

2024 Year in Review

WAVE  
OF  
CHANGE



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# WAVE OF CHANGE INNOVATION HUB 2024 SUSTAINABILITY REPORT

Both our end of year report and our Sustainability Report provide crucial insights into our environmental and social performance. You may notice **differences in reported data** between these documents. This is primarily due to their differing scopes or perimeters. The end of year report encompasses all our beachfront hotels, reflecting our **operational control** over their sustainability performance globally. Conversely, our Sustainability Report adheres to regulatory obligations, reporting data based on our **financial perimeter**, which includes only owned and leased hotels. Looking ahead, with regulations like the **CSRD** tending towards an operational control approach, these differences are expected to diminish, leading to greater alignment in our future disclosures.

In 2017, Iberostar Hotels & Resorts launched the Iberostar Wave of Change movement, a pioneering commitment to protecting ocean health and embedding sustainability at the core of our business. This vision materialized into our 2030 Agenda, a strategic roadmap with science-based, time-bound targets, positioning Iberostar as a global leader in sustainable tourism.

Our journey has been marked by bold milestones demonstrating our commitment to circularity, climate action and nature-based solutions. By the end of 2020, we eliminated single-use plastics from our hotels and established a dedicated 3Rs department to oversee waste reduction, reuse and recycling, with AI-assisted food waste tracking in our kitchens. We continue to decarbonize our operations, with one of the most ambitious net-zero strategies in hospitality, validated by the Science-Based Targets initiative (SBTi), targeting carbon neutrality by 2030. Our investments in renewable energy and energy efficiency are already transforming how we power our operations.

Recognizing that our responsibility extends beyond our properties, we are actively engaged in destination stewardship—working alongside governments, communities and conservation experts to safeguard the long-term resilience of coastal ecosystems. Our coastal restoration efforts, including reef, mangrove and dune rehabilitation, are complemented by policy advocacy, stakeholder engagement and community partnerships that help create regenerative tourism models benefiting both people and nature.

By leveraging the expertise of specialists, industry partners and policymakers, we are pioneering new approaches in circular economy, blue foods, climate action, destination stewardship and nature.

This report reflects the continued evolution of Wave of Change, celebrating significant progress and reaffirming our commitment to innovation and leadership in ocean conservation. As we move forward, we remain dedicated to enhancing ocean action, shaping a more resilient and regenerative future for tourism.

# Destination Stewardship



At Iberostar, we define a “destination” as a geographic region characterized by shared stakeholders, institutions, legislation and environmental and social status. Our approach to destination stewardship is grounded in governance that balances the economic, environ-

mental, social and cultural needs of each place. This means fostering collaboration among the public and private sectors and engaging local communities to ensure tourism not only respects but actively supports the well-being of the destinations where we operate.

## Overview of Destination Stewardship 2030 Roadmap

Iberostar developed a comprehensive 2030 Roadmap to guide strategic priorities, annual objectives and Key Performance Indicators (KPIs) across its four focus areas. The roadmap outlines 12 core targets for 2030 and aligns with Iberostar’s Sustainability Strategy Pillars:

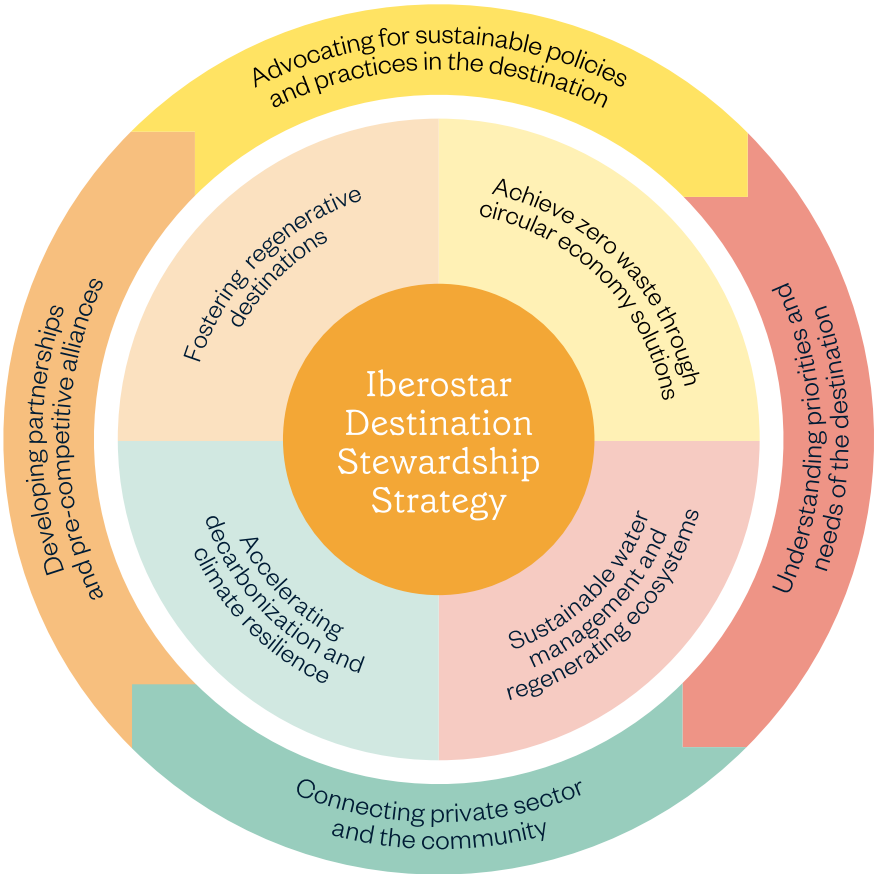
**Circular Economy:** Emphasizing effective waste management, Iberostar aims to achieve Zero Waste by 2025. Key efforts include implementing solutions that maximize waste valorization and reintegration into consumption cycles, while fostering alliances to enhance access to waste management solutions.

**Nature:** Iberostar facilitates ecosystem restoration projects by collaborating with

governments, NGOs, universities and other stakeholders. These efforts focus on creating conditions for project implementation and sharing knowledge to encourage collective action.

**Climate Action:** By supporting carbon capture initiatives, Iberostar works with local communities and Iberostar’s Climate Action team to develop high-quality carbon offset projects that strengthen social cohesion and empower local populations.

**Regenerative Tourism:** Iberostar partners with the Blue Foods program to implement initiatives aligned with the Lifting Up Local framework, promoting sustainable practices and the responsible development of destinations.



# Local relations

Iberostar's Destination Stewardship initiatives place significant emphasis on fostering strong relationships with local communities. By engaging stakeholders through workshops, public forums and collaborative projects, Iberostar ensures that sustainability efforts align with the needs and priorities of local populations. These

engagements foster mutual trust and cooperation, empowering communities to take active roles in stewardship initiatives. Efforts to promote local hiring practices, support small businesses and preserve cultural heritage further exemplify Iberostar's commitment to sustainable and inclusive development.

## Aruba

In Aruba, strong relationships and active collaboration with local stakeholders have led to the implementation of hotel lighting standards on beaches to protect sea tur-

tles, united hotels and NGOs to safeguard the endangered shoco owl and established a compost committee to promote proper organic waste management.

## Mexico

In Mexico, we engaged with municipal and state authorities, including the Secretary of Environment, Secretary of Tourism and Secretary of Agricultural Development, to present Iberostar's sustainability strategy. We focused on alliances with farmers to address organic waste, create traceability criteria for small farms and develop waste management plans.

Additionally, we collaborated with the Tourism Action Coalition for a Sustainable Ocean, the Secretaries of Tourism and Environment, the German Agency for International Cooperation and The Nature Conservancy on a coastal dune restoration initiative and hosted the third climate change forum to promote climate resilience.

## Tunisia

In Tunisia, we partner with the Ministry of Tourism, the Regional Commissariat of Tourism and the National Office of Tunisian Tourism to improve hotel sector waste management. Our work with the Ministry of Environment is formalized through an agreement promoting national sustain-

ability practices. We are also exploring a carbon offset project in collaboration with the Directorate General of Forestry. Our advocacy extends to workshops on natural capital accounting and the blue economy in Kerkennah, reinforcing our commitment to sustainable development.

