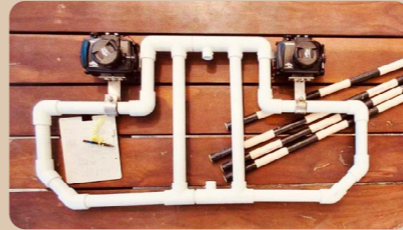


# LOGBOOK OF CHANGE

2025 PROGRESS REPORT



# Logbook of Change

## Iberostar Wave of Change

This logbook documents our progress towards a positive model of tourism—an ongoing transformation guided by a long-term vision and grounded in science and data. It reflects a dynamic process that has evolved into a collective movement, driven by the people who make it possible. These pages capture our direction, the progress and milestones achieved so far, and the challenges that continue to shape the road ahead.

Through images and diverse perspectives, we bring to life a transformation that begins with our strategy and our people, extending to the communities and environments around us and across our entire value chain. It is a story told through real experiences and first-hand accounts of those helping to make it happen.

The logbook is organised around three chapters that give structure and meaning to the change we are driving. **Where Change Begins** focuses on people and their commitment to making a difference every day. **Change That Transforms** explores how that commitment is embedded in our business model, driving the protection of natural resources while advancing climate action and circularity. **Driving Change** highlights responsible growth as the compass guiding our path forward.

This logbook also looks towards the horizon—the place where the actions we take today help shape the future we want to build.





# Introduction to Iberostar Group



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# 1.1

## Welcome

2025 was a year marked by the dynamism of the tourism sector amid a climate of geopolitical instability. International travel grew again and exceeded 1.52 billion tourists, 4% higher than the previous year. Air travel also continued to grow: over the year as a whole, global demand rose by 5.3%. At this pace, habits, expectations, and the way we plan, operate and compete are changing rapidly. This context is **accelerating the demand for transformation** and raising expectations across the entire travel experience, redefining what **customers value** and forcing us to rethink how we build a **quality offering**, from start to finish.

At Iberostar Group, 2025 was a year dedicated to meeting that challenge based on a seemingly simple premise. Change—including the kind that underpins a commitment to quality—**starts with people**. It is rooted in a **values-driven culture** that encourages teamwork, with a **long-term perspective** that places **purpose at the heart of our decision-making**. This conviction is reflected in Iberostar Wave of Change, the movement steering our priorities and helping us turn our commitments into tangible progress.

Furthermore, **such progress cannot be achieved alone**. Today's tourism challenges call for **collaboration**. Which is why in 2025 we strengthened our **cross-functional approach to encompass the entire value chain**. This means working in coordination with those who support us on a day-to-day basis, as well as with the sector's institutional community. Only by working together can we create the conditions for lasting, systemic change.



At Iberostar Group, this approach to growth is also reflected in our **business model**. We operate as an integrated organisation with two complementary divisions: Iberostar Hotels & Resorts and World2Meet. Looking at the journey as a whole allows us to better understand its impact, maximising opportunities to **enhance the customer experience**.

*Iberostar Wave of Change* also creates **coherence to that effort**. It helps us focus our efforts and navigate an increasingly complex environment. In this report, we share our progress in 2025, providing transparency on what we have achieved, and equal clarity on what remains to be done.

We invite you to explore these pages, which reflect the work of many people and a business approach focused on strengthening the resilience of destinations, supporting communities and protecting the natural resources that underpin tourism. Every step forward reflects the decisions and commitment of our people and partners.

We know there is still a long way to go. And we also know that tourism can create opportunities when it is managed responsibly. That is why we will continue to move forward with the same drive for improvement that guides our work every day.

**Thank you to everyone who makes this possible.** To our teams, for their daily commitment, and to those who support us from the outside, for the trust and high standards that help us improve. This report is a reflection of that shared effort.

**MIGUEL FLUXÁ**

Chairman and Founder of Iberostar Group

**SABINA FLUXÁ THIENEMANN**

Vice-Chairman and Chief Executive Officer of Iberostar Group

**GLORIA FLUXÁ THIENEMANN**

Vice-Chairman and Chief Sustainability Officer of Iberostar Group

Change starts with  
people.  
It is rooted in a values-driven  
culture that encourages teamwork,  
with a long-term perspective that  
places this purpose at the centre of  
decision-making

# 1.2

## About us

We are a 100% family-owned Spanish multinational with a 70-year history in the tourism industry, and business roots dating back to 1877.

We work to inspire a responsible and positive business model that focuses on caring for people, destinations, and the environment. Thanks to the talent of a global team made up of **more than 40,000 people of 95 nationalities**, our company enhances the uniqueness of the customer experience through constant innovation and a commitment to digital transformation. **Miguel Fluxá Rosselló** is our founder and Chairman, a member of the third generation to run the Fluxá family business. His daughters Sabina and Gloria are the fourth generation. **Sabina Fluxá Thienemann** is the Group's Vice-Chairman and Chief Executive Officer, while **Gloria Fluxá Thienemann** is Vice-Chairman and Chief Sustainability Officer.



"Our long-term vision drives us to develop a tourism model that adds value, not only economically, but also socially and environmentally, by fostering positive change through positive tourism"

**SABINA FLUXÁ THIENEMANN**

Vice-Chairman and Chief Executive Officer of Iberostar Group



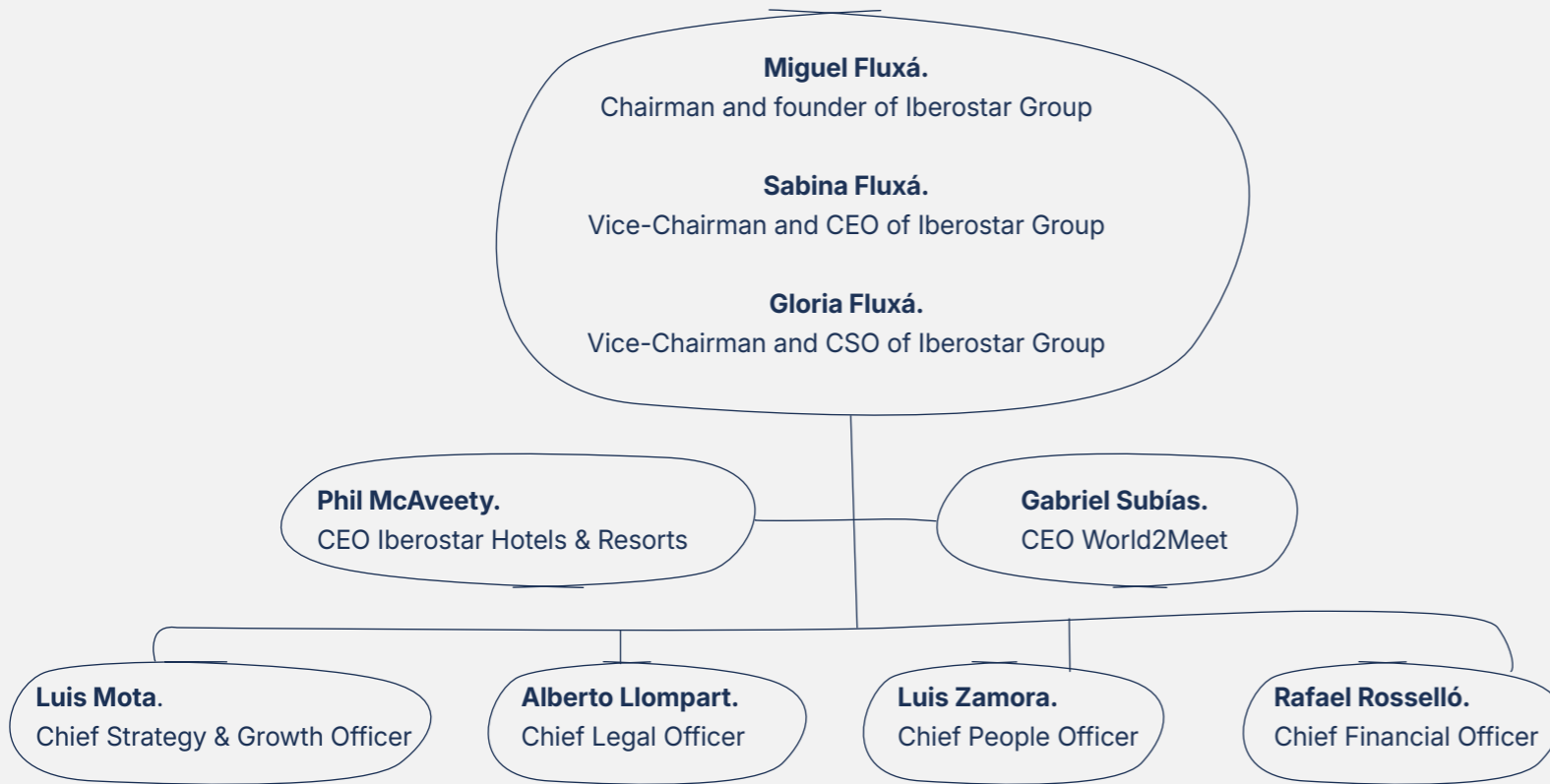
## Our values

Our family-owned company is built on values that define our corporate culture and inspire the Group's growth with a sustainable, long-term vision:

- **Responsibility.** We are committed to people and the environment
- **Transparency.** We demonstrate integrity in our decisions and actions
- **Humbleness.** We are aware of our limits
- **Passion.** We love what we do, and it shows in every detail
- **Creativity.** We are constantly evolving and seeking out innovative solutions

# We lead with purpose

Our **Executive Committee** is the main governing body of the Iberostar Group. Under its leadership, we **strive for positive change through positive tourism**, balancing profitable growth with the desire to leave a legacy for future generations. This purpose not only transforms the way we lead, but also gives direction and meaning to all our daily efforts.



## The power of vertical integration



**IBEROSTAR**  
HOTELS & RESORTS

Our hotel division is the core of our business, with a portfolio of **100** four- and five-star hotels in **14 countries** and three continents.



World2Meet is our travel division and vertically integrated tour operator (VITO), comprising **22 brands**.

Iberostar Group figures for 2025

€5.1 Bn

Managed revenue → 14% growth compared to 2024

€1 Bn

investment plan through to 2028

+40,000

employees

8.1 M

customers



Iberostar Hotels & Resorts

€2,300 M

Managed revenue → 8.7% growth compared to 2024

+35,000

employees

+33,400

rooms

World2Meet

€3,200 M

income

+3,900

employees

175

source markets

# 1.3

## Our movement, Iberostar Wave of Change

At Iberostar, we are working to build a business model that cares for people and the environment.

A commitment we fulfil through Iberostar Wave of Change, a pioneering movement that drives our purpose and shapes our vision.

Founded in 2017 to drive change both within and outside our company, it has since evolved into a **global movement** that encompasses broader environmental, social, and sustainability dimensions.

In today's context, Iberostar Wave of Change advances transformative strategies and innovative solutions across seven key focus areas. Rooted in science and informed by the expertise of more than 30 specialists, 100's of experts and each individual, it comes to life through the collective commitment of people across our organisation.

### Our seven focus areas



#### Caring for our people

- Development opportunities
- Well-being
- Equity for equality



#### Climate action

- Reduced emissions
- Climate adaptation
- Carbon projects together with communities



#### Destination Stewardship

- Local communities
- Collaborations within destinations
- Community tourism



#### Circular economy

- Waste reduction
- Circularity in operations and destinations
- Sector Collaboration



#### Nature

- Conservation and restoration of buildings
- Protection of biodiversity
- Scientific research



#### Responsible growth

- Resilience for the future
- Value chain
- Hotel design, construction and renovation



#### Blue Foods

- Responsible fish and seafood
- Product traceability
- Small-scale fisheries



Grounded in science and data, Iberostar Wave of Change has played a defining role in shaping our vision. We describe it as a movement because it reflects an ongoing commitment to continuous improvement and long-term transformation.



### Focus areas

#### Chapter 1

##### Introduction to Iberostar Group

- Welcome
- About us
- Iberostar Wave of Change
- Our progress in 2025

#### Chapter 2

##### Where change begins

- Caring for our people
- Destination Stewardship

#### Chapter 3

##### Change that transforms

- Nature
- Blue Foods
- Climate action
- Circular economy

#### Chapter 4

##### Driving change

- Responsible growth

# 1.4 Our progress in 2025

## Iberostar Hotels & Resorts

### New hotel openings:

- Iberostar Selection Riviera Cancun (Mexico)
- Iberostar Selection Es Trenc (Spain)

### Renovations:

- Iberostar Selection Fuerteventura Palace (Spain)
- Iberostar Waves Creta Panorama & Mare (Greece)
- Tierra del Sol Golf Course by Iberostar (Aruba)

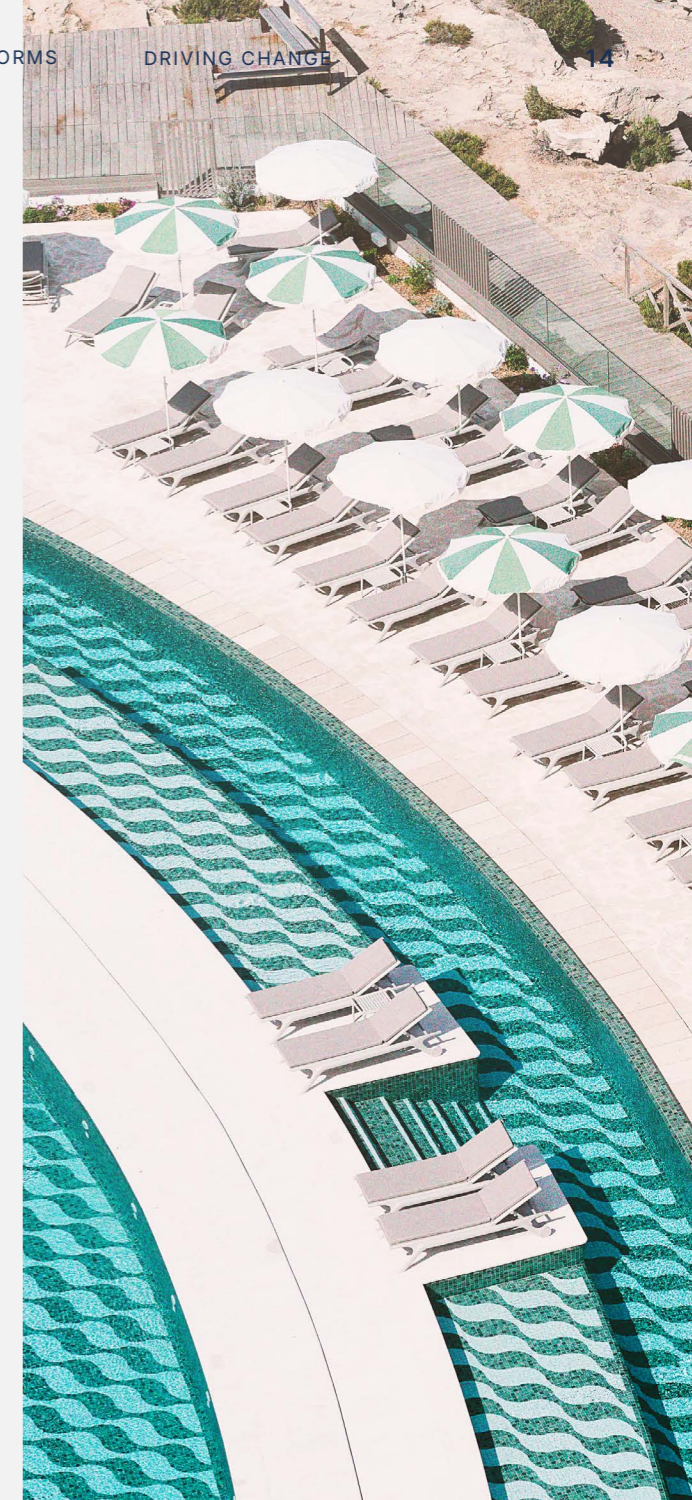
### New projects and launches:

