

# Iberostar Wave of Change progress report



IBEROSTAR  
GROUP

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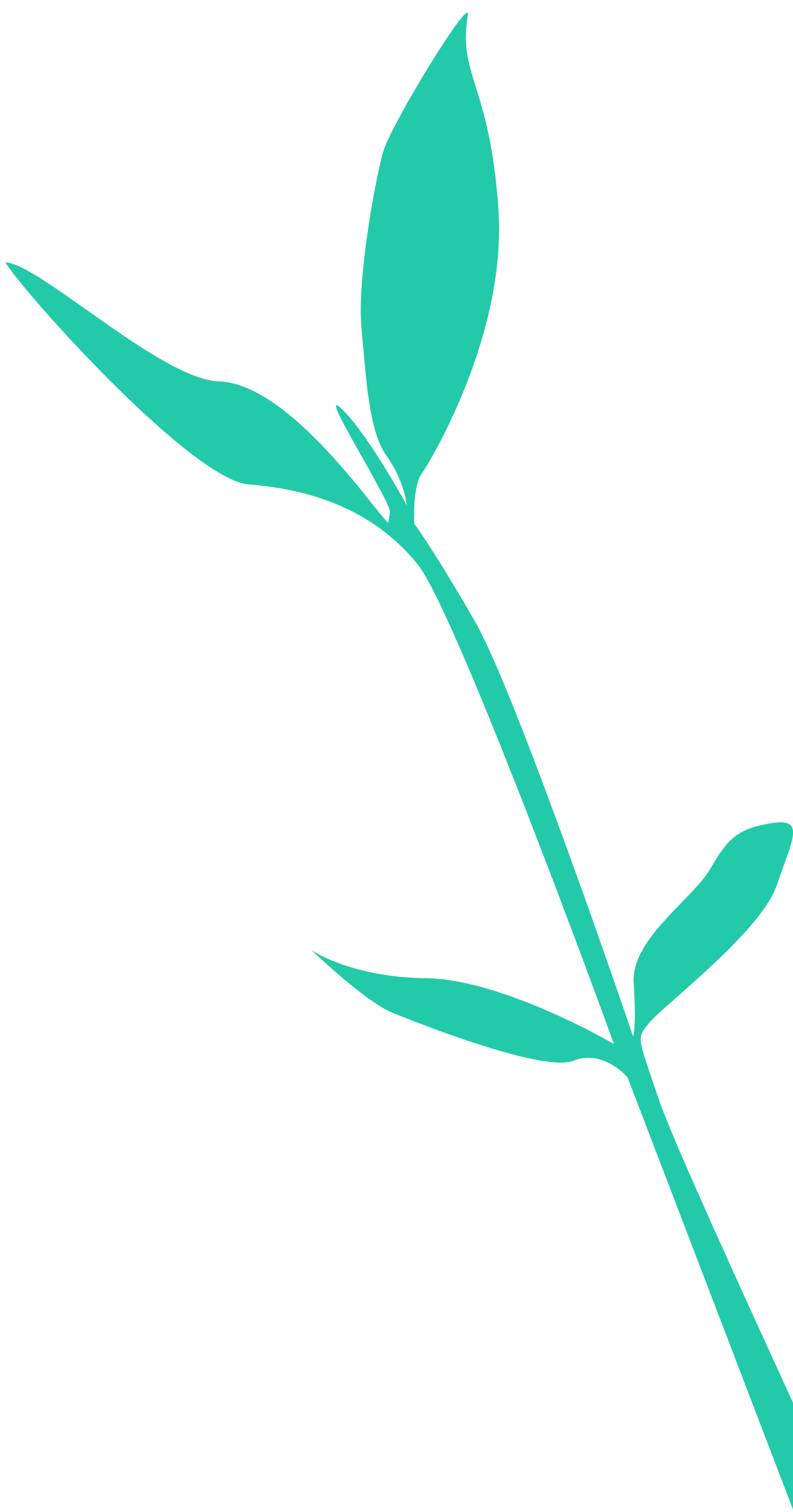
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# Creating value in uncertain times

**“Our responsible tourism model continues to evolve to address present and future challenges”.**

“ 2024 was a year of contrasts. More than 1.4 billion tourists crossed borders –11% more than in 2023– reaffirming tourism’s vital role in driving the global economy. But this recovery has taken place in a volatile context: the ongoing war in Ukraine, the economic slowdown in China and the uncertainty generated by the elections in the United States reflect the complexity of the international scenario. Iberostar Group had a record year. Managed revenue grew by 17% over the previous year, driven by our two divisions –Iberostar Hotels & Resorts and World2Meet– and by a strategy for generating value. Because beyond growth, the real challenge has been to respond responsibly to the desire to travel, consolidating a business model that is resilient, profitable and committed to people and the planet.

The hotel division reported turnover of 2.18 billion euros, an 8% increase over the previous year. Continued investment in upgrading our assets and expanding into new destinations were key to these results. In 2024, we welcomed strategic openings in Aruba, Miami, and Tunisia. In 2025, we will continue to focus on responsible growth, investing close to 210 million euros in new projects and repositioning our hotel portfolio.

World2Meet, our travel division, continued to strengthen its market position with a portfolio that now encompasses 20 specialized brands across the entire tourism value chain. In 2024, World2Fly expanded its network of international connections by adding new routes to destinations such as La Romana and Montego Bay, consolidating its leadership in the Caribbean. We enhanced our service offering in Mexico and the Dominican Republic by acquiring the inbound service provider BD Experience and forging a strategic alliance with the Despegar Group.

These achievements were possible thanks to our purpose-driven approach which seeks to build a responsible tourism model that respects the environment and people and takes a long-term view of the future. This vision is embodied in the Iberostar Wave of Change movement which, by 2024, had grown to encompass seven focus areas.

Our responsible tourism model continues to evolve to address present and future challenges. In 2024, we continued to drive real change in multiple areas of our business. From fostering the well-being and growth of all members of the Iberostar family, to creating shared value with local communities and actively protecting the environment, especially the oceans and coastlines that are so central to who we are. It’s all part of the long-term, purpose-centered vision embodied in seven focus areas.

This report outlines the progress made on our collective journey. We invite you to discover how we convert purpose into action, promote responsible tourism, and contribute –as a family business– to a future that is more just, resilient, and connected to the planet.

Thank you to all who have made this journey possible. Together, we are moving towards positive impact tourism that inspires and transforms.

”

Miguel Fluxá, President of Iberostar Group  
Sabina Fluxá, Vice President and CEO of Iberostar Group  
Gloria Fluxá, Vice President and CSO of Iberostar Group





# Our essence

1



# Iberostar Group

Iberostar Group is a 100% family-owned Spanish multinational based in Palma de Mallorca (Spain) with almost 70 years of history in tourism whose origins date back to 1877. **Our goal is to build a responsible and positive business model that focuses on caring for people, destinations and the environment.** Thanks to a global team of more than 37,000 people from 95 countries, the company drives differentiation in customer experience through constant product innovation and digital engagement.

Miguel Fluxá Rosselló is our founder and President, and a third-generation member of the Fluxá family. His daughters, Sabina and Gloria Fluxá, represent the fourth-generation of the Fluxá family. Sabina Fluxá Thienemann is Vice President & CEO of the Group, while Gloria Fluxà Thienemann is Vice President & Chief Sustainability Officer.





1.1.

# Generating value

As a family business, our most closely held values are our legacy. "Our long-term vision is to build a **profitable company** –a cornerstone of sustainability– while remaining firmly committed to **positively impacting** the communities and ecosystems that host us."

**Our five corporate values are the essence of our identity and guide every decision we make:**

**Responsibility**

**Transparency**

**Humility**

**Passion**

**Creativity**





1.2.

# Our organization

## Iberostar Hotels & Resorts

Hotel Division



- **14 countries** and **+35 vacation destinations**
- **+100 4 and 5-star hotels** located on the best beaches in the world
- Over half of the portfolio owned by the company

## World2Meet

Travel Division



- **16 countries** and **32 offices**
- The Group's comprehensive travel arm with **19 different brands**
- World2Fly Airlines
- Hotel Business: O7 hotels

## Iberostar The Club

Iberostar's Exclusive Membership Program



- **+21,000 members**
- **4 countries:** Mexico, Dominican Republic, Jamaica, and Brazil



1.3.

# Leading with integrity

Good corporate governance is a fundamental component of any organization's success and resilience. Its role is to promote transparency, accountability, effective risk management, sound business performance, investment, and regulatory and legal compliance, essential for our long-term growth and prosperity.

## Main governance bodies

- Iberostar Group Executive Committee.
- Iberostar Hotels & Resorts Executive Committee.
- W2M Board of Directors.
- Responsible Tourism Committee.
- Talent Committee.
- Investment Committee.
- Risk Committee.
- Global Leadership Team.

## The Iberostar Group's Executive Committee



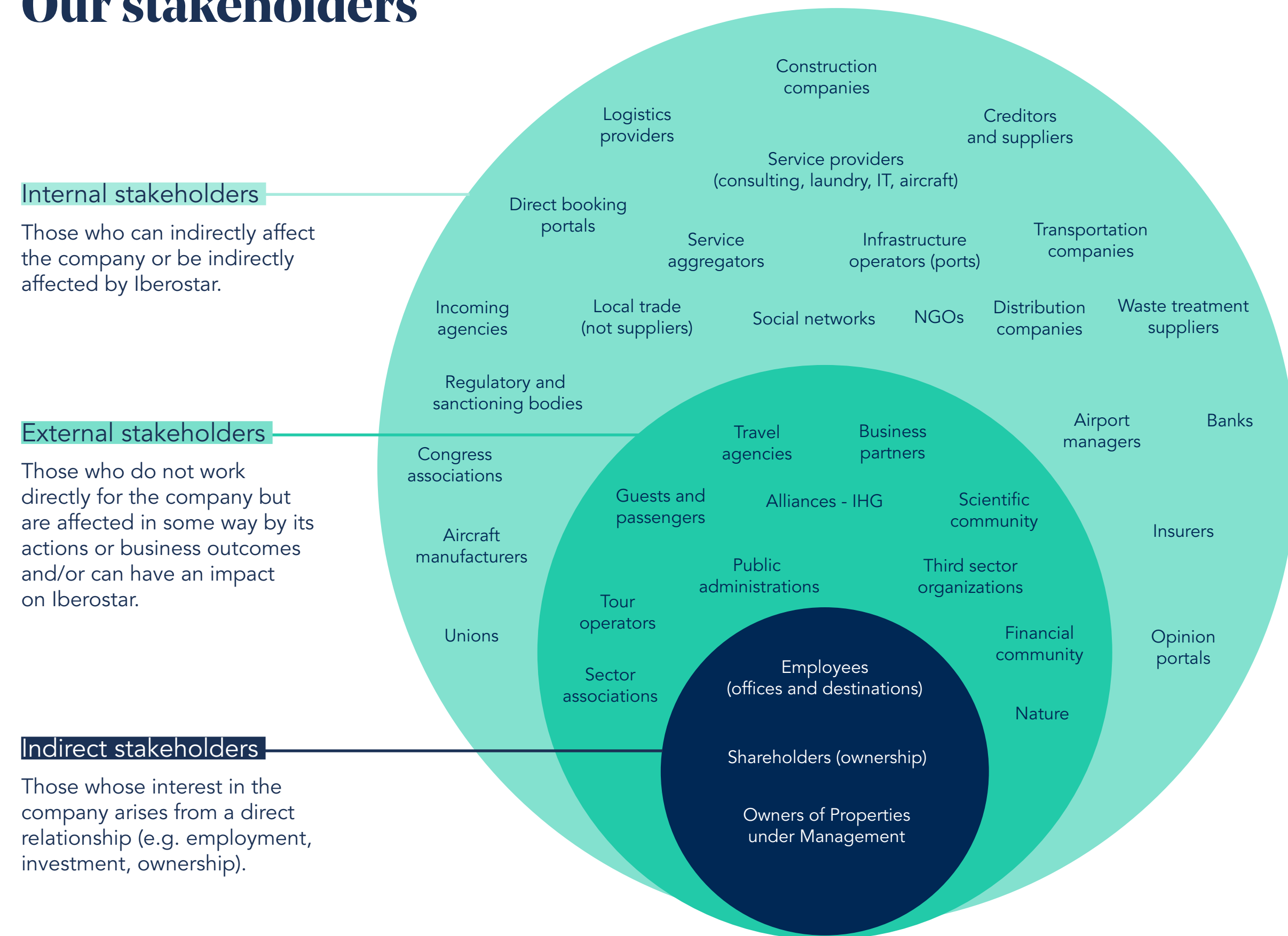


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# Our partners

## Committed to listening

### Our stakeholders



## Driving change together

### Global sustainability partners

- German Agency for International Cooperation - GIZ
- BeMed ( Beyond Plastic Med)
- Ellen McArthur Foundation
- Esment
- Fishwise
- Foretica
- World Economic Forum
- GSSI (Global Sustainable Seafood Initiative)
- GSDT ( Global Dialogue for Seafood Traceability)
- Impulsa Balears
- United Nations: UN Tourism, UN Global Compact
- Ocean Panel for a Sustainable Ocean Economy
- Ocean Risk & Resilience Action Alliance
- Sustainable Markets Initiative
- The Travel Foundation
- International Union for Conservation of Nature
- World Travel & Tourism Council
- World Sustainable Hospitality Alliance

### Strategic commercial partners

- interContinental Hotels Group (IHG)





# 2024: Results with purpose



2.1.

# Measuring financial impact





# Group financial results

Managed revenue:

€ 4,468  
million

+17%  
year-on-year  
growth

Operations in  
+20  
countries

9.5  
million  
customers



+17%  
EBITDA  
growth

31,500  
rooms

8%  
increase in revenue  
per available room  
(RevPAR) vs. 2023

+26%  
year-over-year  
revenue growth

7.2 million  
travelers

722,000  
passengers (91% occupancy)





2.2.