## Brazil

In Bahia, Brazil, the Complex is an active member of the Environmental Preservation Area (APA) Committee for the North Coast of Bahia. Regular meetings

are held to discuss preservation and management activities for the region, ensuring ongoing collaboration and environmental stewardship.

# Business partnerships

Mexico	
The Urban Solid Waste and Special Waste Management Partnership Plan, developed in Quintana Roo, fostered collaboration among 20 hotels, 12 waste suppliers and multiple stakeholders. Three workshops identified waste	challenges, established roadmaps and proposed pilot projects, promoting waste valorization, cost reduction and enhanced multi-sectoral networks to create solutions that helps the hotels reach the zero-waste goal.
Aruba	
A Memorandum of Understanding established a compost alliance focused on improving organic waste management across the hotel sector with Iberostar and Alto Vista Winery and Distillery as key partners as well as Marriott Aruba, Boardwalk Boutique hotel, Amsterdam Manor Hotel and Bucuti and Tara Beach Resort. Conservation efforts along Eagle Beach, developed in partnership with	Turtug Aruba and public agencies, led to the implementation of wildlife-friendly lighting standards to protect nesting sea turtles. Additionally, the creation of the Shoco Sanctuary at Tierra del Sol golf course supports the preservation of Aruba's endangered burrowing owl while fostering community engagement with Aruba Birdlife Conservation, Governor of Aruba and Iberostar.
Tunisia	
Collaboration with ACD (Active Citizens for Development) formalized a strategic alliance to advance circular economy initiatives and waste management solutions. The Collèges d'Hôtels alliances in Monastir	and Hammamet prioritized waste management and carbon footprint reduction, supported by capacity-building training sessions.

# Materiality assessments

In collaboration with The Travel Foundation and local consultants, materiality assessments were conducted for the Canary Islands, Dominican Republic, Quintana Roo and Aruba. These assessments highlighted critical sustainability challenges and opportunities:	waste management infrastructure and small business support are priorities. The Canary Islands focus on high-quality local employment.
<b>Environmental priorities:</b> Common concerns include water pollution, biodiversity loss and tourism's impact on natural resources. Quintana Roo and Aruba emphasize coral reef protection and sargassum management.	<b>Sociocultural impacts:</b> Residents stress preserving cultural identity and promoting authentic community-based tourism. Community wellness and stronger social sustainability measures are key themes across destinations.
<b>Economic issues:</b> Economic leakage is a recurring challenge. In Aruba and Quintana Roo, tourism revenues insufficiently benefit local communities. In the Dominican Republic,	<b>Collaborative approach:</b> Improved stakeholder coordination, transparency and frameworks for sustainable tourism are necessary. Collaborative efforts are particularly emphasized in the Dominican Republic and Canary Islands, while Aruba warns against "green colonialism" in certifications.

# Solutions for waste management

## Mexico

Iberostar identified 14 waste management alternatives, focusing on criteria such as cost, labor, infrastructure and carbon footprint impacts. Pilot projects included composting initiatives and partnerships with local farms. Through workshops and direct engagement, Iberostar

enhanced awareness and technical capabilities among stakeholders, ensuring the scalability of solutions across the region. Efforts also included creating action plans tailored to individual hotel needs, resulting in measurable progress toward Zero Waste goals.

## Aruba

Efforts prioritized organic waste solutions, forming alliances with hotels and a chicken farm to develop scalable frameworks. Plans for 2025 include addressing glass and hazardous waste, contingent on legal analyses and infrastructure improvements. Stakeholder meetings in

2024 emphasized identifying long-term waste reduction strategies and securing investment in necessary infrastructure upgrades. Pilot projects demonstrated the potential for cost-effective waste diversion methods, fostering confidence in broader implementation.

## Tunisia

Iberostar advanced organic waste management through a composting guide and circular farming initiatives. Collaborations with local farmers and authorities explored opportunities for waste valorization despite logistical challenges. Expanded training programs in 2024 equipped participants with practical skills for implementing sustainable waste practices. Iberostar also launched monitoring systems to track the success of pilot projects, ensuring data-driven refinements and sustainable impact.

The Colleges d'hotels in Monastir and Hammamet in Tunisia achieved notable progress in 2024 with support of the destination stewardship team. Collab-

orations in Monastir and Hammamet, focused on reducing the carbon footprint of hotel operations and enhancing waste management efficiency, lead to a series of capacity-building workshops that equipped hotel managers and staff with the tools to implement circular economy practices.

A series of capacity-building workshops equipped hotel managers and staff with the tools to implement circular economy practices. These efforts were complemented by partnerships with local authorities and farmers to explore innovative solutions for organic waste valorization and the establishment of localized composting systems.

## Brazil

In Brazil, a partnership with Ponto a Ponto has enabled 100% of organic waste from the Praia do Forte Complex to be composted. Waste diversion from landfill has been made possible through co-processing, with team visits conducted to the blending plant to oversee

progress. Additionally, the Grand Amazon Expedition has successfully composted 100% of its organic waste since 2022. While the destination has already achieved full landfill diversion, the focus for 2025 will be on further reducing overall waste generation.

# Circular economy



The circular economy challenges the traditional “take-make-dispose” model by keeping materials and resources in continuous use, reducing waste and environmental impact. By designing products for durability, reuse and recycling, this approach decouples economic growth from resource depletion while fostering innovation and efficiency.

For tourism, circularity is essential to addressing biodiversity loss and climate resilience. It supports sustainability goals like net positive and nature positive tourism by reducing carbon emissions, protecting ecosystems and promoting responsible resource use. At Iberostar, integrating circular principles strengthens our commitment to regenerative tourism, ensuring long-term environmental and economic resilience.

## Circular sourcing

We are focused on promoting reverse logistics models and large-format or bulk solutions. In the coming years, we will explore new ways to integrate circularity into our business practices, aiming to reduce consumption, maximize resource efficiency, and extend product lifecycles—all while upholding the highest standards

of quality and customer satisfaction. This includes adopting a ‘products as services’ approach, prioritizing recycled and recyclable materials, enhancing durability and maintenance initiatives, extending product lifespans, and developing improved end-of-life solutions in collaboration with our destinations.



## 100% renewable energy

Transitioning to renewable energy is a key pillar of Iberostar's carbon-neutral strategy, ensuring both operational decarbonization and long-term energy resilience. In 2024, we reached a major milestone: **all Iberostar hotels in Spain** (except Olé Tropical Tenerife), **Brazil** and **Montenegro** now operate entirely on **100% renewable energy**.

This achievement marks a significant expansion from previous years, when only select hotels had transitioned. By sourcing 100% renewable electricity across these regions, Iberostar continues to reduce its carbon footprint while demonstrating the viability of renewable energy solutions at scale.



# Sending no waste to landfill

In 2024, Iberostar made continued progress toward our ambitious goal of sending zero waste to landfill by 2025—a challenge that requires constant innovation, collaboration, and operational dedication. The chart below shows our waste generation rate in kg per stay, highlighting our reductions relative to our 2021 baseline.

Achieving this progress has not been easy. It has required rethinking waste management at every level, overcoming logistical barriers, and working closely with partners to develop sustainable alternatives. Globally, we have diverted 70.6% of waste from landfill compared to our 2021 baseline, covering 57 hotels across our

portfolio (35 in EMEA, 22 in AME).

In AME (22 hotels), we have avoided sending 80.8% of waste to landfill relative to our 2021 baseline, with significant milestones such as achieving 100% landfill diversion in Brazil and over 80% in the Dominican Republic.

In EMEA (35 hotels), we have avoided sending 57.25% of waste to landfill, with particularly strong reductions in Spain's Balearic Islands (60.77%) and Peninsula region (79.87%).

As we continue working toward reducing our waste sent to landfill by 2025, 2024 marked another year of positive momentum, demonstrating our commitment to waste generation across our global portfolio.

