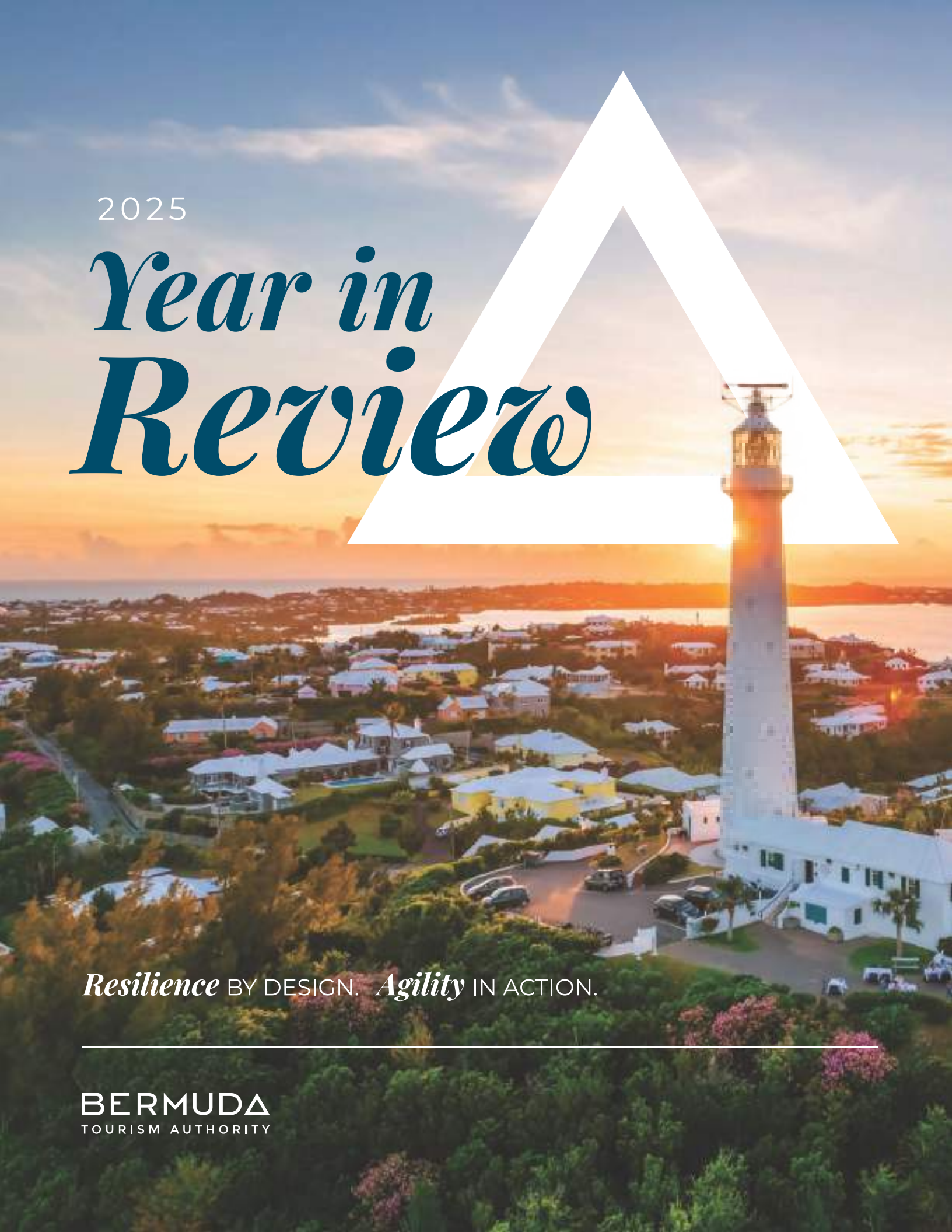


An aerial photograph of Bermuda at sunset. A tall, white lighthouse stands on the right side of the frame, overlooking a coastal town with numerous houses and greenery. A large, white, stylized triangle graphic is superimposed over the right half of the image, with the lighthouse passing through its center. The sky is a mix of orange, yellow, and blue.

2025

Year in Review

Resilience BY DESIGN. *Agility* IN ACTION.

BERMUDA
TOURISM AUTHORITY

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2025 Year in Review

From the Chair's Desk



2025 was a year that tested the Bermuda Tourism Authority within an increasingly complex and unpredictable global environment. Geopolitical uncertainty, evolving traveller confidence, changing booking behaviour, airlift adjustments across key markets, and sustained hurricane-related media coverage throughout the Atlantic all contributed to heightened volatility across the global tourism sector.

Against this backdrop, Bermuda's tourism industry demonstrated resilience, adaptability, and continued global relevance. While overall visitor arrivals softened modestly year-over-year, visitor spending remained comparatively strong, reinforcing Bermuda's continued strength as a premium destination capable of attracting high-value travellers seeking quality, authenticity, and experience depth.

Importantly, 2025 reinforced the growing importance of strategic diversification within Bermuda's tourism economy. As segments of the U.S. outbound market softened during parts of the year, Bermuda accelerated focus towards markets and traveller segments demonstrating stronger resilience and alignment with the island's premium positioning. Canada emerged as a standout growth market supported by expanded connectivity, evolving traveller sentiment, and targeted market engagement.

The year also highlighted several longer-term shifts, shaping the future of global tourism. Bermuda remains well positioned within these evolving travel dynamics. Our strength lies not in scale, but in our ability to deliver a distinctive visitor experience rooted in culture, hospitality, accessibility, and community.

A defining feature of the year was the industry's ability to respond strategically to changing conditions. The National Tourism Plan and AGILITY framework continued providing structure and clarity while enabling the Bermuda Tourism Authority and industry partners to adapt quickly, strengthen collaboration, and maintain focus on long-term tourism resilience.

Performance across several high-value tourism sectors reinforced this momentum. Hotel performance remained stable despite inventory pressures and redevelopment activity, while luxury and niche sectors including superyacht tourism, sports tourism, and experiential travel demonstrated strong economic contribution and increasing strategic importance within Bermuda's tourism mix.

At the same time, continued investment across tourism infrastructure, air service development, hospitality redevelopment, digital transformation, sustainability, and visitor experience enhancement reflected confidence in Bermuda's long-term tourism future. During the first quarter, the amalgamation of the Ministries of Transport and Tourism under the Minister of Tourism, Transport, Culture & Sport marked an important structural shift for the sector. As part of this transition, the Chair of the Air Service Development Committee was transferred to the Bermuda Tourism Authority.

In this capacity, strengthening Bermuda's connectivity and long-term accessibility remained a strategic priority. Air service development increasingly represents far more than transportation alone; it is critical economic infrastructure that directly influences tourism growth, competitiveness, visitor spend, and market diversification.

Throughout the year, Bermuda continued strengthening partnerships across the tourism ecosystem, recognizing that long-term success depends on close collaboration between government, industry stakeholders, airlines, tourism operators, hospitality partners, and the wider community.

What emerged from 2025 was not simply evidence of resilience during disruption, but evidence of Bermuda's continued evolution as a modern, experience-led tourism destination capable of competing successfully within a rapidly changing global market.

As we look ahead, the lessons of 2025 will continue shaping Bermuda's approach. Diversification, sustainability, cultural authenticity, visitor experience, year-round demand generation, and long-term destination competitiveness will remain central to our efforts moving forward. On behalf of the Board, I would like to acknowledge the commitment and professionalism of the Bermuda Tourism Authority's leadership and staff, whose efforts throughout a demanding year have supported both the organization and the wider industry. Their focus, adaptability, and continued dedication have been critical to maintaining delivery during a period of transition.

I also extend my appreciation to our industry partners and stakeholders across the tourism ecosystem, whose collaboration and resilience continue to strengthen Bermuda's position as a destination.

Together, these collective efforts reflect the strength of Bermuda's tourism sector and our shared commitment to its long-term success.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Billy Griffith'.

William 'Billy' Griffith
Chair, Bermuda Tourism Authority



Outlook for the Year Ahead

From the CEO's Desk



As Bermuda enters 2026, our focus remains on disciplined execution in a changing global environment. Traveller confidence, airline economics, geopolitical conditions, and evolving booking behaviour continue reshaping how destinations compete for demand and long-term visitor loyalty.

Increasingly, success within tourism is being defined not simply by visitor volume, but by resilience, adaptability, quality of visitation, and the ability to remain relevant within rapidly changing traveller expectations. Bermuda's focus therefore remains on data-led decision-making designed to strengthen long-term tourism resilience while ensuring the island remains competitive among high-value travellers seeking premium, experience-led destinations.

Early indicators for 2026 are encouraging. Canada continues showing strong growth supported by expanded connectivity and evolving traveller demand, while additional air service from key New York-New Jersey gateways, including Newark and LaGuardia, is expected to further strengthen Bermuda's accessibility and premium short-haul positioning. While these trends are positive, we remain measured in our outlook and will continue closely monitoring global economic conditions, traveller intent, and booking patterns to ensure strategy and execution remain responsive and aligned.

Continued focus on air connectivity, alignment between capacity and demand, and year-round demand generation will remain central to this work. The return of Apex SailGP in May and the Butterfield Bermuda Championship in the fall, alongside a broader programme of sports and cultural activity, will also continue supporting international visibility and visitation.

As part of our long-term tourism strategy, additional focus is also being placed on market diversification efforts, particularly the continued growth of Canadian and UK visitation. Expanding these markets through strategic partnerships, targeted promotion, and strengthened industry collaboration remains an important component of Bermuda's broader tourism resilience strategy, helping support continued upward momentum while mitigating volatility across primary markets.