# A path of steady progress

# 2024

January \_\_\_\_\_ February \_\_\_\_\_ March \_\_\_\_\_ April \_\_\_\_\_ May \_\_\_\_\_ June \_\_\_\_\_



- Opening of Grange Pen Marine Sanctuary in Jamaica to protect marine life in Montego Bay.
- Brand evolution from W2M PRO to W2M NEXT with a view to internationalization.
- Presentation of the MIA avatar at FITUR (W2M).



- Agreement signed by Iberostar and CONALEP to expand dual vocational training to all 32 states of the Mexican Republic.
- Launch of My Room Suite, an innovative customer experience initiative in the hospitality industry.



- Iberostar's Catedra del Mar awards 12 prizes and grants for marine research and conservation.



- Iberostar Scholarships awarded to the most brilliant students in the second year of the Hotel Management Program at the Escola d'Hoteleria de les Illes Balears .
- Miguel Fluxá, President of Iberostar Group, receives the Commander's Cross of the Royal Order of Isabella the Catholic from King Felipe VI recognizing his lifelong efforts to foster quality tourism and promote Spain as a brand beyond our borders.
- Iberostar reaffirms its support for the Trofeo Princesa Sofía as sponsor of the 53rd edition of the regatta.
- Launch of New Travellers, W2M's brand for the most experienced and demanding travelers.



- Iberostar and the Government of the Balearic Islands promote training in the tourism sector through dual vocational training.
- Iberostar Selection Creta Marine reopens its doors.
- World2Fly adds a sixth A330 aircraft for the Portuguese market.



- Iberostar and the Andalusian Regional Government sign an agreement to promote dual vocational training in the tourism sector.
- World2Fly is certified by IATA Environmental Assessment (IEnvA) in Spain and Portugal.



# 2024

## July



- Presentation of Iberostar Beachfront Resorts' evolved brand identity with three new segments: Iberostar Waves, Iberostar Selection, and JOIA by Iberostar.
- Úbico Sports and Azulmarino sign an agreement with the Association of Basketball Clubs (ACB) as official suppliers through 2027.
- World2Fly's first direct flight from Madrid to Zanzibar.

## August



- Iberostar Waves Gaviotas Park reopens in Fuerteventura –100% electrified and completely renovated.
- World2Meet strengthens its leadership in Caribbean inbound tourism with the acquisition of BD Experience.

## September



- Iberostar Group signs an agreement with Acciona Energía for renewable energy supply in Spain.
- World2Fly and Onlinetours debut in Italy with their first agency in Milan.
- Azulmarino and Grand Azulmarino join Gravity Wave's #PlasticFreeOceans movement to remove derelict fishing nets from oceans and harbors.

## October



- Iberostar announces new openings in 2025: Iberostar Selection Es Trenc in Mallorca and Iberostar Selection Mirage Hammamet in Tunisia.
- W2M presents CIBELES, its new brand to revolutionize the senior tourism segment.

## November



- Iberostar launches a roadmap to boost the hotel sector's contribution to decarbonizing the global food system.
- W2M promotes employment and training in the tourism sector by offering a training program for unemployed people in collaboration with the Regional Ministry of Science, Business, Training, and Employment of the Principality of Asturias.

## December



- Iberostar opens its first hotel in Aruba: JOIA Aruba by Iberostar.
- Iberostar opens Iberostar Waves Berkeley Shore hotel in Miami.
- Iberostar inaugurates the first sanctuary for the burrowing owl—the shoco—a species native to Aruba.
- Iberostar hosts the coral restoration event, Reef Futures 2024.
- SBTi validation of near-term W2M decarbonization and net zero 2050 targets.
- World2Fly celebrates the inaugural flight of its direct Madrid-Cali route.
- Kannak begins operations in Portugal, introducing an exclusive lineup of travel circuits.



# Awards and recognitions



## Gold Stella Award

Gold Stella Award in the category of Best Sustainability Initiative: recognizes hotels and companies that demonstrate excellence and innovation in the meetings and events sector.

## Travel Weekly Magellan Gold Award

JOIA Paraíso by Iberostar hotel, known for its innovative approach to sustainability, was recognized as the Best Eco-Friendly Resort.

## Silver Preview Visionary Award

Silver Preview Visionary Award in the category of Best Golf and Spa Resort in the Caribbean/Mexico. The award, which recognizes destinations and resorts that offer high-level experiences for events and incentives, went to Hotel JOIA Paraiso.

## USA Today's 10 Best Readers' Choice Award

Tierra del Sol golf course in Aruba was recognized as the best golf course in the Caribbean.

## 100 Best Companies Forbes

Iberostar among the 100 best companies to work for in Spain, according to Forbes.

## IHG's Portfolio Emission Reductions

Iberostar Waves Cristina, one of the hotels in IHG's portfolio, is recognized as an example of emission reductions.

## Sustainability in Tourism Award (AECIT)

Icáron receives the award for sustainability in tourism in the first edition of the AECIT awards organized by the Spanish Association of Scientific Experts in Tourism (AECIT).

## Innovation Special Award CIO

W2M is recognized as a finalist in the "Innovation 2024 Special Award" category of the CIO 100 Awards, organized by the CIO publication and the analysis firm IDC.





# Iberostar Wave of Change







Since its launch, Iberostar Wave of Change has served as the guiding light for our ocean conservation efforts, focusing on real solutions to the most urgent challenges. Over time, it has grown into a holistic approach that embraces both environmental stewardship and meaningful social impact.

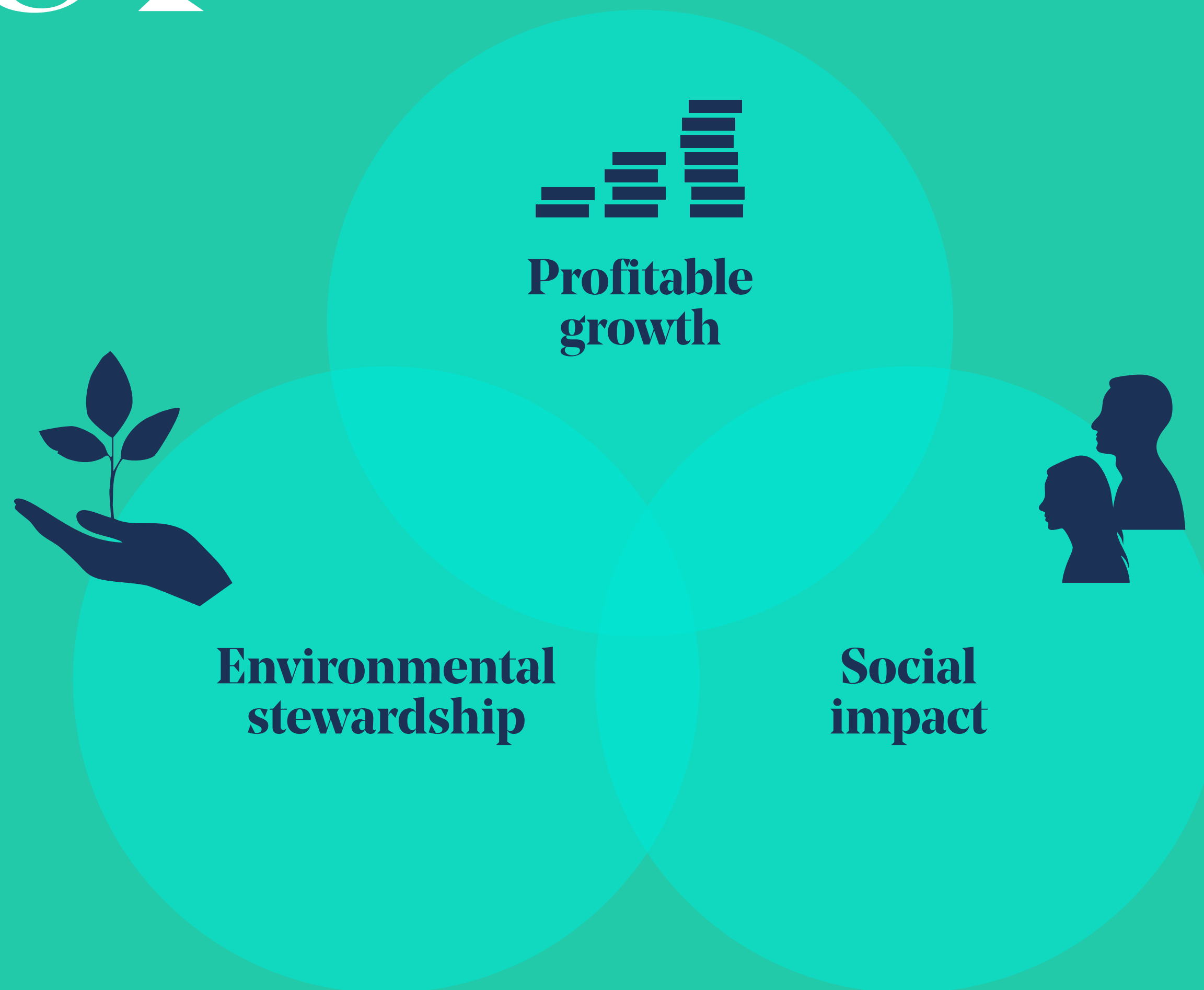


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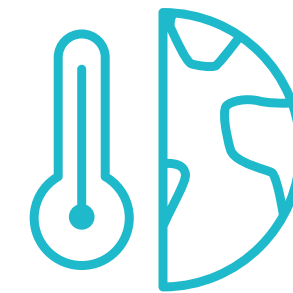
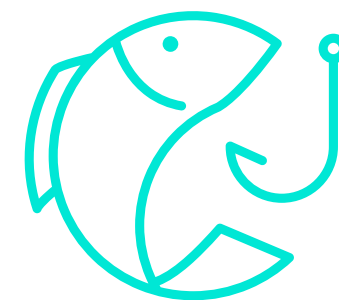
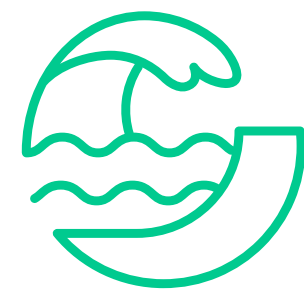
# Promoting positive tourism

## Iberostar Group's vision: champion positive change through positive tourism

Our responsible tourism vision balances profitable growth, environmental stewardship, and social impact. We believe that tourism can and should be a positive force for generating prosperity, improving the lives of those around us, and preserving destinations for future generations.







## Caring for our people

Our aim is to build an inclusive, equitable, and engaging workplace which nurtures a strong sense of belonging through a common purpose.

By fostering meaningful careers, prioritizing employee development, and ensuring well-being, we empower our people to thrive, maintaining the spirit of our Iberostar family.

## Destination stewardship

We are grounded in the local community, and committed to the people and nature that surround us, promoting experiences that connect our guests with the destination.

We contribute to socio-economic development and connect with new generations to build a sustainable future.

## Nature

Because our guests deserve to enjoy the best beaches and a thriving ocean. Just as nature can protect us, we strive to care for our hotels' natural surroundings and our destinations' coastlines. We work to keep our ocean healthy, from coral reefs in the Caribbean to Posidonia in the Mediterranean.

## Blue foods

Our cuisine exceeds expectations in every sense of the word.

We source seafood from sustainable fisheries, we engage responsibly with the ocean and neighboring fishing communities, and we encourage our guests to discover new flavors.

## Climate action

We enable our guests to travel with a more conscious footprint while ensuring their comfort and well-being.

We look for new, innovative ways to reduce our emissions, from the energy we use to the products we source. We support communities and protect natural areas through carbon projects.

## Circular economy

We want only our guests' vacation's best memories to be the ones that last.

We're committed to creating a hotel experience in harmony with nature, preserving natural resources, extending the life of materials and minimizing waste.

## Responsible growth

We are committed to a responsible tourism model that ensures a positive future and leaves a lasting legacy as a family business. Our vision is to balance profitable growth, environmental stewardship and social impact, to foster a more resilient future.

We hold ourselves accountable to conduct ethical business practices throughout our operations and across the value chain, inspiring collaboration and positive change across the tourism sector.



3.2.