- First public-private **blue carbon** project in Europe to restore the salt marshes in the Bay of Cádiz
- Creation of the **Hospitality Community Governance Forum**, comprising various hotel chains and Achilles, a platform specialising in supply chain
- Presentation of a **white paper** prepared by Iberostar Hotels & Resorts and Circle Economy, in collaboration with **UN Tourism**, to promote circularity in the tourism sector
- Launch of our **Dual Vocational Training** programme in the Dominican Republic together with Infotep
- **Young Graduate Program**, an innovative scheme for recent graduates from Spain, Mexico and the Dominican Republic

- **Lead The Change**, our global development programme for hotel managers
- **Iberostar Wave of Change** month, with 17,000 employees taking part

### Community space openings:

- **Grange Pen Marine Sanctuary** in Jamaica, which has created 11 jobs in the local community
- **Shoco Sanctuary** in Aruba, home to 20% of the population of this owl, a symbol of the country
- **Aula di Lama**, an educational space for the local community located at our JOIA Aruba by Iberostar hotel, which in 2025 hosted 90 activities for nearly 800 participants



# 88%

of our people, consider their commitment to Iberostar positively

# 79%

of the waste from our hotels has been diverted from landfill

# 93%

of the fish and seafood we serve comes responsible sources

# 7%

reduction in Scope 1 and 2 emissions per stay compared to 2024



*TIME 100 MOST INFLUENTIAL COMPANIES:  
In 2025, Iberostar became the only Spanish company and the only tourism-sector representative to be included on this prestigious list, which each year highlights organisations shaping the future of business.*

# World2Meet

## World2Fly airline:

- World2Fly joins the **Alliance for Air Transport Sustainability (AST)**
- Addition of a new **Airbus A330-300** to the **World2Fly** fleet
- **New World2Fly routes:**
  - Route between Lisbon (Portugal) and Montego Bay (Jamaica)
  - Route between Lisbon (Portugal) and La Romana (Dominican Republic)
- Incorporation of **Braille safety cards** on World2Fly aircraft

## Improvements to the travel experience:

- **Electrification of the World2Meet fleet** of ground vehicles in the Dominican Republic
- Launch of the **waste** management project for excursions to **Saona Island**
- Launch of the **Drivers' Academy** in Mexico, with a clear commitment to female talent

- Participation in the international **Hidden Disabilities Sunflower** programme to improve the travel experience for people with hidden disabilities

- Launch of version 2.0 of the **MIA Digital Ambassador**

## Partnerships and sponsorships:

- Signing of the only strategic alliance in the industry with **Live Nation** to promote music tourism
- Renewal of the sponsorship agreement with the **Spanish Basketball Federation** by Azulmarino
- Official sponsor of the **Women's Basketball EuroLeague Final Six**
- **Icáron Award for Best Master's Thesis** on sustainable tourism, granted by the tour operator World2Meet



# 39%

growth of the World2Meet training programme

First electric fleet in the tourism sector in the Dominican Republic

Consolidation of the Driver's Academy to foster local talent in Mexico, with 58 drivers trained



# Where change begins



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	2.2	Destination Stewardship	34

At Iberostar, we believe that true change is built every day through our people. The people who make our customers' experiences happen, and turn our commitment into reality through their talent and hard work.

Our approach to work combines care, responsibility, and progress to make a difference, all while supporting one another and getting things done. Working together to drive positive change through more responsible and people-centred tourism, within our teams and in the communities where we operate.

Lasting progress begins when people are placed at the heart of it.



# 2.1

## Caring for our people

At Iberostar we strive to create a fair, inclusive, and enriching workplace where everyone feels part of a shared purpose.

Our essence means evolving toward a culture of active belonging, where more than **40,000 people from 95 countries** contribute their talents to drive our model of responsible tourism.

Our goal is to build an inclusive, fair and enriching workplace where everyone feels part of a shared purpose. We foster growth, create opportunities for development, and prioritise well-being so that our people can thrive, while always maintaining our family ethos.

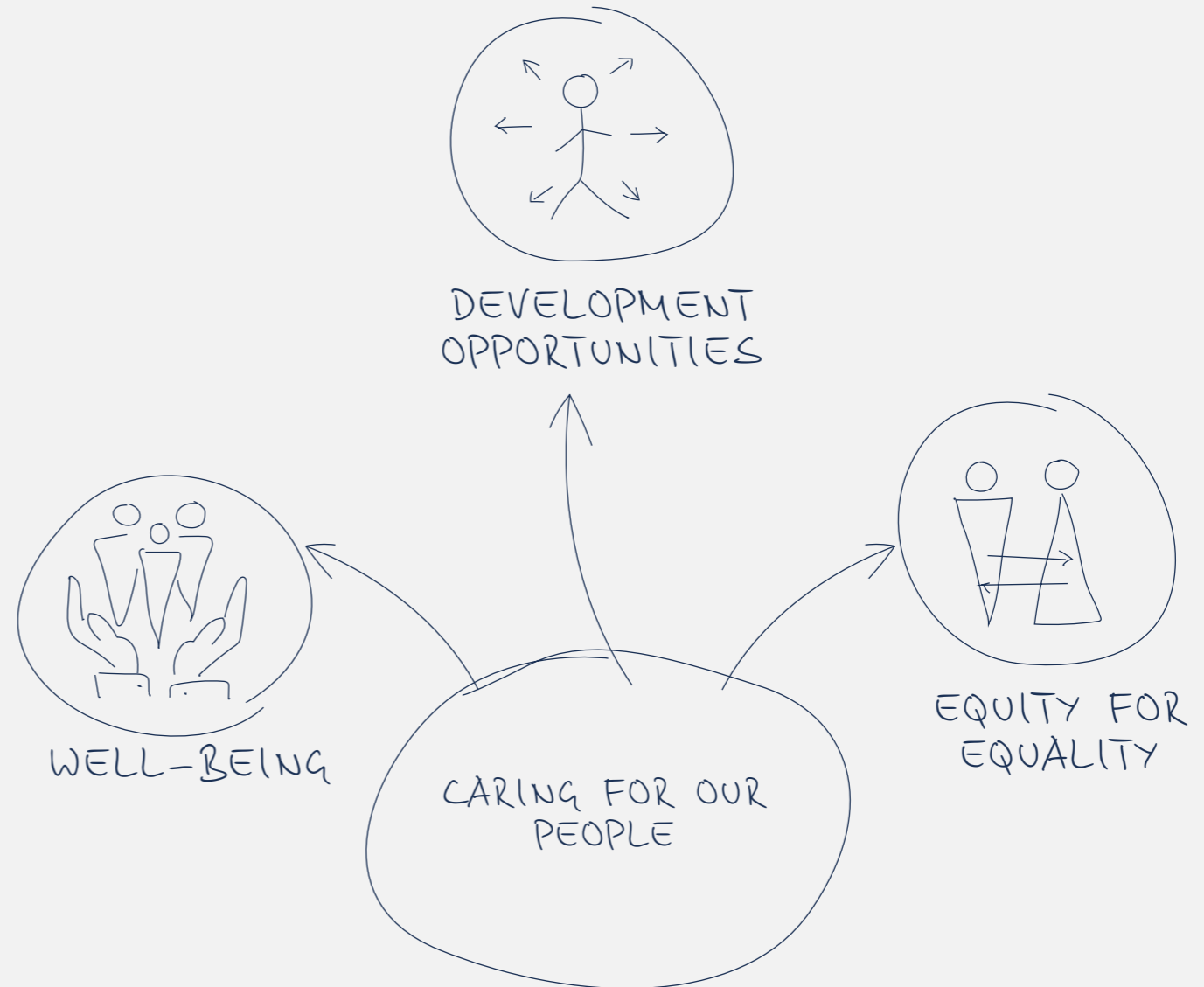


"Our transformation has placed people centre-stage. Our priority is the experience of our employees"

# A place where everyone can thrive

We are working to build much more than just a workplace: We aim to foster an inclusive, fair and enriching environment. And we do so through three pillars designed to empower our teams:

- **Development opportunities.** Iberostar is the perfect place to start a career and grow. We believe in the potential of our people and support them so they can grow and chart their own path to success
- **Well-being.** We promote healthy, safe and inclusive spaces. We put both physical and emotional well-being at the heart of our efforts, because we know that protecting our people is our top priority
- **Equity for equality.** We go a step beyond equal opportunity, actively and consciously promoting fairness, adapting to each person's circumstances



## Iberostar Hotels & Resorts

88%

of our people are positively committed to Iberostar → +3% compared to 2024

378,994

hours of training delivered in 2025

57%

of hotel management positions filled through internal promotion

1,957

young people hired as apprentices or interns in 2025

64%

internal positions are filled by women

894

young people involved in our Dual Vocational Training programmes since their inception

## World2Meet

91.668

hours of training delivered in 2025

5,899

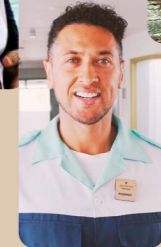
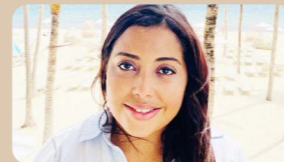
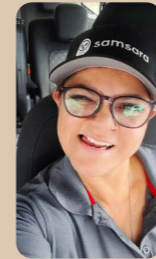
courses conducted in 2025

36.5%

of interns have gone on to join the company



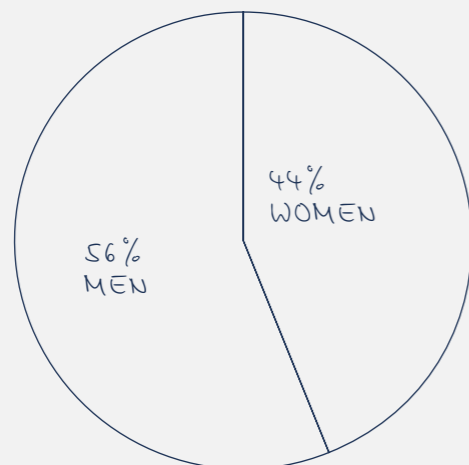
For this report, more than 50 people from across our business documented their day-to-day work, offering a first-hand view of the people, places and decisions that shape our activities around the world



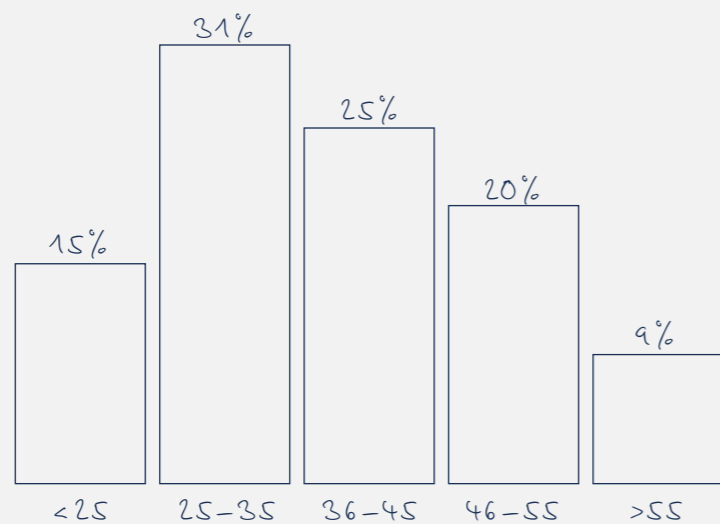


The people who make up Iberostar  
are at the heart of our progress

### Distribution of employees by gender in 2025



### Distribution of employees by age group in 2025



# Development opportunities

## IBEROSTAR HOTELS & RESORTS

We are committed to internal development with real opportunities for advancement that recognise our employees' experience and dedication. This is reflected in the fact that **57% of our hotel management positions** are filled through internal promotion. At the same time, we are strengthening our leadership pipeline and preparing the next generation of talent to shape Iberostar's future.

### Young talent as a driver of change

We design high-impact training programmes to help young people lead the future of tourism at our hotels. We offer an immersive learning experience, compensation during training, and employment opportunities, while also strengthening Iberostar as an employer brand.

At Iberostar, we help young people to build meaningful careers through our internship programmes, Dual Vocational Training courses, and the Young Graduate Program.



"We prepare and equip our teams with the tools they need to tackle the current and future challenges of our industry. People are the true catalyst for change at our hotels"

**LOILETH FERNÁNDEZ**

Leadership Learning Manager

## Dual Vocational Training programme

Dual Vocational Training is our strategic initiative to connect classroom learning with the reality of our hotels. We establish institutional partnerships that provide new generations with a real opportunity to launch their careers, and help build excellence across our industry:

- **Spain:** we are leaders and pioneers in promoting dual vocational training, which is already available in Andalusia, the Balearic and Canary Islands. During the 2025–2026 school year, we supported the growth of **116 young** apprentices
- **Mexico:** we are strengthening our partnership with CONALEP (National College of Technical and Vocational Education), where we have **112 students** this academic year
- **Dominican Republic:** we finalised an agreement with INFOTEP (National Institute for Technical and Vocational Training), where we have our first **14 students** for the 2025–2026 academic year

*Dual Vocational Training:  
the bridge between young  
talent and the sector's  
future*

## Young Graduate programme

This initiative is one of our milestones for 2025, an innovative scheme aimed at recent graduates from Spain, Mexico and the Dominican Republic. It offers a **360-degree immersion** into our hotel business to fast-track the development of future leaders.