Iberostar baseline rate of waste per stay 2021 (kg/stay)	2022 rate of waste per stay (kg/stay)	2023 rate of waste per stay (kg/stay)	2024 rate of waste per stay (kg/stay)	2024 target	Percentage of waste not going to landfill relative to 2021 baseline
1.64	1.13	0.67	0.482	0.34	70.6%
Baseline EMEA	2022 rate of waste per stay (kg/stay)	2023 rate of waste per stay (kg/stay)	2024 rate of waste per stay (kg/stay)	2024 target	Percentage of waste not going to landfill relative to 2021 baseline
1.22	0.73	0.57	0.52	0.28	57.25%
Balearic Islands	0.28	0.20	0.18	0,10	60.77%
Peninsula	0.91	0.33	0.30	0.15	79.87%
Canary Islands	1.11	1.02	0.95	0.51	48.65%
Morocco	0.00	0.00	0.83	0.60	30.16%
Baseline AME	2022 rate of waste per stay (kg/stay)	2023 rate of waste per stay (kg/stay)	2024 rate of waste per stay (kg/stay)	2024 target	Percentage of waste not going to landfill relative to 2021 baseline
2.31	1.51	0.78	0.44	0.39	80.8%
Brazil	2.61	1.27	0.00	0.64	100.0%
Jamaica	0.75	0.39	0.30	0.20	76.2%
Mexico	0.96	0.64	0.48	0.32	67.8%
Dom. Republic	2.04	0.90	0.62	0.45	82.0%

As part of our commitment to achieving zero waste to landfill, we are following the waste management hierarchy and exploring **innovative waste management technologies**, including **waste-to-energy and co-processing solutions**. Our key initiatives include:

**Balearic Islands:**

- Implementing waste-to-energy in Mallorca (pending validation from Tirme).
- Diverting 11,314 kg of materials from landfill in Mallorca through donations of furniture, textiles, and other items to the Deixalles Foundation.

**Canary Islands:**

- Recycling linen materials in Fuerteventura to extend their lifecycle.

**Mexico:**

- Implementing waste-to-energy solutions in all hotels (pending an economic proposal from Cemex).

**Jamaica & Dominican Republic:**

- Conducting an analysis of waste composition to determine its suitability for Cemex's waste-to-energy process, ensuring it meets required specifications.
- Exploring additional waste-to-energy options in the Dominican Republic beyond Cemex.

## Organic waste

For Iberostar, gastronomy is a fundamental part of the guest experience. As our hotels operate under an all-inclusive model, food and beverage (F&B) are essential to both our business model and our commitment to responsible tourism. As a result, managing organic waste is a key priority in our broader waste reduction efforts.

We are focused on ensuring that organic

waste is given the best possible final destination through initiatives such as composting, donations to animal shelters, and partnerships with animal farms.

In 2024, Iberostar continued making progress in managing organic waste, with a slight reduction in the global organic waste rate from 1.16 kg/stay in 2023 to 1.13 kg/stay in 2024.

## REGIONAL INSIGHTS

EMEA showed a decrease, from **0.81 kg/stay in 2023 to 0.79 kg/stay in 2024**.

While the Peninsula improved significantly (0.59 to 0.52 kg/stay), the Balearic Islands experienced a slight increase (0.82 to 0.84 kg/stay), and the Canary Islands remained relatively stable (0.89 to 0.88 kg/stay).

AME also saw a decline, from **1.48 kg/**

**stay in 2023 to 1.45 kg/stay in 2024**.

Notably, Brazil reduced its organic waste rate (1.98 to 1.95 kg/stay) and the Dominican Republic made a more substantial improvement (2.03 to 1.81 kg/stay). However, Jamaica saw an increase (1.16 to 1.33 kg/stay), and Mexico had a slight rise (1.04 to 1.08 kg/stay).



#### Canary Islands:

– **Fuerteventura:** Launched a composting project in collaboration with Oasis Wildlife in December 2024, leading to a 2% reduction in organic waste sent to landfill.

– **Tenerife (BOU & SAB):** Partnering with Ashotels to implement a composting project, achieving a 9% reduction in organic waste sent to landfill from these hotels.

#### Balearic Islands:

– **Alcudia:** Partnering with Garden Hotels on a composting initiative to improve organic waste management.

#### Península:

– **Chiclana:** Successfully collaborated with the Chiclana City Hall to introduce separate organic waste collection for composting at XAN & ANP hotels.

#### Additional projects in development:

– **Cancún:** Working to send organic waste to farms, pending necessary permits.

– **Cozumel:** Developing a composting project to manage organic waste more sustainably.

These efforts reflect Iberostar's continued commitment to innovative circular economy solutions that reduce environmental impact and drive progress toward our 2025 zero-landfill goal.

## Iberostar's 3Rs teams in 2024

Iberostar's 3Rs department continues to play a critical role in achieving the company's ambitious goal of becoming waste-free by 2025. By adhering to the Reduce, Reuse, Recycle principles of the circular economy, these specialized teams are driving systematic improvements in waste management

across Iberostar properties.

In 2024, the 3Rs teams operated across both the EMEA and AME regions, with a combined workforce of 259.4 employees dedicated to waste segregation, measurement and analysis.

– AME Region: **163 employees** supporting waste reduction initiatives.

– EMEA Region: **109 employees** enhancing recycling and waste management practices.

These teams ensure that waste is properly categorized, repurposed and measured, providing valuable data to optimize waste reduction strategies across Iberostar's global portfolio.

As Iberostar continues to refine and expand the 3Rs approach, these teams will remain central to the company's circular economy strategy. By combining technology, training and operational improvements, Iberostar is setting a benchmark for waste-free operations in hospitality—reinforcing its commitment to a waste-free future by 2025.



# Decarbonizing Hotel Food Systems White Paper

In 2024, Iberostar Hotels & Resorts partnered with the World Sustainable Hospitality Alliance (WSHA), the Sustainable Markets Initiative (SMI), and environmental consultancy Systemiq to produce the Decarbonizing Hotel Food Systems white paper. Developed in consultation with hospitality industry leaders and sustainability experts, this landmark report explores how hotels can transition toward more sustainable food systems—with a particular focus on reducing food-related greenhouse gas (GHG) emissions.

The report reveals the disproportionate environmental footprint of hotel food systems, which generate over 185 million tons of GHG emissions annually—more than 60% of which stem from food sourcing alone. Although hotel meals represent less than 0.5% of all meals consumed globally, they contribute 1% of global food-related emissions and 3% of food waste. This outsized impact is largely due to the emissions intensity of typical hotel meals, inefficiencies in

resource use, and high levels of food waste.

Recognizing these challenges, the white paper outlines a roadmap to reduce hotel food system emissions by 30% by 2030—equivalent to cutting nearly 70 million tons of CO<sub>2</sub>e per year. The majority of this reduction can be achieved through more sustainable sourcing, underscoring the urgent need for hotels to rethink procurement practices, menu design, and kitchen operations. Many of the recommended solutions are operational rather than technological, making them feasible through behavior change, staff training, and strategic partnerships.

The white paper also emphasizes the business case for change: reducing food waste and improving sourcing not only lowers emissions but enhances guest satisfaction, reduces costs, and boosts brand reputation. As a central element of the hotel experience, food offers a unique opportunity to connect with guests and inspire more sustainable choices that extend beyond their stay.

You can access  
the White Paper here:  
[Decarbonizing Hotel Food Systems](#)



# Climate action



Climate action in tourism means urgently reducing emissions while building resilience to the impacts of a changing climate. As one of the sectors most exposed to climate risks—from rising sea levels to extreme weather—hospitality must lead the way in both mitigation and adaptation.

At Iberostar, we are committed to achieving net-zero emissions by 2030 through science-based targets and a comprehensive decarbonization strategy. This includes electrifying kitchens, improving energy efficiency, and investing in renewable energy across our global operations.

Through our Climate Action work, we are transforming how tourism responds to climate change—prioritizing long-term planetary health while ensuring continued value for destinations, communities, and guests.



# Scope 1 & 2

Iberostar continues to make significant progress in its decarbonization journey, working toward its goal of achieving net-zero emissions 20 years ahead of global targets. In 2024, we achieved a 22.8% reduction in Scope 1 & 2 emissions relative to our 2019 baseline, marking a substantial improvement over last year's 12% reduction.

The EMEA region led the way, reducing emissions by 34.5%, with Spain achieving an impressive 70.2% reduction through a combination of energy efficiency measures

and renewable energy integration. In AME, emissions decreased by 18.2%, with Mexico driving the largest reduction at 31.2%.