# Responsible growth

## Building a positive future

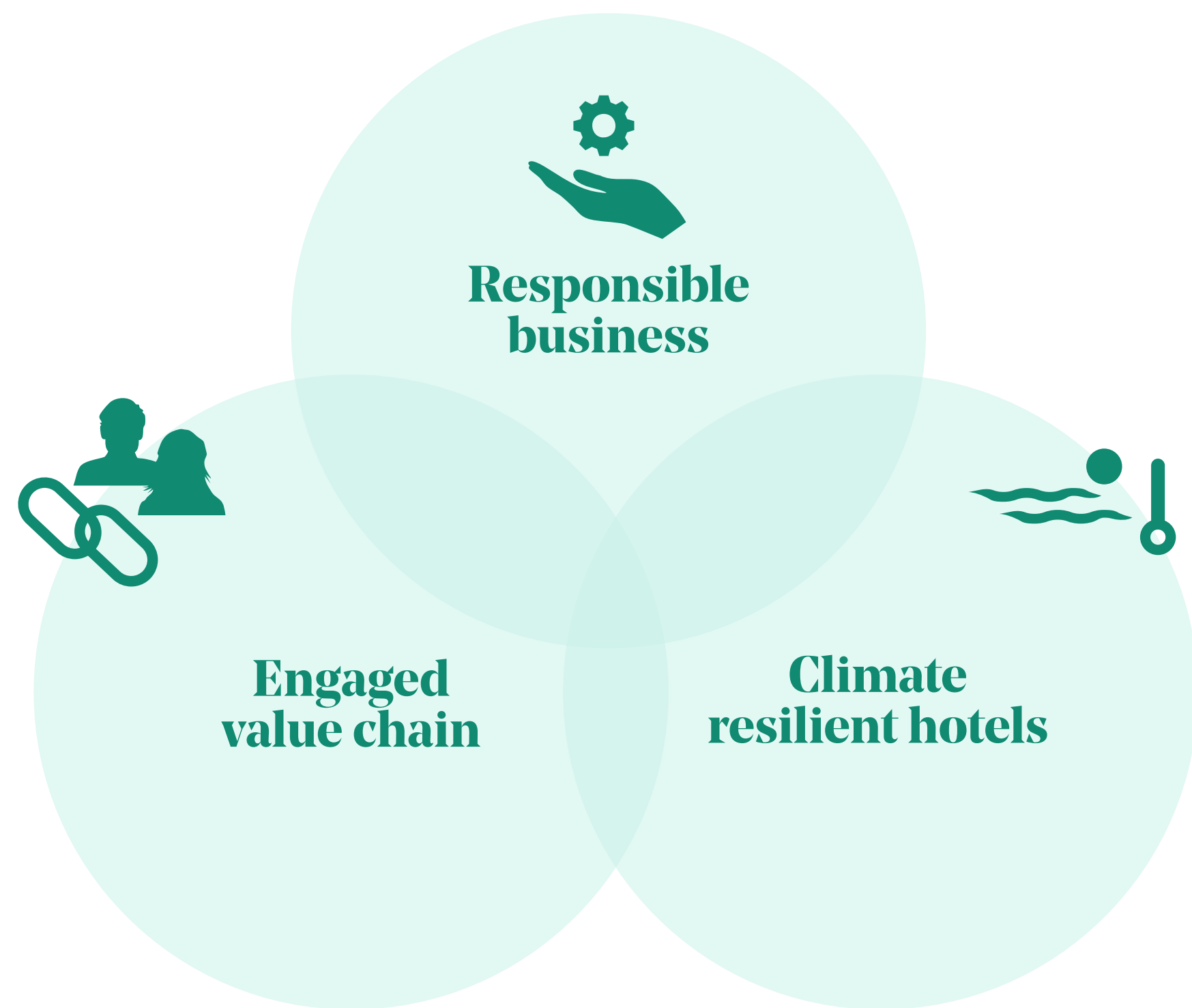
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# Our approach





# KPIs

Created an area dedicated to responsible growth across all business areas.



**92%** guest satisfaction.

Sustainable construction practices at JOIA Aruba by Iberostar, following our Sustainable Design and Construction Manual.



**+286,000**  
Travel advisors reached through our efforts, including sustainability initiatives.

**76%** of guests perceive Iberostar as a brand committed to the environment.



## Certifications

### Iberostar

EarthCheck in **69 hotels**.



Blue Flag in **17 hotel beaches**.



LEED in **1 hotel**.



### W2M

Earthcheck on **Icáron**.

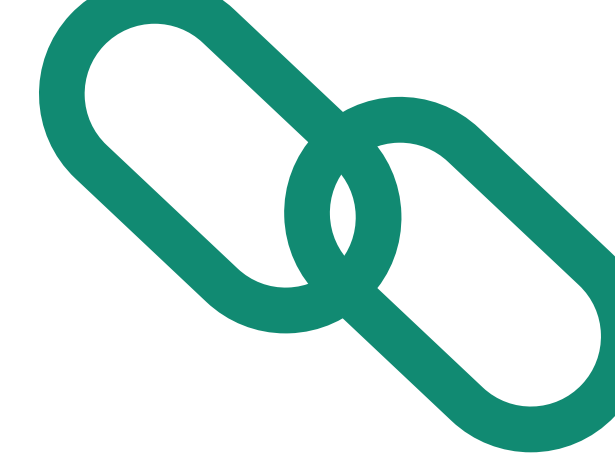


IENVA (IATA) on **World2Fly**.





# Working with the value chain



## A. We drive change with our suppliers

Our suppliers play a key role in our value chain. We therefore promote a responsible sourcing strategy that supports a stable, resilient, and low-carbon supply chain, based on relationships with partners who share our values. Thanks to this close collaboration, 92% of the seafood we offer is now responsibly sourced.

## B. We involve our business partners

Our business partners are essential to our company. They play a key role in our ability to reach our customers, innovate and adapt to a constantly evolving industry. As strategic allies, their knowledge, experience, and shared vision allow us to strengthen our value proposition, convey our commitment to responsible tourism, and improve our competitiveness.

### Iberostar Hotels & Resorts

Reached 286,000 travel advisors in our key source markets

### W2M

20,000 advisors trained in commercial presentations and online training events

More than 80 commercial agreements to manage travel for Spanish sports entities

## C. The traveler, at the heart of our strategy

**2.3 million**

guests stayed at Iberostar Hotels & Resorts, 8% more than the previous year

**7.2 million**

people traveled with W2M

**+722,000**

World2Fly passengers



# A new hotel model in Aruba

## What

JOIA Aruba by Iberostar, the company's first hotel in Aruba, opened in December 2024. It was developed with the principles of circular and passive design in mind, focusing on energy efficiency and reduced environmental impact. It features prefabricated construction systems as well as recycled and low-emission materials.

## Where

Eagle Beach, Aruba.

## Why

- Reduce energy consumption and demand through passive design and efficient systems.
- Minimize environmental impact during the construction and operation of the hotel.
- Decarbonization and innovation in the hotel sector.

## How

- Generating renewable energy on-site and electrifying facilities and equipment to avoid the use of fossil fuels.
- Reducing energy demand and consumption: Optimized passive design, high-performance air conditioning systems, flow regulation in HVAC, heat recovery in ventilation, and high-efficiency lighting.
- Efficient construction using prefabricated systems, reducing raw material consumption and waste, improving quality and durability, and minimizing construction impact.
- Sustainable materials with recycled components, rapidly renewable raw materials, and FSC certification, low carbon footprint, local production, easily to disassemble, and recycle.

## Socioeconomic impact

- Collaboration with local and international companies to create new manufacturing plants.
- Job creation for local staff.
- Importation of machinery and know-how to improve local construction practices.



## Results and conclusion

The use of circular and passive design principles –combined with prefabricated systems and sustainable materials– has resulted in a construction project with a lower environmental footprint and improved energy efficiency. These strategies helped to reduce the consumption of raw materials, minimize waste, and lessen the overall impact of construction. The project successfully diverted nearly 50% of construction waste from landfill, approaching the 50% target set by the LEED standard. Approximately 85% of the wood products purchased were FSC-certified, and over 20% of the materials used in the construction had recycled content.

In addition, the project has had a positive socioeconomic impact in Aruba by creating jobs and promoting best practices. This approach illustrates how the construction sector can play a key role in reducing environmental impact, supporting economic development, and driving the decarbonization of the hotel industry.



3.3.

# Caring for our people

## Committed to people's well-being and growth

Our aim is to build an inclusive, equitable, and engaging workplace which nurtures a strong sense of belonging through a common purpose.

By fostering meaningful careers, prioritizing employee development, and ensuring well-being, we empower our people to thrive, maintaining the spirit of our Iberostar family.

As a family-owned company, we believe in the importance of caring for and supporting our employees. We strive to create workplace environments where people feel supported, valued and proud. As we continue to grow, our goal is to build a strong and united team that is passionate about providing each guest with the best. We want to help make tourism an attractive industry where talent is recognized, people can thrive and purpose drives everything we do.





# Key initiatives

## Professional growth



Dual vocational training programs; training and support for continuous development, leadership training.

## Wellness



The Iberostar Vitality Program promotes physical, emotional, and financial well-being; feedback and communication programs; and work place health and safety.

## Equity for equality



Initiatives to support young talent and women in leadership.





# KPIs



Iberostar recognized by Forbes as one of the

# 100

best companies to work for in Spain.

# 85%

of the participants in the most recent Iberostar Hotels & Resorts workplace climate survey rated their level of commitment to the company positively.

# 98%

of employees would recommend W2M to their family and friends as a company to work for.

# +434,884

hours of training provided in 2024.

# +28.7%

training hours versus previous year.

# +370

participants in our dual vocational training programs.



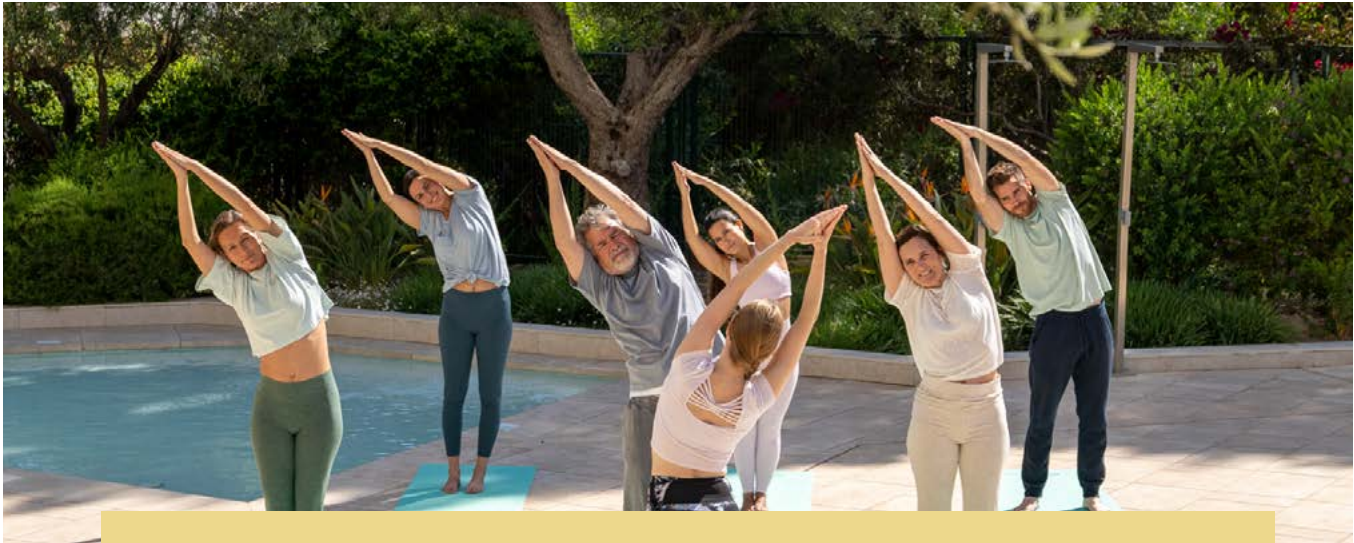
"Diversity Leading Company" seal awarded by Equipos & Talento for promoting diversity and leadership opportunities for women.



