WAVE of CHANGE

Destination Stewardship Roadmap

2025–2030

IBEROSTAR GROUP

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About the Roadmap

In 2020, Iberostar Group publicly committed to leading responsible tourism across our global hotel portfolio, with a focus on protecting and restoring oceans, ecosystems, and destinations. This commitment is driven by Iberostar Wave of Change—the tourism industry's first innovation hub dedicated to developing transformational strategies for a sustainable ocean economy. Our approach aligns with the UN Sustainable Development Goals (SDGs) and is recognized as one of the most ambitious sustainability initiatives in the travel and tourism sector.

Since launching Wave of Change, we have achieved significant milestones, including eliminating single-use plastics, diverting 31,961 tons of waste from landfills, improving sustainable seafood sourcing, and advancing coral reef and coastal ecosystem restoration. These efforts contribute to our decarbonization strategy, validated by the Science-Based Targets initiative (SBTi), positioning us to achieve carbon neutrality by 2030—20 years ahead of the tourism industry's Glasgow Declaration commitment.

Over the past five years, our progress has demonstrated the effectiveness of science-based solutions, multi-sector collaboration, and community involvement. Recognizing the need for these elements to work in tandem to achieve our ambitious 2030 goals, we established the Destination Stewardship (DS) Area. This initiative aims to align our work with local destination priorities, foster cross-sector collaboration, and strengthen community engagement.

The DS Team serves as an extended support unit, providing new knowledge and solutions to our hotels while scaling successful Iberostar-tested models within destinations. By collaborating with public and private stakeholders, the team addresses broader sustainability challenges, builds destination alliances, and drives regenerative tourism strategies that promote long-term resilience and revitalization.

This roadmap will guide Iberostar's destination stewardship strategies over the next five years, aligning with our broader efforts in circular economy, nature, blue foods, and climate action. We hope it also serves as a valuable resource for other companies and destinations striving to advance sustainable tourism and stewardship in coastal communities.

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Our commitment to Destination Stewardship

As a global company, we recognize that destination stewardship demands more than traditional corporate responsibility. We aim to lead by example, forming innovative partnerships and allocating resources to develop and scale sustainability solutions. Our goal is to ensure that tourism contributes actively to the revitalization and long-term resilience of the destinations we are privileged to serve.

In this roadmap, we define "destination" as a geographic region characterized by shared stakeholders, institutions, legislation, and environmental and social contexts. "Destination stewardship" refers to a governance approach that balances the economic, environmental, social, and cultural needs of a place. It requires collaboration between the public and private sectors and local communities to ensure tourism not only respects but actively supports the destinations where we operate. To put this vision into action, we established the DS Area to foster collaboration with key stakeholders in targeted destinations, that means that priorities can vary over time, so the strategy must adjust in each destination according to the current needs. By integrating community priorities into private sector strategies, we aim to align interests, develop impactful partnerships, and implement shared solutions that drive positive change.

With over 100 properties across Europe, Africa, and the Americas, Iberostar's impact on the well-being of local ecosystems and communities is significant. This responsibility calls for a long-term commitment to preserving the health of the environments and societies surrounding our hotels. A recent survey of 80 Iberostar employees revealed that 92% view destination stewardship as essential, with concerns focused on waste management, climate risks, and water quality. This is complemented by materiality assessments performed in five countries where Iberostar has a presence and has been used to identify our strengths, weaknesses, opportunities, and threats in advancing destination stewardship. By addressing these priorities, we ensure that destination communities and ecosystems remain vibrant, healthy, and resilient.

Through materiality assessments and surveys involving 80 employees, we identified our strengths, weaknesses, opportunities, and threats in advancing destination stewardship.

Strengths

- Leadership in sustainable tourism
- Research and science-based innovation
- Partnerships and collaboration with external industry and destination partners
- Alignment of global strategies with local needs
- Positive and effective stakeholder engagement
- Strong influence in policy-making and community engagement

Opportunities

- Build collaborative multi-sector partnerships
- Pool resources and share best practices
- Expand existing solutions into destinations
- Leverage emerging customer trends and technologies for regenerative tourism
- Promote destination stewardship in the industry
- Create scalable model for sustainable development

Weaknesses

- Opportunities exist to enhance internal collaboration and communication
- Accessing tools to monitor and measure impacts
- Opportunity to enhance capacity for adapting global strategies to local contexts
- Training for operational teams on new protocols and topics

Threats

- Regulatory challenges and political instability
- Economic unpredictability and inflation
- Climate change and environmental risks
- Changing sustainability goals in the hospitality sector
- External factors impacting the alignmen of objectives
- Continuous improvement of internal coordination and proactive partnerships

Our goal is clear: to deepen our understanding of destination priorities and leverage both internal and external partner resources to achieve ambitious sustainability goals. Over the next five years, the DS Team will focus on building shared solutions and actions to steward the destinations that sustain us.

Strategy and approach

Purpose

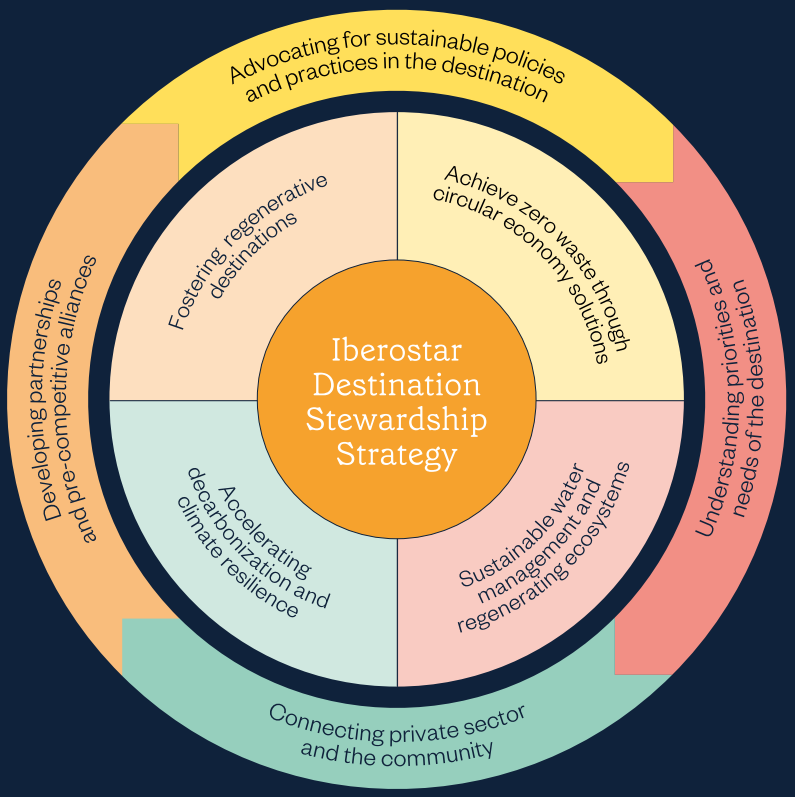
We believe that by creating multi-sector alliances and engaging communities, we can ensure that tourism protects and regenerates destinations, aligning business growth with the long-term resilience of local communities and their surrounding ecosystems.