We will also continue advancing efforts across tourism infrastructure, digital readiness, visitor experience enhancement, sustainability, and stakeholder collaboration to ensure Bermuda remains competitive within an increasingly experience-led and digitally influenced tourism economy. Ongoing engagement with industry stakeholders through established initiatives such as Lunch and Learn sessions and quarterly information exchanges has continued expanding the reach of collaboration across a broader cross-section of tourism and community

stakeholders, supporting greater alignment, communication, and shared industry growth. Our focus remains clear: making informed, data-driven decisions that support sustainable growth and deliver long-term value for Bermuda.

I would also like to acknowledge the continued efforts of the team and our industry partners, whose commitment and collaboration continue underpinning the progress we are making together.

Sincerely,

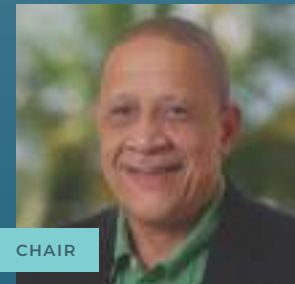

Erin Wright

Chief Operating Officer, Acting CEO



Board of Directors

AS AT DECEMBER 31, 2025



CHAIR

William “Billy” Griffith

William “Billy” Griffith is the Founder and Managing Director of WCG Consulting Ltd., with over 40 years of leadership in global tourism. He has held senior roles including Director of Tourism for Bermuda and CEO of Barbados Tourism Marketing Inc., where he led record-breaking growth and international market expansion.

A respected industry leader, Mr. Griffith currently serves on the Executive Committee of the Caribbean Tourism Organization, bringing deep expertise in tourism strategy, marketing, and destination development.



Kim Swan, JP, MP

Kim Swan is a Member of Parliament and Chair of Bermuda’s Government Golf Courses, with a long-standing commitment to tourism development and public service.

A former Opposition Leader and professional golfer, he brings unique insight into sports tourism, having represented Bermuda internationally and contributed to the island’s tourism dialogue for over three decades.



Shiona Turini

Shiona Turini is an award-winning creative director, brand consultant, costume designer, and stylist with over 15 years of experience across fashion, media, and entertainment. She earned an Emmy for her work on Beyoncé’s tour and has collaborated with leading international publications and brands, including The New York Times Style Magazine, Elle, Christian Dior, and Barbie.

A Bermudian creative, Ms. Turini has supported efforts to elevate Bermuda’s global profile by leveraging her industry network and influence to connect the island with international audiences. She brings expertise in branding, storytelling, and contemporary culture to the Board.



Ronald Simmons, JP, CPA, CA

Ronald Simmons is Managing Partner of Moore Stephens & Butterfield and a Chartered Professional Accountant with extensive experience in financial governance, auditing, and regulatory oversight.

He has held senior roles in banking and insurance and has chaired multiple national committees, including those of the Bermuda Monetary Authority and Government Audit bodies. He brings strong financial discipline and governance expertise to the Board.



Dennie O’Connor

Dennie O’Connor is a leading entrepreneur and operator within Bermuda’s hospitality sector, with over 30 years of experience shaping the island’s tourism offering.

As owner and operator of several high-profile establishments, he has played a key role in enhancing Bermuda’s visitor experience. His contributions have been recognised locally and internationally, including being named International Certified Tourism Ambassador of the Year.



Clarence Hofheins

Clarence Hofheins brings over four decades of international hospitality experience, having held senior leadership roles across leading resorts in Bermuda, the United States, and the Caribbean.

He is widely recognised for successfully leading the turnaround and repositioning of Cambridge Beaches Resort and Spa, restoring it as a premier destination. As President of the Bermuda Hotel Association, he contributes strong operational and industry leadership to the Board.

NOTE

The Board acknowledges the valued contributions of Jennifer Phillips, whose tenure concluded in 2025.

In January 2026, Shannah Butterfield was appointed to the Board, further strengthening its expertise in talent and culture.

Executive Summary

2025 Tourism Performance at a Glance

Bermuda’s tourism industry demonstrated resilience and adaptability throughout 2025, navigating a year shaped by evolving travel patterns, global uncertainty, shifting airlift dynamics, and an active Atlantic hurricane season. Despite these external pressures, the industry continued generating strong economic value for the island, supported by growth in visitor spending, strategic market diversification, expanded connectivity, and continued investment across the tourism sector.

While overall visitor volumes softened year-over-year, Bermuda saw encouraging performance across several high-value segments including Canada, sports tourism, and superyacht visitation. Strategic marketing, public relations, and partnership efforts also continued strengthening Bermuda’s global visibility and premium destination positioning while supporting year-round demand generation and future tourism growth opportunities.

Tourism Performance Highlights

Total Visitor Spending Year-over-Year	▲	\$550M 3.5%
Air Visitor Arrivals	▼	1.9% year-over-year
Cruise Visitor Spending	▲	38% year-over-year
Superyacht Arrivals Year-over-Year	▲	119 50.6%
Superyacht Visitor Spending Year-over-Year	▲	\$6.1M 61.4%
Hotel ADR (Average Daily Rate)	▲	10.5% year-over-year
Canadian Arrivals Year-over-Year	▲	20,334 25.65%

Performance Snapshot

Visitor Economy

- Total visitor spending increased despite softer arrival volumes
- Per-person air visitor spending remained strong
- Cruise spending increased significantly through stronger excursion participation

Hotel Sector

- Hotel occupancy remained relatively stable
- ADR increased by 10.5%
- Revpar increased by 10.1%
- Continued hotel redevelopment and tourism investment activity supported long-term growth

Cruise & Maritime

- Cruise volumes declined due to reduced scheduled calls and weather-related disruptions
- Superyacht tourism emerged as one of Bermuda’s strongest-performing segments

Operating Context

2025 Environment

Bermuda’s tourism industry operated within a challenging and evolving global environment shaped by:

- Geopolitical uncertainty
- An active Atlantic hurricane season
- Shifting travel behaviour
- Airlift adjustments across key U.S. gateways
- Shorter booking windows and changing consumer confidence



RESULT

While visitor arrivals softened overall, the industry demonstrated resilience through strong visitor spending, strategic market diversification, and growth across several high-value tourism segments.

STRATEGIC RESPONSE

Agility in Action

Throughout the year, the Bermuda Tourism Authority focused on:

- **Market diversification**, particularly within Canada
- **Strengthening air connectivity** and airline partnerships
- **Data-driven marketing** and AI-supported targeting
- **Growing year-round** demand
- **Expanding sports, maritime, and luxury tourism**
- **Strengthening travel trade** and group business relationships
- **Supporting tourism investment** and redevelopment activity

AREAS OF STRENGTH

Key Growth Drivers

- Canada emerged as Bermuda’s strongest-performing growth market
- Superyacht tourism delivered exceptional economic impact
- Sports tourism continued driving year-round visitation and global exposure
- Premium and luxury travel segments remained resilient
- Per-visitor spending continued strengthening across several categories



Looking Ahead

Although 2025 presented operational challenges, Bermuda’s tourism industry demonstrated resilience, adaptability, and continued global relevance.

Looking ahead, the global tourism and aviation landscape is expected to remain dynamic, with ongoing geopolitical uncertainty already contributing to fluctuations in fuel prices, operating costs, traveller confidence, and airline scheduling decisions across several markets. These factors will continue requiring agility, collaboration, and data-informed decision-making.

At the same time, Bermuda enters 2026 with significant opportunities ahead, including expanding hotel investment, strengthened international partnerships, increased connectivity, and the return of major global events.

Relationship-building and engagement will also remain central to the Authority’s work in 2026 — including deeper community engagement, strengthened stakeholder collaboration, renewed international travel trade relationships through initiatives such as the Bermuda Partnership Summit, and continued investment in the people and culture of the organisation.

Together, these priorities position Bermuda for continued growth as a premium, experience-led destination grounded in sustainability, innovation, cultural authenticity, and long-term economic value for the island.

National Tourism Plan

Resilience by Design. Agility in Action.

Launched in 2019, the National Tourism Plan (NTP) serves as the Bermuda Tourism Authority’s strategic roadmap for growing and strengthening Bermuda’s tourism industry through 2026.

The framework guides the Authority’s work across destination marketing, air service development, tourism investment, visitor experiences, sustainability, stakeholder engagement, and year-round tourism growth — helping ensure Bermuda remains competitive, resilient, and experience-led within an evolving global tourism landscape.

The 2025 Year in Review is organised around the National Tourism Plan’s AGILITY framework, highlighting how the Authority’s activities, partnerships, and strategic initiatives throughout the year supported the Plan’s core pillars and long-term tourism objectives.

Understanding Why People Travel

The National Tourism Plan is built around understanding the motivations that influence travel decisions and shape the experiences visitors seek from Bermuda.

NEED STATE	WHAT VISITORS ARE LOOKING FOR
• ESCAPE	Rest, relaxation, and renewal
• CONNECTION	Time together with family and friends
• DISCOVERY	Culture, heritage, and authentic experiences
• ADVENTURE	Exploration, sports, and outdoor activity
• INDULGENCE	Luxury, wellness, and premium experiences

Looking Ahead

The current National Tourism Plan concludes in 2026 and will help inform the development of Bermuda’s next multi-year tourism strategy. Insights gathered from Bermuda’s tourism ecosystem, alongside evolving traveller expectations, global market conditions, and long-term opportunities for the island, will help shape the direction of the 2027 National Tourism Plan.

Our Mission

To grow Bermuda’s tourism economy sustainably by attracting high-value visitors, strengthening year-round demand, supporting Bermudian participation, and delivering exceptional visitor experiences that benefit the island and its people.