# Our approach



Growth opportunities



Well-being



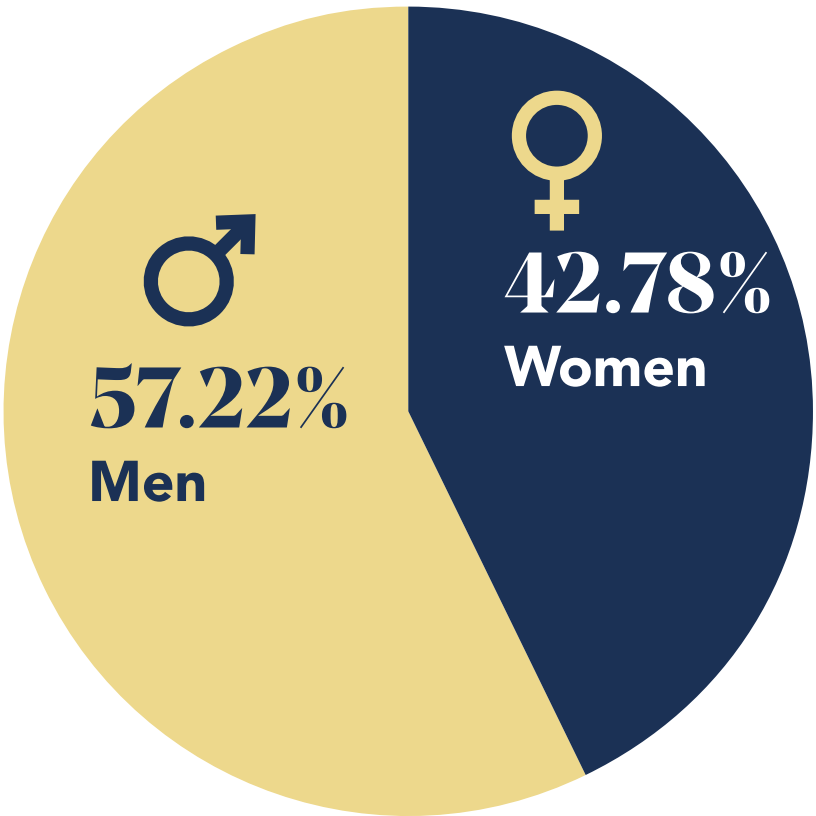
Equity for equality

# Our people

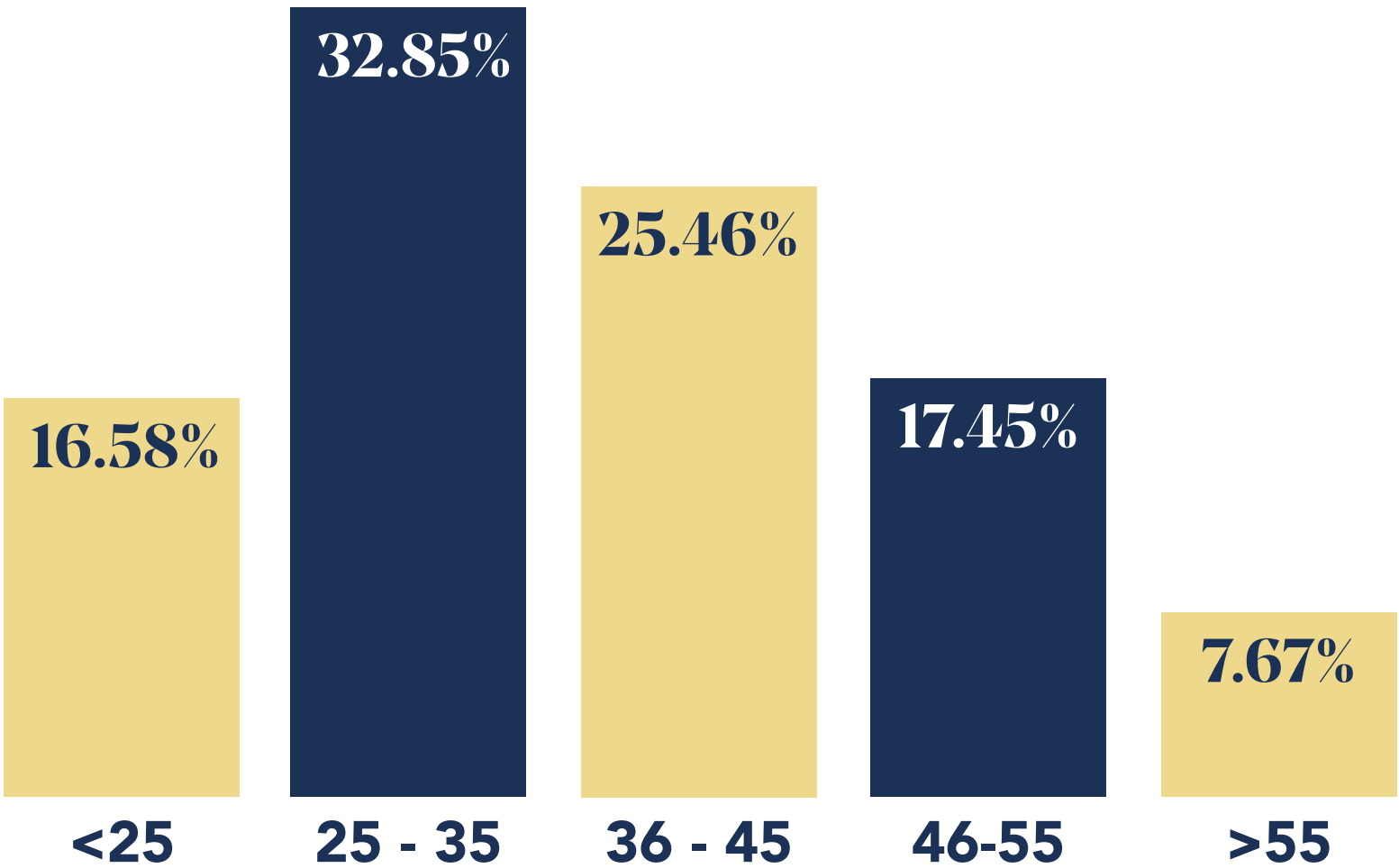
+95  
nationalities

+37,000  
employees

Breakdown of employees by gender



Breakdown of employees by age





# Growth opportunities

We recognize the talent of our professionals and offer them opportunities for professional growth and development. This enables us to retain the best talent and reinforce the commitment and motivation of our employees.

## Iberostar Hotels & Resorts

Nearly 100% of hotel directorships were filled through internal promotions.

335,603 hours of training delivered in 2024.

### Dual vocational training

Dual vocational training blends classroom learning with hands-on experience from day one, allowing students to apply their knowledge in real-world settings and learn by doing.

We trained 378 students in 2024 following this approach:

- **Spain:** a total of 121 students in the Balearic Islands, Canary Islands, and Andalusia.
- **Brazil:** 105 students.
- **Mexico:** 86 students in Playa del Carmen and Cancun hotels.
- **Jamaica:** 66 students.

### Digital training (Iberostar Campus)

- 330 active courses and 68 training pathways.
- New record set in 2024 with 113,280 courses taken on Campus, 46% more than in 2023.

### Responsible leadership

- Launch of the second edition of the Iberostar Hotel Leadership Program: a training program for 30 hotel managers from 8 countries. The program is organized in collaboration with ESADE and the Basque Culinary Center and focuses on leadership and improving customer experience.
- Grow Your Skills Program, focused on developing our leaders' management skills.
- Leadership and team management training for 937 mid-level hotel managers in 9 countries.
- Strategic mobility program that involves sending 30 hotel executives to different destinations.
- Internal mobility initiative for middle managers with 13 participants in 2024.

### Other initiatives

- Feedback process. In 2024, 85% of feedback evaluations were completed, reflecting a high level of employee participation and engagement.
- Talent review. In 2024, we assessed and mapped 100% of the management team.

## W2M

- 50,852 hours of training delivered in 2024.
- 5,899 courses taken by 2,537 employees
- Onboarding management for 1,308 people in response to W2M's growth.

### W2M Campus

W2M's training tool was enhanced in 2024 to improve the team's technical skills and align new employees with the company's culture and processes.

### Continuing education

- W2M's O7 Hotels Division created O7 Hub, a dedicated space in hotels designed to provide easy access to online training and corporate apps.
- W2M teams can receive soft skills training to support their professional growth through GoodHabitZ.





# Learn by doing

## Our dual vocational training program in Spain

### What

Iberostar launched a Dual Training program designed for students and young professionals interested in building a career in tourism with the company. The program offers hands-on learning, financial support during training, employment opportunities upon completion, and a clear career path. The main objective is to train young talent to meet Iberostar's need for qualified professionals.

### Where

- Country: Spain.
- Region: Andalusia, Balearic Islands and Canary Islands.
- Vocational Training Program: Advanced Diploma in Hotel Management and Advanced Diploma in Culinary Arts.
- Participants:
  - Iberostar hotels where the training takes place: 12.
  - Number of apprentices: 121.
  - Tutors trained: 40.

### Why

In Spain, only 3% of students choose dual vocational training, even though 60% find employment after completing it. With a youth unemployment rate close to 30%, promoting this training not only strengthens our sector but also opens up more opportunities for new generations.

### How

- Approach: Intensive Dual Vocational Training model
- Hands-on learning: Students acquire skills in a real-life hotel environment.
  - Tailored teaching methodology balancing academic and practical training.
  - Tutoring and mentoring with Iberostar professionals who guide the trainees' development.
  - Adaptability and evolution: the program adapts to the needs of the tourism sector and Iberostar.

Alliances and support:

- Vocational Training Institutes: IES Calvià, IES Sierra Blanca, IES Pedrera Blanca.
- Education Departments of the Canary Islands, Andalusia and the Balearic Islands.
- Vocational Training Alliance.

### Impact

- Improving youth employability.
- Enhancing training quality by combining classroom instruction with hands-on experience.
- Professionalizing the tourism sector.
- Creating an employer and training brand seal.

## Results and conclusion

This project strengthens the relationship between Iberostar and educational centers, contributing to the development of qualified professionals aligned with the company's values. Iberostar seeks to expand the scope of Intensive Dual Vocational Training, adding training hotels, exploring specialized cycles and consolidating its position as a benchmark in dual training in the tourism sector.



# Cultivating well-being

As part of our commitment to well-being, we place our people at the center of everything we do. We foster a safe, healthy and inclusive environment, where work-life balance, development and emotional support are priorities.



**A.** The Iberostar Vitality Program focuses mainly on health and wellness, personal development, sustainability and occupational risk prevention. Iberostar Vitality also has a web platform and an app where employees in Spain can access all kinds of content related to physical activity, nutrition, mental health and financial health, among others. We are currently studying how to extend this project to other countries.



**B.** As part of this initiative, we have more than 25 energy teams that promote physical wellness globally, such as running or yoga teams.

**C.** In 2024, we launched a mental health platform at several locations in Spain and Mexico to offer employees comprehensive support for their emotional well-being.



## Supporting the housekeeping team

In 2024, Iberostar implemented several initiatives in Spain to improve the working conditions and professional development of the housekeeping team. These initiatives included:

- Support project for staff aged 60 and over to reduce their workload and provide elevating beds and motorized carts.
- A mentoring program for more than 200 new employees, combined with progressive room assignments.
- An internal training and cross-training program attended by more than 770 people (70% of the workforce) which promotes rotation between hotels to facilitate experience sharing.

These initiatives demonstrate Iberostar's commitment to the well-being and professional development of the housekeeping team. By implementing concrete measures such as workload reduction, mentoring and continuous training, Iberostar is creating a healthier and more inclusive work environment.



# Equity for equality



## We create opportunities for young talent

### Iberostar Hotels & Resorts

- Collaboration agreements with +60 schools and educational centers in Spain and other EU countries.
- 1,175 interns in 2024 in Spain, Mexico, Cuba, Jamaica, Dominican Republic and Brazil, with 24.5% joining the workforce.
- We renewed our alliance with the Escola d'Hoteleria de les Illes Balears for the tenth consecutive year, awarding scholarships to three of the students in the Hotel Management Degree Program.

### W2M

- We hosted 89 interns under agreements with 32 educational centers, of whom 36.5% have joined our workforce

We support people in the workplace, encouraging their professional growth and fostering an inclusive culture in which they can thrive. Our goal is to build careers from the ground up, promoting equity by providing clear pathways and consistent support for everyone to advance in their careers.

## We are committed to internal promotion

### Iberostar Hotels & Resorts

- 26.4% of the vacancies posted on our internal job vacancy portal (OLI) were filled by internal talent.
- Virtually 100% of hotel management positions were filled through internal promotions.

### W2M

- 115 internal promotions during the year.





## We generate value through equity

### Iberostar Hotels & Resorts

#### Leadership

Participation in

- Empowering Women's Talent and Diversity Leading Company programs by Equipos & Talento.
- Management development programs exclusively for women with high levels of responsibility, such as Progresia (ESADE + CEOE).
- "Women Cross Mentoring" program from Equipos & Talento, focused on the promotion of women in leadership.

#### Training

- Inclusion of gender and diversity issues in all leadership training.
- Implementation of measures to promote gender equality.

#### Internal promotion

- Women account for 66% of the internal promotions managed through our internal job vacancy portal (OLI).

### W2M

- World2Fly participates from 2022 in the global 25by2025 initiative, led by IATA, which aims to improve diversity, equity and inclusion (DEI) in the aviation industry for management, engineering and technical crew positions.
- We conduct departmental studies, use inclusive selection processes, and promote training on non-sexist and non-discriminatory language to guarantee impartiality and equity.

## We work with vulnerable groups

- In 2024, Iberostar, in collaboration with La Caixa Foundation and the Deixalles Foundation, implemented the Incorpora Program in five hotels in the Balearic Islands. This program seeks to integrate women at risk of social exclusion into the labor market by providing them with training and employment opportunities in the hotel sector.
- W2M signed agreements with specialized entities for the integration of disabled employees: INSERTA, ASPROM and ASPAS.

#### Collaboration with Esment

- In 2024, Iberostar Group deepened its commitment to social inclusion by partnering with the Esment Foundation, which supports individuals with intellectual disabilities. The Group engaged Esment's services for printing and for organic food farming, totaling over 12,300 euros. As a result, Esment provided employment, training, and opportunities to 534 people, and Iberostar Group directly hired one individual with an intellectual disability.



3.4.

# Destination stewardship

## Fostering resilient destinations

We are grounded in the local community and committed to the people and nature that surround us, building resilient destinations and promoting experiences that connect our guests with the destination.

We contribute to socio-economic development and connect with new generations to build a sustainable future.





We believe that by creating multi-sector alliances and public-private partnerships and engaging local communities, tourism can protect and regenerate destinations, aligning business growth with the long-term resilience of communities and their ecosystems. The Destination Stewardship team supports Iberostar hotels in achieving sustainability goals by forming and maintaining destination alliances and fostering partnerships for the implementation of regenerative tourism strategies that enhance and revitalize destinations.





# Key initiatives

Fostering  
partnerships  
and collaborations  
to achieve key sustainability goals.



Sharing best  
practices  
to move toward responsible tourism.



Promoting  
community-based  
tourism  
at our destinations.



Promoting  
entrepreneurship  
around solutions that  
drive sustainability.



Implementing  
environmental  
programs in schools  
to inspire ocean conservation .

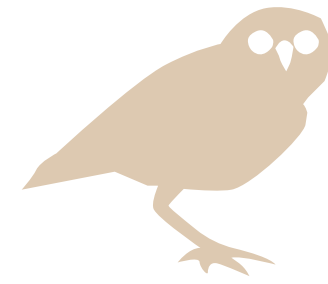




# KPIs



Created the first department in the hotel sector dedicated to promoting alliances at the destinations where we operate.



Opened the first shoco sanctuary in Aruba to protect the local burrowing owl.



Launched the Wave Generation educational program in Mallorca.

Achieved

# 100%

composting of organic waste from Iberostar Waves Bahia and Iberostar Selection Praia do Forte in Brazil, thanks to a partnership with Ponto a Ponto.





# Milestones that drive change

## 1. We promote regenerative destinations

- **Brazil:** We collaborate with Aliança Kirimurê, a collective of fisherwomen, to promote responsible seafood sourcing practices. This initiative supports approximately 200 fishing families.

## 2. We seek circular economy solutions to reduce waste

- **Aruba:** We formalized a composting alliance between several hotels to manage organic waste.
- **Brazil:** We forged a partnership with Ponto a Ponto, which made it possible to compost 100% of the organic waste from the Praia do Forte Complex.
- **Spain:**
  - Our hotels, Iberostar Selection Sábila and Iberostar Waves Bouganville Playa, participate in the “Comunidades Turísticas Circulares” (Circular Tourism Communities) project sponsored by Ashotel together with 24 other hotels in the south of Tenerife.
  - We promoted the separate collection of organic waste in Chiclana de la Frontera, Andalusia
- **Mexico:** We identified 14 waste management alternatives, including composting initiatives and partnerships with local farms.
- **Spain:** We launched the “circular farms” initiative to manage organic waste from our hotels and promote circular farming initiatives.