Mission

The DS Team supports Iberostar hotels in achieving sustainability objectives by forming and maintaining destination alliances and fostering pre-competitive partnerships for the implementation of regenerative tourism strategies that improve and revitalize destinations.

Vision

To be a global leader in responsible destination management, fostering multi-sector alliances and active community engagement to ensure that tourism not only protects but also regenerates destinations



Overarching pillars

Understanding priorities and needs of the destination	The DS Team identifies destination-specific sustainability challenges and opportunities through materiality assessments and stakeholder engagement. By understanding local priorities and expectations, we develop strategies that benefit both our hotels and the wider community.
Connecting private sector and the community	The DS Team fosters collaborative relationships between hotels and local communities to co-create solutions for sustainability challenges. By integrating local knowledge and addressing community needs, we implement programs that align with shared goals and enhance community well-being.
Developing partnerships and pre-competitive collaboration by engaging private and public partners	The DS Team engages with private and public partners to build multi-sector alliances that address complex issues such as waste management, resource efficiency, and ecosystem restoration. These collaborations enable us to create a greater impact and deliver shared solutions across destinations.
Advocating for sustainable policies and practices in the destination	The DS Team works with government agencies and industry partners to promote sustainable policies and practices that benefit destinations. Our advocacy efforts focus on aligning business operations with broader environmental and socio-economic objectives to drive lasting positive change.

Focus areas

The DS Team is committed to achieving Iberostar's 2030 Agenda goals through four strategic Focus Areas, aligned with our other roadmaps.

Achieving zero waste through circular economy solutions
We identify and implement destination-level solutions to eliminate or transform waste, ensuring that no materials end up in landfills. By collaborating with local partners, we establish systems that repurpose or recycle waste, transforming it into valuable resources.

Sustainable water management and regenerating ecosystems
Our approach integrates sustainable water practices with large-scale ecosystem restoration efforts. By connecting our hotels to regional restoration initiatives, we work at the ecosystem level to restore habitats, enhance biodiversity, and ensure water security in destinations.

Accelerating decarbonization and climate resilience
We collaborate with local communities to identify opportunities for carbon capture projects and promote climate adaptation measures. By investing in innovative solutions, we support the Climate Action Department to reduce emissions, build resilience, and contribute to long-term climate stability in vulnerable coastal destinations.

Fostering regenerative destinations
Through our Lifting Up Local framework for Responsibly Sourced Seafood, we promote a holistic approach to tourism that benefits both people and nature. We extend regenerative practices beyond our hotels, collaborating with industry partners to create vibrant, sustainable destinations that can thrive for generations.

1

Achieving zero waste through circular economy solutions

Iberostar has made significant progress toward achieving zero waste to landfill by 2025 and carbon neutrality by 2030, as part of a broader sustainability strategy to protect and regenerate destinations. Guided by our **Circular Economy Roadmap**, we have already diverted or eliminated 78% of waste through innovative solutions, including:

–The elimination of all single-use plastics in our hotels since 2020.

–The establishment of a dedicated **3R (Reduce, Reuse, Recycle) department.**

In 2024, we reached **0.48 kg of waste per stay**, reducing 0.19 kg of waste per stay compared to 2023.

To sustain and expand zero-waste practices across all destinations, we are building strong collaborations with local partners and communities to develop, test, and scale business and infrastructure solutions. For example, our **Circular Familial Farms initiative in Tunisia** converts hotel waste into livestock feed, providing local economic benefits while closing the waste management loop.

The **Destination Stewardship (DS) Team** plays a pivotal role in scaling these solutions to enhance hotel operations and transform waste into valuable resources for local communities. This approach supports Iberostar's sustainability goals while reinforcing the resilience and long-term sustainability of the destinations where we operate.

2030 Circular economy strategy

Achieve zero waste to landfill

Evolving operations towards circularity

Contributing to regenerative destinations

Driving partnerships through the value chain

1.1 2030 Targets

1.1

Partnership agreements with other hotels, NGOs, and local governments are established where destination collaboration is essential to divert all waste generated by hotels away from landfills.

1.2

Evaluated zero-waste solutions are introduced to Iberostar hotels in all destinations, including potential suppliers, methods, and infrastructure innovation.

1.3

A comprehensive understanding of policies and regulations impacting waste management by hotels is established in all destinations, with targeted advocacy efforts implemented to support achieving net zero where needed.