THE AGILITY FRAMEWORK

A	Awareness & Relevance / PAGE 14	Strengthening Bermuda’s visibility, brand reputation, and global market presence
G	Greener / PAGE 30	Supporting sustainability, stewardship, and responsible tourism development
I	Infrastructure / PAGE 36	Enhancing tourism infrastructure, accessibility, connectivity, accommodations, and destination readiness
L	Local Involvement / PAGE 42	Deepening community engagement, resident participation, and industry collaboration
I	Innovation / PAGE 48	Leveraging technology, research, data, and visitor insights to “Think Like a Visitor,” reduce friction, and enhance the overall visitor experience
T	Teams & Groups / PAGE 64	Growing sports tourism, group travel, meetings, incentives, conferences, and events
Y	Year-Round / PAGE 76	Reducing seasonality by driving visitation and economic impact beyond the summer months



Awareness & Relevance

Driving Demand and Global Visibility

Driving Demand and Global Visibility

In 2025, Bermuda’s awareness strategy continued evolving in alignment with the National Tourism Plan which placed increased emphasis on long-term competitiveness, premium positioning, year-round demand generation, and attracting higher-value visitation aligned with Bermuda’s economic goals.

As traveller discovery behaviour continued shifting across digital, social, and AI-driven platforms, Bermuda increasingly prioritized visibility within the premium lifestyle, cultural, experiential, and emotionally driven travel spaces shaping future visitor consideration. The strategy reflected a broader transition away from volume-led destination marketing towards a more targeted approach focused on relevance, differentiation, and visitor value.

Rather than relying solely on traditional destination advertising, Bermuda’s positioning throughout the year centred on communicating the island as a destination offering depth of experience, cultural richness, accessibility, and year-round appeal. This aligned closely with the National Tourism Plan’s broader focus on strengthening Bermuda’s identity beyond seasonal beach tourism while reinforcing sectors capable of generating stronger economic contribution across the visitor economy.



Media & PR Highlights 2025

Elevating Bermuda's Global Visibility

Public relations and earned media remained central to Bermuda's Awareness strategy in 2025, generating significant international visibility and reinforcing the island's premium positioning across key travel and lifestyle audiences.

Through proactive media engagement, strategic storytelling, and global partnerships, Bermuda secured extensive coverage across leading international media platforms.

Rather than functioning solely as destination promotion, earned media activity increasingly supported Bermuda's broader positioning as an experience-led Atlantic destination offering sophistication, accessibility, authenticity, and cultural depth. Coverage throughout the year reinforced Bermuda's relevance among audiences seeking premium escapes, luxury and boutique hospitality, wellness and restorative travel, maritime and sporting experiences, culinary travel, and emotionally resonant visitor experiences.

Media placements were secured across leading global publications including Condé Nast Traveller, BBC, National Geographic, Travel + Leisure, The Telegraph, AFAR, The Globe & Mail, and U.S. News & World Report, strengthening Bermuda's visibility among high-value travellers across premium leisure, cultural, wellness, and luxury travel audiences.

Importantly, many of the year's strongest earned media outcomes reflected Bermuda's ability to participate in broader cultural and lifestyle conversations extending beyond traditional tourism coverage. This increasingly included wellness positioning, luxury lifestyle storytelling, sports and entertainment integration, culturally immersive travel, and experience-led destination narratives.

The year's media strategy also reflected changing traveller behaviour. Increasingly, consumers are influenced less by transactional destination marketing and more by trusted editorial storytelling, peer inspiration, emotionally driven content, and culturally relevant experiences. Bermuda's communications activity throughout 2025 was therefore designed not simply to generate visibility, but to strengthen aspiration, relevance, and long-term destination affinity among audiences most aligned with Bermuda's evolving tourism strategy.

2025 PR METRICS

MEDIA COVERAGE SECURED

501 pieces

EARNED MEDIA IMPRESSIONS

5.1 billion +

EST. ADVERTISING VALUE EQUIVALENCY (AVE)

402.9 million +

MEDIA COVERAGE SECURED

5,029

EARNED MEDIA IMPRESSIONS

209



CASE STUDY

Sports Illustrated Swimsuit Campaign

A standout element of Bermuda's 2025 communications strategy was its partnership with Sports Illustrated Swimsuit, which positioned the island within globally influential lifestyle, fashion, and entertainment conversations beyond traditional tourism media.

More than a destination campaign, the collaboration strengthened Bermuda's visibility among younger affluent audiences and experience-driven travellers increasingly influenced by socially led and personality-driven travel discovery.

The campaign showcased Bermuda through a more emotionally resonant and experience-led lens, highlighting not simply natural beauty, but atmosphere, accessibility, sophistication and hospitality. This reflected broader changes in traveller behaviour, where destination inspiration is increasingly shaped through creator-led storytelling, social discovery, culturally influential media platforms, and emotionally driven content ecosystems.

The Sports Illustrated Swimsuit campaign generated more than 11.2 million engagements, over 195.5 million in reach, and an estimated \$62.5 million in media value, alongside more than 1,000 pieces of earned media generated throughout the partnership.

To extend momentum beyond the campaign launch, Bermuda and local tourism stakeholders collaborated on a series of audience-led activations designed to strengthen engagement across multiple traveller personas. Partnerships involving BermudAir, Cambridge Beaches, Tobacco Bay, Grotto Bay, and Snorkel Park helped position Bermuda across premium leisure travel, couples travel, family audiences, socially inspired travel, and experience-led visitation.

These collaborations reflected a broader strategic approach centred on partnership-led storytelling and ecosystem visibility rather than standalone promotional activity. Supporting activations generated additional audience engagement across social platforms, including more than 128,000 combined video views, over 20,500 interactions, and nearly 700 new social media followers across participating partner campaigns. More significantly, the partnership demonstrated Bermuda's ability to participate credibly within globally relevant lifestyle and cultural environments increasingly shaping future travel aspiration and consideration.



IMPACT HIGHLIGHTS

ENGAGEMENTS

11.2 M

REACH

195.5 M

MEDIA VALUE

\$62.5 M

Managing Perception: Hurricane Response

From August through October 2025, sustained hurricane-related media coverage across the Atlantic region influenced traveller sentiment and booking behaviour, including during periods when Bermuda was not directly impacted. It is estimated that approximately 20,000 cruise passengers may have missed the opportunity to travel to Bermuda as a result of weather-related disruption and itinerary adjustments.

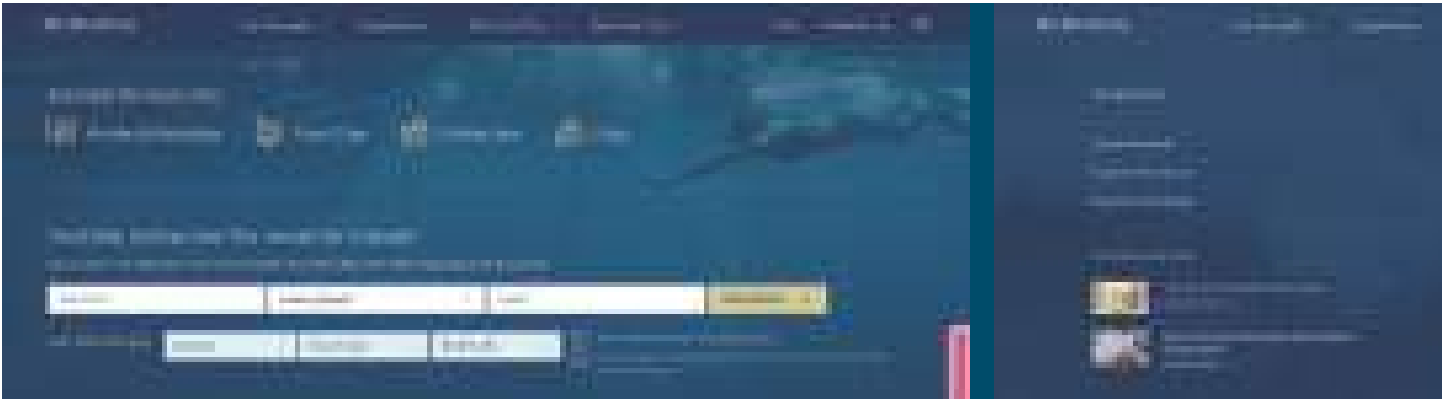
In response, the Authority worked closely with tourism partners, local service providers, and industry stakeholders to coordinate a proactive communications approach designed to reinforce confidence in Bermuda as a safe, operational, and welcoming destination.

This included real-time communications, proactive media engagement, and the launch of “Bermuda Is Open” content across digital channels using live and time-stamped imagery to demonstrate that the island remained accessible and visitor-ready.

At the same time, the Authority implemented enhanced social listening and monitoring to track conversations, identify inaccurate or outdated content, and supported faster coordination of media responses where necessary.

As the season progressed, communications evolved from immediate response messaging towards longer-term storytelling around Bermuda’s resilience, preparedness, infrastructure strength, and sustainability. This included highlighting Bermuda’s architectural resilience and iconic white limestone rooftops, which reflect how the island has historically adapted to withstand storms and protect critical water resources.

These efforts helped maintain traveller and industry engagement during a period of uncertainty while reinforcing Bermuda’s reputation as a resilient and reliable destination.



Digital Evolution & Smarter Visitor Engagement

As traveller behaviour continued evolving across digital and AI-driven platforms, the Bermuda Tourism Authority advanced a series of initiatives throughout 2025 designed to modernize the visitor journey, improve digital engagement, and strengthen Bermuda’s online competitiveness.