These reductions reflect Iberostar's ongoing investment in energy efficiency, renewable energy sourcing and operational optimizations, ensuring that we remain on track to reach our ambitious decarbonization targets. As we advance, we will continue refining our strategies, focusing on regions that require additional support while scaling successful initiatives across our global portfolio.

	Country	2019 (tons CO2 eq)		2024 (tons CO2 eq)		Total Reduction Percentage
		Scope 1	Scope 2	Scope 1	Scope 2	
AME	Brazil	56,692	2,652	9,626	70	-3.80%
	Dominican Republic	11,200	26,075	7,260	26,115	10.50%
	Jamaica	4,857	12,578	6,982	10,227	1.30%
	Mexico	19,158	41,468	10,707	31,005	31.20%
	Total AME	41,909	82,773	34,575	67,417	
	Total AME Scope 1 & 2	124,682		101,991		18.20%
EMEA	Spain	9,687	10,469	5,634	369	70.20%
	Greece	137	2,709	103	2,621	4.30%
	Morocco	2,752	4,846	1,364	4,320	25.20%
	Montenegro	347	3,865	209	3,407	14.20%
	Portugal	486	1,018	577	644	18.80%
	Tunisia	5,678	6,753	4,635	8,044	-2.00%
	Total EMEA	19,086	29,661	12,521	19,403	
	Total EMEA Scope 1 & 2	48,748		31,925		34.50%
Global	Total Global	60,995	112,435	47,096	86,820	
	Total Global Scope 1 & 2	173,430		133,916		22.80%

# Iberostar kilowatt- hour (kWh) consumption 2024

Reducing energy consumption remains a core priority for Iberostar as we work toward minimizing our environmental impact. In 2024, we achieved a 13.7% reduction in Scope 1 kWh consumption compared to our 2019 baseline, surpassing our global objective of 13%. This translates to a total energy savings of 50,726,497 kWh across all regions.

Significant reductions were seen across multiple locations, with Jamaica leading at a 27.4% reduction, followed by Montenegro at 17% and Mexico at 14.2%. While most regions met or exceeded their targets,

Tunisia saw a slight increase in energy consumption, highlighting the need for further optimization efforts.

These savings were driven by operational improvements, staff training and strategic energy efficiency investments, including enhanced monitoring mechanisms and continued implementation of energy baseline methodologies. As we advance toward greater sustainability, Iberostar remains committed to refining these initiatives, ensuring long-term reductions in energy use while maintaining exceptional guest experiences.

Region	2024 Objective (%)	2024 kWh consumption	2019 Baseline	kWh saved 2024 vs 2019	% saved 2024 vs 2019
Andalucia	18.90%	9,236,689	10,927,188	1,690,499	15.5%
Balearic Islands	14.50%	32,493,812	37,802,063	5,308,251	14.0%
Canary Islands	14.10%	35,290,846	40,322,870	5,032,024	12.5%
Morocco	14.70%	6,672,129	7,537,080	864,951	11.5%
Montenegro	17.00%	7,412,600	8,928,475	1,515,875	17.0%
Peninsula	11.50%	4,317,130	4,924,905	607,775	12.3%
Tunisia	3.70%	18,917,304	18,714,874	-202,430	-1.1%
EMEA	13.00%	114,340,510	129,157,455	14,816,945	11.5%
Mexico	12.30%	103,971,542	121,118,909	17,147,367	14.2%
Dom. Republic	13.10%	54,879,066	63,140,276	8,261,210	13.1%
Brazil	11.60%	30,272,024	34,830,646	4,558,622	13.1%
Jamaica	16.60%	15,772,321	21,714,674	5,942,353	27.4%
AME	13.00%	204,894,953	240,804,505	35,909,552	14.9%
Global	13%	319,235,463	369,961,960	50,726,497	13.7%