1.2 Priority actions

Destinations priorities

Map waste management priorities and stakeholders in destinations

Introduce innovative solutions, including sustainable suppliers

Identify and assess solutions that improve waste management

Community connection

Actively engage with the community in circular economy projects

Educate community stakeholders about waste management

Support local community waste management improvement initiatives

Collaborative partnerships

Establish multi-sector partnerships and collaboration agreements

Build regional networks to facilitate collaboration and knowledge sharing

Promote pre-competitive collaboration to share best practices

Advocacy and influence

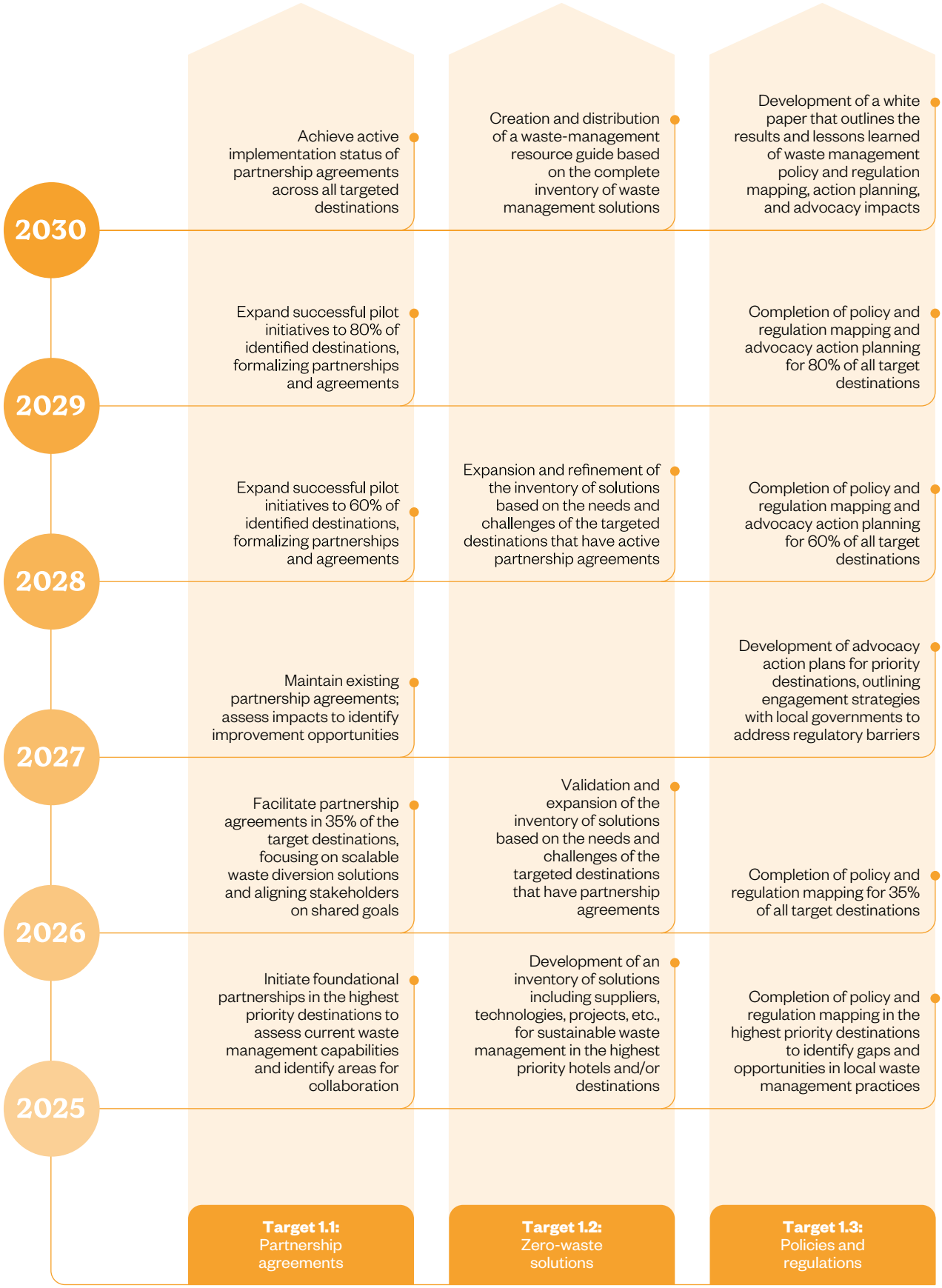
Understand waste-related policies and regulations of the destination

Identify opportunities to influence legislation

Partner with governments and other stakeholders to advance circular economy policies

Participate in sustainability forums and conferences, promoting the adoption of zero waste models

1.3 Timeline


2030
Achieve active implementation status of partnership agreements across all targeted destinations
Creation and distribution of a waste-management resource guide based on the complete inventory of waste management solutions
Development of a white paper that outlines the results and lessons learned of waste management policy and regulation mapping, action planning, and advocacy impacts
2029
Expand successful pilot initiatives to 80% of identified destinations, formalizing partnerships and agreements
Completion of policy and regulation mapping and advocacy action planning for 80% of all target destinations
2028
Expand successful pilot initiatives to 60% of identified destinations, formalizing partnerships and agreements
Expansion and refinement of the inventory of solutions based on the needs and challenges of the targeted destinations that have active partnership agreements
Completion of policy and regulation mapping and advocacy action planning for 60% of all target destinations
2027
Maintain existing partnership agreements; assess impacts to identify improvement opportunities
Development of advocacy action plans for priority destinations, outlining engagement strategies with local governments to address regulatory barriers
2026
Facilitate partnership agreements in 35% of the target destinations, focusing on scalable waste diversion solutions and aligning stakeholders on shared goals
Validation and expansion of the inventory of solutions based on the needs and challenges of the targeted destinations that have partnership agreements
Completion of policy and regulation mapping for 35% of all target destinations
2025
Initiate foundational partnerships in the highest priority destinations to assess current waste management capabilities and identify areas for collaboration
Development of an inventory of solutions including suppliers, technologies, projects, etc., for sustainable waste management in the highest priority hotels and/or destinations
Completion of policy and regulation mapping in the highest priority destinations to identify gaps and opportunities in local waste management practices
Target 1.1: Partnership agreements
Target 1.2: Zero-waste solutions
Target 1.3: Policies and regulations

2

Sustainable water management and regenerating ecosystems

With over 90% of Iberostar hotels located along coastlines, protecting water resources and restoring ecosystems is vital for our operations and the health of destinations. Climate change and increasing pressure on water resources emphasize the need for innovative and collaborative solutions.

To address these challenges, Iberostar is developing a comprehensive **Water Management Strategy** that includes:
–A water quality protocol.
–Operational efficiency improvements.
–Water footprint reduction initiatives.

In parallel, we advance **nature-based solutions** to protect and restore critical ecosystems. Notable initiatives include:
–The **Coral Lab** in the Dominican Republic, which leads cutting-edge coral restoration.
–A **mangrove reforestation program**, enhancing coastal resilience and community involvement.
–The **Coastal Dune Restoration Corridor** in Mexico, established in partnership with multi-sector organizations.
–Collaboration with the **IUCN** in Tunisia through the **Blue Tourism Initiative**, promoting biodiversity and sustainable beach management.

The DS Team integrates these innovative solutions into hotel operations, coordinates cross-departmental efforts, and participates in ecosystem conservation initiatives beyond Iberostar properties. By supporting entire destination ecosystems, we aim to set a benchmark for sustainable tourism that preserves vital natural resources and benefits local communities.

2030 Nature strategy

Restoring ecosystem services for risk reduction and mitigation

Enhancing the quality of beaches and water for destinations

Enhancing green spaces for wellbeing

2.1 2030 Targets

2.1

Pre-competitive partners in all destinations receive Iberostar guidance resources for water and ecosystem revitalization solutions, prioritizing those with higher risk.

2.2

Sustainable water management and ecosystem restoration systems are presented to hotels in places where the risk of flooding, sea level rise, fire, and drought have been identified.

2.3

Participation in multi-sector ecosystem regeneration and conservation initiatives in 80% of destinations.