# Milestones that drive change

## 3. We regenerate ecosystems

- **Aruba:** We are working to achieve wildlife-friendly lighting on Eagle Beach in collaboration with TurtugAruba and the government.
- **Mexico:** We collaborated with the Tourism Action Coalition for a Sustainable Ocean, the Ministries of Tourism and Environment of Quintana Roo, GIZ and The Nature Conservancy on a coastal dune restoration initiative.
- **Tunisia:** We conducted studies with the Higher Institute of Biotechnology of Monastir on the role of dunes in coastal preservation and the impact of Posidonia banks management on coastline evolution.

## 4. We accelerate decarbonization and climate change resilience

- **Mexico:** strategic alliances with “ejidos” and communities to carry out carbon sequestration projects that boost the economic development of local communities
  - **Dziuché community in Quintana Roo.** Project activities include improved forest management, afforestation, reforestation of degraded areas, carbon sequestration in mangroves and wetlands, and soil carbon sequestration through improved livestock practices. It is estimated that more than 12,000 carbon credits will be produced annually.
  - **Higuera Blanca community in Nayarit.** The project focuses on regenerative cattle ranching. Expected results include reduced carbon emissions, increased vegetation cover and an estimated annual production of more than 8,000 carbon credits.
  - **Ejido de Puerto Vallarta in Jalisco.** The plan includes fire control, restoration of degraded areas, and an increase in forest vegetation cover. This project will generate more than 12,000 carbon credits annually.





# Creating value in destinations

## Promoting community-based tourism with Planeterra

Alliance with the Planeterra Foundation to promote community-based tourism at the destinations where Iberostar has a presence, seeking to create opportunities for local communities while protecting the ecosystems of our destinations and enriching customer experiences. This alliance aims to implement 36 community tourism projects, reaching over 755,000 potential travelers, involving 35 communities and improving the lives of more than 13,000 people.

### 1. Cenote conservation in Yucatán, Mexico



### 2. Cocoa and woodcraft traditions in the Dominican Republic



### 3. Support for local artisans in Brazil



### 4. Argan oil tradition in Morocco



### ADCAM Project in the Masai Mara Reserve, Kenya

Since 2022, Icarion (World2Meet) has worked to promote and support the development of the Maasai community in Kenya. In 2024, 500 bracelets handcrafted by the Maasai women's workshop were purchased and used as promotional materials. Additionally, we organized and sponsored a tour in the Basque Country to raise awareness of Maasai history and culture, featuring activities for students from the University of Deusto and travel agents.



# Building environmental awareness through The Wave Generation



## What

The Wave Generation is an environmental education program created in 2024 by the Iberostar Foundation and the Cleanwave Foundation. Through monthly sessions during the school year, students develop team projects focused on protecting the environment and raising awareness.

## Where

Implemented in 6 public high schools in Mallorca (Palma, Andratx, Calvià, Lluçmajor, Port de Pollença).

## Why

The program aims to raise environmental awareness among young people, foster collaboration with public and private entities, highlight local initiatives, and strengthen emotional well-being within the educational environment.

## How

- Environmental Education: Development of school projects that are shared with the community, including expert talks and collaboration with local initiatives.
- Emotional Education: Activities such as yoga encourage self-care and a more conscious relationship with the environment.
- Connection with Nature: Outings like snorkeling and guided walks designed to strengthen the bond with the natural world.

## Impact

- Training young people and fostering environmental awareness in society.
- Collaborating with local entities and stakeholders.
- Enhancing practical learning and promoting sustainability values, inspiring students to engage in environmental protection.
- Engaging both students and teachers in building a culture of sustainability.

The program promotes sustainability, engages young people and teachers, reinforces hands-on learning and integrates innovative educational methodologies.

## Results and conclusion

The Wave Generation fosters a community committed to the environment by combining environmental and emotional education with immersive experiences in nature. Students don't just learn—they become active agents of change, driving progress toward a more sustainable future.



3.5.

# Nature

## Living in harmony with nature

We restore coastal ecosystem services to reduce and mitigate climate change risk, improve the quality of beaches and water in coastal destinations, and enhance green spaces for well-being.

Our internal team of marine scientists and biologists designs and implements strategies and action plans grounded in scientific knowledge. They work to protect the environment around us in collaboration with academia and specialized professionals.





# Key initiatives

## Mitigating risk

through nature-based solutions.



Enhancing

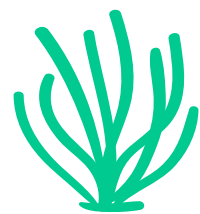
## green spaces

in hotels.



## Reef

restoration and research.



Supporting

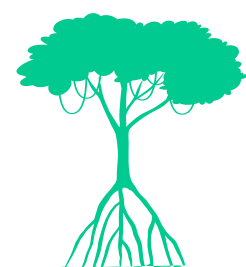
## seagrass

protection.



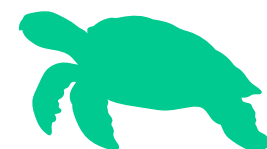
## Mangrove

restoration.



Protecting

## turtle nests.



## Coastal dune

restoration.



Promoting

## scientific research.





# KPIs

**8** underwater coral nurseries in the Caribbean.

**19,000**  
mangroves planted.

**69** grants awarded to young researchers in marine ecology

**3** land-based coral laboratories in the Dominican Republic, Mexico and Jamaica.

Caring for  
**58,000**  
coastal plants.





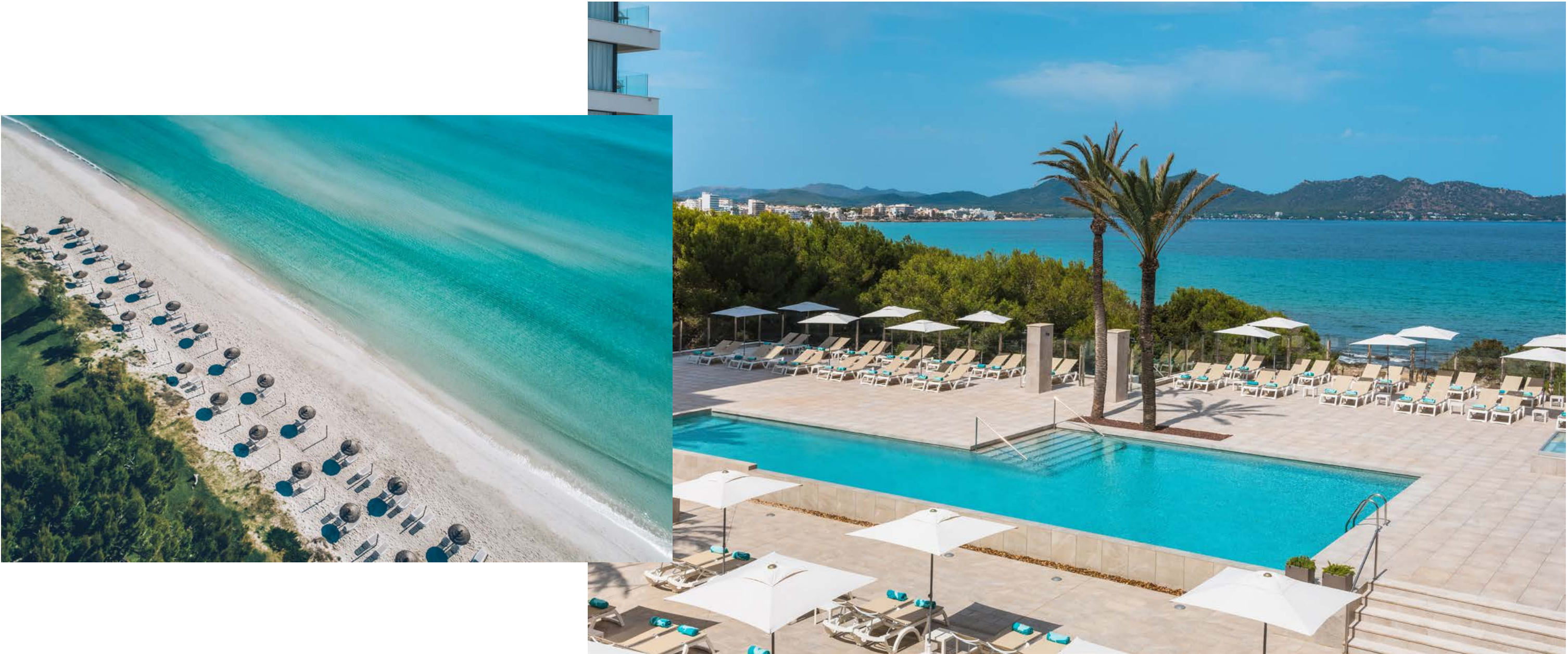
# Coastal health and biodiversity

- 1. Risk reduction**
- 2. Restoration of ecosystem functions**
- 3. Biodiversity conservation and enhancement**
- 4. Science**



# 1. Risk reduction

Iberostar is working to establish environmental baselines and develop coastal health and risk indices to better understand the threats climate change poses to infrastructure, communities, and biodiversity.



## Baseline analysis

We have assessed the coastal zones at 67 of our hotels across all destinations. These studies help identify specific environmental risks and inform the implementation of effective coastal management strategies to address climate-related challenges.

## Climate change observatory

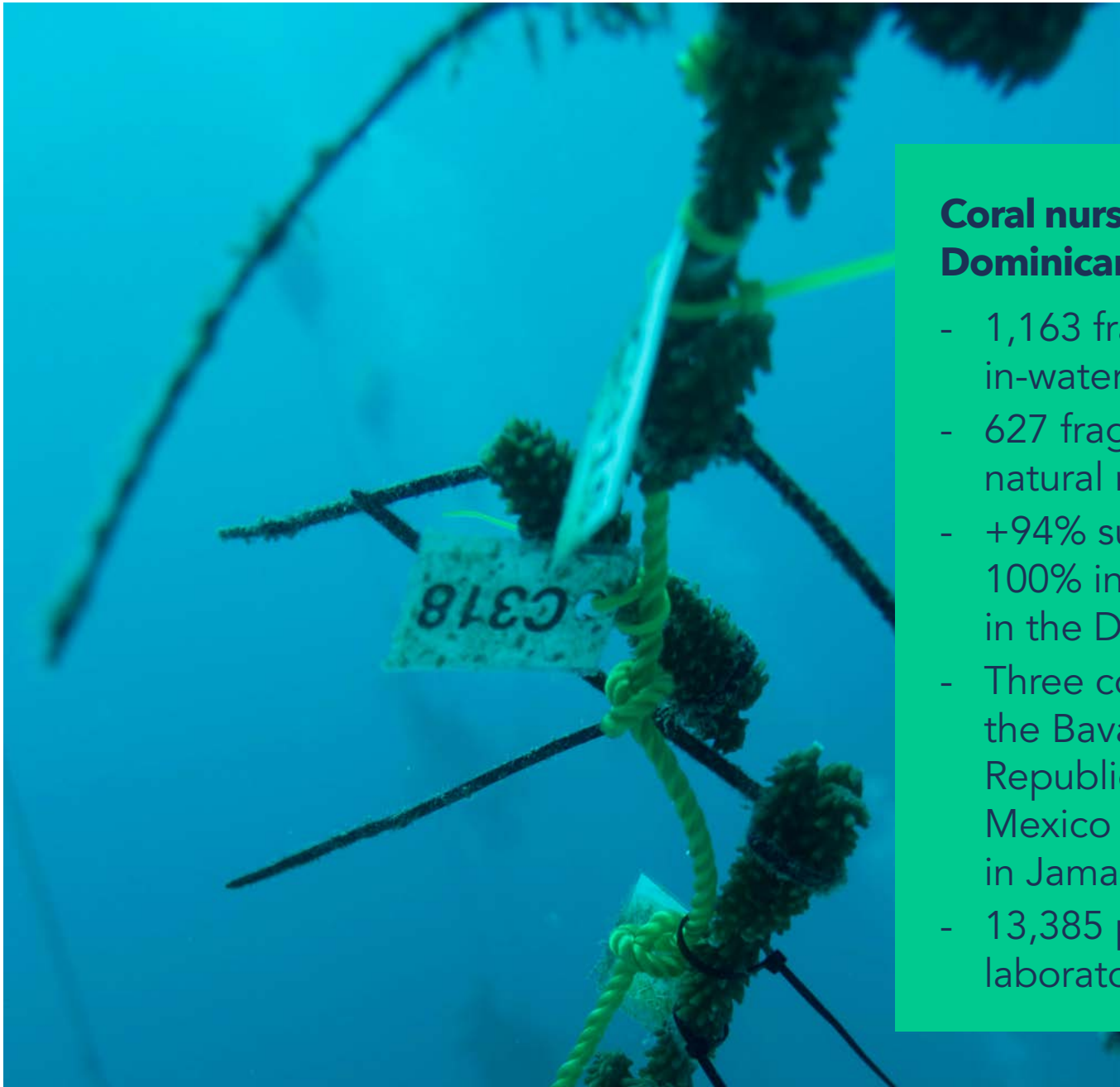
We manage the “Hotel Observatory for Climate Change” at Iberostar Waves Alcudia Park (Mallorca) in collaboration with the Mediterranean Institute for Advanced Studies (IMEDEA).



# 2. Restoration of ecosystem functions

We work to restore and protect marine and coastal ecosystems. By improving their ecological health, we ensure that they continue to provide essential ecosystem services for Iberostar and the tourism sector, from coastal protection to improved water and beach quality and carbon sequestration.

## Corals



**Coral nurseries and laboratories (Mexico, Dominican Republic, Jamaica)**

- 1,163 fragments propagated to our in-water coral nurseries.
- 627 fragments transplanted to the natural reef.
- +94% survival rate of these fragments: 100% in Jamaica, 97% in Mexico and 94% in the Dominican Republic.
- Three coral laboratories located at the Bavaro complex in the Dominican Republic, the Paraiso complex in Mexico and the Rose Hall complex in Jamaica, respectively.
- 13,385 people visited our coral laboratories in 2024.