A major focus of this work was the continued evolution of GoToBermuda.com as part of a broader strategy to improve user experience, simplify trip planning, and strengthen Bermuda’s visibility across increasingly digital travel discovery environments.

Key improvements included redesigned website navigation, streamlined user pathways, mobile-first enhancements, and improved business listings designed to better support both travellers and local tourism stakeholders. The Authority also introduced Generative Engine Optimization (GEO) strategies to help strengthen Bermuda’s visibility across AI-powered search and answer platforms as travel planning behaviour continues shifting beyond traditional search engines.

The launch of the Bermuda 360 virtual experience platform further supported destination storytelling by allowing travellers to explore Bermuda digitally before arrival through immersive online experiences.

In parallel, the Authority introduced the Mindtrip AI Assistant, an AI-powered travel planning tool designed to transform website content into personalised itineraries and more seamless visitor trip planning.

CRM and visitor communications capabilities were also strengthened during the year through migration to a more advanced communications platform. Enhancements

included automated visitor journeys, improved audience segmentation, personalised milestone messaging, and integration with visitor Wi-Fi systems to support more timely and relevant communications throughout the traveller journey.

The introduction of a new Digital Asset Management platform through Bynder also improved how tourism imagery and marketing assets are organized, accessed, and shared globally, helping support greater efficiency and brand consistency across international campaigns and partnerships.

Innovation efforts extended beyond marketing platforms into visitor experience development. In St. George’s, the Authority introduced an augmented reality enhancement connected to the “Unsettled Freedom” mural experience, allowing visitors to engage more deeply with Bermuda’s history through digital storytelling and interactive content.

Collectively, these initiatives reflected Bermuda’s broader focus on improving visitor engagement, modernizing destination marketing infrastructure, and adapting to rapidly changing travel planning behaviour.

Putting Our Community at the Centre of our Storytelling

Throughout 2025, Bermuda continued placing Bermudian people, businesses, creatives, and cultural voices at the centre of destination storytelling as part of a broader effort to ensure the island’s tourism brand remains authentic, community-connected, and reflective of local identity.

As traveller preferences continue shifting towards more meaningful and experienced travel, visitors are increasingly seeking destinations that offer cultural connection, local perspective, and a stronger sense of place. Bermuda’s approach throughout the year focused on showcasing not only the island itself, but the people, traditions, creativity, and experiences that shape the Bermudian identity.

Across campaigns, partnerships, media activations, and visitor experiences, local chefs, artists, musicians, photographers, historians, Gombey, hospitality professionals, and cultural ambassadors played a visible role in shaping how Bermuda was presented internationally.

This included Bermudian participation within National Geographic storytelling campaigns, Travel + Leisure’s “Sip & Stories” activation, Robb Report’s Miami Art Basel partnership, and culinary, heritage, and outdoor experiences featured through the Garden & Gun Society Gathering. These collaborations created opportunities for Bermudians to engage directly with international media, travel audiences, tastemakers, and industry leaders while helping position Bermuda as a destination defined not only by natural beauty, but by culture, creativity, hospitality, and community.



EXPANDING OUR APPROACH

Paid Social Channels

As traveller discovery behaviour continued evolving throughout 2025, Bermuda expanded its digital engagement strategy across emerging social and content platforms increasingly influencing travel inspiration, recommendation, and trip planning.

The year reflected a broader shift in how travellers discover destinations. Consumers are increasingly relying on socially driven content, peer recommendations, creator storytelling, and AI-assisted search when researching and planning travel experiences. In response, Bermuda expanded activity across platforms including Reddit, Pinterest, and TikTok to strengthen visibility among new and strategically important audience segments.

Each platform supported a different stage of the traveller journey. Reddit strengthened Bermuda's visibility within recommendation-led conversations and search behaviour increasingly influencing travel research and AI-generated discovery. TikTok supported short-form storytelling designed to reach younger audiences through visually driven travel inspiration, while Pinterest engaged highly intent-driven users actively planning future travel experiences and milestone travel moments.

This activity complemented ongoing engagement across Facebook and Instagram while helping broaden Bermuda's reach across multiple audience profiles and stages of travel consideration. Performance across several of the newer channels exceeded travel industry benchmarks, reinforcing the growing importance of diversified digital engagement within the tourism landscape.



As global travel discovery continues evolving, the Authority’s approach throughout 2025 increasingly prioritized audience alignment, cultural relevance, immersive storytelling, and stronger pathways between inspiration, engagement, and future visitation.



A **G** I L I T Y

Greener

*Sustainable Tourism and
Environmental Stewardship*

Growing by Being Pink, Blue & Greener

In 2025, sustainability continued becoming a more visible and integrated part of Bermuda’s tourism strategy, reflecting growing global focus on environmental responsibility, marine conservation, and the long-term resilience of island destinations.

Throughout the year, the Bermuda Tourism Authority supported initiatives that strengthened environmental awareness, encouraged community participation, and highlighted the connection between tourism, preservation, and Bermuda’s natural environment.

Consumer storytelling, media partnerships, and digital content increasingly highlighted Bermuda’s outdoor experiences, marine environment, whale migration season, national parks, and eco-conscious visitor activities. Partnerships with organisations including UNESCO World Heritage Magazine and National Geographic also helped reinforce Bermuda’s connection to heritage preservation, conservation, and culturally significant tourism experiences.

During periods of tropical weather activity throughout the year, communications also highlighted Bermuda’s longstanding relationship with environmental adaptation and resilience, including the island’s white limestone roofs, reef systems, and historic architectural design which continue shaping Bermuda’s approach to storm preparedness and water conservation.



Youth Climate Summit

For the fifth consecutive year, the Bermuda Tourism Authority supported the Youth Climate Summit hosted by the Bermuda Underwater Exploration Institute (BUEI), bringing together international climate experts, environmental advocates, and Bermuda students to explore sustainability, climate action, and environmental leadership.

The 2025 Summit welcomed more than 150 local students aged 13–22 under the theme “Global View, Local Impact.” During the event, students were invited to contribute perspectives towards the renewal of Bermuda’s 2027 National Tourism Plan, reinforcing the importance of youth engagement in shaping the future of sustainable tourism on the island.

Cash Trash Bash

The Bermuda Tourism Authority also supported Cash Trash Bash, a grassroots marine clean-up initiative founded by Karen Plianthos that combines environmental stewardship with community fundraising and conservation awareness.

Now in its eighth year, the initiative mobilizes volunteers to remove marine debris from Bermuda’s coastline, with funds supporting organisations including the Sargasso Sea Commission and Outer Banks Forever.

In 2025, volunteers collected:

- 1,638 lbs. of marine debris
- More than \$4,000 raised for environmental organisations

The initiative highlighted the growing role of community-led environmental action within Bermuda’s wider sustainability efforts.

World Tourism Day Coastal Clean-Up

To mark World Tourism Day, Bermuda Tourism Authority staff joined Keep Bermuda Beautiful alongside tourism stakeholders including Hamilton Princess, Skyport, and BermudAir for the Island-Wide Coastal Clean-Up at Ferry Reach. The initiative reinforced the shared responsibility across Bermuda’s tourism industry and wider community to help preserve the island’s natural environment and coastal ecosystems.

Blue Tourism & Ocean Stewardship

Throughout 2025, the Bermuda Tourism Authority continued participating in the Bermuda Ocean Prosperity Programme (BOPP), supporting Bermuda’s wider Blue Tourism strategy focused on marine conservation, sustainable ocean management, and long-term environmental resilience. Working alongside environmental, marine, tourism, and government stakeholders, the Authority contributed to discussions surrounding sustainable tourism development and the visitor economy’s connection to Bermuda’s marine environment.

Sustainable Events & Visitor Experiences

Sustainability also became increasingly visible across Bermuda’s events and visitor experience landscape.

The Butterfield Bermuda Championship continued introducing environmentally conscious operational measures, including refill stations and initiatives aimed at reducing reliance on single-use plastics across event sites.

The Chubb Bermuda Triangle Challenge also expanded sustainability efforts through reusable aluminum cups, composting, recycling, and waste diversion initiatives implemented alongside event partners.

Key outcomes included:

- **Approximately 16,000 litres of water saved**
- **15.3kg of CO2 emissions avoided**
- **26kg of recyclables collected**
- **Approximately 3,220kg of compostable material diverted from landfill**

Collectively, these initiatives reflected Bermuda’s broader commitment to balancing tourism growth with environmental stewardship, community participation, and long-term destination sustainability.



A G **I** L I T Y

Infrastructure

*Supporting Connectivity, Capacity
& Visitor Services*

Supporting Long Term Growth and the Visitor Experience

Throughout 2025, Bermuda continued advancing tourism infrastructure, connectivity, and redevelopment initiatives designed to strengthen visitor experience, support long-term growth, and improve destination competitiveness.



HAMILTON PRINCESS



GROTTO BAY BEACH



AZURA BERMUDA



ROSEDON HOTEL

Major enhancement projects during the year included:

- A \$15 million renovation of the Bermudiana Wing at Hamilton Princess & Beach Club
- Full guest room refurbishments at the Rosedon Hotel
- Continued expansion and enhancement at Grotto Bay Beach Resort & Spa
- Ongoing development at Azura Bermuda

As traveller expectations continue evolving, infrastructure increasingly plays an important role not only in operational delivery, but in shaping accessibility, visitor confidence, service quality, and overall destination readiness.

Hotel redevelopment and reinvestment activity remained a significant focus throughout the year. Although Bermuda’s hotel inventory continued operating below 2019 capacity levels, ongoing renovation and redevelopment projects reflected continued investment in the island’s tourism product and long-term competitiveness.