2.2 Priority actions

Destinations priorities

Map water and ecosystem priorities and stakeholders in destinations

Identify, **assess**, **and propose** water management and ecosystem restoration solutions for Iberostar and pre-competitive partner properties

Community connection

Engage and inform community members about ecosystem restoration and water management projects

Participate in discussions, workshops, and conferences

Support local programs that strengthen local capacity and resources

Collaborative partnerships

Strengthen local multi-sector alliances through collaboration

Establish and/or participate in advisory committees

Create co-management strategies for water management and/or ecosystem restoration

Secure permits and negotiate conditions to perform nature-based solution projects

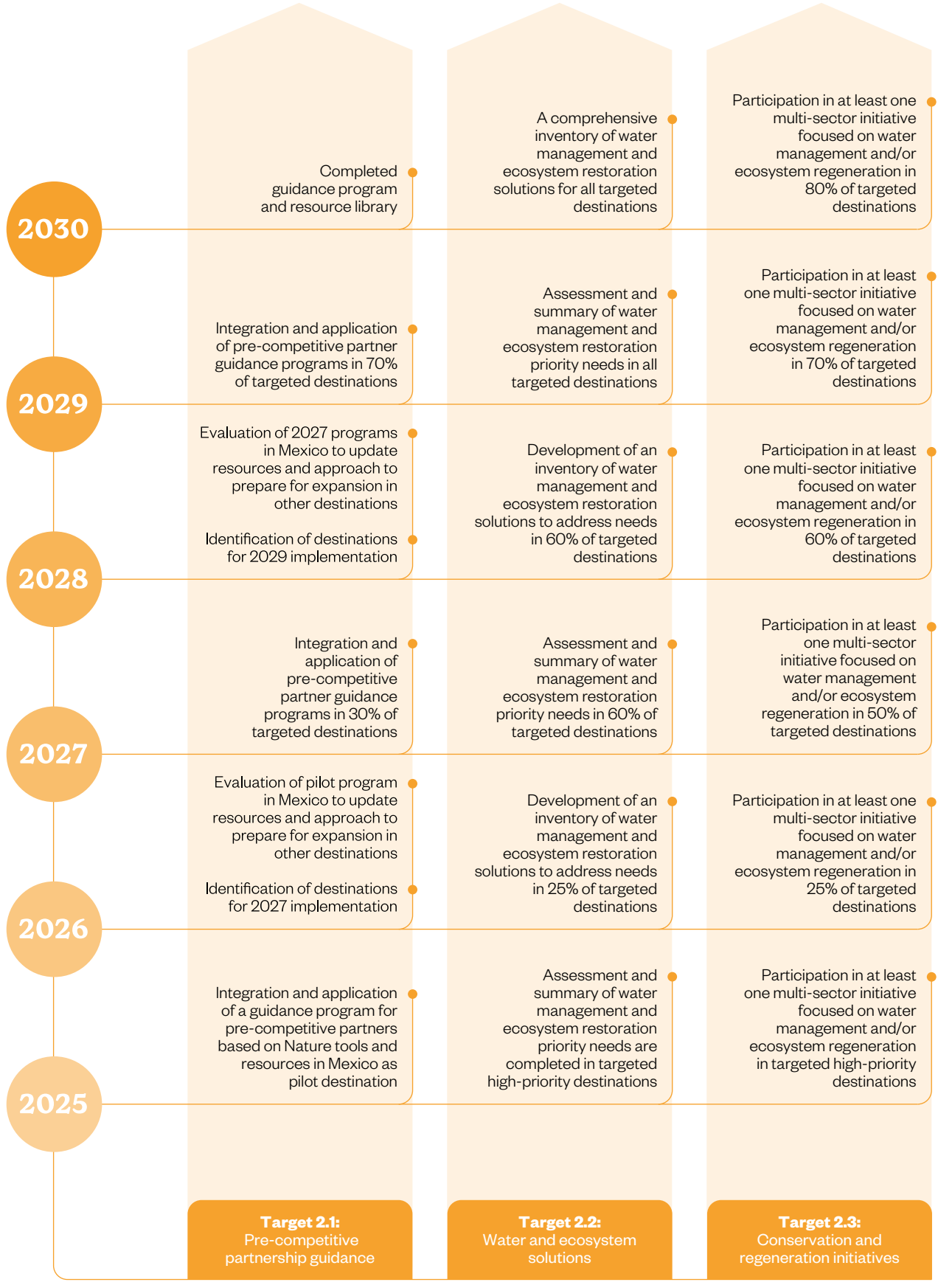
Advocacy and influence

Understand destination policies and regulations related to water management and ecosystem health

Co-champion advocacy efforts with multi-sector partners to improve policies that impact water and ecosystem health

Promote ecosystem support initiatives and good practices globally

2.3 Timeline


2030
Completed guidance program and resource library
A comprehensive inventory of water management and ecosystem restoration solutions for all targeted destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in 80% of targeted destinations
2029
Integration and application of pre-competitive partner guidance programs in 70% of targeted destinations
Assessment and summary of water management and ecosystem restoration priority needs in all targeted destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in 70% of targeted destinations
2028
Evaluation of 2027 programs in Mexico to update resources and approach to prepare for expansion in other destinations
Identification of destinations for 2029 implementation
Development of an inventory of water management and ecosystem restoration solutions to address needs in 60% of targeted destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in 60% of targeted destinations
2027
Integration and application of pre-competitive partner guidance programs in 30% of targeted destinations
Assessment and summary of water management and ecosystem restoration priority needs in 60% of targeted destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in 50% of targeted destinations
2026
Evaluation of pilot program in Mexico to update resources and approach to prepare for expansion in other destinations
Identification of destinations for 2027 implementation
Development of an inventory of water management and ecosystem restoration solutions to address needs in 25% of targeted destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in 25% of targeted destinations
2025
Integration and application of a guidance program for pre-competitive partners based on Nature tools and resources in Mexico as pilot destination
Assessment and summary of water management and ecosystem restoration priority needs are completed in targeted high-priority destinations
Participation in at least one multi-sector initiative focused on water management and/or ecosystem regeneration in targeted high-priority destinations
Target 2.1: Pre-competitive partnership guidance
Target 2.2: Water and ecosystem solutions
Target 2.3: Conservation and regeneration initiatives

3

Accelerating decarbonization and climate resilience

Achieving **carbon neutrality by 2030** is a core objective of Iberostar's sustainability strategy. As climate change and energy challenges intensify, effective carbon management is crucial for reducing emissions and building resilient destinations.

Guided by the **Decarbonization Roadmap**, our strategy focuses on:
–Reducing energy consumption.
–Transitioning to renewable energy sources.
–Developing **nature-based carbon capture projects.**

Key initiatives include:
–Electrification of buildings and processes to reduce fuel consumption.
–Advancing **waste-to-energy** projects.
–Partnering with local communities on forest management and regenerative agriculture.