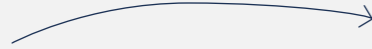
## Internship programmes

We help young people take their first big step into the professional world by promoting early entry, to enhance their practical learning and employability from day one:

- **+70 schools and colleges involved**
- **1,055 scholarship recipients in 2025**
- **We renewed our partnership with the Balearic Islands School of Hospitality** for the eleventh year running, awarding scholarships to three students on the Hotel Management Degree course



## Leading the change from within



We prepare our teams to tackle the industry's current and future challenges through high-impact training programmes:

- **Lead the Change:** a major training initiative launched in 2025 to transform the strategic vision of 64 hotel managers in 12 countries
- **New Leaders Programme:** we are staging the third edition of this scheme, designed to support our new leaders in their transition into new management roles.
- Established **coaching and mentoring programmes** to continue supporting our leaders and executives

## Promoting recognition and continuous growth

- **Mobility:** we promote the exchange of talent and know-how between different regions. We supported the career mobility of **7 executives and 22 middle managers** in 2025
- **Digital training** through our **Campus** platform for accessible and scalable learning. Our employees completed 92,238 courses in 2025
- **Upskilling and reskilling** schemes tailored to the circumstances of each department, ensuring that our people acquire the key skills for the future
- **Wave of Change Heroes Awards:** recognising the commitment to sustainability shown by the people at our hotels
- **Talent Review:** evaluation and mapping of 100% of hotel managers and deputy managers for the fourth year running, and identification of middle managers for the first time, mapping 164 deputy department heads



"These programmes are vital as they allow us to move beyond theory and connect with the real tourism industry. We have the opportunity here to learn in an international setting, with access to technology and authentic situations that we don't always come across in class"

**OMAR, LAURA, AND DIEGO**

Interns in the Dominican Republic

## INITIATIVE FOR CHANGE

# Young Graduate Program

## STARTING POINT

The Young Graduate Program is our strategic initiative to establish the hospitality industry as an aspirational career path for future generations.

Designed as an accelerated development program leading to managerial positions, the programme invites graduates to learn, grow, and make a real impact on the tourism industry and at Iberostar.

## ACTIONS THAT MAKE A DIFFERENCE

The methodology is based on a 12-month experiential and immersive learning programme, designed to help graduates acquire skills in a real-world hotel environment with a 360° business perspective.

With rotations through key areas of a hotel, the programme combines hands-on operational experience with comprehensive training in high-level strategic disciplines, ranging from responsible leadership and emotional intelligence to digital skills involving AI and project management methodologies. Innovative solutions are also designed for presentation to senior management.

This immersive journey takes place within a unique support system: each young graduate is paired with a mentor (hotel manager) and expert tutors.

## IMPACT ACHIEVED

- Programme implemented in **Spain, Mexico and the Dominican Republic**
- **9 training hotels** (4 in Spain, 4 in Mexico and 1 in the Dominican Republic)
- **9 young graduates** are pioneering the first 2025–2026 edition
- **9 executive mentors** and more than **200 tutors**



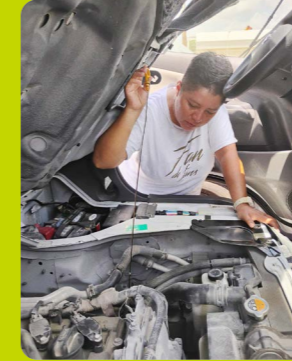
*"We are training the generation that will lead tomorrow's responsible tourism, opening the doors of our business so they can learn in a real-world environment, and encouraging them to start a professional career in tourism and at Iberostar"*

**MARVINENT**

Hotel Learning Specialist

# WORLD2MEET

Opportunity development at World2Meet focused on improving and expanding (by 39% compared to 2024) its **extensive training programme** for its nearly 4,000 employees, and consolidating the employer brand **World2Meet Careers**, as well as recruiting young talent (nearly **4 out of every 10 interns** join the company), and value-added initiatives such as the driver training academy in Mexico.



# Well-being

We create a safe environment that fosters work-life balance, personal growth and emotional support. **Iberostar Vitality** has succeeded in making wellness a priority across all areas of our company.

## Iberostar Vitality, holistic wellness

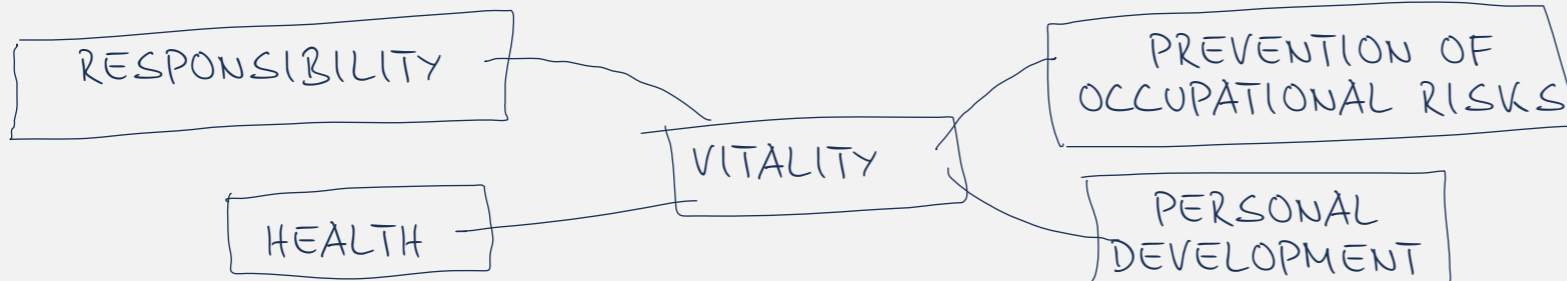
**360° approach:** we take a holistic approach to our people's health, ranging from physical and emotional care to financial well-being, mindful nutrition, and active risk prevention.

**Active listening:** our staff get involved and participate in the workplace climate surveys. In 2025, we received a score of **8.5 out of 10** for commitment, with a record participation rate of 86%.

**Culture of recognition:** we have made "World Days" standard practice at our hotels, along with celebrating key personal milestones to strengthen our teams' sense of belonging.

**Digital platform:** our website and mobile app (available in Spain) offer advice and resources related to personal and professional well-being, as well as consultations with experts in mental and physical health and nutrition.

**Energy Teams:** we have 27 employee-led communities designed to promote sports and team-building through running, yoga, and other physical activities.



## Health Ambassadors: Iberostar Vitality comes to the hotels

In 2025 we introduced the role of Health Ambassador at all our hotels in Spain. These ambassadors are responsible for driving our annual wellness plan and ensuring that Iberostar Vitality's values of comprehensive care are put into practice by our teams. We have also established the role of Employer Brand Ambassador at our hotels, playing a key role in onboarding new employees.

## Equity for equality

In 2025, we defined a fairness model that goes beyond equal opportunities, which we are establishing as a strategic cornerstone in advancing toward true equality.

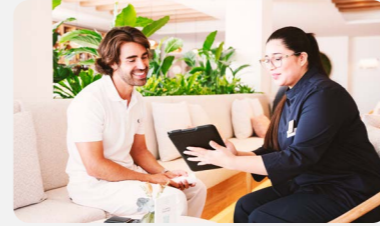
This framework will allow us to identify and address the specific needs of our teams more precisely, providing the necessary support and opportunities for each person to thrive.

As a family business group, we promote inclusive working environments that enable every professional to advance their career at every stage and reach their full potential.

*Integrity drives the pursuit  
of genuine equality at  
Iberostar*



*We want to promote young talent,  
women in leadership positions,  
and support local talent at our  
destinations*



Iberostar Hotels & Resorts

We promote the professional advancement of women, young talent, and local talent at our destinations. At the same time, we are working to implement diversity standards in various countries, starting with Spain and Mexico.

- **Women's career advancement:**  
64% of internal promotions managed through our internal job posting channel are filled by women
- **Female leadership:**  
programmes such as **Women Cross Mentoring** and the **Diversity Leading Company** award earned in recognition of our efforts in this area
- **Social inclusion of vulnerable groups:**  
collaboration with "**la Caixa**" Foundation and organisations such as **Esment (Balearic Islands, Spain)**, which specialises in integrating people with intellectual disabilities
- **Generational diversity:**  
adapting workloads to different age groups. We have reduced the number of rooms assigned to **people over the age of 60** on our housekeeping team

World2Meet

The drive for diversity, equality and inclusion are top priorities at World2Meet, in line with the Iberostar Group culture.

- Internal studies are conducted to assess DEI aspects, which are taken into account in the hiring processes
- Training for the entire staff in the use of **non-sexist** and non-discriminatory language
- Agreements signed with **COGAM, ASPROM and ASPAS**, organisations specialising in the integration of employees with disabilities
- The airline **World2Fly** is part of the global initiative **25by2025** promoted by **IATA** (International Air Transport Association) to increase the representation of women in management and technical roles in the aviation sector to at least 25%.

## INITIATIVE FOR CHANGE

# Drivers' Academy MEXICO

## STARTING POINT

We enhance the customer experience at every stage of their journey, including their transfers. And World2Meet has a valuable asset in this regard: a team of passionate, fully committed expert drivers.

This project stems from a desire to transform the local community into a hub for talent, promoting skilled employment and opening the doors of our profession to new candidate profiles.

## ACTIONS THAT MAKE A DIFFERENCE

Driving school set up for the transfer service in Mexico.

Commitment to **female talent** in a sector where women are under-represented, and in promoting **local employment**, as those who complete the training are hired by World2Meet.

## IMPACT ACHIEVED

- **60% of the workforce** of drivers in Mexico comes from this programme
- **58 drivers** trained, **13** of them **women**
- Improved safety standards and fewer traffic accidents
- Higher customer service quality



"We bring men and women from Cancún who want to thrive in the tourism industry onto our team, and train them to be World2Meet drivers"

**MÓNICA GARCÍA**

People – Drivers' Academy in Cancún (Mexico)

## 2.2 Destination Stewardship

*Partnerships enable us to  
turn the change we promote  
into a shared legacy*

At Iberostar, Destination Stewardship means working in partnership with local communities to create shared value. We collaborate with the people, organizations, and businesses that bring each destination to life, while helping guests connect with the culture, nature, and traditions that make every place unique. We believe tourism has a responsibility to contribute to the long-term well-being of destinations, supporting socio-economic development, strengthening local resilience, and helping communities prosper for generations to come.



*"The people at the destination  
—local communities, students,  
researchers— are the ones who protect  
cultural identity, ecosystems and  
sustainability"*

**LUZ VALENTINA LANTIGUA**

Head of Destination Partnerships in the Dominican Republic

# Taking care of destinations means taking care of their future

We view each destination as a living ecosystem, where people, nature and institutions coexist. That is why we have developed a collaborative management model that balances economic, environmental, social and cultural considerations, bringing together the public and private sectors, along with local communities. An approach that strengthens the long-term resilience and revitalisation of the destinations where we operate.

We have created a **Destination Stewardship** specialism to promote collaboration and local partnerships. This serves to align us with each destination's priorities, and incorporate them into our decisions to develop joint projects.

Our local commitment is outlined in our **Destination Stewardship Roadmap**, published in 2024. This is the document that guides our actions and serves as the framework for promoting cross-cutting projects that we carry out in various focus areas.

## 4 strategic priorities for Destination Stewardship



We promote circular solutions.



We protect local ecosystems.



We support climate action.



We build resilient destinations.

# From commitment to local action at each destination

## We build resilient destinations

We promote the resilience of destinations by strengthening the local community, with a particular focus on supporting small-scale artisanal fishing through the **Lifting Up Local** approach. This initiative, developed as part of the Blue Foods programme, promotes more equitable value chains, encourages local procurement, and boosts the socio-economic sustainability of coastal communities.

→ More information at **Blue Foods**

## We promote circular solutions

We develop circular economy projects in destination areas focused on waste recovery (particularly organic waste) in collaboration with local stakeholders. These initiatives allow us to turn waste into resources, reducing the environmental impact at the regional level and creating new sources of income and economic opportunities for local communities.

→ More information at **Circular Economy**

## We protect ecosystems

We promote ecosystem restoration initiatives in collaboration with our sector, public entities and non-profit organisations, and take action at the destination level, extending beyond the boundaries of our hotels. Our flagship projects include the restoration of the coastal dunes in Quintana Roo (Mexico), in collaboration with other hotel companies, and the development in Andalusia (Spain) of Europe's first public-private blue carbon project for the restoration of salt marshes.

→ More information at **Nature**

## We support climate action

We are making progress in offsetting our carbon footprint by promoting nature-based projects and solutions. Carbon capture is part of our corporate climate strategy, the implementation of these initiatives on the ground directly supports local communities, creating value at the destination and strengthening the resilience of its ecosystems in the face of climate change.

→ More information at **Climate Action**



## Protecting Aruba's national symbol

The shoco (*Athene cunicularia arubensis*) is a species of burrowing owl native to Aruba, and the symbol of this Caribbean country.

As part of our commitment to the local community, we set up the first Shoco Sanctuary in Aruba, in collaboration with Aruba BirdLife Conservation. Located on the grounds of our Tierra de Sol golf course, it houses **20% of the country's shoco population** in its 36 burrows, and recorded 25 new chicks in the last few months of 2025.

Beyond providing shelter, the sanctuary also serves as a platform to raise environmental awareness among our guests. In conjunction we have also trained our local teams as **Shoco Ambassadors**.

Our workmate Shoco  
the Pirate



# Building resilience in our communities

The Iberostar Foundation is a non-profit organisation that extends the scope of our corporate purpose beyond our group's operational areas in the tourism sector.

It acts as a catalyst for change, with a strategy focused on contributing to the transformation of resilient destinations through three cross-cutting pillars (Research, Education, and Communities), engaging local communities while preserving the natural capital of the regions where we operate.

## Research

### Knowledge as a key driver of change.

The Foundation promotes talent by setting up training opportunities for young researchers and students, as well as by supporting research initiatives.

→ **Iberostar Chair of the Sea:** in collaboration with the University of the Balearic Islands (UIB), this initiative promotes education and research in marine ecology through scholarships and grants activities held in 2025

## Communities

### Growing alongside our communities.

The Foundation empowers and integrates local communities into the tourism sector value chain.