Continued progress was also made on the redevelopment of Fairmont Southampton. The \$560 million project advanced throughout 2025 ahead of a planned reopening in 2026 and remains central to Bermuda’s future hotel capacity, group business recovery, and long-term tourism growth planning.

In St. George’s, the redeveloped Hillcrest Boutique Hotel officially opened during the year following restoration of the former Aunt Nea’s Inn property. The historic property introduced 14 boutique suites while preserving its cultural significance within Bermuda’s hospitality history.

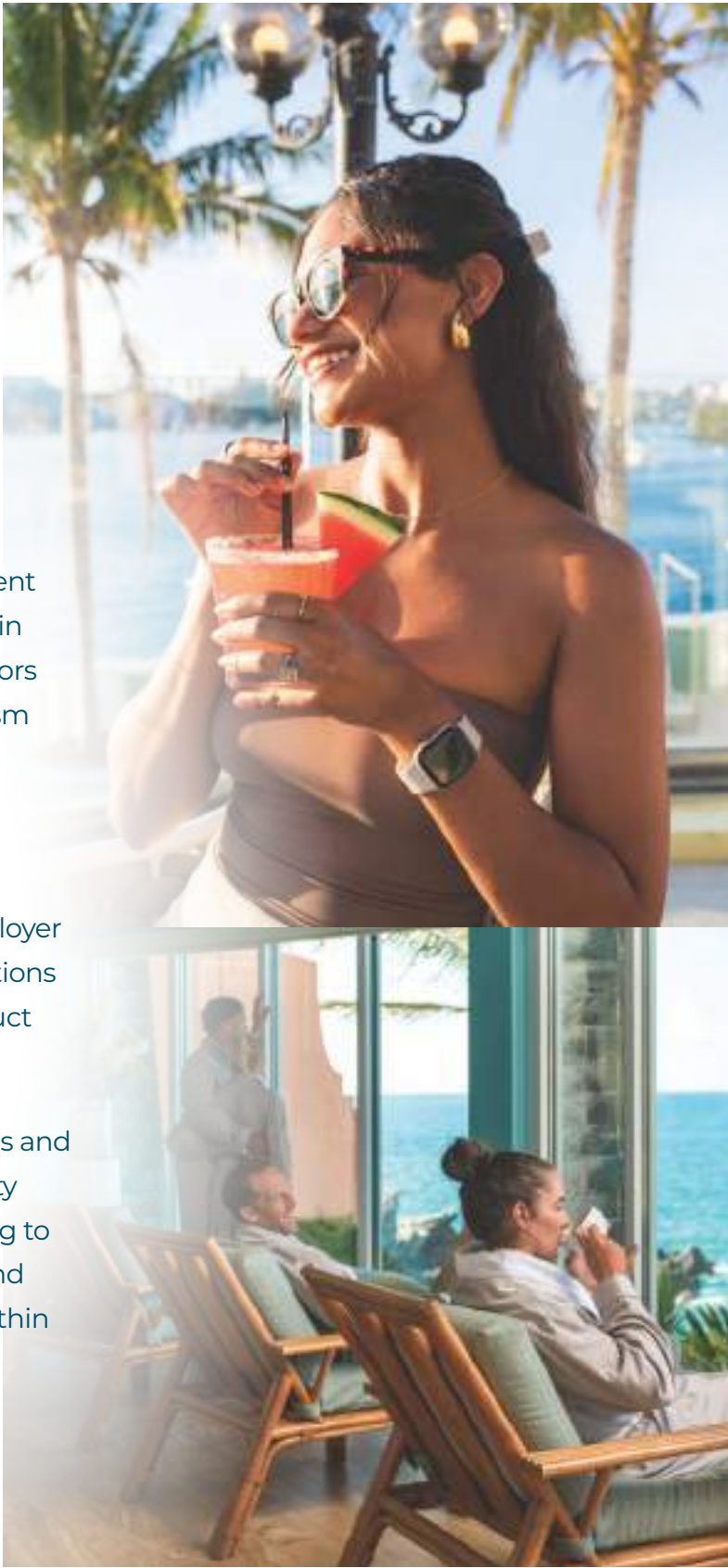
Tourism Investment Act 2017

Supporting Reinvestment Across Bermuda’s Tourism Sector

The Bermuda Government’s Tourism Investment Act (2017) continued to play an important role in encouraging hotel owners and tourism operators to enhance, redevelop, and expand their tourism offerings.

The legislation provides qualifying tourism properties with relief from customs duty, hotel occupancy tax, landholding charges, and employer payroll tax contributions, helping create conditions that encourage tourism investment and product development.

In 2025, the Act supported continued upgrades and redevelopment activity across hotels, hospitality properties, and visitor experiences, contributing to the elevation of Bermuda’s tourism product and strengthening the island’s competitiveness within the global travel market.



Airlift & Strategic Connectivity

Air connectivity continued evolving throughout 2025 as Bermuda strengthened partnerships across a broader network of airline and gateway markets. The Bermuda Tourism Authority assumed the Chair of the Air Service Development Committee during the year, working alongside aviation, tourism, and government stakeholders to support long-term route development, destination accessibility, and connectivity planning.

Expanded service across several North American routes supported accessibility throughout the year, while ongoing coordination between airline partners, tourism stakeholders, and hotel redevelopment planning remained central to Bermuda’s longer-term growth strategy. By year-end, air capacity increased 8.8% while arriving passenger volumes grew 5.1%, reinforcing continued demand across key markets despite broader volatility within the aviation sector.



Bermuda Visitor Services Centre

In 2025, the Bermuda Visitor Services Centre in Hamilton relocated from Front Street to the Hamilton Ferry Terminal, positioning visitor services within one of Bermuda’s busiest transportation hubs and more closely aligning support services with how visitors navigate the island.

The transition introduced roaming visitor ambassadors throughout the city providing recommendations, excursion support, transportation assistance, and local guidance. The updated approach also strengthened collaboration between the Bermuda Tourism Authority and Marine & Ports Services while improving accessibility for visitors using Bermuda’s public transportation network.

Visitor Services Centres in Dockyard and St. George’s also continued operating throughout the year, supporting visitor engagement across two of Bermuda’s most active tourism hubs.

Collectively, these investments and infrastructure developments reflected Bermuda’s continued focus on strengthening destination readiness, improving visitor experience, and supporting long-term tourism growth across the island.

A G I L I T Y

Local Involvement

Community Engagement & Participation



Strengthening Community Connection Through Tourism

Bermuda Tourism Authority’s commitment is to ensure tourism delivers meaningful value for Bermudians through workforce development, youth engagement, industry standards, accessibility, and community partnership.

In 2025, the Authority continued expanding initiatives designed to strengthen local participation in tourism while helping build a more connected, inclusive, and sustainable visitor economy. Efforts throughout the year focused on developing future tourism talent, supporting industry professionalism, strengthening service standards, and increasing engagement between tourism and Bermuda’s wider community.

Resident sentiment continues to reflect broad recognition of tourism’s importance to Bermuda’s economy. According to the 2025 Resident Perception Survey, 59% of residents agreed tourism remains one of the most important contributors to Bermuda’s economic growth, while 40% viewed tourism as an attractive career path for younger Bermudians. These findings reinforce the importance of continued investment in tourism education, workforce awareness, and career development opportunities across the sector.



WORKFORCE DEVELOPMENT & YOUTH EDUCATION

Building Bermuda’s Future Tourism Workforce

A major focus throughout 2025 was increasing awareness of tourism career pathways and strengthening engagement with students, educators, and young Bermudians. Through expanded education partnerships and Signature Schools initiatives, the BTA continued introducing students to Bermuda’s tourism ecosystem while helping connect tourism more directly to future career opportunities across hospitality, transportation, events, culture, sport, entrepreneurship, and technology.

Signature Discovery Day remained an important experiential learning platform designed to introduce students to Bermuda’s tourism industry through direct engagement with tourism professionals and real-world experiences. Students participated in interactive workshops, hospitality demonstrations, cultural activities, mentorship opportunities, and career exploration sessions designed to build awareness, aspiration, and workforce readiness among Bermuda’s next generation of tourism professionals.

The Authority also partnered with The Loren to support the Kids in Hospitality initiative, providing young Bermudians with hands-on exposure to luxury hospitality operations, guest experience delivery, culinary careers, and tourism leadership pathways. By connecting participants directly with industry professionals and working hospitality environments, the initiative helped strengthen awareness of tourism as a rewarding and long-term career path.

Community engagement also extended into entrepreneurship and leadership development. In partnership with the Bermuda Economic Development Corporation, the BTA supported Global Entrepreneurship Week by welcoming entrepreneur Pinky Cole to Bermuda for a series of cultural experiences, business conversations, and community events. The initiative provided visibility for Bermuda across Pinky Cole’s digital platforms while

supporting broader efforts to position the island within conversations surrounding creativity, entrepreneurship, culture, and innovation.

The Authority also sponsored the first Teen Services Outstanding Hospitality Awards, recognizing young Bermudians demonstrating leadership, professionalism, and excellence within hospitality and service. Award recipients and finalists received industry recognition alongside internship opportunities supporting future career development within Bermuda’s tourism sector.

Award winners included Canasia Wolffe of CedarBridge Academy and Olly Cherry of Suffield Academy. Finalists included:

- Ethan Daniel (Bermuda College)
- Kenzai Simmons (CedarBridge Academy)
- Keoni Fishenden (CedarBridge Academy)
- Madison Ebbin (Saltus Grammar School)
- TaZaiyah Kelly (CedarBridge Academy)

Sport also continued serving as a platform for community engagement and youth inspiration through initiatives connected to Bermuda’s Road to the World Cup campaign, helping strengthen connections between tourism, national pride, sport, and community participation.