The DS Team will address regional challenges by advocating for policy changes, leading partnerships, and identifying high-potential projects in regions with limited infrastructure or regulatory support. By promoting renewable energy adoption and community-based carbon compensation projects, Iberostar aims to demonstrate how hotels can contribute to global decarbonization and climate resilience.

2030 Climate Action strategy

Decarbonizing the built environment and destinations (Scope 1 and 2)

Decarbonizing the value chain (Scope 3)

Climate adaptation

3.1 2030 Targets

3.1

At least 30% of carbon projects are co-developed with local communities, supporting Climate Action team targets.

3.2

Decarbonization tools, resources, and training co-created by industry partners, suppliers, and governments are effectively shared through a robust distribution system in all destinations.

3.3

Active participation with local stakeholders in community-inclusive climate resilience initiatives in all destinations, focused on landscape-level solutions.

3.2 Priority actions

Destinations priorities

Identify potential carbon projects and share with the Climate Action department

Assess and introduce clean energy alternatives to hotels and partners

Assess and introduce destination resilience solutions

Community connection

Engage local communities in carbon capture projects

Strengthen community resilience programs

Promote community-based renewable energy initiatives

Participate in local climate change awareness and action events and programs

Collaborative partnerships

Create and share decarbonization guidance with public and private sector partners through collaborative knowledge exchange

Participate in multi-stakeholder collaborations

Enable partnership development with local low-carbon service and product providers

Advocacy and influence

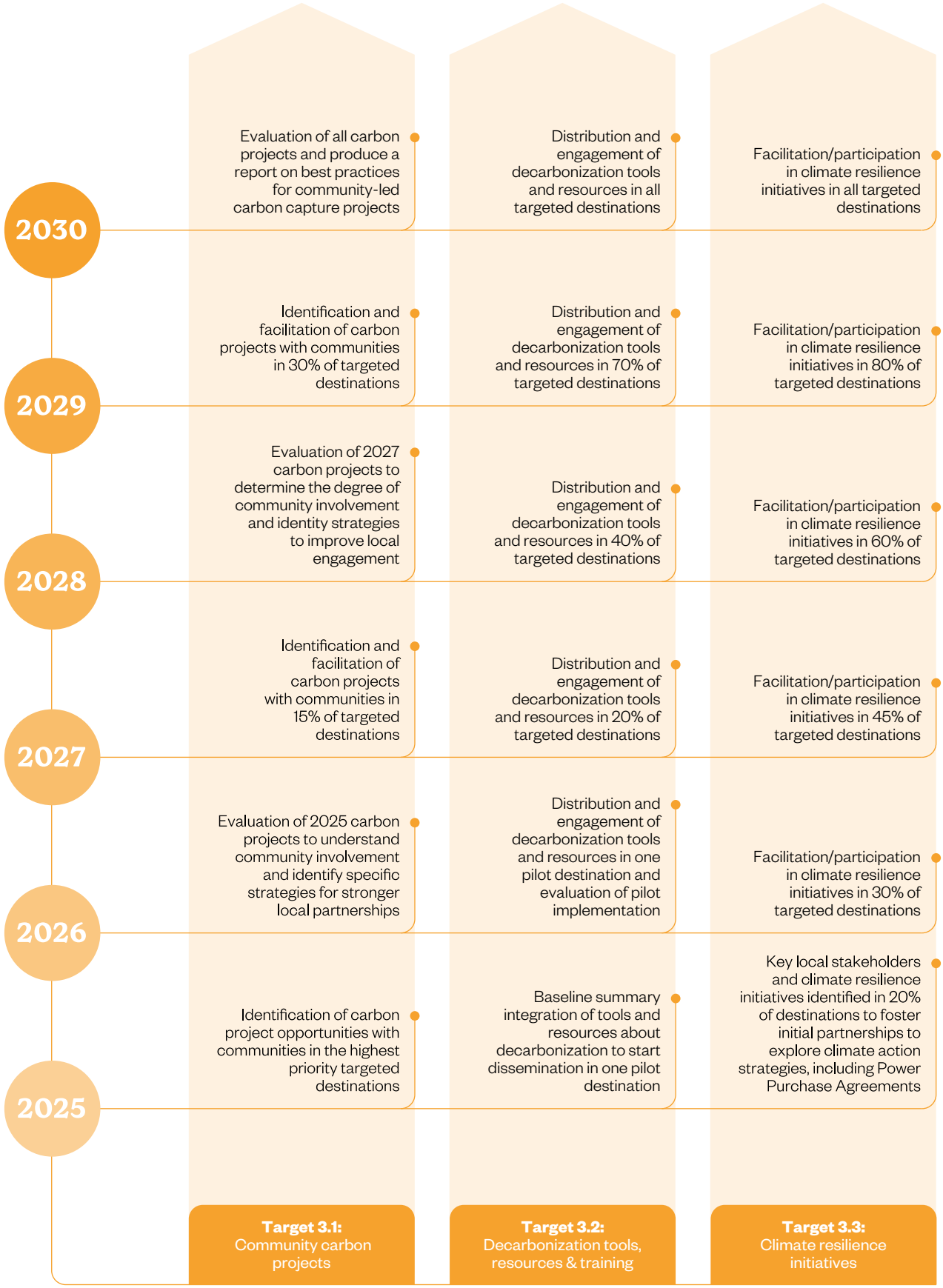
Understand destination policies and regulations related to climate action

Join initiatives that advocate for climate action

Promote policy revisions for renewable energy

Raise public awareness of climate issues

3.3 Timeline


2030
Evaluation of all carbon projects and produce a report on best practices for community-led carbon capture projects
Distribution and engagement of decarbonization tools and resources in all targeted destinations
Facilitation/participation in climate resilience initiatives in all targeted destinations
2029
Identification and facilitation of carbon projects with communities in 30% of targeted destinations
Distribution and engagement of decarbonization tools and resources in 70% of targeted destinations
Facilitation/participation in climate resilience initiatives in 80% of targeted destinations
2028
Evaluation of 2027 carbon projects to determine the degree of community involvement and identity strategies to improve local engagement
Distribution and engagement of decarbonization tools and resources in 40% of targeted destinations
Facilitation/participation in climate resilience initiatives in 60% of targeted destinations
2027
Identification and facilitation of carbon projects with communities in 15% of targeted destinations
Distribution and engagement of decarbonization tools and resources in 20% of targeted destinations
Facilitation/participation in climate resilience initiatives in 45% of targeted destinations
2026
Evaluation of 2025 carbon projects to understand community involvement and identify specific strategies for stronger local partnerships
Distribution and engagement of decarbonization tools and resources in one pilot destination and evaluation of pilot implementation
Facilitation/participation in climate resilience initiatives in 30% of targeted destinations
2025
Identification of carbon project opportunities with communities in the highest priority targeted destinations
Baseline summary integration of tools and resources about decarbonization to start dissemination in one pilot destination
Key local stakeholders and climate resilience initiatives identified in 20% of destinations to foster initial partnerships to explore climate action strategies, including Power Purchase Agreements
Target 3.1: Community carbon projects
Target 3.2: Decarbonization tools, resources & training
Target 3.3: Climate resilience initiatives

4

Fostering regenerative destinations

Regenerative tourism lies at the heart of Iberostar's destination stewardship strategy. This approach ensures tourism not only minimizes negative impacts but actively enhances the environment, communities, and local economies.