→ **Partnership with the Planeterra Foundation:** this global venture promotes community-based tourism projects that highlight local efforts and enrich our guests' experience

## Education

### Connecting the ocean with schools.

The Foundation connects future generations with the natural spaces around them.

- **Wave Generation:** an environmental education project in partnership with the Cleanwave Foundation, promoting knowledge of and respect for the natural environment among the 420 young students from 11 secondary schools in Mallorca who participated during the 2025–2026 school year
- **Aula di Lama (Ocean Classroom):** this space, located at the JOIA Aruba by Iberostar hotel, serves as a collaborative learning centre designed to bridge the gap between the local community and their natural environment. Its goal is to serve as a meeting place for schools and organisations on the island, where they can explore Aruba's biodiversity and raise awareness through the 90 educational activities implemented in 2025

## Iberostar Foundation

2,708  
people impacted

64  
local beneficiary institutions

15  
local communities



## SUCCESS STORY: INITIATIVE FOR CHANGE

# Promoting community tourism

## STARTING POINT

At Iberostar, we believe in tourism that creates real opportunities for local communities and protects their natural environment. We place people centre-stage, making them active participants in the value chain and supporting them in building their own future.

## ACTIONS THAT MAKE A DIFFERENCE

The partnership between the Iberostar Foundation and Planeterra enables the development of community tourism projects led by the communities themselves, ensuring their economic progress, environmental protection, and the preservation of local culture.

## IMPACT ACHIEVED

- 7 initiatives implemented at 5 destinations:
  - **Brazil:** handicrafts and cultural preservation fair
  - **Morocco:** Argan oil production
  - **Mexico:** conservation of the cenotes of Yucatán
  - **Dominican Republic:** traditional cocoa and woodworking craftsmanship
  - **Tunisia:** carob and pomegranate production and support for handicrafts
- **17 local communities** supported
- More than **5,200 direct and indirect beneficiaries**

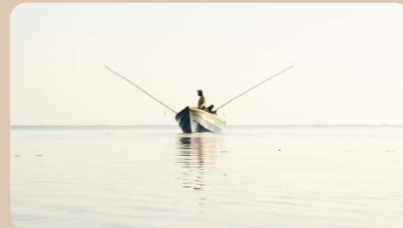


*"The Iberostar Foundation is committed to involving local communities in tourism. Our partnership with Planeterra allows us to help empower local enterprises and integrate them into the tourism value chain, creating a lasting social impact"*

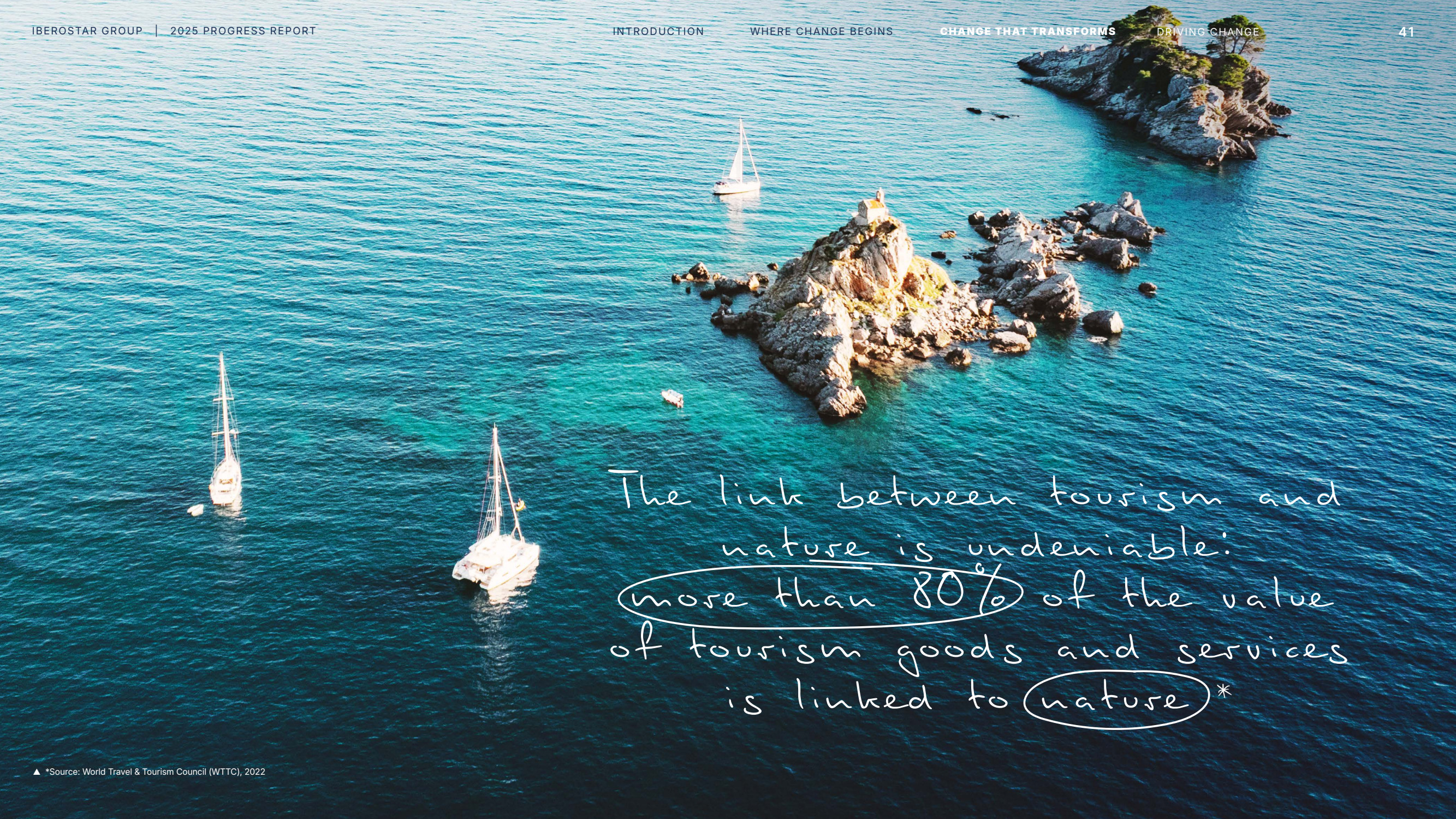
**ALEJANDRO BORRÁS**

Director of the Iberostar Foundation

# Change that transforms



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An aerial photograph of a rocky island in the middle of a clear, turquoise sea. Three white sailboats are visible on the water. The island has some greenery and a small structure on top. The text is overlaid on the bottom right of the image.

The link between tourism and nature is undeniable: more than 80% of the value of tourism goods and services is linked to nature\*.

The natural environments that surround our destinations are both a privilege and a responsibility. Through science, innovation, and the active involvement of our teams, we transform that responsibility into actions that protect and restore nature.

Real transformation happens when purpose becomes culture, culture becomes action, and action creates lasting change.

*Vibrant destinations  
make for unforgettable  
experiences*



# 3.1 Nature

Nature brings life, wealth and prosperity to our destinations and the communities that live there. At Iberostar, we recognise the immeasurable value of the ecosystems around us and work to protect and restore them, adopting an approach aligned with a nature-positive philosophy.

Nature currently faces three major challenges: climate change, pollution, and biodiversity loss. These challenges that are interconnected. If an ecosystem is damaged, its ability to absorb carbon is reduced, and climate change is accelerated. At Iberostar, we are working to help mitigate this through our science-based strategy and actions.

Today, our work is evolving to adopt a holistic approach to nature, in collaboration with our scientific team. We care for the natural environment around our hotels and restore their green spaces. We contribute to healthier oceans and coastlines, helping to safeguard water quality, coastal ecosystems, and biodiversity.

We are moving toward a Nature Positive model of tourism that works in harmony with nature.

Natural capital is a source of prosperity for everyone



**+13,600 m<sup>2</sup>**  
of grass replaced with native plants and trees

**+12,000**  
native species planted

**100%**  
regreening targets met at Iberostar Waves Cozumel



**335**  
hectares protected in our Grange Pen Marine Sanctuary (Jamaica)

**5**  
scientific articles published in peer-reviewed journals

**7**  
coral nurseries along the Caribbean coast

# What are our priorities in protecting nature?

## 1. WE RESTORE ECOSYSTEMS

At Iberostar, we actively restore and protect marine and coastal ecosystems at our destinations. We implement innovative, science-based solutions and collaborate with local communities to make our legacy the preservation and restoration of nature wherever we operate.

By improving the ecological health of these ecosystems, we ensure that they continue to provide essential services such as coastal protection, improved beach and water quality, and increased biodiversity.

## 2. WE UNDERSTAND OUR ENVIRONMENTAL RISKS

We identify environmental risks in the coastal areas surrounding our hotels to establish risk and coastal health indices affecting the infrastructure, communities, and biodiversity of these destinations, and to implement effective management strategies.

→ More information at **Climate action**



"Nature-based solutions harness ecosystem services to address current challenges, above all those resulting from climate change"

**MACARENA BLANCO**

Science Coordinator



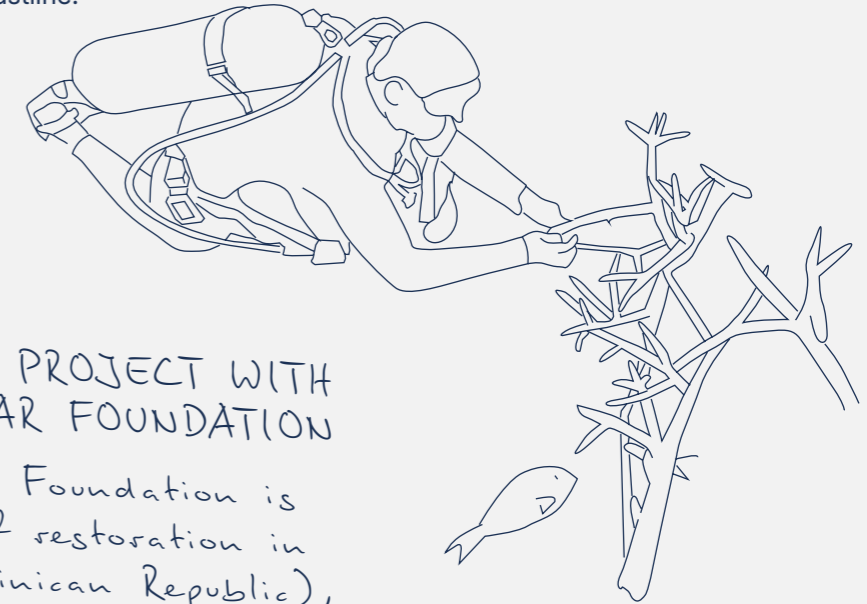
We have three laboratories dedicated to researching and conserving corals in the Caribbean:

- **Jamaica** (Rose Hall), **more than 1,900 fragments** of coral have been propagated. Thanks to the preparedness and swift response of our teams, the nurseries withstood Hurricane Melissa (October 2025) with minimal impact, preserving all species and genotypes
- **Mexico** (Playa Paraíso), **619 fragments** propagated with an 89% survival rate
- **Dominican Republic** (Playa Bávaro), has **76 coral colonies** and serves as a gene bank to repopulate reefs with more resilient species

→ **In Mexico, we have restored 2,619 m<sup>2</sup> of dunes** and replanted 5,729 native plants, increasing biodiversity from 5 to 16 species

- **Mexico:** we support the restoration of coastal dunes in the Cancún-Playa del Carmen corridor in partnership with the **German Society for International Cooperation (GIZ)**
- **Dominican Republic:** we have established pilot areas to assess the feasibility of restoring dunes on a larger scale
- **Spain:** at our hotels in Chiclana de la Frontera, Cádiz, we have installed access control systems at the entrances to the dunes to preserve their natural regeneration

In the Dominican Republic, we have planted **19,000 mangrove trees**, in collaboration with the Ministry of the Environment and GIZ, to improve the health of the local ecosystem, increase biodiversity, and protect the coastline.



RESTORATION PROJECT WITH THE IBEROSTAR FOUNDATION

The Iberostar Foundation is promoting reef restoration in Bayahibe (Dominican Republic), in collaboration with the Dominican Foundation for Marine Research (FUNDEMAR), through financial support, scientific research and the sharing of knowledge and data

### 3. WE PROMOTE BIODIVERSITY AND RESILIENCE

Our commitment to natural wealth is aligned with the **Kunming-Montreal Global Biodiversity Framework** to help halt biodiversity loss in our operations by 2030, and achieve recovery by 2050. As part of this initiative, we are committed to promoting biodiversity in terrestrial ecosystems through our *regreening* strategy, and in marine ecosystems through our coral restoration programme.

#### Regreening

When we talk about the regeneration of green spaces, we refer to improving the quality of local landscapes, particularly with regard to controlling invasive species and planting native and endemic plants at our hotels.

In 2025, we continued to work on our green space regeneration strategy, which will enable us to move toward the goal of **50% native and endemic species by 2030**.

- At our corporate headquarters in Mallorca, we have designed a pilot garden using only native and endemic species, achieving an 84.7% reduction in water consumption compared to the same period in the previous year
- At the **Iberostar Waves Mehari Djerba** hotel (Tunisia), we have set up a nursery for *Acacia raddiana*, a rare species of thorny tree, in collaboration with **Les Amis de CAPTE** (Collectif D'Acteurs pour la Plantation et la Transition Environnementale), and with the participation of our guests and the local community

The **Iberostar Waves Cozumel** hotel (Mexico) has already achieved 100% of its *regreening goals*: green spaces make up 25% of its total area, more than 50% of the species there are native and/or endemic, and it is free of invasive species.



"I love working here because I enjoy seeing how nature unfolds day by day"

**JOSÉ ANTONIO HERNÁNDEZ**

Head of Gardens at Iberostar Waves Cozumel



"I am proud of our comprehensive reef restoration and monitoring programme in the Mexican Caribbean. Because aside from the fragments we transplant, we have managed to weave a network of people – students, authorities and communities – united by a commitment to safeguarding the reef's future"

**JOHANNA CALLE**

Science Coordinator

## INITIATIVE FOR CHANGE

# Protecting the ecosystem and empowering local communities

JAMAICA

## STARTING POINT

The marine ecosystem off the coast of the Iberostar Rose Hall resort showed signs of deterioration: overfishing, degradation of coral reefs, and decline of seagrass beds, which are essential for carbon sequestration and coastal resilience. As a result, we established a protected marine area managed in partnership with the local fishing community and the government: the Grange Pen Marine Sanctuary.