INDUSTRY STANDARDS & SERVICE EXCELLENCE

Supporting Professional Growth Across the Tourism Sector

Throughout 2025, the Bermuda Tourism Authority continued strengthening initiatives designed to support workforce professionalism, service excellence, accessibility, and long-term industry readiness across Bermuda’s tourism sector.

As traveller expectations continue evolving, service quality, accessibility, and workforce development remain increasingly important components of destination competitiveness and overall visitor experience. Throughout the year, the Authority continued investing in professional development opportunities, stakeholder engagement, and industry learning initiatives designed to strengthen standards across the sector while supporting workforce growth and long-term tourism resilience.

Expanded digital learning access through the BTA+ platform remained an important part of this effort. The platform continued evolving as a centralized resource for tourism education, professional development, and industry training, improving accessibility and participation opportunities for tourism professionals across the island.

The Bermuda Hospitality Service Standards Awards (BHSSA) also continued in 2025, recognising businesses demonstrating excellence in visitor experience, employee engagement, and hospitality delivery. Now in its second year, the programme helps reinforce service benchmarks across Bermuda’s tourism industry while encouraging continuous improvement and industry pride.

2025 AWARD RECIPIENTS INCLUDED:

CUSTOMER SERVICE EXCELLENCE



Grotto Bay Beach Resort & Spa

EMPLOYEE ENGAGEMENT



Royal Palms Hotel

TOP ONLINE REPUTATION



Hamilton Princess & Beach Club



Award recipients were selected through a combination of public nominations, independent assessments, and industry surveys, helping ensure recognition reflected both industry performance and visitor experience standards.

Accessibility and inclusion also remained an important focus throughout the year as part of broader destination readiness efforts. The Authority continued supporting accessibility and inclusive tourism initiatives through stakeholder training, collaboration with Vision Bermuda, engagement with Marine & Ports Services, and visitor experience awareness programmes designed to strengthen understanding of inclusive travel needs across the tourism sector.

Collaboration also remained central to the Authority's wider community and industry engagement efforts throughout the year. Partnerships with schools, educators, tourism operators, cultural institutions, accessibility advocates, community organisations, and government stakeholders continued supporting workforce development, tourism awareness, and cultural preservation initiatives across the island.

A key example included collaboration with the Bermuda Archives and strategic communications initiatives designed to strengthen preservation and storytelling surrounding Bermuda's tourism and cultural history, helping ensure the island's heritage remains visible and accessible for future generations.

Internally, the BTA also continued efforts to strengthen organizational culture, collaboration, and alignment across teams. During the year, the organization undertook a culture review process focused on identifying opportunities for improvement, strengthening communication, and supporting long-term organizational effectiveness.

The Authority also hosted its second annual Staff Summit, bringing employees together to support strategic alignment, collaboration, team-building, and shared planning priorities across departments. Additional staff engagement initiatives throughout the year, including cultural activities, team-building events, and participation in community sporting initiatives helped strengthen workplace connection and organizational morale.

Together, these efforts reflect the National Tourism Plan’s broader vision of tourism as a shared national opportunity, one that supports workforce participation, service excellence, accessibility, inclusion, cultural preservation, community connection, and long-term economic resilience across Bermuda.

A G I L I T Y

Innovation

Enhancing the Visitor Experience

Thinking Like a Visitor

Innovation within the Bermuda Tourism Authority is grounded in a simple but important principle: thinking like a visitor. In 2025, innovation efforts focused on enhancing visitor experience, strengthening year-round tourism activity, improving operational insight, and identifying new ways to support Bermuda’s competitiveness within an increasingly experience-driven and digitally connected tourism environment.

Throughout the year, the Authority continued leveraging data, technology, partnerships, and programme development to strengthen visitor satisfaction, support cultural preservation, improve tourism insight, and expand Bermuda’s portfolio of immersive and bookable visitor experiences. Innovation initiatives ranged from culinary and wellness programming to technology-enabled storytelling, cultural activations, business intelligence, and experience investment across the tourism ecosystem.



Experience Development & the National Tourism Plan

A major focus throughout 2025 was the continued development of curated visitor experiences aligned with the National Tourism Plan. The Experiences Team focused on transforming Bermuda’s culture, heritage, arts, wellness, and traditions into immersive tourism products designed from a visitor perspective while encouraging exploration beyond traditional tourism activities.

Innovation across the visitor experience space centred on:

- Cultural authenticity
- Interactive storytelling
- Community integration
- Technology-enhanced interpretation
- Repeatable and bookable experiences

This approach reflects Bermuda’s broader tourism strategy of blending local identity and cultural preservation with evolving visitor expectations for immersive, experience-led travel.

Culinary & Wellness Experiences

Restaurant Weeks

Restaurant Weeks continued evolving as a major winter activation within Bermuda's culinary calendar. In its 15th year, the programme expanded beyond traditional dining promotions to include entertainment, partnerships, and experience-led activations designed to strengthen winter visitation and local engagement.

HIGHLIGHTS

- More than 50 participating restaurants
- Prix fixe menus ranging from \$35 - \$69
- Introduction of signature culinary experiences
- Eight partner-led activations
- Live entertainment featuring nine local artists
- Renewed sponsorship with Mastercard

Several activations sold out and required additional dates due to demand, reflecting growing appetite for immersive culinary tourism experiences.

IMPACT

- 100% of participants expressed interest in returning
- 70% of participating businesses reported increased customer traffic
- Expanded winter programming for both visitors and residents



Spa Month

Alongside Restaurant Weeks, the Experiences Team also assumed leadership of Spa Month in 2025, repositioning the programme more closely within Bermuda's experiential tourism strategy. Running alongside Restaurant Weeks and the Pink Sale, Spa Month strengthened Bermuda's winter wellness offering while encouraging visitors to combine accommodation, culinary, and wellness experiences during the shoulder season.

HIGHLIGHTS

- 16 participating spas
- Discounts ranging from 25% - 50%
- Two new spas joined the programme
- Expanded treatment offerings across participating properties

IMPACT

- 67% of participating spas reported increased sales during the activation period



Cultural & Heritage Experiences

Throughout 2025, the Experiences Team delivered immersive cultural and heritage activations designed to help visitors connect more deeply with Bermuda’s people, traditions, and national identity.

Camp Bermuda: A Cup Match Experience for Visitors

During Cup Match, the Experiences Team delivered Camp Bermuda, an immersive cultural activation designed to strengthen visitor engagement with Bermuda’s signature national holiday through food, music, education, storytelling, and community participation.

IMPACT

- 1,500 visitors attended - the highest attendance to date
- Highly positive visitor feedback recorded
- Strengthened engagement with Bermuda’s cultural traditions through experiential participation



The Ultimate Bermuda Day Experience

The Ultimate Bermuda Day Spectator Package continued serving as one of the Authority’s signature cultural tourism experiences, designed to immerse international visitors in one of Bermuda’s most iconic national celebrations.

The 2025 activation featured enhanced hospitality and accessibility offerings, including premium parade viewing, live cultural commentary, Bermudian cuisine, branded experiences, and expanded seating designed from a “Think Like a Visitor” perspective.

IMPACT

- 106 confirmed international visitors
- Sold-out premium package
- 100% visitor recommendation rate
- 5/5 visitor satisfaction rating
- Strengthened partnerships with local vendors and sponsors

Gombeys in the City & Living Heritage Experiences

Weekly performances by the Places New Generation Gombey Troupe transformed Hamilton into a live cultural experience throughout Q3 while heritage-based activations across the island continued bringing Bermuda’s history to life through immersive storytelling and interactive interpretation.

Experiences included:

- Town Crier re-enactments
- Ducking re-enactments
- Pirate Greeter experiences
- Mitchell House Museum activations
- Bermuda National Trust heritage tours

In St. George’s, the Mitchell House Museum introduced daily operations in 2025, helping strengthen the UNESCO World Heritage town’s cultural tourism offering through guided tours and interactive printery demonstrations.

IMPACT

- More than 6,500 visitor engagements across heritage activations
- Approximately 1,500 visitors engaged through Gombeys in the City between July and September
- 1,540 Mitchell House Museum visitors between April and June
- Increased visibility for Bermuda’s cultural traditions
- Strengthened community pride and cultural preservation



Technology & Interactive Storytelling

Technology also continued playing a growing role in how visitors engage with Bermuda’s culture and history.

IMPACT

- More than 3,000 augmented reality scans within the first month
- Increased engagement with Bermudian history and heritage storytelling
- Strengthened Bermuda’s positioning as an innovative cultural destination



Year-Round Experience Development

As part of the National Tourism Plan’s focus on year-round tourism and experiential depth, the Authority introduced several new activations designed to diversify Bermuda’s visitor offering and encourage broader exploration across the island.

New experiences introduced during the year included:

- Guided Heritage Tours at Globe and Verdmont Museums
- The Coffee Party at Brew
- Find Your Favourite Fish Sandwich Tour

IMPACT

- Bermuda National Trust independently extended Verdmont Heritage Tours beyond the pilot period
- The Coffee Party attracted between 75–100 visitors weekly

Art Month 2025

Bermuda’s third annual Art Month continued expanding throughout 2025 as a structured shoulder-season cultural tourism programme featuring more than 90 individual events across the island.

Programming included exhibitions, workshops, performances, gallery activations, the Plein Air Festival, and the Art Month Passport initiative designed to encourage visitor participation throughout October.