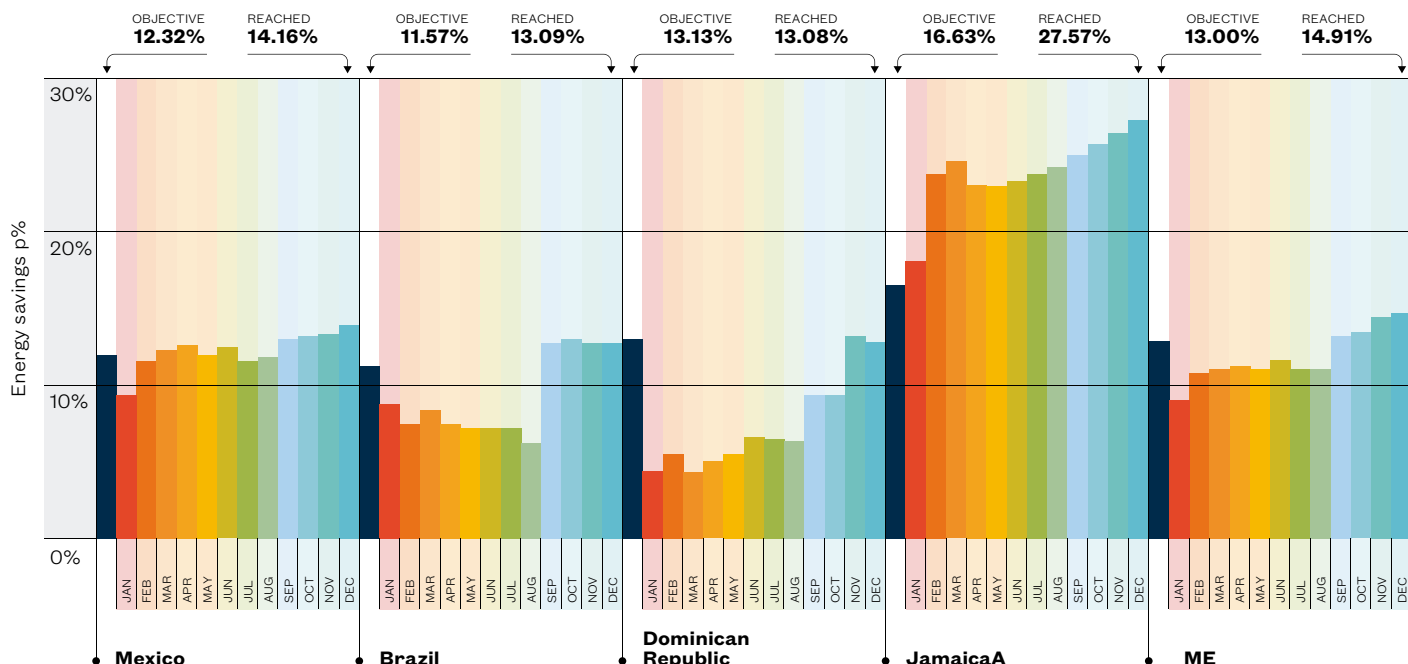
# Energy

## ENERGY SAVINGS

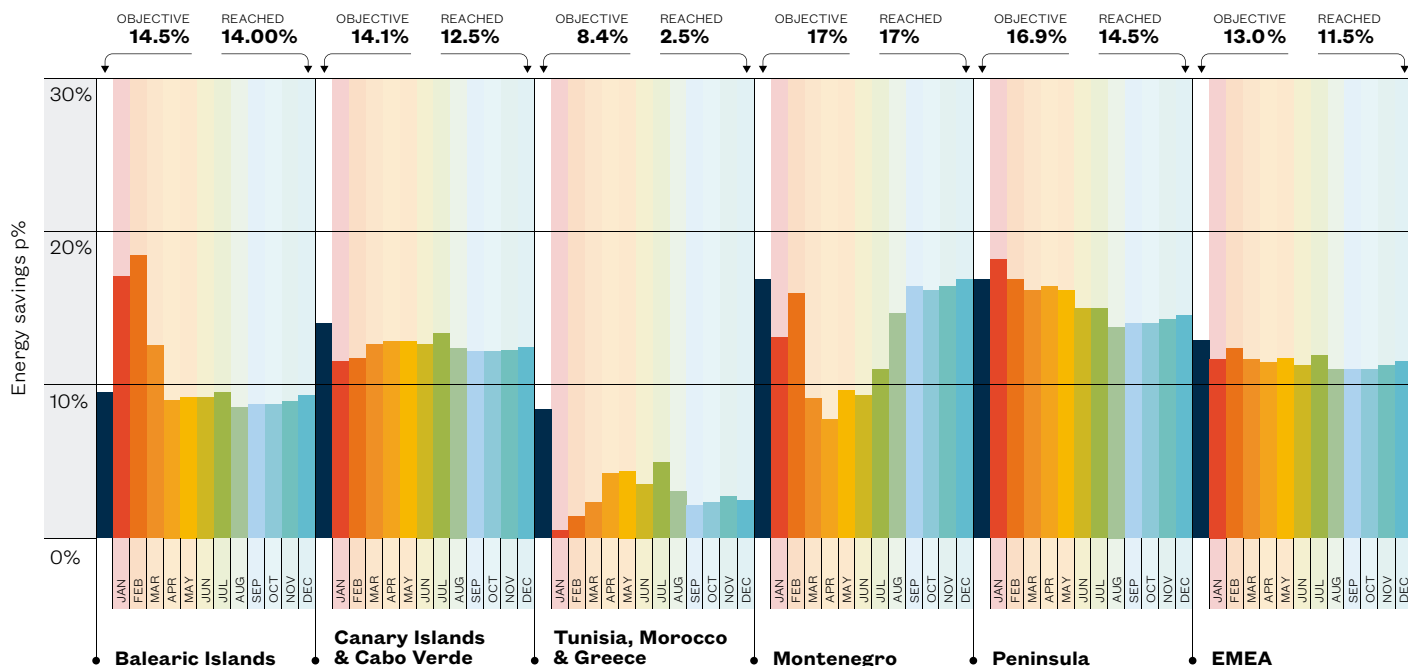
In 2024, Iberostar continued to make significant progress in energy savings across both AME and EMEA. The charts below illustrate our energy savings relative to the targets we set. In AME, our goal for 2024 was to achieve a 13% reduction

in energy consumption across our portfolio. By December, nearly every country surpassed this target. In EMEA, we came close to our 11.7% reduction goal and will continue working toward meeting our objectives in 2025.

### AME Energy Savings 2024 vs Objective



### EMEA Energy Savings 2024 vs Objective



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# Electrification progress

## AME

In 2024, we made significant strides toward electrification across our hotels in the Americas. Key milestones include the approval of a comprehensive budget to replace gas boilers with heat pumps across all hotels in Mexico, the Dominican Republic and Brazil. These heat pumps, which produce 100% of domestic hot water (DHW), are three times more efficient than traditional boilers and minimize energy loss by reusing residual energy. While full

installation is expected to be completed in early 2025, this transition is critical, as DHW accounts for roughly 50% of fossil fuel consumption in hotels.

Specific achievements include nearly full electrification at Joia Paraíso by Iberostar, with only one gas oven remaining and the opening of Joia Aruba by Iberostar as a 100% electric hotel. Additionally, Iberostar Selection Cancún has electrified its Italian restaurant, further advancing our goals.

## EMEA

### **Iberostar Selection Andalucia Playa**

Gas boilers have been replaced with efficient air-to-water heat pumps using CO<sub>2</sub> (R744) as a refrigerant, which has zero ozone depletion potential (ODP = 0) and the lowest global warming potential (GWP = 1).

### **Iberostar Selection Playa de Palma**

The entire hotel is now fully electrified. Gas kitchen equipment has been replaced with electric alternatives, integrated into the Building Management System (BMS) for

optimized usage, reducing energy loss by up to 7%. New systems for simultaneous heating and cooling and instant hot water production have been installed, eliminating water accumulation and the associated risk of Legionella.

### **Iberostar Wave Cala Barca**

Partial electrification has been achieved with the replacement of gas equipment for high-performance electric systems in sectors three and four, satisfying hot water demand efficiently.

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# F-gases

In line with our decarbonization roadmap, Iberostar has committed to reducing emissions from fluorinated refrigerant gases (F-gases) by 92% by 2030. By 2024, we achieved a 33% reduction compared to 2019 levels. This success is attributed to key initiatives, including the implementation of F-Gas platforms in all EMEA hotels to track inventories and consumption, with expansion underway for hotels in Mexico and Brazil.

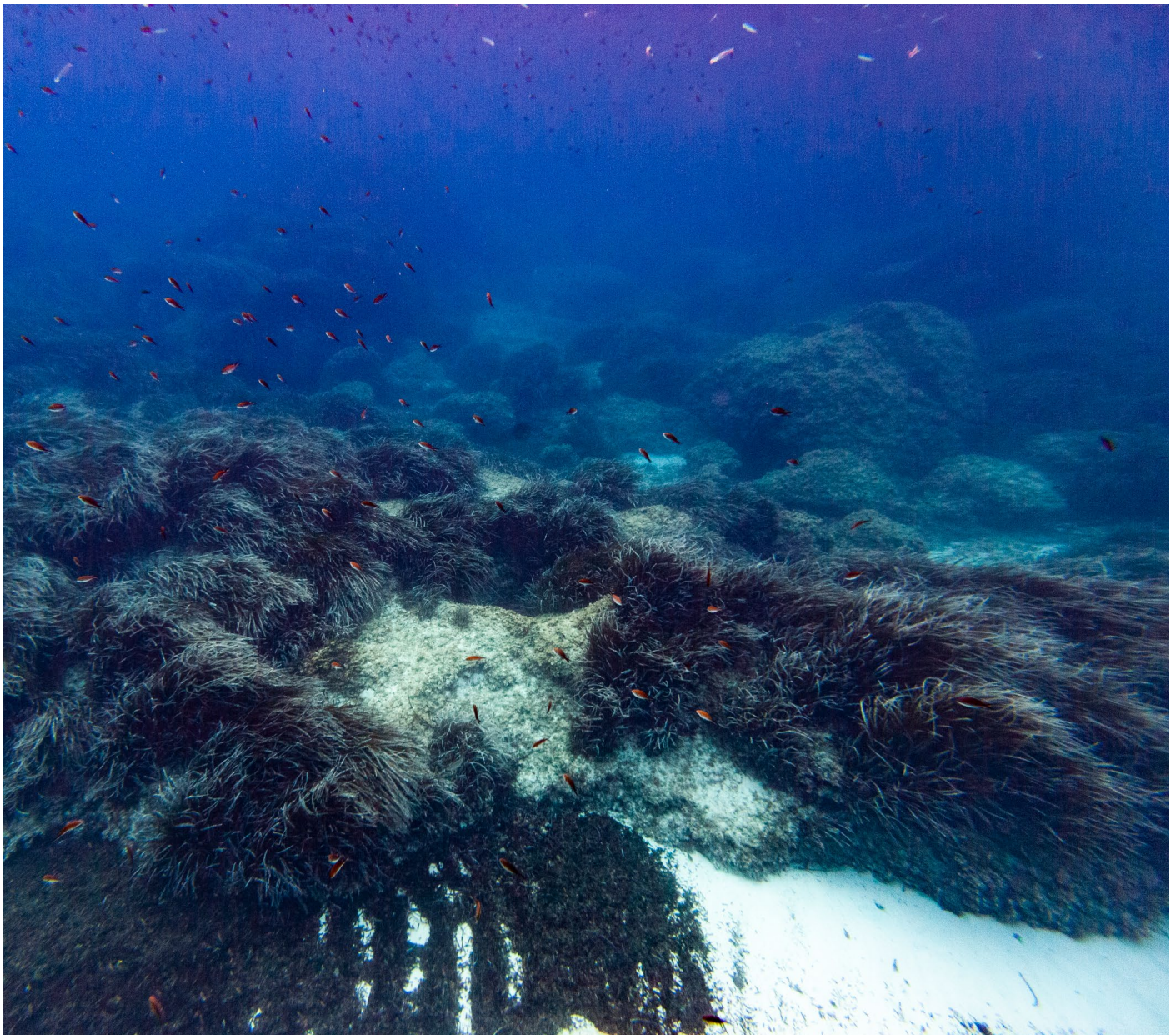
Preventive maintenance has been a major focus, addressing leaks and replacing high-GWP gases. Investments have been made in F-gas management in 4 EMEA hotels, with plans for 6 additional properties and similar investments are being rolled out across 10 AME hotels. These actions ensure ongoing progress toward achieving our ambitious emissions reduction targets.