## Posidonia



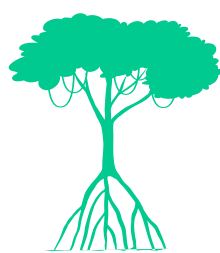
To help prevent coastal erosion in Tunisia, we provide training to raise awareness about the vital role of Posidonia oceanica in protecting the beach.



# 2. Restoration of ecosystem functions

We work to restore and protect marine and coastal ecosystems. By improving their ecological health, we ensure that they continue to provide essential ecosystem services for Iberostar and the tourism sector, from coastal protection to improved water and beach quality and carbon sequestration.

## Mangroves



In collaboration with the Ministry of the Environment and GIZ, we have planted 19,000 mangroves in the Dominican Republic to improve ecosystem health, increase biodiversity and protect our coasts against sea level rise.

## Dunes



We have implemented a dune and coastal plant restoration program at our hotels to increase coastal resilience in the Mexican Caribbean. We currently care for 58,000 coastal plants.



# 3. Biodiversity conservation and enhancement

Iberostar is committed to halting biodiversity decline by 2030 and reversing it by 2045. Supporting the Kunming-Montreal Biodiversity Framework, our initiatives address invasive species, promote native and endemic plants and seek to improve the quality and density of landscapes.



We made progress in eradicating invasive species while working towards achieving 50% native and endemic species on our properties by 2030 .



Our coral restoration program seeks not only to reduce risks, but also to recover reef biodiversity.



# 4. Science

## We actively publish in scientific journals

In 2024, we published two new articles in scientific journals:

- Thermal stress response in the *Montastraea cavernosa* coral-symbiont complex in the Mexican Caribbean, through the expression of the HSP70 gene.<sup>1</sup>
- Reproductive Strategy of Caribbean Corals Influences Population Structure on a Microgeographic Scale. Coral Reefs.<sup>2</sup>

## Reef resilience

- Conducting thermotolerance and thermal preconditioning experiments.
- Monitoring coral disease and bleaching events.
- Assessing reef health and herbivory
- Training over 25 students to support our coral restoration efforts.

## PosiGenome project

We made progress on our project to explore the genetic diversity of *Posidonia oceanica* in collaboration with the Mediterranean Institute of Advanced Studies (IMEDEA).

## Treatment Protocol for Stony Coral Tissue Loss Disease (SCTLD)

Faced with the devastation caused by Stony Coral Tissue Loss Disease (SCTLD) in the Caribbean, our nature team developed a new treatment protocol for infected coral fragments<sup>3</sup> at our nursery in the Bávaro complex. Now integrated into our operations, the protocol has successfully treated 105 fragments from 32 colonies—critical for preserving genetic diversity.



We have a team of over 30 scientists and environmental specialists

<sup>1</sup> Colín-García, N.A., Ocaña-Mendoza, C., Chiappa-Carrara, X., Rioja-Nieto, R., Arena Ortiz, M.L., Calle-Triviño, J., Alvarado-Recillas, N. and Campos, J.E., 2024. *Thermal stress response in the Montastraea cavernosa coral-symbiont complex in the Mexican Caribbean, through the expression of the HSP70 gene*. Bulletin of Marine Science, 100(4), pp.779-792.

<sup>2</sup> O'Donnell, S.E., Ruggeri, M., Blanco-Pimentel, M., Morikawa, M. K., Harms, E., Calle-Triviño, J., Flanagan, B.E., Carlson, H.K., Kenkel, C. D., Million, W. C. 2024. *Reproductive Strategy of Caribbean Corals Influences Population Structure on a Microgeographic Scale*. Coral Reefs.

<sup>3</sup> Pelose, G., Blanco-Pimentel, M., Calle-Triviño, J., Leon, A., Galván, V., Schopmeyer, S., Foster, D., Burdett, C., Morikawa, M. K. 2024. *Novel Ex-situ Stony Coral Tissue Loss Disease Treatment Protocol*.



# Collaboration to care for nature

## Iberostar Hotels & Resorts

### Hosting the Reef Futures Symposium

In December 2024, we hosted the Reef Futures symposium at our Playa Paraiso resort in Mexico. As the only global event dedicated exclusively to coral restoration, Reef Futures brought together 960 scientists and experts from over 60 countries. Our team played an active role in the symposium, opening the first day and leading talks and workshops on topics such as nature-based solutions for coastal protection, treatment of Stony Coral Tissue Loss Disease (SCTLD) and coral thermotolerance research.



### Collaboration with the World Travel & Tourism Council

At COP29, Iberostar Group and the World Travel & Tourism Council presented key findings from a forthcoming report on coastal and marine tourism, scheduled for release in 2025. One of the central insights was the urgent need to invest \$65 billion annually to protect the sector from escalating climate risks. This report contributes to the Coastal Tourism Breakthrough initiative under the leadership of the Marrakech Partnership for Global Climate Action.



### Contribution to climate resilience

Iberostar participated in the report, "[Creating Sustainable Impact: Building Resilience Through Climate Adaptation](#)", developed by Women Action Sustainability (WAS) in collaboration with Schneider Electric. The study details best practices and recommendations for business resilience in the face of climate change, including Iberostar's strategy to enhance coastal resilience through nature-based solutions.



### We participated in COP16 in Colombia

During the conference, Iberostar reaffirmed its commitment to responsible tourism, reinforcing the role of tourism in the protection of ecosystems through the Nature Positive Tourism model, led by UN Tourism, the World Travel & Tourism Council and the World Sustainable Hospitality Alliance.





# Collaboration to care for nature

## W2M

### Forest regeneration in Spain with Bosques Sostenibles (Sustainable Forests)

Since 2022, W2M has collaborated with Bosques Sostenibles (Sustainable Forests) to regenerate forest areas in Spain affected by wildfires—supporting biodiversity conservation and climate change mitigation. To date, over 1,300 trees have been planted, with a goal of 10,000 trees across Spain and Portugal by 2030. In 2024, native species were planted in Navalacruz (Ávila) and Torremocha del Jarama (Madrid), with the W2M team actively participating in a dedicated forest regeneration day.

### Azulmarino joins the #PlasticFreeOceans movement in the Mediterranean

Azulmarino and Grand Azulmarino have joined Gravity Wave's #PlasticFreeOceans project to remove 3,000 kg of plastic from the Mediterranean Sea, with an emphasis on cleaning up abandoned fishing nets, one of the main pollutants. The removed nets are processed to create recycled materials, fostering a circular economy. This effort is supported by more than 4,000 fishermen.

### Icárium collaborates in the conservation and restoration of destinations

By participating in the official carbon credit market, Icarion supports the protection of high-value natural areas in destinations such as Costa Rica, Finland, and Peru. In Finland, 1,761 tons of CO<sub>2</sub> are offset through two projects focused on biodiversity conservation and forest restoration. In Costa Rica, 702.67 tons of CO<sub>2</sub> are offset through the FONAFIFO project, which promotes the protection of forest ecosystems. Finally, in Peru, 81.7 tons of CO<sub>2</sub> are offset in a community forestry management project led by indigenous communities.





# A marine protected area that creates opportunities in Jamaica

## What

Iberostar has established a Fishing Sanctuary in Jamaica, a marine protected area (MPA) designed to restore fish populations, protect coral reefs and support coastal resilience. This initiative is unique in its co-management model, bringing together the private sector and the local fishing community through the Grange Pen Sanctuary Association.

## Why

- Overfishing has greatly depleted fish stocks.
- Degradation of coral reefs represents a risk to both marine biodiversity and the natural coastal protection they provide.
- Seagrasses, which play a vital role in carbon sequestration and coastal stability, need conservation efforts to maintain their ecosystem services.
- The sanctuary provides alternative livelihoods for local fishermen.

## How

### Protection measures

- The sanctuary has buoys around the perimeter every 200 meters.
- Mooring buoys are being installed to minimize anchor damage to coral reefs.
- A team of 4-6 trained fishermen will serve as park wardens with legal authority.
- 3-4 coral gardeners will support reef restoration efforts.
- A sanctuary manager will oversee daily operations, with an eight-person board evenly split between fishing association representatives and Iberostar.

### The impact on the community

- The sanctuary will create about 10 new jobs, including six park rangers and four coral gardeners.
- The community plays an active role in managing the sanctuary.
- As fish populations recover, the community will benefit from increased fish biomass spilling over into adjacent fishing areas.
- Capacity building and sustainable income opportunities.

### Hotel and business benefits

- Increased coastal protection, reducing risks from storms and erosion.
- Long-term resilience of the hotel's beachfront.
- Immersive educational experience for guests in marine conservation.

## Where

- In front of the Iberostar Rose Hall resort in Jamaica.
- Area affected by overfishing and reef deterioration.
- Presence of seagrasses which are key to carbon sequestration, sediment stabilization and improved water quality.
- The sanctuary provides alternative livelihoods for the local fishing community.





## Participating organizations

- [Oracabessa Marine Trust](#) – Provided support for the legal establishment of the sanctuary and strengthening the Fishing Association.
- [Grange Pen Fishers Association](#) – Represents the local fishing community and actively participates in co-management.
- [National Fisheries Authority](#) – Approved the sanctuary and oversees MPA regulations and beach license applications.



## Results and conclusion

The Jamaica Sanctuary is a groundbreaking example of how marine conservation, community empowerment, and sustainable tourism can coexist. By integrating environmental restoration with economic opportunities for local fishing communities, Iberostar is demonstrating a scalable, impactful approach to responsible coastal management.



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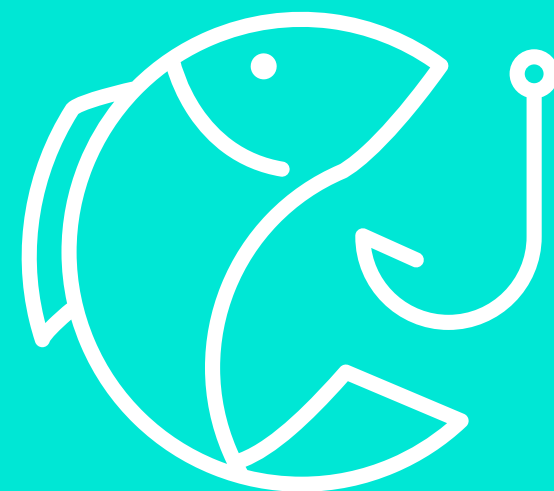
# Blue foods

## Our responsible seafood approach

Iberostar offers its guests gastronomic experiences that bring together quality, sustainability and local tradition. Our commitment to Blue Foods goes beyond seafood—it reflects a broader vision that acknowledges how our choices impact the health of our oceans.

Iberostar has developed an innovative sustainability model for seafood products in the private sector, focused on:

- Strengthening traceability.
- Supporting local fishing communities.

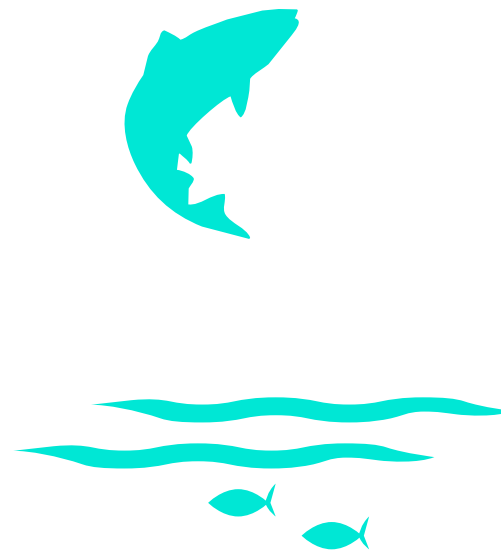




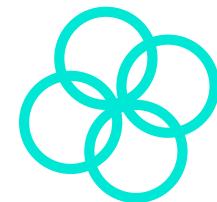
# Key initiatives

## Responsible sourcing.

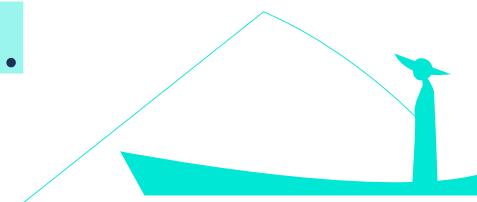
Development of  
alternative food sources  
from the ocean.



Bringing together  
responsible seafood, quality,  
variety, and local tradition  
for our guests.



Supporting  
local fishing communities.





# KPIs

## 92%

responsible seafood  
in our hotels.

## 100%

responsible seafood  
in Mexico.