IMPACT

- 23% increase in engagement year-over-year
- Plein Air Festival generated approximately \$52,572 in economic impact
- Increased visitor traffic and spending across galleries and cultural venues



Experience Investment Programme (EIP)

The Bermuda Tourism Authority also continued supporting local entrepreneurs, tourism operators, and cultural experience providers through the Experience Investment Programme (EIP), helping strengthen Bermuda’s portfolio of authentic, visitor-ready, and year-round tourism experiences.

The programme supports initiatives aligned with the National Tourism Plan across culture, heritage, culinary tourism, wellness, entertainment, arts, and community-based tourism.

Supported activations during 2025 included:

- Walk to Calvary
- Historical Walking Tours
- Pirate Greeter experiences
- Cruise Port Entertainment
- Ducking Re-enactments & Town Crier activations
- Harbour Nights
- Bermuda National Trust Heritage Tours
- Carnival in Bermuda
- Gombeyas in the City
- Waves (Carnival in Bermuda)
- Titan Tours City Highlights Bus Tour

Several initiatives highlighted throughout this section, including Titan Tours, Mitchell House activations, and Bermuda National Trust experiences, benefited directly from EIP support and collaboration.





Business Intelligence & Visitor Insights

Throughout 2025, the Bermuda Tourism Authority also continued advancing its Business Intelligence capabilities to better understand visitor behaviour, satisfaction, and decision-making patterns while supporting more informed tourism planning and operational improvements.

Using visitor exit survey data, the Business Intelligence team developed customised reporting for stakeholders including:

- Marine & Ports Services
- Public Transportation Board
- Bermuda Chamber of Commerce
- Corporation of Hamilton
- Bermuda Taxi Owners & Operators Association

These insights helped industry partners better understand visitor satisfaction drivers, service perceptions, spending behaviour, and operational opportunities across the visitor economy.

The Authority also expanded the use of artificial intelligence and advanced analytics to conduct a deeper review of visitor motivations, accommodation choices, spending behaviour, attractions, and overall satisfaction patterns. The initiative reflects Bermuda’s broader focus on using data and technology to strengthen planning, improve visitor experience delivery, and support long-term tourism competitiveness.

INNOVATION

Driving Long-Term Competitiveness

Across each of these initiatives, several themes continued emerging throughout the year: visitors increasingly seek authentic and participatory experiences, technology can deepen storytelling and engagement, and consistent, bookable experiences play an important role in supporting year-round tourism demand.

Collectively, these efforts reflect Bermuda’s continued focus on blending cultural authenticity, creativity, technology, and visitor-focused thinking to strengthen the island’s position as a distinctive and experience-led tourism destination.

A G I L I T Y

Teams & Groups

Sports, MICE & Group Travel



Building High-Value Group Travel and Shared Experiences

The Teams & Groups pillar focuses on attracting organized travel segments that generate strong economic impact, longer lengths of stay, increased room night production, and year-round visitation. In 2025, the Bermuda Tourism Authority continued strengthening Bermuda’s position across sports tourism, meetings and conferences, educational exchanges, affinity travel, luxury celebrations, and experiential group programmes.

These efforts supported the National Tourism Plan’s wider objective of diversifying Bermuda’s visitor economy while increasing visitation during shoulder and winter periods. The strategy also reflects broader shifts in traveller behaviour, with growing demand for shared experiences, active participation, experiential travel, and purpose-driven group engagement.

Central to this work was continued collaboration between the BTA’s Bermuda-based teams, its U.S.-based sales and marketing representatives, and an international network of travel trade, airline, hospitality, event, and tourism partners working collectively to position Bermuda across key global markets.



Driving Group Travel Through Strategic Sales Engagement

Throughout 2025, the Sales and Business Development teams engaged directly with meeting planners, sports organisations, educational institutions, event organizers, travel advisors, maritime stakeholders, and tourism partners to strengthen relationships, generate new business opportunities, and drive group visitation to Bermuda.

Key focus areas throughout the year included:

- Sports tourism development
- Golf and endurance travel
- Maritime and superyacht engagement
- Meetings, incentives, conferences and events (MICE)
- Educational and experiential group travel
- Travel advisor and international trade engagement

Meetings, Conferences & Professional Groups

The Bermuda Tourism Authority continued expanding engagement within the meetings, incentives, conferences, and events (MICE) sector through strategic partnerships, direct outreach, and participation in leading industry events.

Key engagements throughout the year included:

- PCMA Convening Leaders - Houston
- SMU International - New York
- Northstar Luxury & Wellness Conference
- FICP Annual Meeting - Washington DC
- AMEXGBT Interaction - Las Vegas
- Atlantic-Caribbean Education Conference - Bermuda
- Bermuda International Partnership Summit - Bermuda

These engagements strengthened relationships with international meeting planners, travel advisors, and corporate decision-makers while supporting Bermuda’s positioning as a premium destination for conferences, retreats, incentive travel, and executive gatherings.



IMEX 2025

Bermuda also participated in IMEX 2025, one of the global meetings industry’s leading trade shows. Bermuda’s presence focused on showcasing the island’s hospitality offering, accessibility, meeting infrastructure, and visitor experience through immersive destination storytelling and strategic partner engagement.

The event provided an important platform to strengthen international relationships, increase visibility among global event planners, and position Bermuda competitively within the premium meetings and incentive travel market.

Sports & Wellness Group Travel

The Authority also expanded engagement across sports and wellness travel segments through partnerships and activations designed to attract active lifestyle travellers and organized group travel during softer travel periods.

Key initiatives included:

- Nike Run Club collaboration
- Bermuda Crew Clash initiative
- Running and endurance travel engagement
- Golf tourism activations
- Support for junior and amateur sporting events

These programmes supported Bermuda’s positioning as an active and experience-led destination while contributing to off-peak visitation and repeat travel opportunities.

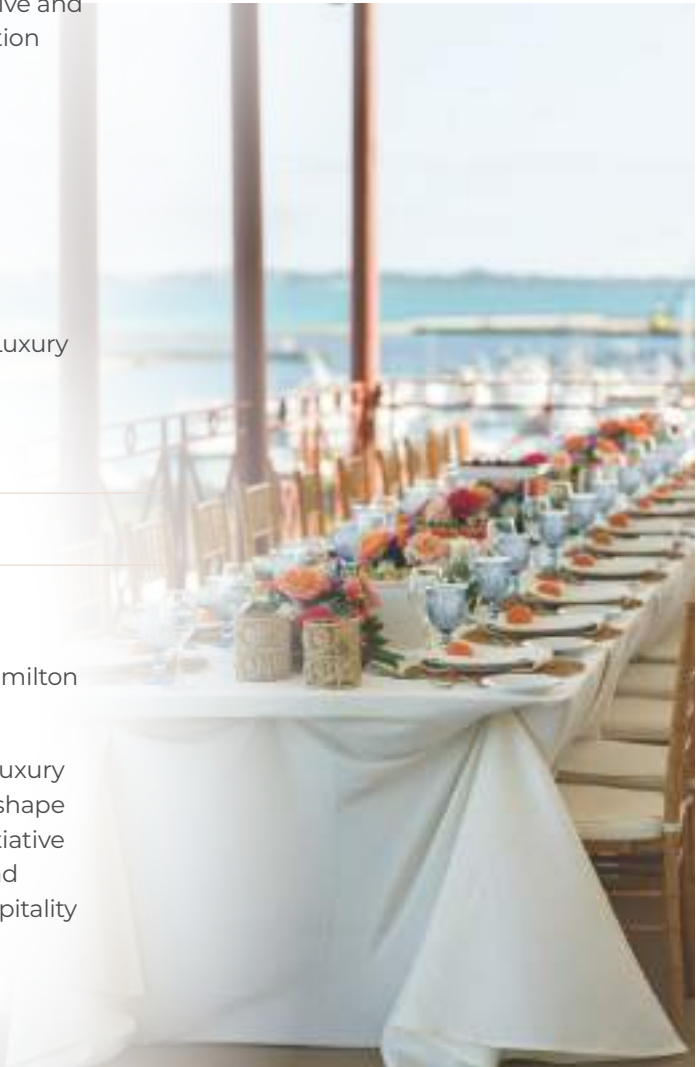
Luxury Celebrations & Wedding Market Development

In April 2025, the Bermuda Tourism Authority partnered with Associated Luxury Hotels International (ALHI) to host the ALHI Luxury Wedding Summit, welcoming:

- 55 international guests
- 25 luxury wedding and event designers
- Global luxury travel advisors and planners

Local hospitality participation included Cambridge Beaches, Hamilton Princess, and Rosewood Bermuda.

The summit positioned Bermuda directly in front of influential luxury travel and celebration planners whose recommendations help shape destination decisions among affluent travellers globally. The initiative strengthened Bermuda’s visibility within the luxury wedding and celebration market while showcasing the island’s premium hospitality product and destination experiences.



*Golf Tourism & Legacy
Group Travel*

The 74th Annual Goodwill Golf Tournament continued Bermuda’s long-standing tradition of sports and relationship-driven tourism, welcoming international participants during the shoulder season while supporting hospitality businesses and golf tourism activity across the island.

As one of Bermuda’s longest-running visitor events, the tournament continues reinforcing the importance of legacy group travel experiences within Bermuda’s tourism economy and complements the island’s wider golf tourism positioning alongside the Butterfield Bermuda Championship and related sports tourism activations.

Beyond visitor impact and international exposure, sport also continued playing an important role in community engagement and national identity throughout 2025. Through initiatives connected to Bermuda’s Road to the World Cup campaign, the Bermuda Tourism Authority supported programmes designed to engage young Bermudians through sport while strengthening connections between tourism, culture, and community participation. The initiative helped reinforce the growing role sport plays not only in destination visibility and year-round visitation, but also in inspiring local audiences and strengthening national pride.