## ACTIONS THAT MAKE A DIFFERENCE

Together, we implemented a pioneering co-management model, the **Grange Pen Sanctuary Association**, based on shared and equitable decision-making between Iberostar and the local community. This initiative strengthens protection of the sanctuary by training park rangers, advances reef restoration, and actively manages seagrass beds.

## IMPACT ACHIEVED

- **11 local direct jobs** created since the sanctuary opened
- **Comprehensive ecological studies** to trace the effectiveness of the sanctuary and ensure the long-term health of the ecosystem and coastal resilience
- A pioneering collaborative management approach with equal partnership between the private sector and local communities



"The sanctuary provides us with better catches of higher-quality fish, as well as helping to restore coral gardens"

**RICHARD WALLACE**

Director of the Grange Pen Fishing Association

## 4. WE PROMOTE SCIENTIFIC RESEARCH

Since inception, our scientific team has been contributing to scientific research aimed at promoting marine conservation and coral restoration through the hospitality industry. In 2025, our scientists published three studies, had five papers under review for publication, and were co-authors of two international reports aimed at defining restoration policies in the Caribbean Sea.

We make all of this valuable knowledge available to the global scientific community, in line with our commitment to transparency and the advancement of scientific knowledge.

### Scientific publications in 2025

***Rebuilding Coral Reefs: How Tourism Can Be a Driver Behind Solutions in a Changing Ocean*** (Calle-Triviño et al. 2025)

Co-authorship of the Report ***Status and Trends of Caribbean Coral Reefs: 1970–2024*** of the Global Coral Reef Monitoring Network (GCRMN)

***Building Heat-Resilient Caribbean Reefs: Integrating Thermal Thresholds and Coral Colonies Selection in Restoration*** (Blanco-Pimentel et al. 2025)

***Advancing Coral Reef Interventions in the Caribbean: Overcoming Barriers and Enabling Action*** (Bruce et al.), abstract published by the Coral Restoration Consortium (CRC)

***Eight Years of Monitoring Reveal the Disruption of Reproductive Synchrony in *Acropora palmata* in Cozumel*** (Calle-Triviño et al. 2025)



### We promote marine research in Mallorca

In 2018 we established the **Iberostar Chair of the Sea**, thanks to an agreement between the **University of the Balearic Islands (UIB)** and the **Iberostar Foundation**, to promote education and research in marine ecology. In 2025, we awarded 12 prizes and grants to students and researchers.

In addition, in collaboration with **IMEDEA (UIB-CSIC)**, we have developed a project to study the genetic diversity of ***Posidonia oceanica***, a marine plant endemic to the Mediterranean, allowing us to better understand and protect a species which is essential for biodiversity and coastal protection.

## A new strategy for 2026

The transformation we are driving is also leading us to evolve the way we have been working up until now. We spent 2025 developing our **new Nature Positive strategy** to be launched in 2026, integrating biodiversity and ecosystem restoration across all our operations, embedding this aspect more deeply into our supply chain.

The 4 pillars of our future strategy:

- **Supply chain:** development of minimum standards and adoption of external certifications for biodiversity protection
- **Construction:** incorporating Nature Positive principles into the selection of sites where we open establishments, as well as into the design and construction of each new destination
- **Nature Positive Operations:** implementation of conservation practices and active biodiversity management at all our properties
- **Leadership in science:** governance based on principles aligned with the **Science Based Targets Network (SBTN)** and the **Task Force on Nature-related Financial Disclosures (TNFD)**



## 3.2 Blue Foods

We source high-quality fish and seafood from responsible suppliers who contribute to healthy oceans and resilient fishing communities. Through this approach, we also encourage guests to discover and enjoy a wider diversity of flavours and species.

Blue foods are essential to the nutrition and well-being of millions of people, and when managed properly, they offer high nutritional and cultural value. Today, 35.5%\* of marine fishing areas are overexploited, a figure that underscores the importance of improving the management of marine resources to ensure their future availability. This vision inspires us to offer exceptional cuisine while supporting the responsible management of the ocean's resources.

▲ \*Data from the "2025 Review of the state of world marine fishery resources" (FAO).

At Iberostar, we want  
our dining experience  
to be exceptional in  
every way



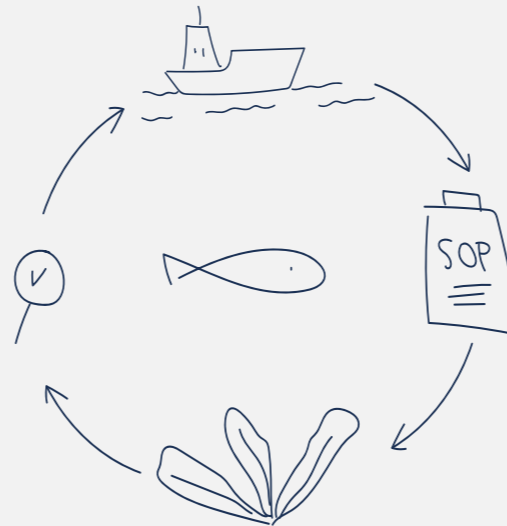
# The origin of our fish and seafood

We prioritise responsible fish and seafood as part of our culinary offering, ensuring high quality standards and contributing to the preservation of marine ecosystems.

- We have developed a **Standard Operating Procedure (SOP)** to ensure compliance with regulations and verify that the fish and seafood we offer come from responsible sources. This protocol ensures the traceability of each product, from source to plate, reinforcing our commitment to a high-quality, responsibly managed culinary experience
- We are members of the advisory board of the **Global Dialogue on Seafood Traceability (GDST)**, to adopt traceability standards in supply chains
- Together with **Wholechain**, we have launched pilot tests for digital traceability in Mexico and the Canary Islands, in line with GDST standards

OUR CHALLENGE

Continue to build on our Blue Foods model to increase the proportion of locally and responsibly sourced fish and seafood we serve, maintaining the sustainability criteria that guide our decisions



**93%**  
of fish and seafood responsibly sourced at our hotels

**2,978 t**  
of fish and seafood consumed

## We support local fishing communities

At Iberostar, we aim to ensure that the oceans that feed us today will continue to do so in the future, which is why we promote a balance between:

Economic prosperity

Environmental stewardship

Social impact

We promote **Lifting Up Local**, an initiative that strengthens our business relationships with local fishing communities, supporting them in their transition to more responsible practices. This programme is based on **FAO** guidelines and was developed in collaboration with **FishWise**, allowing us to work according to robust, internationally recognised criteria.

This commitment is already a reality in Brazil and Morocco, and efforts are under way to extend it to Jamaica, Tunisia and beyond. This is not just about smarter purchasing. The goal is to create opportunities, strengthen local economies, and build long-term relationships that enable these communities to become strong, competitive, and responsible suppliers.



"Small-scale fisheries are a fundamental pillar of food security and cultural identity; supporting them means investing in resilience and justice"

FAO, Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries



## INITIATIVE FOR CHANGE

# Support for small-scale fishing

TUNISIA

## STARTING POINT

In Tunisia, we support communities that depend on traditional fishing. One example of this is the Ghannouch Community, where we have strengthened responsible fishing and increased the value of products in our hotel chain by joining forces with key stakeholders such as the Ghannouch GDA (Agricultural Development Group, with a membership of more than 600 fishermen) and Golf Fish to create a platform for collaboration and sustainable marketing.

## ACTIONS THAT MAKE A DIFFERENCE

We offer training in responsible and selective fishing, hygiene, traceability, commercial management and negotiation. The initiative, implemented with the expertise of Green Compass, created a pilot programme for responsible marketing that generates economic opportunities for the community and protects marine resources.

## IMPACT ACHIEVED

- A more resilient and managed community
- Increased production capacity for local and responsibly sourced fish
- Real potential to supply hotels with products that meet sustainability criteria



"The sea is very important to me. It's in my blood, and it's what allows me to care for my wife and children"

**ABDELWAHED BENLAGUA**

Fisherman in Zembra (Tunisia)

# 3.3


## Climate Action

Climate change is one of the defining challenges of our time, affecting people, nature and the economies that depend on them. For Iberostar, it is our number one business risk. Recognising both the urgency and our responsibility to act, we have embedded ambitious climate action across Iberostar Hotels & Resorts and World2Meet, helping to strengthen resilience, reduce risk and support the long-term prosperity of our business and destinations.

### Iberostar Hotels & Resorts

In 2022, we published an ambitious decarbonisation roadmap for Iberostar Hotels & Resorts, with targets validated by the **Science Based Targets initiative** (SBTi). In addition, World2Meet also had its decarbonisation targets validated by the SBTi in late 2024.

Our decarbonisation plan involves efforts to reduce our direct and indirect emissions. Alongside reducing emissions across our operations and value chain, we are developing carbon capture projects to address residual emissions that cannot yet be avoided. These projects help protect and restore natural ecosystems while supporting local communities and strengthening the resilience. The climate action we are taking is a transformation that begins with our operations, extends to the built environment and our value chain, and enables us to offer our guests an experience aligned with a shared purpose: to protect the destinations that give meaning to the travel experience.

An aerial photograph of a beach with a row of umbrellas. The text is written in a cursive, handwritten style over the image.

Our  
responsibility  
is clear:  
advance with  
determination  
toward  
decarbonisation

Iberostar Hotels & Resorts

**11.05** kgCO<sub>2</sub>eq/stay  
Scope 1 and 2 emissions → -7% compared to 2024

Total Scope 1 and 2 emissions: -5% compared to 2024

Scope 1:

**49,947** tCO<sub>2</sub>eq  
(-20% compared to 2024)

Scope 2 (market-based):

**127,431** tCO<sub>2</sub>eq  
(+ 2% compared to 2024)

**31.79** kWh

energy consumption per stay  
(+0.2% compared to 2024)

**22.26%**

renewable energy  
(21.64% in 2024)

**100%**

of our hotels and offices in Spain use  
electricity from renewable sources

## World2Meet

World2Fly

**63.62** gCO<sub>2</sub>eq/RPK  
emissions at World2Fly → (+2% compared to 2024)

O7 Hotels


**11.29** kwh/stay  
(+6% compared to 2024)

**14,720** MWh  
energy consumed by O7 Hotels (36% renewable energy)

Agencies

**9,848** MWh  
energy consumed

**100%**  
renewable electricity at agencies in Spain



"The Science Based Targets initiative (SBTi) puts science to work to reduce emissions during this decisive decade for climate action"

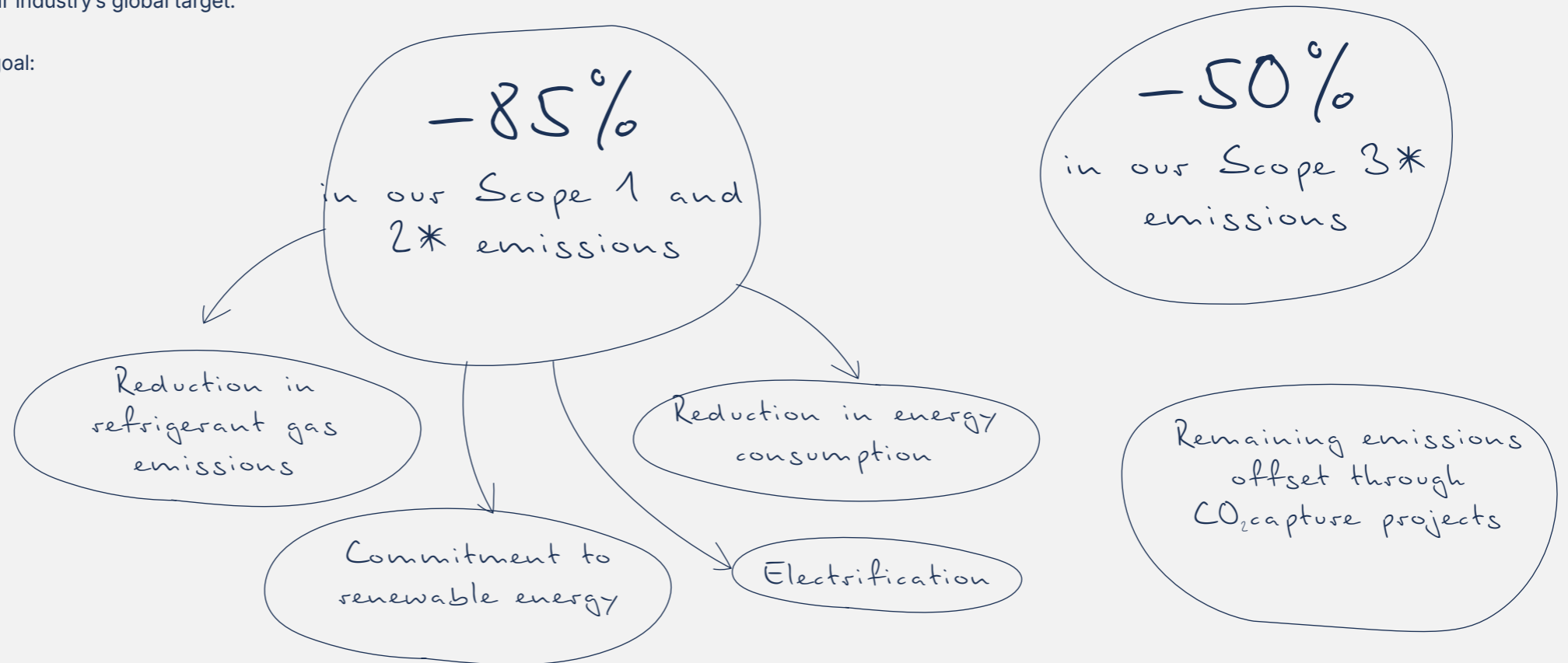
[www.sciencebasedtargets.org](http://www.sciencebasedtargets.org)

# How are we decarbonising our operations?

At Iberostar, we assessed the climate-related risks facing our destinations and developed the **Roadmap to Decarbonisation for Iberostar Hotels & Resorts**, a strategic blueprint charting the course towards becoming carbon-neutral by 2030, twenty years ahead of our industry's global target.

Our Roadmap sets a clear and ambitious goal:

## 2030 GOALS (Iberostar Hotels & Resorts)



▲ \*Comparative data relative to 2019

## Iberostar Hotels & Resorts

We are moving toward increasingly efficient, electrified operations powered by renewable energy, with the support of our teams, who are helping to reduce energy consumption at our hotels.

### Renewable energy

We have **100% certified renewable energy** at all our hotels and offices in Spain, thanks to a Renewable Energy Power Purchase Agreement (PPA) with Acciona.