Support for

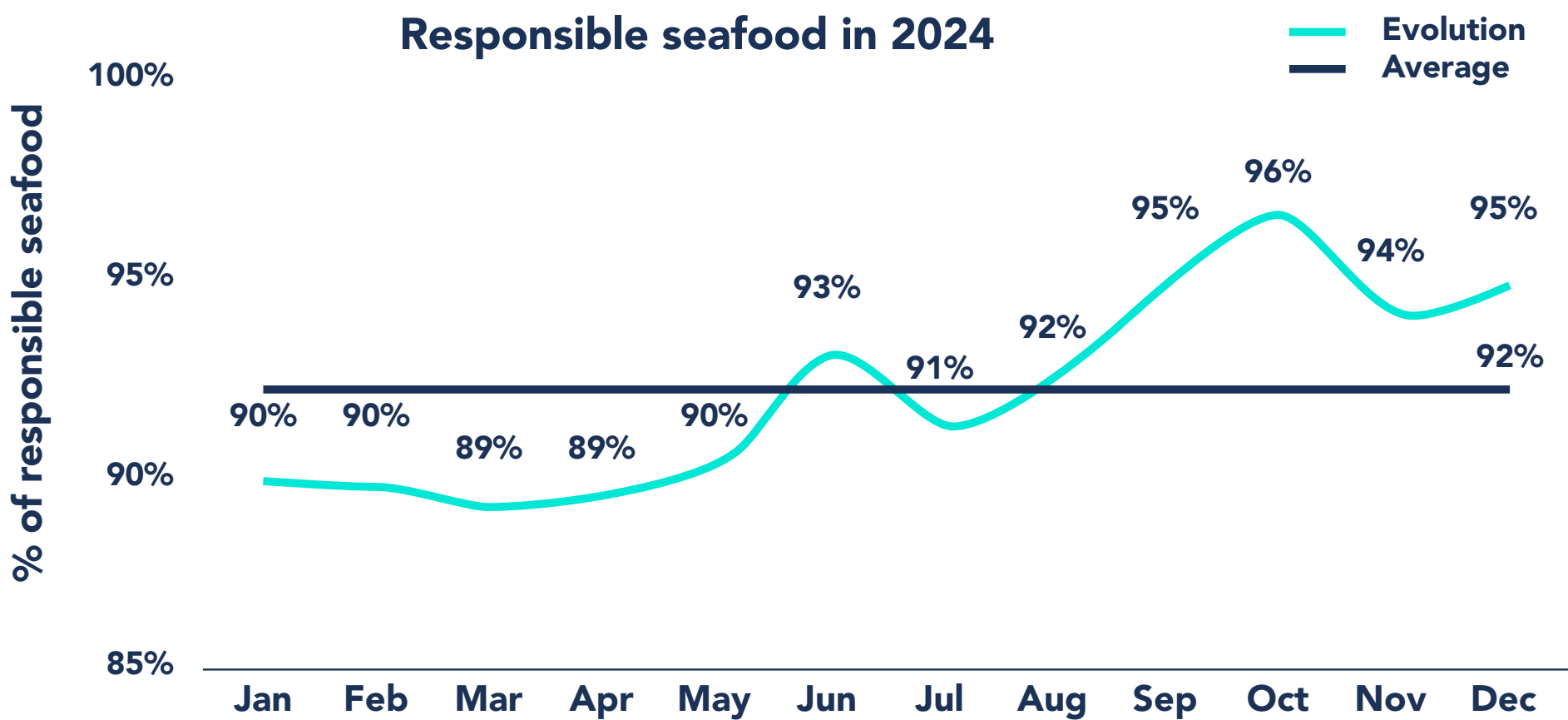
## 200

fishing families in Brazil.





# Achievements driving change



Iberostar Hotels & Resorts

**2,251** tons of responsible seafood.





# Supporting people is at the heart of caring for our ocean



Lifting Up Local is a strategic initiative that deepens our commitment to responsible seafood sourcing by going beyond traditional certifications to include environmental, social and economic criteria. While aligned with industry standards—such as certifications and fishery improvement projects—we also recognize the vital role of artisanal fisheries in producer countries. Through this initiative, we aim to improve their access to markets, support their long-term sustainability, and strengthen local food systems through direct collaboration and long-term investment.



# Lifting up local and artisanal fisheries

## What

Iberostar's Praia do Forte Complex is collaborating with Aliança Kirimurê, a network of artisanal fishers and shellfish gatherers, to enhance market access, improve product quality, and strengthen community-based fisheries. This partnership focuses on capacity-building, leadership development, and sustainable sourcing through direct collaboration with this network.

## Where

- Region: Bahia de Todos os Santos, Brazil.
- Communities involved: 20 communities in nine coastal cities.
- Participants: 200 families of shellfish farmers, fishers and community aquaculture operators.

## Why

### Challenges faced by fishers

- Limited storage capacity.
- High transportation costs.
- Dependence on intermediaries who reduce profits.
- Need for improved handling and product quality.

### Social and environmental importance

- Promotes sustainable use of marine resources.
- Supports economic and social development for fishers.
- Strengthens community-based fishing organizations.
- Empowers women, who make up 75% of the network.

## How

### Alliances

- **Consultancy partner Paiche:** Expertise in fisheries management in Brazil.
- **Direct collaboration** with the community to develop a sustainable sourcing program. This will improve product quality and explore non-commercial species in the region, ultimately increasing income for the communities.

### Capacity building efforts

- Enhanced organization, management, production and marketing.
- Supporting women's leadership and creation of alternative livelihoods .

## Impact on the community

- Increased economic returns by removing intermediaries.
- Improved processing and storage capabilities.
- Strengthened role of women in the artisanal fishing value chain.
- Long-term sustainability through structured growth and funding opportunities.

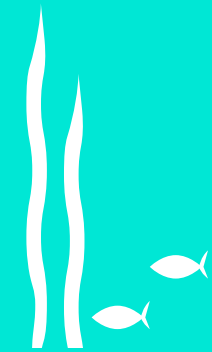
## Results and conclusion

Iberostar's collaboration with Aliança Kirimurê shows how direct market access and strategic support can transform community-based fisheries. By empowering fishers—especially women—and fostering sustainable seafood practices, this initiative aligns with Iberostar's broader responsible seafood strategy and commitment to ocean conservation and fishing communities.



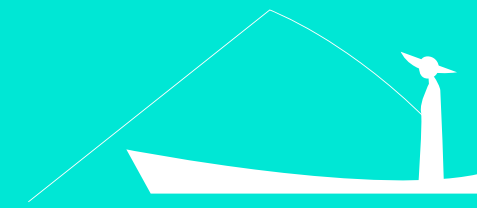
# Building partnerships

## Building responsible sourcing with our value chain



We take a holistic approach, working closely with fishers, distributors and suppliers to promote practices that help maintain healthy fish stocks, minimize impacts on marine habitats and strengthen fishing communities.

## Supporting local fishing communities



At Iberostar, we partnered with FishWise to strengthen the Lifting Up Local procurement framework to empower fishing communities in coastal destinations and improve their market access through responsible practices.



## Improving seafood traceability



Iberostar has been collaborating with the Global Dialogue on Seafood Traceability (GDST) since 2020 to ensure the digital traceability of our seafood products and strengthen our commitment to responsible fishing.



GLOBAL DIALOGUE  
on Seafood Traceability





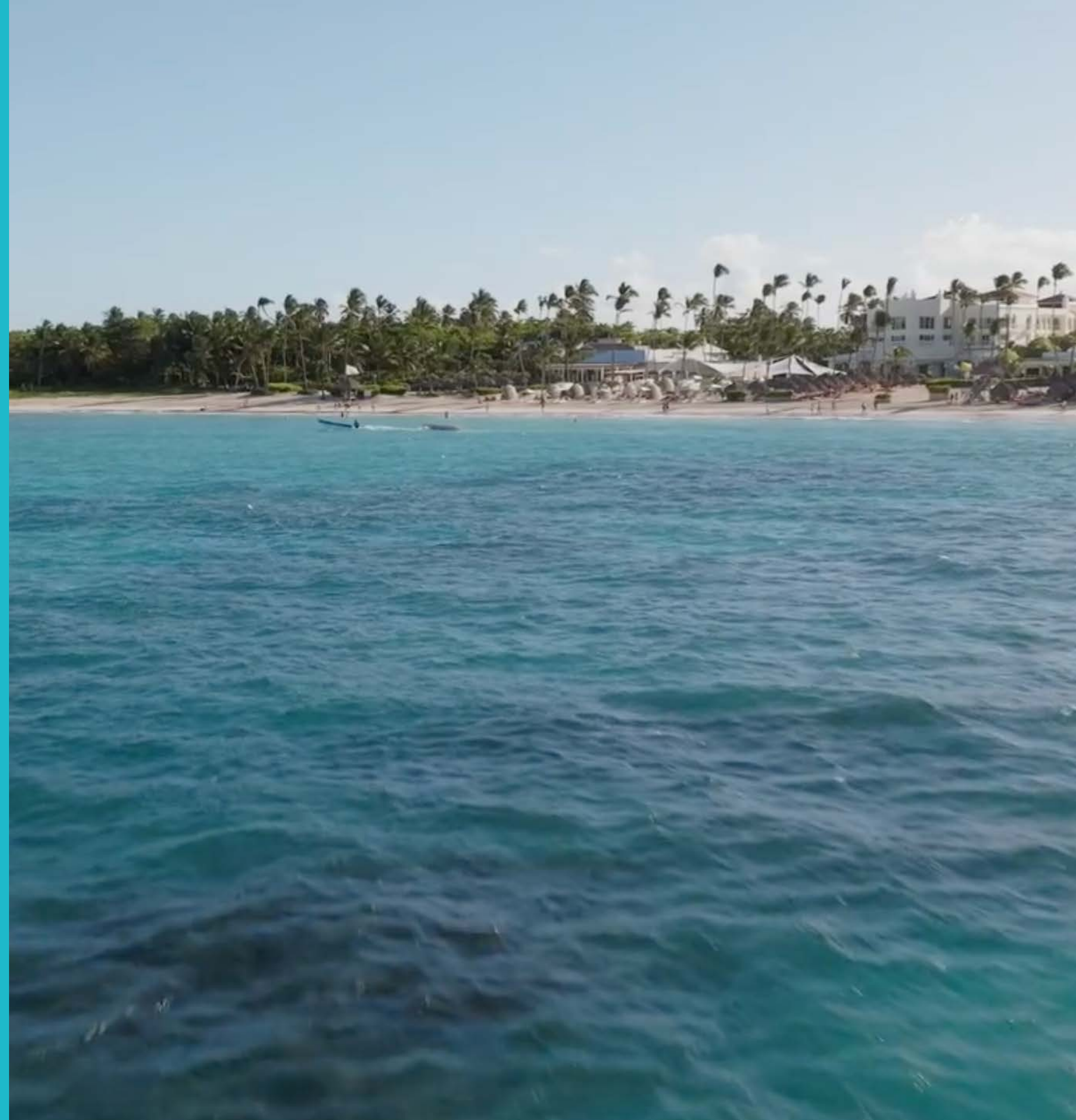
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# Climate action

## Spearheading climate action

We enable our guests to travel with a more conscious footprint while ensuring their comfort and well-being. That means looking for new, innovative ways to reduce our emissions, from the energy we use to the products we source. We support communities and protect natural areas through carbon projects.

We create strategies to decarbonize in the built environment, the destination and the entire value chain, prioritizing climate adaptation measures in coastal areas and developing blue carbon solutions for climate change mitigation.





# Key initiatives

Decarbonizing  
our operations.



Commitment to  
renewable energy.



Reducing  
our energy consumption.



Fostering  
knowledge-sharing  
to develop sector-wide solutions.



Electrifying  
our operations.



Carbon sequestration  
projects  
that support local communities.







# KPIs

## 100%

of the electricity used in Iberostar Group's hotels and offices in Spain comes from renewable sources, certified through .

Emissions at World2Fly were 62.37 GrCo2eq/RPK, representing a reduction of

## ▼6%

(compared to 2021).

Iberostar Group's energy consumption was

## 1,570.42 GWh

Scope 1 and 2 emissions; 10.54 kgCo2eq/stay at Iberostar Hotels & Resorts, representing a reduction of

## ▼17%

(compared to 2023).

Energy consumption at Iberostar Hotels & Resorts was 31.04 kwh/stay, representing a reduction of

## ▼17%

(compared to 2023).

## 101,650,787 kg

of fossil fuel at World2Fly; 0.234 kwh per RPK.





# Milestones that drive change

## Emissions

In 2019, **Iberostar Hotels & Resorts** marked a milestone in its environmental commitment by setting ambitious baselines and decarbonization targets, validated by the Science Based Targets initiative (SBTi). These targets aim to achieve net-zero emissions by 2030 –twenty years ahead of the timeline set by the Paris Agreement– and apply across the entire hotel portfolio.

The company has achieved a **22.9%** reduction in its overall emissions relative to this baseline.<sup>4</sup>



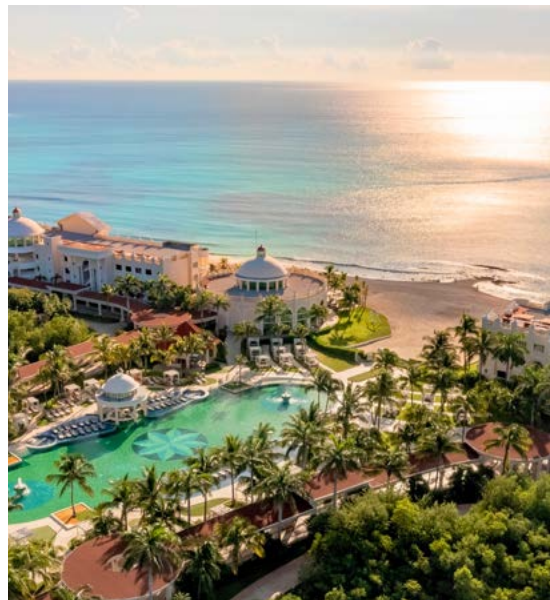
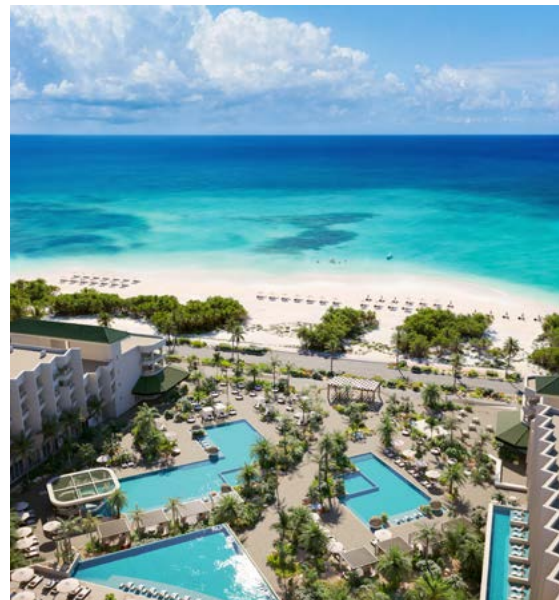
**W2M's** decarbonization targets were also validated by SBTi at the end of 2024.