AGILITY IN ACTION

Bermuda Triple Crown Championship

Reinforcing Bermuda’s Position as a Premier Sport Fishing Destination

The Bermuda Triple Crown Championship continued to strengthen Bermuda's reputation as one of the Atlantic's premier bill fishing destinations, attracting elite anglers, luxury sportfishing vessels, and international visitors from around the world.

Held from July 3–21, 2025, the tournament welcomed:

- 54 teams
- More than 400 anglers
- 311 visitors
- 540 room nights
- Approximately \$2.77 million in economic impact

Hosted primarily at the Hamilton Princess, the event generated significant spending across Bermuda's marine, hospitality, dining, and transportation sectors while reinforcing the island's appeal within the luxury sports tourism market.

HIGHLIGHTS

\$2.77M

Estimated Economic Impact

540

Room Nights Generated



The Bermuda Triple Crown is promoted through a year-round integrated marketing and media strategy that helps sustain international awareness and engagement well beyond the tournament period. Tournament coverage included:

- International advertising
- Digital marketing and livestream scoring platforms
- Sponsor activations
- Social media storytelling
- Video highlights and photography
- E-mail campaigns and website promotion
- VIP hospitality experiences

Throughout the year, the tournament maintains audience engagement through:

- Team and angler features
- Daily rankings and tournament updates
- Behind-the-scenes storytelling
- Conservation initiatives
- Community highlights
- Interactive and live digital content

This ongoing engagement strategy helps build anticipation, strengthen Bermuda's visibility, and maintain the island's profile within the global sportfishing community long after the tournament concludes.

The tournament's continued growth also reflects Bermuda's niche positioning within the luxury maritime sector. Organisers noted that participation levels are effectively capped only by the number of available berths for large sportfishing vessels near tournament staging areas.

A world-class billfishing tournament driving luxury group travel and international visibility for Bermuda.

Bermuda Travel Specialist Programme

Investing in the Future of Travel Advisor Engagement

In preparation for launch in 2026, the Bermuda Tourism Authority developed the new Bermuda Travel Specialist Programme in partnership with TravPRO Mobile, modernizing Bermuda’s approach to travel advisor education and engagement.



The digital provides destination training, itinerary inspiration, sales tools, and support resources designed to strengthen advisor knowledge and improve Bermuda’s visibility among travel professionals whose recommendations continue influencing high-value travel decisions across luxury, experiential, wedding, family, and multigenerational travel markets.

As part of the launch strategy, advisors completing the programme during the initial rollout phase will have the opportunity to qualify for familiarisation visits to Bermuda, helping strengthen destination knowledge and long-term trade relationships.

Strategic Impact

Throughout 2025, the Teams & Groups pillar continued supporting off-peak visitation, longer stays, room night generation, and higher-value travel opportunities through coordinated engagement across sports tourism, meetings and events, luxury celebrations, educational travel, and international travel trade partnerships.

Together, these efforts continue strengthening Bermuda’s position as a premium destination for organized travel, shared experiences, and year-round group visitation.



A G I L I T Y

Year-Round

Addressing Seasonality & Driving Consistent Demand

Building Demand Beyond the Peak Season

The Year-Round pillar focuses on strengthening Bermuda’s tourism economy beyond traditional peak travel periods through strategically timed events, experiences, and partnerships designed to support more balanced visitation across the calendar year.

In 2025, year-round demand generation remained closely aligned with the National Tourism Plan’s objective of reducing seasonality, increasing visitor spend, and strengthening economic participation across Bermuda’s tourism ecosystem during shoulder and winter periods.

A diversified portfolio of sports tourism, wellness programming, cultural experiences, and niche visitor events helped support this strategy throughout the year, generating economic activity for accommodations, restaurants, transportation providers, retailers, attractions, and local businesses across the island.



Sports tourism continued serving as one of Bermuda's strongest year-round demand drivers. Events including the AJGA Butterfield Bermuda Junior Championships, Bermuda Ladies Pro-Am Golf Classic, Bermuda Bridge Regional, and a growing portfolio of running, wellness, and golf-related activations helped generate visitation during traditionally softer travel periods while supporting hotel occupancy and visitor spending.

The Bermuda Bridge Regional attracted more than **220** international visitors and generated approximately **\$982,000** in estimated economic impact during the winter season. Through coordination with the Experiences Team, participants and guests were also encouraged to engage with Restaurant Weeks, Spa Month, cultural programming, and local dining experiences across the island, extending visitor engagement beyond the tournament itself.

Seasonal experiences and curated programming also continued playing an important role in supporting year-round tourism activity. Additional year-round activations including Camp Bermuda, Gombey's in the City, heritage tours, cultural programming, and community-led experiences further encouraged visitors to engage more deeply with Bermuda beyond traditional peak-season travel patterns while supporting wider participation across the visitor economy.

Collectively, these initiatives continue supporting a more balanced and resilient tourism economy by strengthening visitation, economic activity, and destination engagement throughout the year.

A BRIGHT SPOT

Superyacht Tourism

One of Bermuda’s Fastest-Growing Luxury Tourism Segments

Superyacht tourism emerged as one of Bermuda’s strongest-performing tourism segments in 2025, generating approximately **\$6.1 million in visitor spending** — an increase of more than **64% year-over-year**. This high-value segment continued delivering disproportionate economic impact relative to visitor volume while strengthening Bermuda’s position within the premium global yachting market and supporting year-round luxury tourism activity.

To support continued growth, the Bermuda Tourism Authority developed a dedicated superyacht microsite tailored to owners, brokers, and yacht charter audiences, alongside focused outreach at key international industry events including the Boat International Owners Club in St. Moritz, the St. Barth’s Bucket Regatta, and the Palm Beach Boat Show. These efforts continue supporting Bermuda’s long-term positioning within this strategically important luxury segment.



AGILITY IN ACTION

Chubb Bermuda Triangle Challenge

A Legacy Event Driving Winter Tourism Growth

The Chubb Bermuda Triangle Challenge (BTC) continued strengthening Bermuda’s position as a premier winter sports tourism destination, generating significant visitation and economic activity during one of the island’s softer tourism periods.

The 2025 event delivered record participation and strong economic impact across the hospitality, restaurant, transportation, and retail sectors, while showcasing Bermuda’s unique blend of sport, culture, and community engagement.

2025 HIGHLIGHTS

- **1,882 registered participants** (record high)
- **1,199 overseas visitors**
- **35.4% year-over-year participant growth**
- **Approximately \$3.6M** estimated economic impact
- **700 volunteers** engaged

BTC also continued advancing Bermuda’s sustainability goals and is recognised as an accredited sustainable event through measures including reusable aluminium cups, waste diversion initiatives, and reduced single-use plastics. (see page 34)

The continued success of BTC highlights the value of legacy sporting events in supporting year-round visitation, repeat travel, community participation, and Bermuda’s global visibility within sports tourism.



AGILITY IN ACTION

Butterfield Bermuda Championship

Driving Global Visibility and High-Value Tourism

The Butterfield Bermuda Championship continued delivering significant economic and international visibility benefits for Bermuda while reinforcing the island’s position as a premier sports tourism destination.

2024 CHAMPIONSHIP IMPACT*

- \$14.1M in new sales revenue
- \$9.7M GDP contribution
- 58 jobs supported
- \$25.8M media partnership value
- 8,128 spectators
- 689 volunteers engaged
- \$1.35M raised for local nonprofits

Championship visitors averaged:

- 7.3 nights stay
- ~\$2,125 spend per trip

The event continues supporting Bermuda’s year-round tourism strategy through international exposure, high-value visitation, and strong community participation.

* The EY 2025 Economic Impact Report was not available at time of publication.



Accolades

Destination Accolades & Recognition

Recognition received throughout 2025 reflected more than destination popularity alone. Collectively, these accolades reinforced Bermuda’s continued relevance within the premium global travel landscape and highlighted the island’s growing alignment with key traveller trends shaping future tourism demand, including experiential travel, wellness, luxury, culture, and year-round escape.

Recognition across leading international travel publications, industry awards, and consumer rankings also reflected the continued strength of Bermuda’s tourism product, hospitality sector, cultural experiences, and global brand visibility.

Highlights throughout the year included:

RECOGNITION	ORGANISATION / PUBLICATION
Featured on the “Good to Go List” for 2025	WANDERLUST
Horseshoe Bay among the Top Pink Sand Beaches in the World	U.S. NEWS & WORLD REPORT
#5 Best Summer Vacation Spot in the World	U.S. NEWS & WORLD REPORT
Included on The World’s Best Beaches list	INTERNATIONAL BEACH RANKINGS
Named among the Best Caribbean Island Destinations	TRAVEL + LEISURE WORLD’S BEST AWARDS
Ranked #1 Destination in the Caribbean & Atlantic	CONDE NAST TRAVELER READERS’ CHOICE AWARDS
The Loren featured Oprah’s Favourite Things	OPRAH DAILY
Bermuda named a Rising Star Destination for 2026	BRITISH AIRWAYS TREND REPORT
Gold - Social Media	HSMAI ADRIAN AWARDS
Silver - Digital & Social Media	HSMAI ADRIAN AWARDS
Silver - PR & Comms Influencer Marketing	HSMAI ADRIAN AWARDS
GOLD win for our Bermuda Welcomes You Canada campaign	INTERNATIONAL CONTENT MARKETING AWARDS (ICMA)



BERMUDA
TOURISM AUTHORITY