We remain committed to generating our own renewable energy, which already covers about 30% of our hotels. In 2025:

- We continued work on the solar power installation at Iberostar Selection Founty Beach (Morocco), which already covers 30% of its energy consumption
- We started up new solar power systems at Iberostar Waves Costa Dorada and at the Iberostar Bávaro complex (Dominican Republic)
- We opened the Iberostar Selection Es Trenc hotel (Mallorca), which features six **geothermal wells**

### Electrification

We completed the **full electrification of 9 hotels** (domestic hot water, kitchens and laundries): 3 hotels in Montenegro, 3 hotels in Mallorca, 1 in the Canary Islands, 1 in Aruba, and 1 in Mexico.

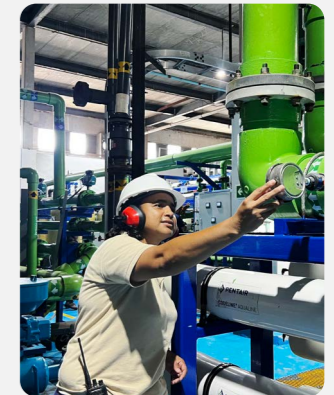
- We opened the new Iberostar Selection Es Trenc hotel (Mallorca), **100% electric powered**
- We **electrified** almost all domestic hot water (DHW) production using heat pumps at our hotels in the Americas

### Energy efficiency

We implemented the **BRAIAN system**, an artificial intelligence-based system to reduce energy consumption at our hotels while maintaining thermal comfort for our guests. Iberostar Selection Cancún, Iberostar Selection Coral Cancún, Iberostar Waves Royal Andalus and Iberostar Waves Alcudia Park already have this system installed, and we continue to work on rolling it out to more hotels.

### Refrigerant gases

We have reduced our Scope 1 emissions by 20% compared to the previous year, largely thanks to the efficient management of fluorinated refrigerant gases. To do so, we invested in modernising critical facilities, optimising preventive maintenance, and digitalising the control of HVAC equipment. In the Americas, we have replaced R404A with R449A, which has a 65% lower Global Warming Potential (GWP).



*We save energy through our initiatives and the involvement of our people*



## World2Meet

World2Meet is committed to achieving **net-zero emissions** across its entire value chain by 2050. A two-phase climate strategy has been proposed to this end, with reduction targets validated by the SBTi.

Decarbonising the aviation sector is one of the most technically complex challenges we face today. Our **World2Fly** airline is working on specific measures to reduce its carbon footprint from flights and ground operations:

- Introduction of the **Airbus A350**, a model that reduces CO<sub>2</sub> emissions by up to 25% compared to previous models, according to the manufacturer
- Gradual introduction of **sustainable aviation fuel (SAF)**
- **SkyBreathe** data analysis to optimise fuel consumption
- Measures to improve operational efficiency and reduce on-board weight:
  - Efficient drinking water load management on the A350
  - Regular cleaning of engines to improve their performance
  - Use of lighter materials in suitcase containers and catering carts
  - Optimisation of runway operations, take-offs, and landings
- Purchase of **two electric vehicles** for operational travel at Madrid Airport
- Membership of the **Alliance for Sustainable Air Transport (AST)** to promote collective action

*We are looking for innovative ways to reduce our emissions*



*"SkyBreathe has allowed us to delve deeper into key practices, such as the implementation of Reduced Acceleration Altitude (RAAL) best practice, an operationally viable measure that yields direct benefits: it lowers fuel consumption and reduces CO<sub>2</sub> emissions"*

**DIEGO SALVADOR**

Flight Ops Standards & Regulations, World2Fly

## INITIATIVE FOR CHANGE

# Electrification of ground fleet vehicles

DOMINICAN REPUBLIC

## STARTING POINT

To address the challenge of reducing emissions in the Caribbean, we proposed a solution as effective as the electrification of the ground fleet. This project allows us to decarbonise our guests' transportation, while at the same time creating the country's first electric vehicle infrastructure with more efficient operations.

## ACTIONS THAT MAKE A DIFFERENCE

The project is gradually transforming World2Meet's entire ground fleet in the Dominican Republic, beginning with **electric vans that can carry up to 12 passengers**, suitable for short- and medium-distance travel and offering greater operational flexibility. The World2Meet team's commitment made this project a success thanks to their day-to-day management, their rapid adoption of operational procedures, and their confidence in the electric vehicle model selected.

## IMPACT ACHIEVED

- Fleet of **25 100% electric vans**
- **1,000,000 km** travelled without emissions
- **200 t** CO<sub>2</sub> eq emissions avoided
- Driver satisfaction and a better guest experience



"We use electric transportation to reduce our emissions and contribute to positive change while we travel"

**MIKEL ORTIZ DE LATIERRO**

Director of Sustainability at World2Meet

## Empowering communities through carbon sequestration

We work with several communities in Mexico on implementing conservation and restoration projects, as well as sustainable livestock farming practices.

These initiatives are based on a model of collaboration with local communities, who are trained and supported in implementing carbon sequestration and emissions reduction practices within their territories, while also facilitating their future participation in carbon markets, should they choose to do so.

### Carbon projects in Mexico:

**Nayarit - Higuera Blanca Community:** regenerative livestock farming strategies that reduce carbon emissions and increase vegetation cover.

**Nayarit - Santa María de los Picachos Ejido:** improved forest management and timber production.

**Quintana Roo - Dziuché Community:** improved forest management, reforestation of degraded areas, carbon sequestration in mangroves and wetlands, and improved livestock management practices.

**Quintana Roo - Chunyaxché Ejido:** improved forest management, area restoration, and fire prevention.

**Jalisco - Ejido of Puerto Vallarta:** protection of threatened forests.



**Campeche - Ejido Nuevo Becal:** improved forest management and tourism, as well as honey and dragon fruit production.



"The brigade members do all the work, which is why we say they are the heroes and the heart of Iberostar's carbon capture projects"

**ALEJANDRA BLANCO**

Specialist in carbon capture projects in Mexico

## INITIATIVE FOR CHANGE

# Blue carbon project in the Bahía de Cádiz Natural Park SPAIN

## STARTING POINT

This initiative is based on restoring the natural drainage of the wetland located along the Guadalete river and reviving its **function as a blue carbon sink**.

ACTIONS THAT MAKE  
A DIFFERENCE

As well as being a nature-based solution that restores a highly valuable ecosystem, this project is the **first public-private blue carbon agreement in Europe**. It constitutes a pioneering partnership between the Regional Government of Andalusia and a consortium of five private entities (Iberostar, Navantia, Moeve, Metro de Málaga and Eulen).

## IMPACT ACHIEVED

- Restoration of **155 hectares of salt marshes** in the Bahía de Cádiz Natural Park
- The estimated increase in absorption capacity is **32,000 tons of CO<sub>2</sub>**
- Restoration of the wetland as a coastal ecosystem with high capacity for carbon sequestration and storage
- Restoration of biodiversity in the area



"Protecting our ecosystems is an essential step towards accelerating decarbonisation efforts. We are especially proud of this project, which shows that the most effective climate action stems from cooperation"

**PALOMA CARRILLO DE ALBORNOZ**

Climate Action Analyst



## Hoteles-OBServatory project

Through this pilot project, carried out in collaboration with the **Mediterranean Institute for Advanced Studies (IMEDEA, UIB-CSIC)**, we have transformed our **Iberostar Waves Alcudia Park** hotel (Mallorca) into a scientific centre studying the impact of coastal risks, and functioning as a cutting-edge observatory.

## We are taking the lead in adapting to climate change

At Iberostar, we are aware of the challenges posed by global warming, which is why we have developed various initiatives to be better prepared to mitigate its impact:

- We conducted a **risk assessment of coastal areas at 67 of our hotels**. This baseline analysis allows us to identify the effects of climate change and implement preventive coastal management strategies
- In collaboration with the Institute of Environmental Hydraulics at the University of Cantabria, we have developed an innovative tool that calculates the **Climate Risk Index (CRI)** and the **Risk Mitigation Index (RMI)**, allowing us to assess the main risks, especially those affecting our coastal hotels. This tool lets us plan ahead for multiple climate scenarios, and in turn estimate the potential economic impact they could have on our hotel complexes
- We have collaborated with **LIFE AdaptCalaMillor**, a scientific project focused on adaptation to coastal risks in Mallorca, co-funded by the European Union

← Harnessing our hotels to advance climate science

# 3.4

## Circular Economy

At Iberostar, we view circularity as a key driver of innovation, efficiency and the long-term resilience. We are currently evolving beyond our "zero waste to landfill" approach toward a 360° circular vision, integrating the principles of the circular economy into our decision-making and enabling more efficient resource management throughout our value chain.

We put this vision into practice through waste prevention and reduction initiatives, as well as projects focused on reuse, repair, and recycling at our hotels. Meanwhile, we continue to develop collaboration within our sector to initiate collective solutions to the challenges of circularity.

We aim to move toward a new economic model capable of revitalizing and preserving what brings our destinations to life. And for this circular model to succeed, it has to be integrated into the day-to-day operations of the hotel, the lives of our employees, and our guests' experience. And we must move forward together with our destinations and suppliers.



# Circularity to foster collaboration and resilience

## We reduce waste in our operations

We began our circular journey by eliminating single-use plastics from our guests' experience, a milestone we achieved in 2020.

Since then, we have progressed towards comprehensive waste reduction thanks to the commitment of our employees and the creation of the **3R** (Reduce, Reuse, Recycle) teams - the first of their kind in the hotel industry:

- More than **250 people** from the 3R teams sort, weigh, and manage our waste, working with other departments to find effective ways to minimise it
- Their efforts have prevented **79% of our waste from ending up in landfill** in 2025

Organic material accounts for a large portion of the waste generated by our hotels, which makes reducing **food waste** one of the areas where we can make the most progress toward a circular economy. With actions such as:

- Developing a **best practices manual**
- Establishing **composting facilities** for organic waste at several of our hotels
- Implementing technological solutions such as the **Winnow system** to reduce food waste



78% of our guests view our efforts to eliminate single-use plastics positively

# 79%

of our waste has been diverted from landfill

# 250

people on our 3R teams

# -5%

water consumption per stay compared to 2024

## We promote circular management in our destinations

We can reduce waste effectively at our hotels only if destinations are equipped with systems and infrastructure capable of managing and recovering materials locally, thereby minimising the amount of waste sent to landfill.

Our **Destination Stewardship** team takes circularity beyond the scope of our hotels themselves, working with local stakeholders to create solutions tailored to the reality of each destination. Only then will we move toward a truly circular approach, a goal we could not achieve on our own.

*True transformation  
begins in everyday  
practices*

## Developing strategic partnerships:

- **Aruba:** We lead the **Compost Alliance Aruba**, together with other hotels on the island, to manage organic waste through a composting project with **Alto Vista Winery**
- **Brazil:** We recover **100%** of the organic waste from our hotel complex in partnership with **Ponto a Ponto**, a local provider
- **Spain:**
  - In Mallorca, we work with **Fundació Deixalles**, an organisation specialising in social inclusion through the recovery, reuse and recycling of materials
  - In the Canary Islands, we have an agreement with **Compost Majorero** for organic waste recovery
- **Mexico:**
  - We have developed the **Zero Waste Guide** for the hospitality industry in the Quintana Roo region
  - We have an agreement with **EcoV** to manage organic and non-recyclable waste at our hotels in Playa Paraíso, Cancún, and Playa del Carmen
  - We work with **Tejedoras de Sueños**, a local collective of single mothers, to transform used uniforms into bags and other craft products
- **Dominican Republic:** We collaborate with the **Ministry of the Environment** to set up an organic waste recycling centre to produce compost for the plant nurseries and garden areas at the Bávaro Complex
- **Tunisia:** We share **waste management solutions** with local NGOs and farms

## We work together to address shared challenges

Despite these advances, sector-specific challenges remain: limited infrastructure, fragmented regulatory frameworks, and supply chains that demand coordinated action. Not to mention that the implementation of certain solutions depends, in many cases, on local logistics and capacity.

The most important lesson from this journey is that we must collaborate with our destinations, suppliers and different industry stakeholders to overcome these systemic challenges. That is why we share lessons learned and replicable models, guided by our **360° circular vision**.

Only through collective solutions can we build a tourism model that protects the environments that inspire us and promotes progress toward circularity at our destinations

## We produced the report *Towards circular hospitality: transforming the tourism system*

This *white paper*, developed by **Iberostar Hotels & Resorts** and **Circle Economy**, in collaboration with **UN Tourism**, identifies the main challenges hindering the sector's circular transition, and outlines five areas of opportunity to move toward a 360° circular model:

### 1.

**Circular procurement:** engage suppliers to prioritise durable, reusable or biodegradable options, avoiding unnecessary materials.

### 2.

**Circular operations:** promote everyday practices to use resources (water, energy, products...) more efficiently, and eliminate waste.

### 3.

**Circular built environment:** design energy-efficient and durable buildings using sustainable or certified materials and renewable energy systems.

### 4.

**Corporate culture and circular experiences:** train staff and management teams on the principles of circularity, as well as raising guests' awareness of how they can help reduce waste during their stay.

### 5.

**Circular destinations:** work with local stakeholders and government agencies to support circular initiatives and bring about meaningful change at destinations.

Based on the identification of the **systemic challenges** to be addressed collectively, the white paper proposes **collective action by the sector** and a **strategic framework of opportunities** to translate circular ambition into tangible and measurable initiatives.

## World2Meet

**World2Fly** promotes waste reduction on board through more efficient operational practices and a passenger experience aligned with the circular economy, which includes reducing the use of paper and other materials such as plastic. All of this is aimed at minimising the environmental impact of operations:

- **Digitalisation of operational processes** through Electronic Flight Bag (EFB), Electronic Flight Folder (EFF) and Electronic Technical Log (ETL)
- **Digitalisation of on-ground flight reports** with AGOA
- **Digital management of cabin crew reports** with Flightman Cabin Manager
- **Paperless working using digital solutions including** PressReader and a digitised in-flight magazine
- **Reduced plastic waste** from in-flight meals



"I am proud to drive operational digitalisation through the EFB (Electronic Flight Bag) and tools such as SkyBreathe, eliminating paper, improving operational efficiency, and tangibly reducing emissions"

**TOLO FONT**

Flight OPS Support Manager & EFB Admin at World2Fly

## INITIATIVE FOR CHANGE

# Day trips to Saona Island

DOMINICAN REPUBLIC

## STARTING POINT

Saona Island is one of the most popular day trips in the Dominican Republic, and managing the waste generated by this activity poses a challenge given the current infrastructure. In 2025, we launched this pilot project to advance the circularity of this World2Meet experience.