<sup>4</sup>Global perimeter data (including businesses under management but with operational control). Other data presented is limited to the financial perimeter only.

## Iberostar Hotels & Resorts

### Electrification of hotels

- JOIA Aruba by Iberostar
- JOIA Paraíso by Iberostar
- Iberostar Waves Gaviotas Park
- Iberostar Selection Playa de Palma



### Progress in renewable energy

- Iberostar Group obtains 100% of its electricity in Spain from renewable sources thanks to an agreement with Acciona covering Iberostar's hotels and offices and its travel division, World2Meet. <sup>6</sup>
- Installation of photovoltaic energy in:
  - Dominican Republic: Iberostar Bavaro and Iberostar Waves Costa Dorada resorts
  - Morocco: Iberostar Waves Club Palmeraie Marrakech
  - Montenegro: Iberostar Waves Bellevue

### Participation at COP29 in Azerbaijan

During the conference, Iberostar emphasized the urgency of accelerating decarbonization in the tourism sector and underscored the industry's role in achieving global net-zero targets. The company also shared key findings from a forthcoming report on coastal and marine tourism, developed in collaboration with the WTTC and set to be published in 2025. The report highlights the critical need for investment to safeguard the sector against climate risks.

## World2Meet

- World2Meet's greenhouse gas emissions reduction targets were validated by the Science Based Targets initiative (SBTi), confirming that their climate strategy aligns with the international body's Net-Zero corporate standard.
- Starting in January 2025, World2Fly will include 2% de SAF (Sustainable Aviation Fuel) on flights departing from Europe.





## Artificial intelligence to reduce energy consumption

Iberostar and Sener launched BRAIAN, an AI-powered virtual operator designed to more efficiently manage energy consumption in hotels while ensuring our guests' comfort. BRAIAN integrates, analyzes and interprets data from various hotel systems, resulting in more intelligent control of air conditioning equipment. BRAIAN assists in the efficient management of investments and maintenance work. It is currently implemented in Iberostar Waves Royal Andalus and Iberostar Waves Alcudia Park in Spain and is being rolled out to more of the company's hotels in Spain and Mexico.

Following the implementation of the BRAIAN system in Iberostar Waves Alcudia Park, guest thermal comfort increased from 80% to 90%. There was a total energy saving of 6%, including an 18% reduction in energy used for air conditioning. The system has also simplified the work of the maintenance teams in the hotels and reduced their workload.



# 100% renewable energy for a cleaner future

## What

Grupo Iberostar has entered into an 11-year agreement with Acciona Energía to procure 80 GWh of 100% renewable electricity annually. This Power Purchase Agreement (PPA) will cover all of the Group's electricity needs in Spain, including its hotels, offices, and the World2Meet travel division. The electricity will be sourced from renewable energy facilities within Spain, with certified guarantees of origin and traceability through Acciona Energía's GREENCHAIN® blockchain platform. This agreement is projected to prevent 8,000 tons of CO2 emissions annually, marking a significant step toward the Group's goal of achieving carbon neutrality by 2030.

## Where

This agreement applies to all Iberostar Group operations in Spain, covering hotels, head offices and the World2Meet travel division.

## Why

To achieve the goal of reducing its Scope 1 and 2 emissions by 85% by 2030, Iberostar Group must address electricity consumption, which accounts for more than two-thirds of its energy consumption. This agreement with Acciona Energía ensures a 100% renewable energy supply, significantly reducing the Group's carbon footprint.

## How

- Power Purchase Agreement (PPA): long-term contract with Acciona Energía to ensure the supply of 80 GWh of renewable electricity annually.
- Guarantees of origin and traceability: the electricity is accompanied by certified guarantees of origin and utilizes the GREENCHAIN® platform for real-time verification of its renewable source.
- Emissions Reduction: 8,000 tons of CO2 will be avoided per year through the use of clean energy.

## Results and conclusion

The renewable energy purchase agreement with Acciona Energía marks a key milestone in the Iberostar Group's journey to reduce Scope 1 and 2 emissions. It ensures a 100% renewable electricity supply across its operations in Spain and reinforces the company's role in advancing the energy transition within the tourism sector. This agreement reflects Iberostar's strong commitment to climate action and to driving decarbonization through renewable energy.



3.8.

# Circular economy

## Reducing our impact, preserving our future

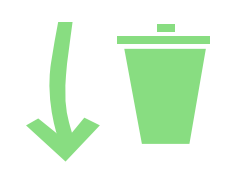
Iberostar supports a business model that is evolving towards circularity through regenerative sourcing and use of water, energy and products in our hotels. The aim is to adopt a circular approach that goes beyond hotels to also encompass destinations and the entire value chain. At the same time, we work to reduce waste generation in hotels and improve how it is managed and repurposed.



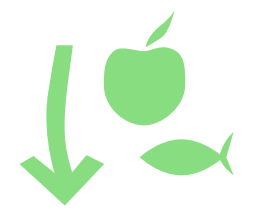


# Key initiatives

Reducing waste  
sent to landfill in our operations.



Reducing food waste  
with AI technology (Winnow).



Managing waste  
in destinations.



Composting projects.



Installing water fountains and reusable water bottles.



Improving water management.





# KPIs



## Iberostar Hotels & Resorts

69%

reduction of waste sent to landfill compared to our baseline (2021).

Winnow waste reduction systems implemented in

+60 hotels.

+250

people on 3R teams.

## World2Meet

Implementation of 3R teams in O7's

8 hotels.

Reduction of more than

+1,000 kg

of single-use plastic in World2Fly's in-flight meal service.

World2Fly reduced the amount of water carried on its aircraft, resulting in a

10% decrease per flight, equivalent to 77.39 tons saved.

80% reduction in paper used for flight envelopes by implementing an Electronic Flight Folder (EFF).



# Milestones that drive change

## Iberostar Hotels & Resorts

- Sent 6,603 tons (26% of total) of waste to landfill, a 69% reduction compared to the 2021 baseline.
- Composted 100% of organic waste at Iberostar Waves Bahia and Iberostar Selection Praia do Forte through a partnership with Ponto a Ponto.
- Expanded the water consumption measurement network and conducted further analysis to focus actions and investments on high-impact areas.
- Launched a water quality protocol for our coastal areas.

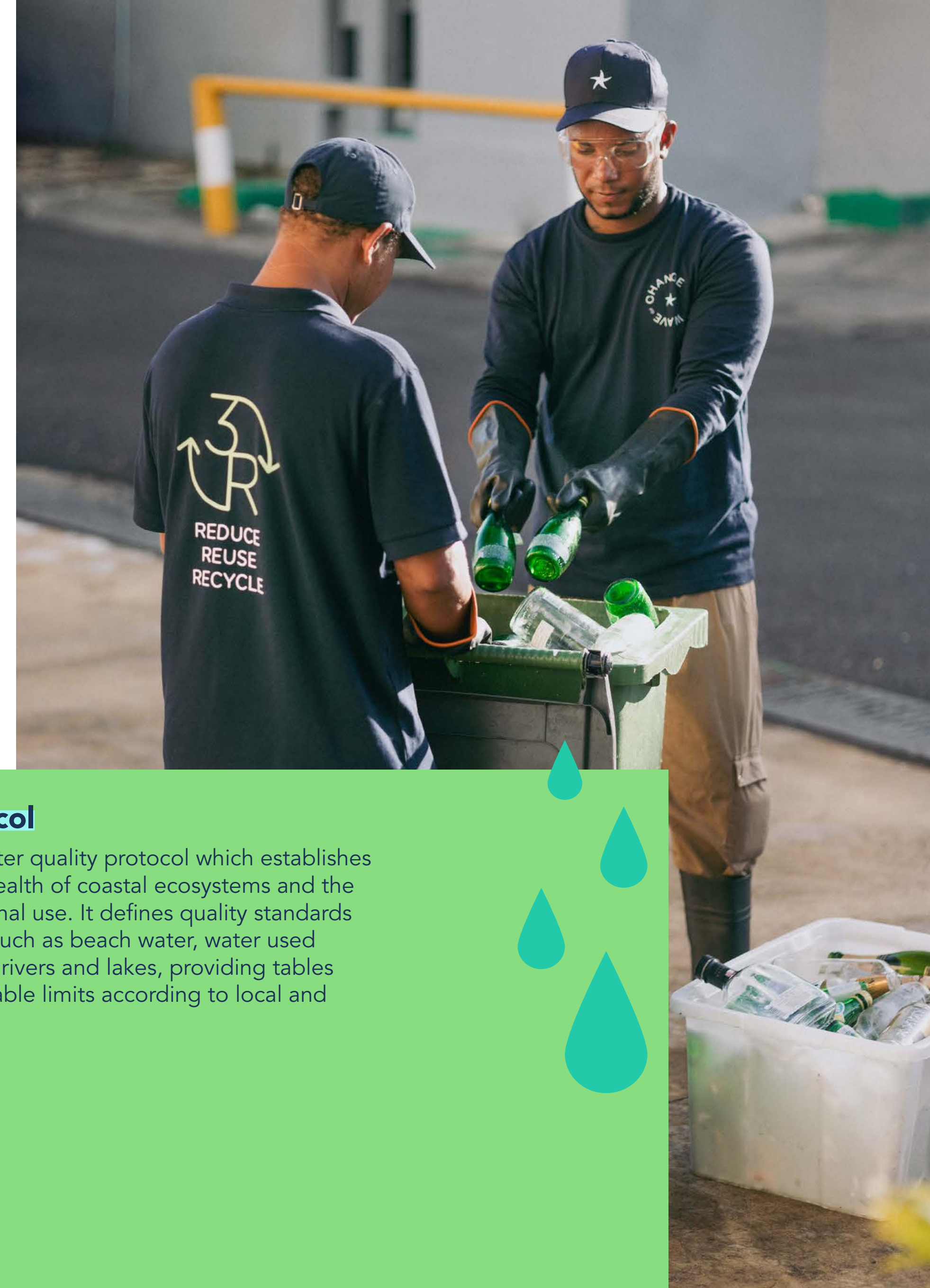
### Collaboration with the World Sustainable Hospitality Alliance

Iberostar Group, the World Sustainable Hospitality Alliance, and the Sustainable Markets Initiative released a new paper for the hotel industry focused on reducing food-related emissions. The initiative highlights the crucial role of collaboration across the value chain in improving food sourcing, minimizing food waste through innovative tools like artificial intelligence, reducing kitchen energy consumption, and eliminating single-use plastics in hotels. The paper features best practices and success stories, including actions led by Iberostar.



### Water quality protocol

In 2024, we developed a water quality protocol which establishes a framework to ensure the health of coastal ecosystems and the quality of water for recreational use. It defines quality standards for different types of water, such as beach water, water used for irrigation and water from rivers and lakes, providing tables with parameters and acceptable limits according to local and international regulations.





# Milestones that drive change

## W2M

- Improved waste management areas and set up 3R teams in all eight O7 hotels.
- Reduced single-use plastics in World2Fly in-flight menus by 1,050 kg in 2024.
- Sent zero waste to landfill from W2M offices and travel agencies.
- Conducted a study of potable water transport on World2Fly flights operated by A350 aircraft using Airbus Skywise.





# The power of our people

## What

Iberostar's 3R department applies the principles of circular economy—Reduce, Reuse and Recycle—by separating, weighing and analyzing waste. The creation of 3R teams in hotels centralizes waste management but involves different operational areas to improve impact and efficiency.

## Where

3R teams operate in Iberostar hotels in EMEA (Europe, Middle East and Africa) and AME (Americas), as well as in all W2M O7 hotels.

Total: 259 employees

- AME: 159
- EMEA: 100

## Why

Waste management is key to Iberostar's sustainability strategy. 3R teams connect operational departments and equip staff with tools to improve recycling. The use of specialized equipment and digital technology such as tablets and cloud-based tracking makes it possible to conduct accurate audits and make informed decisions to reduce waste.

## How

The team works with hotel staff to monitor and improve waste sorting. A digital system records the weight and type of waste in real time, and the data is analyzed monthly to optimize processes. The teams also share best practices, which fosters a culture of continuous improvement.

## Results and conclusion

The 3R initiative demonstrates how efficient waste management, supported by technology and training, drives the circular economy in the hotel sector. Iberostar positions itself as an industry benchmark by combining centralized collection, data analysis and team commitment.



# Flying lighter

## What

World2Fly conducted a study on the transport of potable water on its flights using Airbus Skywise on A350 aircraft. This analysis made it possible to precisely determine the amount of potable water needed on A350 fleet aircraft to cover in-flight service requirements and optimize water transport efficiency. The initiative is part of the actions to reduce fuel consumption and emissions of polluting gases.

## Where

First implemented in June 2024 on the A350 fleet, measurements are currently being taken to include it on the A330 fleet.

## Why

In the context of commercial aviation, efficient management of onboard resources and the reduction of pollutant gas emissions are important. One of the key areas in which operations can be optimized is monitoring the management of drinking water carried on flights, which can:

- Reduce fuel consumption: Carrying less water reduces the overall weight of the aircraft, which in turn reduces fuel consumption. This reduction in fuel consumption contributes to lower CO2 emissions.
- Optimize resources: Adjusting the amount of water carried according to the actual needs of the flight avoids wasting resources. Carrying only the amount of water needed for each flight ensures a more efficient and responsible use of water resources.

## How

- Evaluate the aircraft's water consumption trends using Skywise.
- Plan the actions to be taken as determined by operations management.
- Modify operating manuals and communicate with personnel involved in the process.
- Set the new water load percentage in A350 aircraft applications.

## Results and conclusion

This initiative has reduced the amount of water transported on A350 aircraft by 10% per flight. It is estimated that in 2024, the measure reduced the amount of water transported by 77.39 tons.





IBEROSTAR  
GROUP

This document is an executive summary highlighting the most relevant information from our sustainability report.  
At the time of publication, the final report is still undergoing the audit process, and some data may be subject to change.