# Blue Foods



Blue Foods—such as algae, aquatic plants, and underutilized marine species—represent a powerful opportunity to build more sustainable and resilient food systems. Expanding beyond traditional seafood, Blue Foods offer a pathway to enhance food security, support ocean conservation, and reduce environmental impacts across the hospitality sector.

For tourism, embracing Blue Foods contributes to climate resilience, community empowerment, and the protection of marine biodiversity. At Iberostar, we have already achieved 91.1% responsible seafood sourcing across our global portfolio, driven by initiatives like Lifting Up Local, which supports small-scale fisheries and ethical sourcing. These efforts reflect our commitment to regenerative tourism and ocean health.



# Responsible seafood

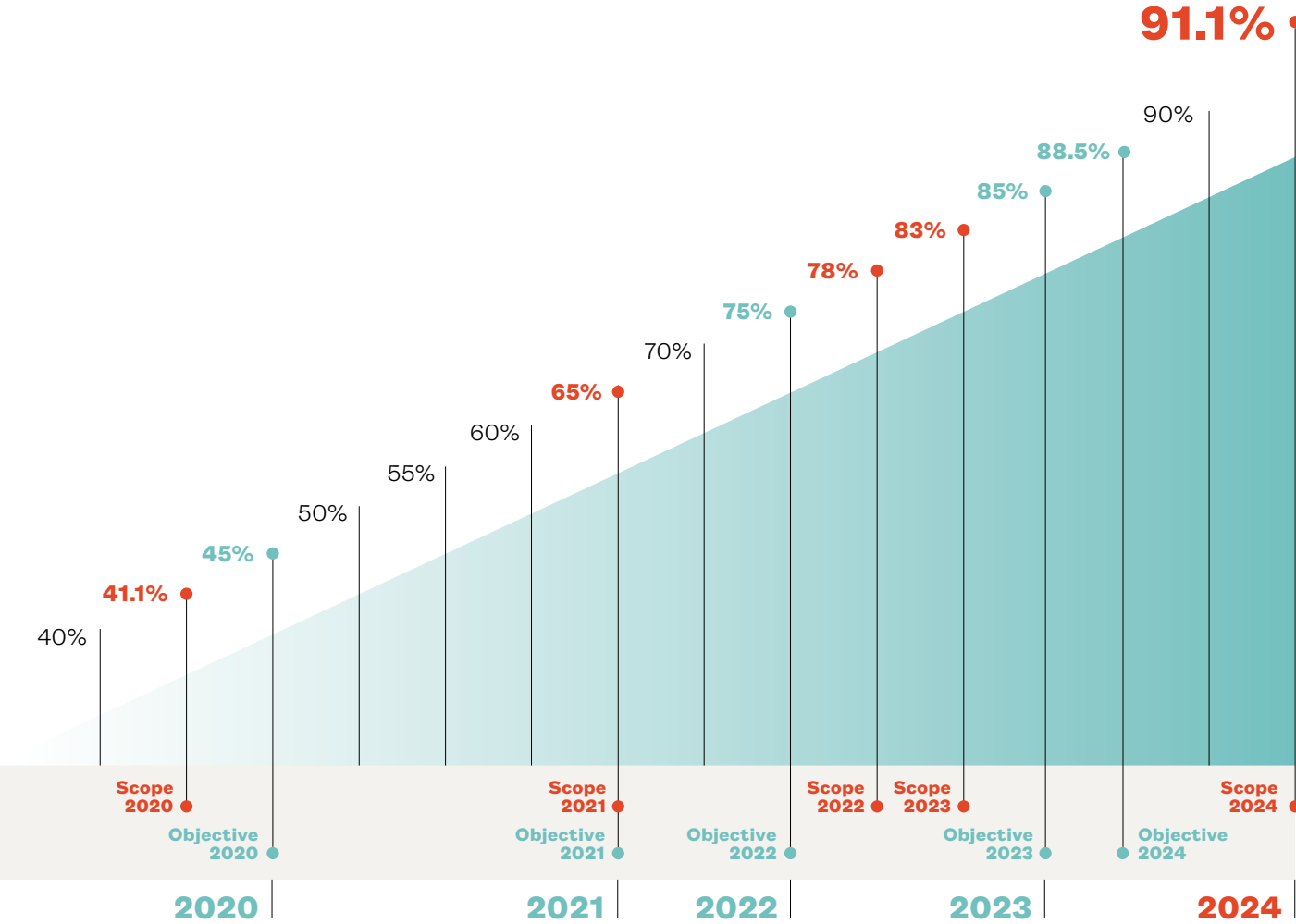
Iberostar continues to make significant progress toward our goal of achieving 100% responsible seafood sourcing by 2025. In 2024, we have increased our responsible seafood percentage to 91.1%, up from 83% last year, while also expanding the perimeter of hotels included in our reporting. This impressive advancement demonstrates our commitment to enhancing responsible seafood practices across a broader scope of our operations.

Among the 63 hotels under direct purchasing management, we achieved a responsible seafood percentage of 95%, exceeding our target of 93% by 2%. Notable achievements include reaching 100% responsible seafood in Mexico and 99% in Spain and Portugal. Regions like Bra-

zil, Jamaica, Morocco, and the Dominican Republic also surpassed their targets, demonstrating consistent improvement.

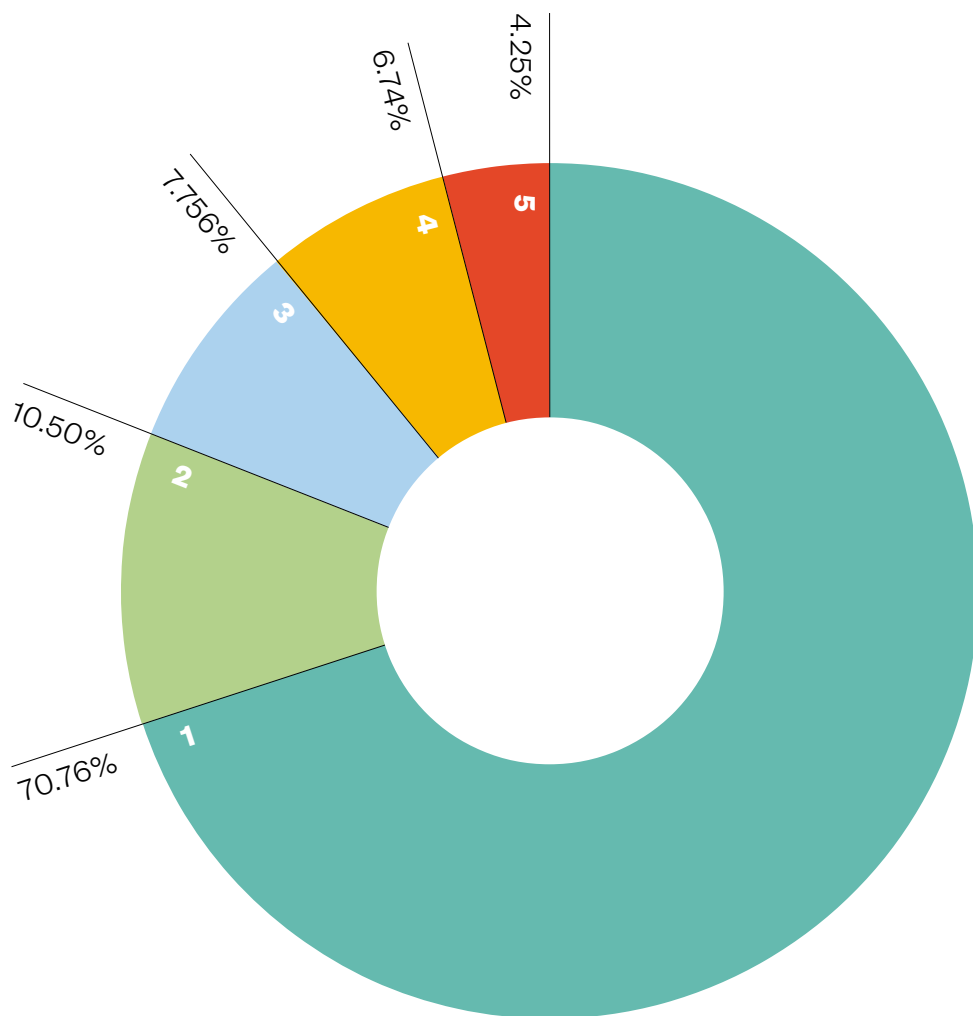
For the 11 hotels without direct purchasing management, the responsible seafood percentage increased to 63%, surpassing the 52% objective by 11%. Tunisia, in particular, achieved notable progress, with a responsible seafood percentage of 67% compared to the 55% target.