Inspired by our work in **Blue Foods**, Iberostar's regenerative efforts include:
–Collaborating with local suppliers to sustainably source food.
–Educating communities about sustainable products and practices.
–Strengthening community resilience through sustainable operations and supply chains.

Notable initiatives include:
–The **Lifting Up Local (LUL) program** in Tunisia and Brasil, which partners with small-scale fishers to promote underutilized fish species, supporting livelihoods and enriching guest experiences.
–Partnerships with local hospitality schools to align education with industry needs and boost employability.
–Conservation programs in Aruba, such as efforts to protect the endangered **Shoco Owl** through a sanctuary where burrows were installed to promote this species reproduction.

The DS Team, in collaboration with the Iberostar Foundation and other departments, will expand these initiatives to strengthen partnerships, align operations with local needs, and create scalable models for global application.

2030 Blue Foods strategy

Defining a path towards sustainable seafood

Improving supply chain traceability

Expanding Lifting up Local communities

Exploring alternative blue foods

4.1 2030 Targets

4.1

Leadership and influence in sustainable tourism policies and initiatives through global or regional public-private partnerships, with an active role in advisory bodies to drive impactful industry solutions.

4.2

A model inspired by Lifting Up Local is introduced in all destinations to build supplier capacity to offer sustainable, community-based products and services.

4.3

A destination stewardship framework and guidance resource for hotels is co-designed and shared across the tourism industry for global awareness and adoption.

4.2 Priority actions

Destinations priorities

Conduct Materiality Assessments with stakeholders

Co-create tools and resources based on materiality assessments

Assess local policy and infrastructure needs

Map local value chains

Evaluate social and environmental impacts

Create destination-specific action plans

Community connection

Engage in community tourism initiatives and events

Create formal and informal local sourcing network relationships

Promote community-based tourism enterprises

Host supplier engagement forums

Share knowledge with local stakeholders

Collaborative partnerships

Identify community-based products and services

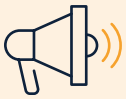
Form partnerships with industry and stewardship stakeholders

Participate in or help create local destination stewardship committees

Actively contribute ideas to regional and global advisory bodies

Maintain an up-to-date stakeholder map for potential partnerships

Invest in local capacities through sharing knowledge and expertise



Advocacy and influence

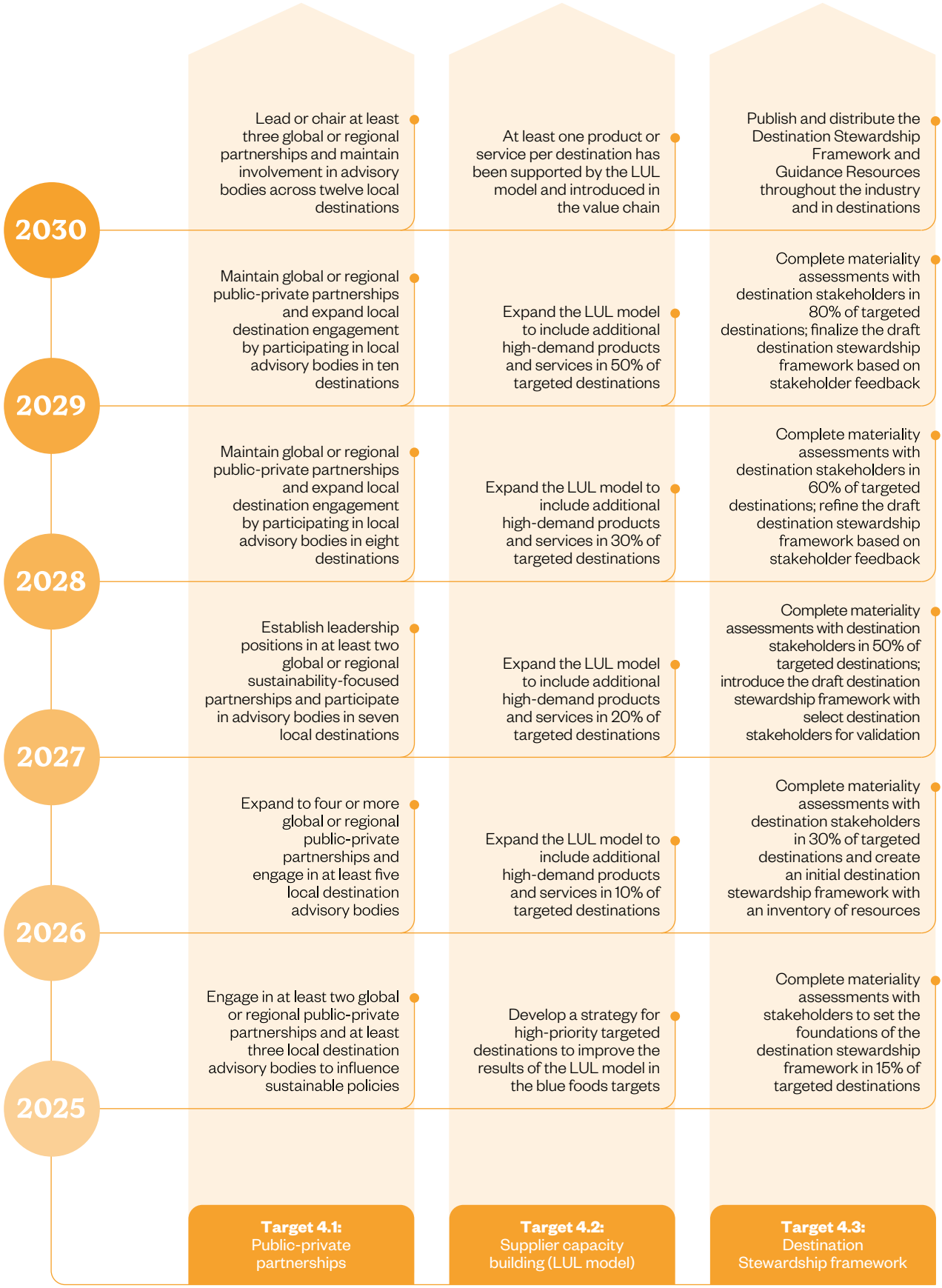
Research policies that enable or hinder regenerative solutions