## ACTIONS THAT MAKE A DIFFERENCE

Thanks to the coordinated efforts of the teams at World2Meet and Iberostar Hotels & Resorts, this project was successfully implemented on Saona Island by leveraging the available resources and infrastructure.

## IMPACT ACHIEVED

- New waste collection and management model for day trips to Saona Island
- The waste is transported to the Iberostar Selection Hacienda Dominicus hotel
- Waste is then sorted and managed by the 3R team at the hotel
- A model that can be scaled to other destinations with infrastructure limitations



"By reducing waste on one of our most popular trips, we promote the circular economy while helping to protect the Caribbean's ecosystems"

**MARGA RIPOLL COLL**

DMC Caribbean Director at World2Meet



# Driving change



<h1>04</h1>	4.1 Responsible growth <span style="float: right;">77</span>
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"In tourism, responsibility and business value go hand in hand: having resilient destinations, strong communities, and healthy ecosystems is vital for the long-term future. The decisions we make today will determine the viability of our industry tomorrow."

**GLORIA FLUXÁ THIENEMANN**

Vice-President and Chief Sustainability Officer of Iberostar Group



## OUR GROWTH IS GUIDED BY OUR PURPOSE

We strive to strike a balance between profitable growth, environmental stewardship and social impact.

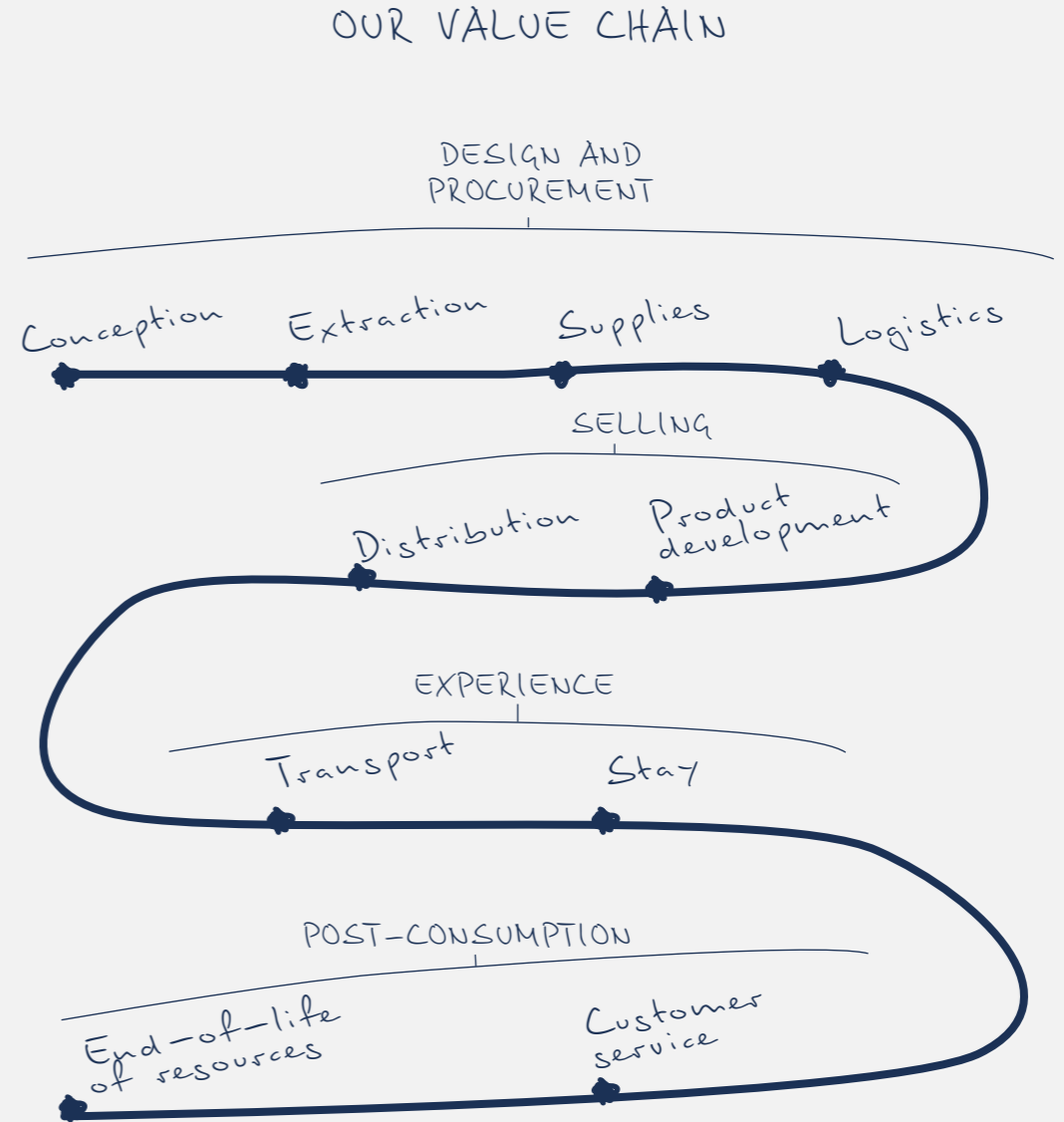
We are working toward a model of responsible tourism that creates opportunities for people, strengthens collaboration with our stakeholders, and promotes future resilience.

Only then can we continue to drive positive change and build a lasting legacy.

# 4.1 Responsible growth

We aim to build a model that embeds responsibility throughout our value chain—from product sourcing, design, and hotel operations, to guest experiences and the activities we provide.

As we grow and evolve, we take on the responsibility of integrating environmental, social, and governance principles into our business units and measuring our impact along the way.



## Our growth, in numbers

# 8.1 M

Iberostar Group customers

### Iberostar Hotels & Resorts

# +257,000

travel agents in our main source markets

# 93%

guest experience satisfaction

# 61

EarthCheck-certified hotels

### World2Meet

# €30<sub>M</sub>

annual investment in technology solutions to transform the travel experience

# 35

agreements with sporting organisations in Spain for travel management

# 20,000

trained travel agents

## Iberostar Hotels & Resorts

# We are committed to selective growth

We have chosen to grow through a strategy of selective expansion at destinations where we already have a presence as well as new sites, in prime beachfront locations, while offering memorable experiences to our guests.

- **Selection:** progressive integration of risk management and modelling when selecting new locations for our hotels, as well as nature positive criteria
- **Investment:** new projects for the renovation of our hotel portfolio
- **Design:** we incorporate sustainability, efficiency and customer experience criteria from the very outset of our projects
- **Construction:** we apply standards to help minimise environmental impact and incorporate efficient architectural solutions
- **Continuous improvement:** we measure our impact internally and identify ways to improve our operations



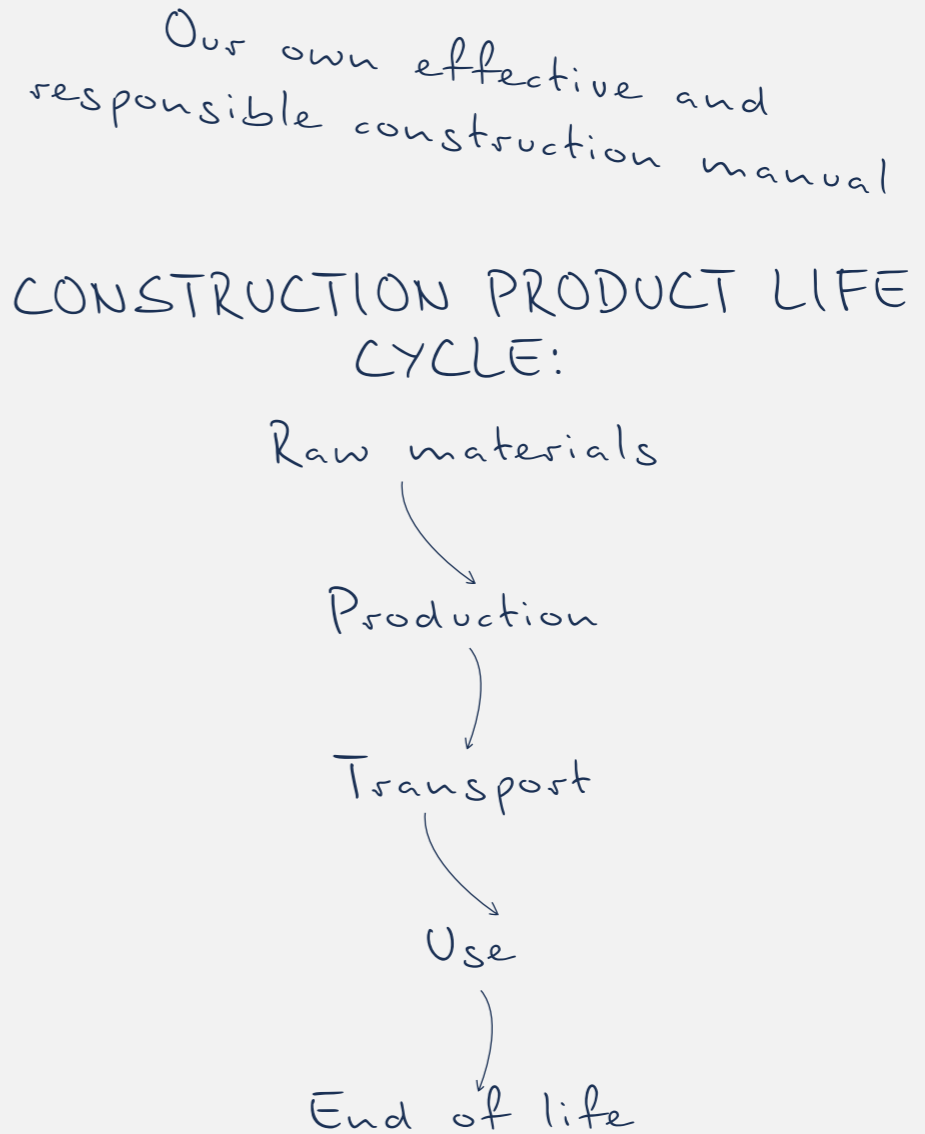
## A comprehensive guide to design and construction

All of our building work on new projects or renovations of existing facilities follows our **Sustainable Design and Construction Manual**, a comprehensive guide with **over 100 measures** organised into 5 categories:

- **Location and ecosystem:** design and construction that respects and revitalises the natural environment
- **Water management:** designing facilities and promoting practices that optimise the use and reuse of this essential resource
- **Energy and emissions:** buildings aligned with our decarbonisation and emissions reduction goals, taking embedded carbon into account
- **Materials and waste:** minimising waste on construction sites, optimising the use of materials, purchasing construction products with a lower environmental impact throughout their entire life cycle, and incorporating biodiversity criteria
- **Health and well-being:** measures to ensure guest and employee comfort, while also incorporating elements inspired by nature and local culture into hotel aesthetics

This manual was first implemented on the construction project for **JOIA Aruba by Iberostar**, which opened in December 2024. The hotel incorporates circular and passive design principles, preventing nearly 50% of construction waste from ending up in landfill. In addition, about 85% of the wood products purchased were certified by the Forest Stewardship Council (FSC) for responsible forest management.

In 2025, the **Iberostar Selection Fuerteventura Palace** hotel was renovated in accordance with the manual's guidelines: implementing circular practices by refurbishing existing equipment and purchasing new furniture made from wood sourced from certified sustainably managed forests. Working continues, installing heat pumps and switching to electric systems for domestic hot water production.



## We work with our value chain

Collaboration is vital in fostering change among our key stakeholders. That is why we work closely with owners, suppliers, guests and business partners to build a value chain that is aligned with our purpose.

### We drive change with suppliers

Our joint efforts with our suppliers enabled us to eliminate single-use plastics from the guest experience by the end of 2020, and **achieve 93% responsible sourcing** of fish and seafood by the end of 2025.

This commitment is now evolving toward strategic value chain management. In 2025, we launched a supplier segmentation project to reduce Scope 3 emissions and mitigate the impact on biodiversity and water resources. For 2026, we have prioritised **116 key suppliers** that account for the largest share of business volume and emissions, thereby identifying new opportunities for joint improvement.

### Towards the collective evolution of our sector

The path towards responsible tourism involves engaging our business partners and incorporating their expertise and reach. This way we share our vision with companies in the sector, and with our customers.

Our aim is to drive positive change through joint initiatives and campaigns, as well as familiarisation trips: by 2025, we had reached more than 257,000 travel agents in our main source markets.



### Progressing together towards governance in the value chain

Along with **Achilles**, a company specialising in supplier management, and other major hotel groups (**RIU, Barceló, Meliá, Palladium, Selenta and Vincci**), we launched the first alliance aimed at improving the efficiency and sustainability of the tourism sector's value chains in late 2025.

This Hospitality Community Governance Forum is an advisory and strategic body whose goal is to collectively strengthen the oversight of our supply chains.

# Notable partnerships and collaborations

*Because the major challenges we face affect us all, it is only through collective action, by working as a single system, that we can turn them into real and lasting solutions*

To advance towards a model of responsible tourism we must collaborate with organisations that promote systemic change on a global scale, both within the private sector and in partnership with the public sector. Only through collective action can we tackle shared challenges and develop joint solutions.

In addition to these global partnerships, we work on collaborative initiatives at our destinations alongside governments, hotel companies, industry associations, NGOs and our value chain. It is this fieldwork that allows us to ground global frameworks and transform commitments into tangible solutions tailored to the reality of each region.

**COP30**

→ Participation in high-level events at COP30 on climate action and tourism

**IUCN**

→ Participation in the **IUCN World Conservation Congress** held in October 2025 in Abu Dhabi, including a **World Economic Forum** event on 30x30 biodiversity production targets

**Ocean Breakthroughs**

→ Co-leaders of the **Coastal Tourism Breakthrough** initiative, which aims to reach an annual investment of 30 billion dollars by 2030 to help cut emissions from coastal tourism in half  
 → The Ocean Breakthrough initiatives are part of the Marrakech Partnership on Ocean and Coastal Zones, with support from the **UN High-level Climate Champions**, defining five key milestones for ocean action by 2030

**UN Tourism**

→ Publication of a white paper on circularity in the tourism sector by Iberostar Hotels & Resorts and Circle Economy, in collaboration with UN Tourism  
 → Collaboration with the UN Tourism, Winnow and EasyJet at forum on food waste and tourism held in Mallorca in October 2025, focused on preparing a report to be published in 2026

**UN Global Compact**

→ Commitment to the principles of the UN Global Compact: Iberostar Hotels & Resorts in 2016, World2Meet in 2024  
 → Members of the Board of Directors of Global Compact Spain since 2020  
 → Co-organisers, alongside Global Compact Spain, of an event on sustainable action in December 2025 in Mallorca, focused on nature conservation  
 → Publication of a case study on the **Grange Pen Fish Sanctuary** (Jamaica) in the UN Global Compact Case Library

**World Travel & Tourism Council**

→ **Gloria Fluxá**, Vice-President and President of the WTTC Sustainability Committee since 2023  
 → Sponsorship of the **WTTC Oceans Hub**, a centralised resource exploring the impact of tourism on the ocean, presented at the **WTTC Summit** in September 2025  
 → Consultation on the preparation of WTTC sector reports throughout the year

# We measure our impact

Rigorous measurement of our impact is essential to continue improving our commitment. That is why we combine internal measurement systems with external certifications.