Overall, we have achieved 91.1% responsible seafood sourcing across our global portfolio, reflecting substantial progress toward our 100% goal. As we approach the 2025 target, our ongoing efforts to expand responsible seafood practices continue to drive remarkable improvements across all regions.



	Country	Number of hotels	Responsible Seafood percentage Oct 2024	Responsible Seafood percentage Nov 2024	Responsible Seafood percentage Dec 2024	2024 Responsible Seafood percentage	2024 Responsible Seafood objective	Percentage vs Objective
Hotels under purchasing management	Brazil (Complex)	4	76%	79%	85%	80%	75%	5%
	Jamaica	3	87%	86%	83%	85%	80%	5%
	Mexico	9	100%	100%	100%	100%	100%	0%
	Dominican Republic	7	97%	95%	96%	96%	95%	1%
	Spain	34	100%	100%	98%	99%	97%	2%
	Morocco	3	90%	76%	89%	85%	80%	5%
	Montenegro (HEN)	1	100%	Closed	Closed	82%	50%	32%
	Portugal	2	99%	99%	98%	99%	95%	4%
	Total	63	97%	94%	95%	95%	93%	2%
Hotels without direct purchasing management	Greece	2	66%	Closed	Closed	N/A	0%	N/A
	Montenegro (SLA, BVE)	2	1%	N/A	N/A	N/A	35%	N/A
	Tunisia	7	66%	66%	69%	67%	55%	12%
	Total	11	58%	66%	69%	63%	52%	11%
	Consolidated total	74	90.5%	91%	92%	91.1%	88.5%	2.6%





Categories of responsible seafood and percentages

1	2	3	4	5
<b>Global Sustainable Seafood Initiative (GSSI):</b> 70.76%	<b>Fishery Improvement Projects (FIP):</b> 10.50%	<b>Not responsible:</b> 7.75%	<b>Seafood Watch:</b> 6.74%	<b>Lifting up Local:</b> 4.25%

## Lifting up Local

Iberostar's Lifting Up Local initiative builds upon the insights gained during our ongoing journey toward sourcing 100% of seafood from responsible sources by 2025. This program represents a pivotal evolution in our approach to responsible seafood sourcing, moving beyond conventional certifications to adopt a more comprehensive framework that incorporates environmental, social and economic considerations.

Launched in 2024, the initiative provides a robust framework grounded in established global standards, including guidance from the FAO and other leading organizations advocating for the sustainability of fisheries and fishing communities. This approach is designed to address sourcing gaps by enabling the responsible procurement of domestic, artisanal seafood that aligns with our high standards of sustainability.

# Nature



The International Union for Conservation of Nature (IUCN) defines nature-based solutions (NbS) as actions to protect, sustainably manage and restore natural or modified ecosystems to address societal challenges while delivering benefits for human well-being and biodiversity. These challenges include food security, climate change, water security, human health, disaster risk and social and economic development.

NbS emphasizes the protection, enhancement and sustainable management of natural resources, combined with the optimization of infrastructure. By integrating nature into infrastructure

and operations, NbS aims to harness the environment's potential to support human needs. However, these actions must adhere to scientific rigor, producing measurable outcomes and aligning with global goals, supported by academic research and robust governance.

At Iberostar, our Nature strategy focuses on three key areas: **risk reduction, ecosystem function restoration and biodiversity conservation and enhancement**. Guided by our scientific team, these initiatives are designed to be science-based, results-driven and aligned with the societal challenges identified by IUCN.

## Risk reduction

Iberostar will establish baselines and develop risk and coastal health indices to identify environmental risks affecting infrastructure, communities and biodiversity. Action plans will target risks that

can be mitigated through nature-based solutions. The long-term goal is to reduce risks to properties and/or minimize their impact and incidence over time.

## Ecosystem function restoration

Efforts in this focus area will aim to preserve and restore marine and coastal ecosystem functions, ensuring the continued provision of ecosystem services vital to Iberostar and the broader tourism sector. Action plans will enhance the quality of Iberostar's offerings, such as beaches and water, while improving

ecosystem health. Additional initiatives include raising environmental awareness among clients through coral labs and enhancing the management of protected areas. These efforts aim to maximize the benefits derived from nature and ensure the surrounding ecosystems are on a trajectory of increasing ecological health.

## Biodiversity conservation and enhancement restoration

Iberostar will collaborate with national and international organizations to promote a regenerative tourism model where nature is central to decision-making. This focus area will prioritize the creation of gardens and landscapes that:

- Enhance** biodiversity,
- Improve** hydrological and energy efficiencies and
- Contribute** to the well-being of clients and collaborators.

Iberostar is committed to becoming Nature Positive, aiming to halt biodiversity degradation by 2030 and reverse it by 2045. Supporting the Kunming-Montreal Biodiversity Framework, initiatives will address invasive species, promote native and endemic plants and enhance the quality and density of landscapes. Baselines and action plans will also be developed to monitor and improve fauna management within Iberostar properties.

# Mangrove update 2024

In 2024, Iberostar made meaningful progress in its mangrove restoration efforts, particularly in Bávaro. A total of 1,835 mangroves were received, including 52 red, 569 button, and 1,064 white mangroves. Of these, 150 were donated to support external restoration initiatives, 267 were successfully planted, and 58 unfortunately did not survive. The remain-

ing mangroves are currently being propagated in our nurseries to support future planting efforts. To sustain and scale this work, Iberostar now operates three nurseries in the Dominican Republic, each with a capacity to nurture up to 10,000 mangroves—reinforcing our long-term commitment to coastal resilience and nature-based solutions.

## Total Numbers since Feb 2021

Property	Mangroves received / collected	Species				In nursery	Planted	Mortality
		Red	White	Button	Black			
Bavaro	18,527 (14,877)*	8,397	2,573	3,907	0	N/A	12,521	840
Costa Dorada	3,826	3,776	50	0	0	0	3,649	177
Bayahibe	500	500	0	0	0	0	64-202	>202

\*3,650 mangroves from Bávaro were donated to other projects, including El Ceibo Resiliente and Melia Hotels.



# Dunes and plants 2024

In 2024, significant efforts were made to maintain and enhance dune and plant ecosystems across Iberostar hotels in the Dominican Republic and Mexico. In the Dominican Republic, Hacienda features 10 areas covering 296 m<sup>2</sup> with 255 plants, while Bavaro spans 300 m<sup>2</sup> with 487 plants. Data for Puntacana/Dominicana remains unavailable. In Mexico, Cancun leads with 11 areas covering 2,219.3 m<sup>2</sup> and 55,726 plants, followed by Cozumel with 350 m<sup>2</sup> and 1,532 plants. The table below fully outlines our achievements:

Country	Hotel	Number of areas	Total area (m <sup>2</sup> )	Number of plants
Dominican Republic	Hacienda	10	296	255
	Bavaro	1	300	487
	Puntacana/Dominicana	1	N/A	N/A
Mexico	Cancun	11	2,219.30	55,726
	Cozumel	N/A	350	1532
	Lindo/Maya	N/A	N/A	40
	Quetzal		69	350
	Joia		262	

# Coral lab update 2024

Iberostar's Coral Labs continue to make significant strides in coral restoration and conservation across the Dominican Republic, Mexico and Jamaica:

Dominican Republic	Mexico	Jamaica	Cumulative Totals (All Locations)
340 fragments under propagation from 12 species and 110 genotypes.	Two recovery aquariums installed.	Coral lab facility opened April 2024.	1,163 fragments propagated.
Mortality rate: 5.94% (36/606 fragments).	160 fragments under propagation, including multiple genotypes of <i>Montastraea cavernosa</i> and <i>Orbicella faveolata</i> .	72 microfragments propagated and outplanted with 0% mortality.	627 fragments outplanted.
230 fragments outplanted this year.	Mortality rate: 3%.		13,385 stakeholders engaged (clients, students, staff).
	Total outplanted: 165 earlier in the year; 160 recently.		