Create customized advocacy strategies for regenerative policies

Form strong working relationships with governments at all levels

Summarize key lessons about destination stewardship annually

4.1 Timeline


2030
Lead or chair at least three global or regional partnerships and maintain involvement in advisory bodies across twelve local destinations
At least one product or service per destination has been supported by the LUL model and introduced in the value chain
Publish and distribute the Destination Stewardship Framework and Guidance Resources throughout the industry and in destinations
2029
Maintain global or regional public-private partnerships and expand local destination engagement by participating in local advisory bodies in ten destinations
Expand the LUL model to include additional high-demand products and services in 50% of targeted destinations
Complete materiality assessments with destination stakeholders in 80% of targeted destinations; finalize the draft destination stewardship framework based on stakeholder feedback
2028
Maintain global or regional public-private partnerships and expand local destination engagement by participating in local advisory bodies in eight destinations
Expand the LUL model to include additional high-demand products and services in 30% of targeted destinations
Complete materiality assessments with destination stakeholders in 60% of targeted destinations; refine the draft destination stewardship framework based on stakeholder feedback
2027
Establish leadership positions in at least two global or regional sustainability-focused partnerships and participate in advisory bodies in seven local destinations
Expand the LUL model to include additional high-demand products and services in 20% of targeted destinations
Complete materiality assessments with destination stakeholders in 50% of targeted destinations; introduce the draft destination stewardship framework with select destination stakeholders for validation
2026
Expand to four or more global or regional public-private partnerships and engage in at least five local destination advisory bodies
Expand the LUL model to include additional high-demand products and services in 10% of targeted destinations
Complete materiality assessments with destination stakeholders in 30% of targeted destinations and create an initial destination stewardship framework with an inventory of resources
2025
Engage in at least two global or regional public-private partnerships and at least three local destination advisory bodies to influence sustainable policies
Develop a strategy for high-priority targeted destinations to improve the results of the LUL model in the blue foods targets
Complete materiality assessments with stakeholders to set the foundations of the destination stewardship framework in 15% of targeted destinations
Target 4.1: Public-private partnerships
Target 4.2: Supplier capacity building (LUL model)
Target 4.3: Destination Stewardship framework

The journey ahead

Over the next five years, the DS Team will deepen its understanding of the complex challenges facing destinations and facilitate the exchange of solutions, resources, and collaborative actions.

Our focus will be on:

- **Integrating regenerative tourism practices**
- **Promoting the responsible use of natural resources**
- **Advocating for policy reforms**
- **Building strong partnerships**
- **Addressing local challenges to ensure that destinations thrive in harmony with their environment**

As a connector between Iberostar and external stakeholders, the DS Team will drive positive change across the tourism sector and support other departments in achieving shared goals of environmental conservation, social well-being, and sustainable development.

This roadmap aligns with Iberostar's broader strategies in circular economy, nature, blue foods, and climate action. We hope it inspires the travel and tourism industry to champion sustainable practices and destination stewardship worldwide.

Annexes

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Annex I: Glossary of terms

Advisory bodies: Committees or councils composed of experts and stakeholders that provide strategic guidance and recommendations on specific issues, such as sustainability or destination management.

Blue foods: Foods derived from marine and freshwater environments, including fish, crustaceans, and seaweed, that are harvested in a sustainable and responsible manner.

Carbon neutrality: Achieving a balance between the amount of carbon emitted and the amount removed from the atmosphere, resulting in a net-zero carbon footprint.

Circular economy: An economic system aimed at eliminating waste and promoting the continual use of resources through principles of reducing, reusing, and recycling.

Climate resilience: The ability of systems, communities, and environments to withstand and adapt to climate change impacts, such as extreme weather events or sea-level rise.

Community-based tourism: Tourism that is owned, managed, or led by local communities, ensuring that tourism benefits are shared equitably and contribute to local development.

Decarbonization: The process of reducing carbon dioxide and other greenhouse gas emissions, primarily through energy efficiency, renewable energy adoption, and carbon capture projects.

Destination: The geographic region characterized by shared stakeholders, institutions, legislation and environmental and social status.

Destination stewardship: A collaborative approach to managing destinations that balances economic, environmental, social, and cultural needs, ensuring tourism benefits both people and the environment.

Ecosystem restoration: Actions to recover and rehabilitate degraded ecosystems, such as mangroves, coral reefs, or wetlands, to restore biodiversity and ecosystem services.

LEED certification: A globally recognized certification for buildings that meet high standards in sustainability and energy efficiency.

Lifting Up Local framework: An Iberostar initiative aimed at empowering local suppliers and communities by integrating sustainable, community-based products and services into hotel operations.

Materiality assessments: A process to identify and prioritize the social, environmental, and economic issues that are most critical to an organization and its stakeholders.

Nature-based solutions: Actions that use natural systems, such as ecosystems restoration or sustainable land management, to address environmental, social, and economic challenges.

Power purchase agreement: (PPA) is a long-term contract between two parties: a power producer, typically generating electricity from renewable sources (such as solar, wind, or hydropower), and an offtaker, who may be a consumer, utility, or energy trader. This agreement governs the sale and purchase of electricity at pre-agreed terms and conditions, including pricing, duration, and delivery obligations.

Pre-competitive collaboration: Cooperation between businesses and stakeholders on sustainability challenges in areas that are not considered directly competitive, allowing for shared solutions and industry-wide progress.

Public-private partnerships (PPPs): Collaborations between government agencies and private-sector companies to achieve shared goals, often used for infrastructure, policy development, and sustainability initiatives.

Regenerative tourism: A holistic approach to tourism that goes beyond minimizing negative impacts to actively improving the environmental, social, and economic conditions of the destinations.

Science-Based Targets Initiative (SBTi): An international framework for setting greenhouse gas emission reduction targets that are in line with the latest climate science.

Sustainable water management: The use of water resources in a way that meets current demand without compromising the ability of future generations to meet their needs, often involving efficiency, reuse, and conservation strategies.

Zero waste: A goal to ensure that no waste generated by operations is sent to landfills or incinerators, instead being repurposed, reused, or recycled.

Annex II: Key Performance Indicators

The following table presents Key Performance Indicators (KPIs) for each focus area target included in the Destination Stewardship Roadmap. KPIs are organized by measurements of action (progress) and impact (outcomes).

