving maternal mortality through the Merck for Mothers program — a public-private partnership helping to meet the United Nations' Sustainable Development Goal to reduce maternal mortality. Prior to joining Merck, Dr. Gerberding served as the Director of the CDC from 2002-2009 and was the first female to hold that position. While at the agency, she led more than 40 emergency responses against crises such as anthrax, SARS, bird flu, food-borne outbreaks and natural disasters.



Steven Hinrichs, M.D.

Dr. Steven Hinrichs is Professor and Chair in the Department of Pathology and Microbiology at the University of Nebraska Medical Center in Omaha and the Director of the Nebraska Public Health Laboratory (NPHL), and Director of the University of Nebraska Center for Biosecurity. In his position as laboratory director, he has been responsible for the development of a statewide program for the rapid identification of biological agents of mass destruction. He is principal investigator of multiple national awards from the Association of Public Health Laboratories (APHL), the CDC and the Department of Defense for the development of an outreach program to extend training and expertise in the early recognition of biological warfare agents.



Michael Osterholm, M.D., Ph.D.

Michael Osterholm is one of the nation's foremost experts in public health, infectious disease and biosecurity. As the director of the Center for Infectious Disease Research and Policy at the University of Minnesota, he is an international leader on the world's preparedness for pandemics. He has led numerous investigations into internationally important disease outbreaks, including foodborne diseases, hepatitis B in healthcare settings and HIV infection in healthcare workers, and he is a frequent consultant to the World Health Organization, the National Institutes of Health, the Food and Drug Administration, the Department of Defense and the CDC. From 2001 to 2005, Dr. Osterholm served as a special advisor to the secretary of U.S. Department of Health and Human Services on issues related to bioterrorism and public health preparedness. From June 2018 through May 2019, he served as a Science Envoy for Health Security on behalf of the U.S. Department of State. He has also been appointed to the National Science Advisory Board on Biosecurity and the World Economic Forum's Working Group on Pandemics, among other prominent advisory positions.



Stephen Ostroff, M.D.

Dr. Ostroff brings years of experience in public health, having served at high-level positions at the Food and Drug Administration and the CDC. He was the Acting Commissioner of the FDA from 2015-16, and before that served as the FDA's chief scientist. Ostroff joined the FDA in 2013 as chief medical officer in the Center for Food Safety and Applied Nutrition and senior public health advisor to FDA's Office of Foods and Veterinary Medicine. Prior to that, he served as deputy director of the National Center for Infectious Diseases at the CDC, where he was also acting director of CDC's Select Agent Program. While at the CDC, he focused on emerging infectious diseases, food safety and coordination of complex outbreak response. He retired from the Commissioned Corps of the U.S. Public Health Service at the rank of Rear Admiral (Assistant Surgeon General). Ostroff was also the director of the Bureau of Epidemiology and acting physician general for the Commonwealth of Pennsylvania, and has consulted internationally on public health projects in South Asia and Latin America.



William Rutala, Ph.D., M.S., M.P.H.

Dr. Rutala has experience medically managing a variety of diseases and extensive experience studying epidemiology and virology, particularly managing outbreaks and emerging pathogens. Dr. Rutala's research interests are the etiology and prevention of healthcare-associated infections with a special focus on disinfection and sterilization of reusable medical and surgical devices. Other areas of active research include contribution of the hospital environment to disease transmission, hand hygiene, preventing transmission of infectious agents including multidrug-resistant organisms, prevention of healthcare-associated Creutzfeldt-Jakob Disease, investigation of healthcare-associated outbreaks, and new and emerging pathogens in healthcare.



Kate Walsh, Ph.D.

Kate Walsh is the Dean at the School of Hotel Administration at Cornell University and E.M. Statler Professor. A professor of management, she is a leader in education for the global hospitality industry and a renowned expert in organizational service design, leadership and career development, as well as the impact of strategic human capital investments. In addition, Dean Walsh holds extensive industry knowledge from serving as the former director of training and development for Nikko Hotels International, corporate training manager for the former Bristol Hotels and senior auditor for Loews Corporation. She is also a former New York State Certified Public Accountant. Since the beginning of her administration as dean, Dean Walsh has focused on positioning the school for the future of education. This includes undertaking a comprehensive renewal of the graduate and undergraduate curricula, developing the school's online global presence, identifying international partners for master-level program development, and providing thought-leadership for the hospitality industry, most notably through the creation of industry research partnerships for faculty, fostering new initiatives through the school's six centers and institutes, and providing strategic and international studies to guide the industry.



Patrik Dahlgren, S.V.P. of Global Marine Operations and Fleet Optimization

Royal Caribbean Group

Captain Patrik Dahlgren is the Senior Vice President of Global Marine Operations and Fleet Optimization for all Royal Caribbean Group global brands. Dahlgren's seagoing experiences started as a bridge officer aboard tugboat, yachts and an array of cargo vessels and ferries. He rose through the ranks with over 15 years onboard Royal Caribbean International cruise ships, with his last seagoing command as Master of *Oasis of the Seas* and *Quantum of the Seas*. He was a lead contributor to the *Quantum of the Seas* development and received the esteemed RINA (Royal Institute of Naval Architects) award for its innovation and contributions to maritime safety.



Robin Lindsay, E.V.P. of Vessel Operations

Norwegian Cruise Line Holdings Ltd.

Robin Lindsay is the Executive Vice President of Vessel Operations for Norwegian Cruise Line Holdings Ltd. Lindsay was appointed to this position in January 2015. In this role, Lindsay is responsible for Marine & Technical Operations, Hotel Operations, Entertainment, Product Development, Port & Destination Services, Fleet Personnel, Out Islands and New Build & Ship Refurbishment for all three of the company's brands – Norwegian Cruise Line, Oceania Cruises and Regent Seven Seas Cruises.



Prior to joining Norwegian Cruise Line Holdings Ltd., Lindsay served in a similar capacity as Executive Vice President of Vessel Operations at Prestige Cruise Holdings, the parent company of Oceania Cruises and Regent Seven Seas Cruises. Lindsay's history with the company goes back to the inception of Oceania Cruises in 2003, where he joined as Senior Vice President, Hotel Operations and Vessel Operations. Lindsay earned his B.S. degree from Louisiana Tech University.



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