Internally, we have our own measurement system (**Sustainability Performance Index, or SPI**) that allows us to standardise metrics across our hotels and identify areas for improvement.

Externally, we have earned internationally recognised certifications that validate our commitment to sustainability in our hotels:

EarthCheck

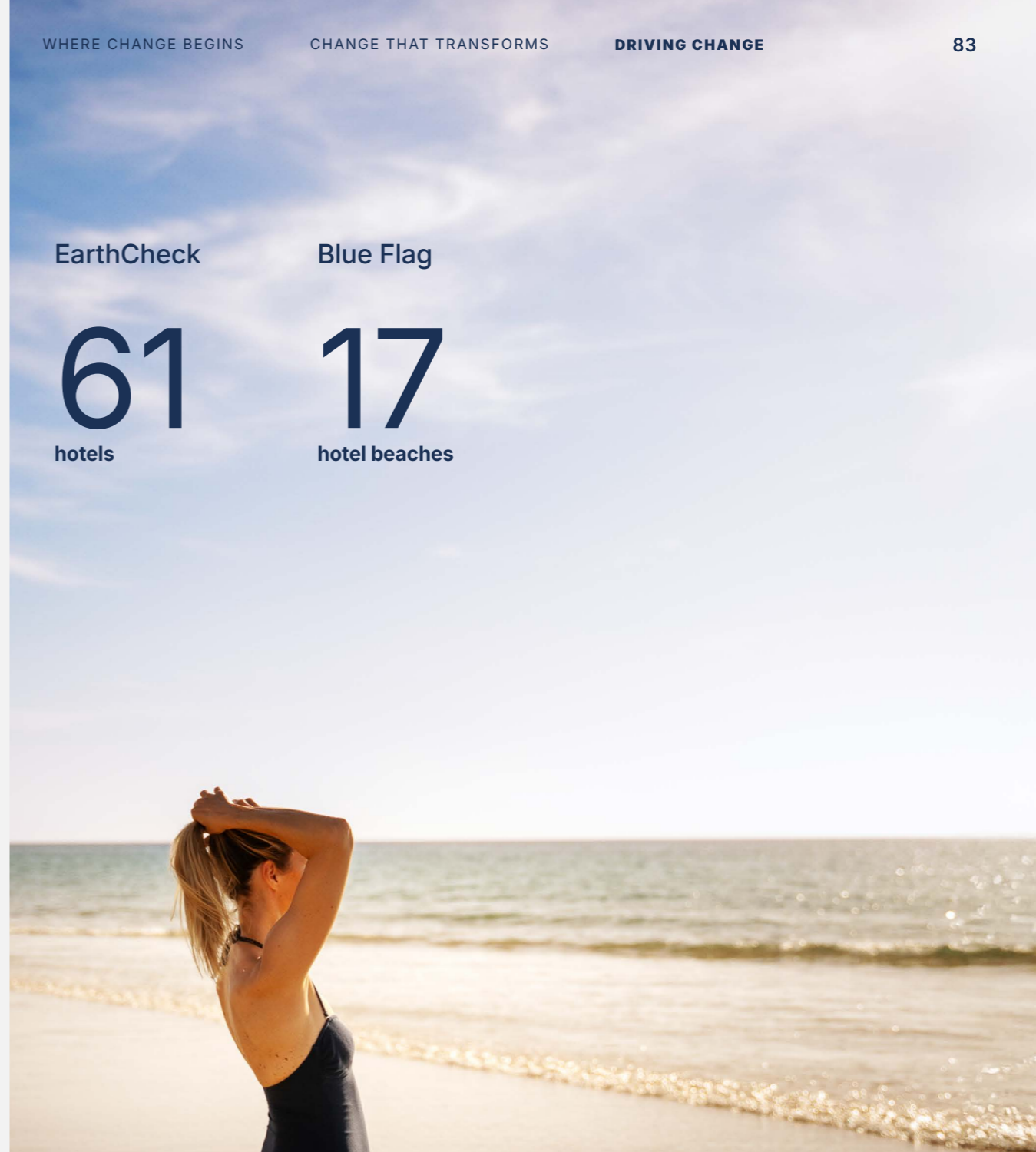
61

hotels

Blue Flag

17

hotel beaches



## Memorable experiences for our guests

We incorporate our commitments into the experience of more than **8 million customers**. This approach has enabled Iberostar Hotels & Resorts to achieve a result where **three out of every four of our guests** perceive us as a brand committed to the environment, while maintaining high satisfaction rates (93%).

For us, every stay is a unique opportunity to make a positive impact on those who choose us, through initiatives such as:



**Giving a second life: reuse points for beach toys and accessories**, which we are gradually setting up at our hotels. We already have these locations at hotels in Spain, Portugal, Montenegro, Brazil and the Dominican Republic.



**Connecting with nature:** visits to projects such as the **Coral Lab**, located at the Bávaro Complex (Dominican Republic). More than 43,000 people visited this coral laboratory between 2021 and 2025.



**Reducing waste:** water fountains in common areas and **refillable jugs** in the rooms. We have installed more than 1,300 water fountains worldwide.



**Learning through play:** Star Camp activities designed to raise awareness among children and young people about the importance of caring for the ocean.

## INITIATIVE FOR CHANGE (WORLD2MEET)

# Icárium Awards for the Best Master's Theses SPAIN

STARTING  
POINT

REDINTUR (Interuniversity Network for Graduate Studies in Tourism) is Spain's leading academic network dedicated to research and advanced education in tourism, comprising universities that offer graduate programmes in this field.

ACTIONS THAT  
MAKE A  
DIFFERENCE

Icárium, World2Meet's major tour operator, has signed its second three-year agreement with REDINTUR to sponsor the awards for the best Master's Theses in Sustainable Tourism. As part of the 15th edition of the REDINTUR-Icárium Forum, held in November at the Catholic University of Murcia (UCAM), awards were presented to the two winning Master's Theses for the 2024–2025 academic year.

IMPACT  
ACHIEVED

- Icárium's reputational impact among university students studying tourism
- Promoting innovative projects in responsible tourism through the academic community
- 4 editions of the award
- 2 prizes, consisting of a trip for 2 people to Oulu (Finland), the 2026 European Capital of Culture



"At Icárium, following in the footsteps of our parent company, we have been committed to sustainability since our inception. We cannot conceive of tourism without sustainability, which is why we began working on this project, culminating today with the REDINTUR award for the best master's theses on sustainable tourism."

**JORDI RIVERA**

Director of Product and Sustainability at Icárium

# Writing the next chapter of change

In the pages of this change logbook, we celebrate all we have achieved, but also acknowledge the road ahead and the challenges that lie before us. It has been more than eight years since our [Iberostar Wave of Change](#) movement was born, and we continue to make progress with the same momentum, aware that the journey toward positive tourism has no end date.



## Growth with a purpose

We are evolving and growing as a company, but we maintain the family ethos that sets us apart. True to our values and our commitment to the people and communities around us, we strive to align our purpose with profitable growth and a forward-looking vision for our business.

2025 was a year of growth and dynamism for our company, not only from a business perspective, but also in terms of our commitment to the customer experience, innovation, talent, and a responsible tourism model. In 2026, our hotel division will continue to move forward with a strategy of selective expansion at strategic destinations and prime beachfront locations by opening two new hotels: **Iberostar Selection Montenegro**, located on the country's southern coast; and **Iberostar Selection Zanzibar**, overlooking Muyuni Beach in Tanzania, which will be our first hotel in the East Africa region. These projects reflect our commitment to incorporating the destination's perspective from the very outset, taking into account design, operations and communities.

We are also working to continue transforming our current portfolio of hotels by focusing on the brand experience, sustainability, and modernisation. In 2026, we will focus these efforts on several of our destinations, including our **Iberostar Waves Tucán** and **Iberostar Waves Quetzal** hotels, both in Mexico; as well as **JOIA Rose Hall by Iberostar** in Jamaica.

Our travel division, World2Meet, continues to grow steadily, and this year launched new routes with **World2Fly** from Madrid to Cartagena de Indias (Colombia) and Rosario (Argentina), while also strengthening its presence in destinations such as Mauritius, Zanzibar and the Caribbean. As part of our firm commitment to innovation and the digital experience, we will focus on developing **The New Travel Project**, a pioneering initiative that seeks to improve the travel experience for all stakeholders, from the value chain to travellers.

## Collaboration and scale for change

One of our major challenges for 2026 is scalability: in other words, a greater impact on the communities where we operate and within our industry. And scaling up is only possible through collaboration. We have shown this through such projects as the **restoration of coastal dunes on the Riviera Maya**, carried out in partnership with more than 20 hotels in the area and in collaboration with public and private bodies in the region. Or the **Hospitality Community Governance Forum**, the first alliance dedicated to efficiency and sustainability in tourism sector value chains, which we established in late 2025 to address key issues such as decarbonisation in the supply chain.





## People at the core of change

This whole journey would not be possible without the teams that drive change and deliver experiences to **more than 8 million Iberostar Group clients**. Putting people first is a fundamental part of who we are as a family-owned business, and of our vision for the future. We aim to offer long-term career paths and enhance the appeal of the tourism sector: to give people the opportunity to grow in an environment where their development matters.

We believe in talent, in equality, and in supporting each person on their journey. Because we know that **change starts with each one of us**, and is reflected in the impact we make every day. In 2025, we expanded our Dual Vocational Training programme, which already has more than 800 participants, and launched the **Young Graduate Program**, a fast-track development scheme for recent graduates, preparing them for managerial roles. For 2026, we are working to expand our programmes for hotel middle managers and executive teams, the key to enabling them to drive positive change within their teams.

Every voice and every story matters, which is why we prioritise the professional development of women, young talent and local talent at our destinations, through initiatives such as diversity standards. Along similar lines, our travel division, World2Meet, is making progress in developing a **driver training academy in Mexico**, committed to supporting female talent.

## A movement making progress

Looking ahead, we ask ourselves how we can turn the lessons learned this year into scalable solutions and transformation for the hospitality industry. A goal that inspires us to keep working every day.

Our purpose guides us, and science shows the way, but it is people who turn ambition into reality. This journey is a collective effort by everyone and for everyone: **each of the 40,000 people** who make up Iberostar Group, the communities at our destinations, our value chain, and the organisations that partner with us.

We believe in lasting change that comes from people and extends from our hotels into the surrounding communities and throughout our entire sector. **This is our purpose and our legacy.**

# We would like to thank...

... the 40,000 people who make up Iberostar Group and who work every day to bring our purpose to life. And especially the following individuals, who contributed their photographs and experience in creating this report:

**Diego Alexander Vargas Holquín, Laura Liliana Barón Becerra and Omar Eduardo Muñoz.** Interns at the Bávaro Complex, Dominican Republic

**Rodrigo Alves Oliveira.** Front Desk Staff at Iberostar Selection Lanzarote Park, Spain

**Manel Ben Ismail.** Head of Destination Partnerships, Iberostar Hotels & Resorts, Tunisia

**Alejandra Blanco,** Carbon capture project specialist at Iberostar Hotels & Resorts

**Macarena Blanco.** Scientific Coordinator at Iberostar Hotels & Resorts

**Johanna Calle.** Scientific Coordinator at Iberostar Hotels & Resorts

**Nuria Cañellas.** Cabin Crew Management Team, World2Fly

**Paloma Carrillo de Albornoz,** Climate Change Analyst at Iberostar Hotels & Resorts, Spain

**Esmailin Castro.** Head of Operational Sustainability at Iberostar Selection Hacienda Dominicus, Dominican Republic

**Iván Cruz.** Maintenance Team at the Paraíso Complex, Mexico

**Ainhoa Delgado.** Human Resources Business Partner (HRBP). Campus Team, World2Meet

**Lidia Felipe.** Product Sustainability Team at Iberostar Waves Costa Dorada, Dominican Republic

**Loileth Fernández,** Leadership Learning Manager at Iberostar Hotels & Resorts, Spain

**Toño Font.** Flight Ops Engineering Manager, World2Fly

**Mónica García.** Transport Training Assistant at the Drivers' Academy, World2Meet, Mexico

**Marc Gual.** Legal Assistant, World2Fly

**José Antonio Hernández (Toño).** Head of Gardens at Waves Cozumel, Mexico

**Andrea Hernández Ramos.** Groups and Incentive Travel Team at Iberostar Heritage Grand Mencey, Spain

**Cristian de León.** Gardening Team at Iberostar Selection Bávaro, Dominican Republic

**Amalia López,** Internal Communications Specialist at Iberostar Hotels & Resorts, Spain

**Alejandro Antonio Lopez Figueredo.** Gardening Team at Iberostar Selection Praia do Forte, Brazil

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**Salma Rebeca Norberto Salazar.** Risk Prevention Team at the Paraíso Complex, Mexico

**Juan Jose Partida Anguiano.** Maintenance Team at the Iberostar Selection Playa Mita, Mexico

**Viviana Podestá.** Cabin Crew Services, World2Fly

**Jair Salazar.** Head of Destination Partnerships, Iberostar Hotels & Resorts, Mexico

**Diego Salvador.** Flight Ops Standards & Regulations, World2Fly

**Gema Solares,** Sustainability Communications Specialist at Iberostar Hotels & Resorts, Spain

**Xisco Roselló.** Flight Ops Support and Engineering, World2Fly

**Alonso Temoche.** Front Desk Staff at the Iberostar Waves Berkeley Shore, United States

**Marcos Tulio Jiménez.** Maintenance Team at the Complejo Paraíso, Mexico

**Luz Valentina.** Head of Destination Partnerships, Iberostar Hotels & Resorts, Dominican Republic

**Luis Vargas.** Maintenance Team at the Complejo Paraíso, Mexico

**Mar Vinent,** Hotel Learning Specialist at Iberostar Hotels & Resorts, Spain