Focus area 1: Achieving zero waste through circular economy solutions	
Target 1.1: Partnership agreements with other hotels, NGOs, and/or local governments	**Action KPIs:** Number of meetings held with potential partners (government, NGO, private) Number of partnership agreements proposed/negotiated in each destination Number of partnership agreements signed in each destination Number of collaborative waste management projects initiated Number of joint initiatives developed or planned Percentage of hotels involved in partnership initiatives **Impact KPIs:** Percentage reduction in waste to landfill Percentage of total waste diverted from landfills through partnership initiatives Reduction in waste management costs due to collaborative efforts Percentage increase in waste recycled or composted as a result of partnerships Qualitative feedback from partners on the effectiveness of collaborations
Target 1.2: Explore and present zero waste solutions	**Action KPIs:** Number of zero-waste solutions identified for each destination Number of potential suppliers and implementation partners identified Number of solutions formally presented to hotels Percentage of solutions reviewed and evaluated for feasibility Number of implementation plans developed for selected zero-waste solutions **Impact KPIs:** Percentage of zero-waste solutions implemented Number of hotels achieving zero waste to landfill Reduction in waste produced per guest or per hotel room Percentage reduction in single-use plastics Cost savings associated with zero-waste solutions implemented Feedback from hotel managers on the practicality of implemented solutions

Target 1.3: Understand policies and regulations impacting waste management	**Action KPIs:** Number of regulatory analyses or policy briefs completed per destination Number of advocacy engagements (e.g., meetings, presentations) with policymakers Number of policy changes or amendments proposed Number of advocacy campaigns or events conducted Number of stakeholders involved in advocacy efforts **Impact KPIs:** Number of policy changes influenced or supported Reduction in regulatory barriers to zero-waste initiatives Percentage increase in government support for waste reduction projects Reduction in compliance costs for hotels due to policy changes Increase in public and stakeholder awareness of waste management issues
Focus area 2: Sustainable water management and regenerating ecosystems	
Target 2.1: Present sustainable water management and ecosystem regeneration systems	**Action KPIs:** Number of water management and ecosystem regeneration systems presented Number of destinations assessed for water and ecosystem risks Number of hotels trained on sustainable water management practices Number of proposals or case studies shared with hotels Percentage of hotels receiving recommended practices **Impact KPIs:** Reduction in overall water consumption per hotel Percentage of water recycled or reused at hotels Reduction in water withdrawal from high-risk areas Percentage of ecosystem areas restored or conserved Increase in ecosystem biodiversity in managed areas
Target 2.2: Provide guidance resources for water and ecosystem revitalization solutions	**Action KPIs:** Number of guidance resources developed and distributed Number of training sessions or workshops conducted on water management Number of partners receiving guidance materials Number of high-risk destinations where guidance is implemented Percentage of hotels in high-risk areas adopting recommended practices

	Impact KPIs: Reduction in water-related risks (e.g., flood or drought incidents) Increase in water efficiency per guest or hotel room Number of hectares of ecosystems restored Percentage of partners reporting positive impacts Change in stakeholder perception of water and ecosystem management
Target 2.3: Participate in multi-sector ecosystem restoration and conservation initiatives	**Action KPIs:** Number of multi-sector initiatives participated in Number of multi-stakeholder meetings or workshops attended Number of ecosystem restoration projects co-developed or supported Percentage of hotels in each destination engaged in these initiatives Number of new partnerships formed for ecosystem restoration **Impact KPIs:** Percentage of destinations involved in multi-sector ecosystem initiatives Increase in the number of restored or protected ecosystem areas Percentage improvement in water quality and soil health Reduction in natural disasters (floods, fires) in managed areas Increase in public and stakeholder support for ecosystem initiatives
Focus area 3: Accelerating decarbonization and climate resilience	
Target 3.1: Ensure 30% of carbon projects are co-developed with local communities	**Action KPIs:** Number of community consultations or workshops conducted Number of carbon projects co-designed with local communities Percentage of carbon projects with active community participation Number of community agreements signed for project co-development **Impact KPIs:** Percentage of carbon projects achieving the 30% local community co-development target Community satisfaction and perception of carbon projects Number of local jobs created through carbon projects Number of community-led climate resilience activities initiated Percentage of projects contributing to community development goals

Target 3.2: Share decarbonization tools, resources, and training	**Action KPIs:** Number of decarbonization tools developed and shared Number of partners receiving training or resources Number of distribution channels used to share resources Number of downloads or access rates for shared resources **Impact KPIs:** Percentage increase in partner knowledge on decarbonization Percentage of partners applying shared tools in their operations Reduction in carbon emissions due to adopted tools Percentage of partners reporting increased capacity for decarbonization Change in partner or industry attitudes toward decarbonization
Target 3.3: Participate in community-inclusive climate resilience initiatives	**Action KPIs:** Number of community-inclusive climate resilience projects initiated Number of local stakeholders engaged in climate resilience planning Number of landscape-level solutions implemented Number of new partnerships for community-inclusive resilience **Impact KPIs:** Reduction in climate vulnerability of targeted areas Increase in community resilience (measured through resilience assessments) Percentage of stakeholders reporting enhanced climate adaptation capacity Reduction in economic losses from climate impacts in engaged communities Increase in community participation in long-term climate resilience planning
Focus area 4: Fostering regenerative destinations	
Target 4.1: Lead and influence sustainable tourism policies and initiatives	**Action KPIs:** Number of advisory bodies or working groups with active participation Number of sustainable tourism policy recommendations developed Number of public-private partnerships initiated or supported Number of industry events or conferences participated in

	Impact KPIs: Reduction in water-related risks (e.g., flood or drought incidents) Number of policy recommendations adopted by the industry or governments Increase in industry adoption of sustainable tourism practices Percentage increase in sustainable tourism policies in destinations Increase in industry alignment with regenerative tourism principles
Target 4.2: Introduce a capacity- building model for suppliers	**Action KPIs:** Number of destinations with the Lifting Up Local-inspired model implemented Number of suppliers engaged in capacity-building programs Number of training sessions or workshops conducted Number of local products or services influenced through capacity-building efforts **Impact KPIs:** Percentage of suppliers offering sustainable products or services Percentage of suppliers reporting improved business performance Percentage of local supply chains strengthened Percentage of hotels sourcing from trained local suppliers
Target 4.3: Co-design a destination stewardship framework	**Action KPIs:** Number of destinations with completed materiality assessments Number of stakeholders and partners involved in the materiality assessment process Number of stakeholders involved in the co-design process Number of drafts and consultations for framework development Number of guidance resources or toolkits created for the framework Number of industry events or workshops to present the framework **Impact KPIs:** Number of hotels or destinations adopting the framework Percentage of industry stakeholders aligning with the framework principles Percentage increase in destination stewardship activities reported Increase in industry support for regenerative destination management

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