# Coral nurseries update 2024

Building on our work over the previous years, we continued to work with eight coral nurseries in 2024 located in the Dominican Republic, Mexico and Jamaica. The information is as follows:

Coral nurseries in the Dominican Republic		
Location	No. Nurseries	No. Nursery Structures
Bayahibe	1	21
Puerto Plata	1	5
Bávaro	2	4
Total	4	29

Coral nurseries in Mexico		
Location	No. Nurseries	No. Nursery Structures
Rviera Maya	2	17
Cozumel	1	22
Total	3	39

Coral nursery in Jamaica		
Location	No. Nurseries	No. Nursery Structures
Montego Bay	1	2

# Evaluating and monitoring bleaching in the Caribbean

In 2023, bleaching rates recorded in regions with active restoration programs were:



High mortality rates (>80%) were observed in Montego Bay and the Dominican Republic due to prolonged exposure to heating weeks. However, corals in Mexico demonstrated remarkable recovery, with only 20% mortality, primarily affecting **Agaricia spp.** and **Porites spp.**

Recovery in Mexico was attributed to rapid response interventions, including predator removal, relocation to deeper reefs and temporary reef closures. Monitoring continues to assess the susceptibility of recovered corals to disease and potential impacts on reproductive functions.

# Iberostar hosting Reef Futures

In December 2024, Iberostar hosted the Reef Futures conference in Playa Paraíso, Mexico, welcoming over 800 global experts

to discuss advancements in coral reef restoration. Highlights included:

- Erika Harms (Global Sustainability Director):** Keynote address
- Samantha Mercado (Dominican Republic):** Key results of the DeveloPPP project, a public-private partnership with GIZ and the Ministry of Environment.
- Ariadna León (Mexico):** Progress in nursery-based coral propagation techniques.
- Gregory Pelose (Dominican Republic):** Workshop on an advanced protocol for treating Stony Coral Tissue Loss Disease (SCTLD).
- Macarena Blanco (Science Coordinator):** Research on coral thermotolerance and its applications in restoration.
- Johanna Calle (Science Coordinator):** Nature-based solutions for coastal management using mangroves and aquatic plants.
- Lyn Santos (Destination Stewardship Director):** Nature-based solutions as a core pillar of Iberostar’s corporate strategy.
- Felix Charney (Jamaica):** Identifying coral survivors of the 2023 bleaching event.

These conferences underscore Iberostar’s leadership in fostering science-based solutions and global collaborations, highlighting our dedication to preserving coral reefs

while advancing the sustainability goals of the tourism industry.  
See our official communication of the event [on social media.](#)

# Scientific Publications

**In 2024, Iberostar's Wave of Change science team made notable contributions to coral reef research:**

- 1 Thermal Stress Response in *Montastraea cavernosa* coral-symbiont complex in the Mexican Caribbean:** Research on heat shock protein (HSP70) expression revealed potential resilience of coral symbionts to thermal stress.
- 2 Reproductive Strategy of Caribbean Corals Influences Population Structure on a Microgeographic Scale:** Study on microgeographic variability in genetic structure, emphasizing tailored restoration strategies.
- 3 Restoration with King Crab (Under Review):** Evaluating the role of King Crab in improving coral reef restoration outcomes.
- 4 Thermotolerant Coral Colonies (Under Review):** Identifying and leveraging naturally resilient coral populations for restoration.

Each of these works aligns with global priorities for reef restoration and contributes novel methodologies for tackling the challenges posed by climate change. Moreover, these collaborations with leading academic

institutions highlight the importance of using cutting-edge science in our efforts to protect and restore coral reefs, helping us work together to address the urgent threats these ecosystems face.

**[1]** 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.

**[2]** 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*.



# Novel Ex-situ Stony Coral Tissue Loss Disease Treatment Protocol

Stony Coral Tissue Loss Disease (SCTLD), first observed in 2014 in Florida, has since spread throughout the Caribbean, devastating countless coral colonies. When the Wave of Change coral restoration team witnessed SCTLD's impact at our study sites in the Dominican Republic, we took decisive action. Through extensive experimentation, we developed a novel treatment protocol for infected coral fragments, preserving them at our land-based coral restoration facility in Bávaro.

Since integrating this protocol into our standard operating procedures, we have successfully treated 105 coral fragments from 32 colonies. These fragments now

serve critical roles in genetic preservation and restoration efforts.

Recognizing the broader need, we documented the protocol in a detailed guide and made it publicly available. Since its publication in September, organizations across the Caribbean have adopted it to save coral fragments in their regions. To further amplify its impact, our team conducted a two-hour workshop at the prestigious Reef Futures conference earlier this month.

This innovative treatment has provided hope and inspiration to our team and others. We are committed to sharing this **protocol** to empower restoration organizations across the Caribbean and beyond.

## 1t.org pledge

Iberostar is proud to support 1t.org's mission to conserve, restore and grow a trillion trees by 2030.

### Pledge Details

- Time Frame:** 2022–2030
- First Report Due Date:** November 15, 2024
- Pledge Type:** Conserving, restoring & growing, enabling
- Implementation Countries:** Dominican Republic, Jamaica, Mexico and Spain

Through this pledge, Iberostar aims to protect, restore and sustainably manage coastal ecosystems, improving coastal and ocean health to foster regenerative tourism.

### Action Areas

- 1 Conservation (1,000 ha):**  
Support existing conservation areas, including advocacy for policies.  
Example: Operational support for Laguna de Bávaro.
- 2 Restoration and Growth (22,000 ha):**  
Techniques include assisted natural regeneration, reforestation, mangrove restoration and urban tree planting.  
Example: Managing invasive species and promoting native and endemic plants across all project countries.
- 3 Enabling Activities:**  
Initiatives include nursery and seedling development, sustainable forest management, education and awareness, community mobilization and technological tools.  
Example: Creating mangrove nurseries in the Dominican Republic and plant nurseries for carbon sequestration projects in Mexico (Dziuché, Puerto Vallarta, Punta Mita).

# Grange Pen Fish Sanctuary

In December 2024, the Sanctuary Association opened its bank account and Iberostar made a significant contribution to support operations. Plans are underway to host a formal sanctuary launch in collaboration with the communications team next year.

## First report highlights

**Mangrove Reforestation:** Restored 19,000 mangroves in Bávaro and Puerto Plata, which became reproductive within two years, producing additional propagules.

**Carbon Sequestration Projects:**

- Established 16 km of firebreaks to reduce forest fire risks.
- Reforested 250 ha near cattle ranches.
- Collected seeds for germination, resulting in an additional sequestration of 46,484 t CO<sub>2</sub>e.

The report was submitted in November 2024 and is under review.

On March 29, 2024, the Grange Pen Fish Sanctuary near Iberostar Rose Hall was officially gazetted, six months after submitting the required documentation.

## Sanctuary governance

Managed by the newly formed Grange Pen Sanctuary Association, comprising eight board members: four from the Grange Pen Fishers Association and four from Iberostar.

Administrative operations are temporarily hosted at the Sustainability Coral Lab within Iberostar Rose Hall Waves.

## Sanctuary governance

**Ecosystem Baselines:** Established baselines for mangroves, seagrasses and coral.

**Coral Restoration:** Active restoration program underway.

**Community Engagement:**

- Hired a Sanctuary Administrator (November 15, 2024) to formalize operations and recruit Fisheries Inspectors and Wardens from the local fishing community.
- Over eight fishermen have expressed interest in joining the Warden/Inspector program.

## Sanctuary governance

**Finalize the management agreement with the Fisheries Authority (under review).**

**Mark sanctuary boundaries with demarcation buoys.**

**Launch awareness campaigns about the sanctuary.**





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