



WAVES  
OF  
CHANGE

**2025**  
Year in review

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# WAVE OF CHANGE INNOVATION HUB 2025

Launched in 2017, Iberostar’s Wave of Change movement has evolved into our 2030 Agenda, a strategic roadmap driven by science-based targets that has matured into a holistic, 360° strategy.

As we reach the midpoint of this decade in 2025, our Circular Economy journey hit a landmark stage, with 79% of our waste managed without being sent to landfill, moving us beyond a singular focus on “zero waste” to integrate circularity across our value chain. In Climate Action, we remain steadfast in our goal to achieve carbon neutrality by 2030 through electrification and sequestration projects.

This year also marked an evolution to a “Nature Positive” ambition to halt biodiversity decline by 2030; the resilience of these assets was proven during Hurricane Melissa in Jamaica, where rapid response protocols preserved our coral donor genotypes. Furthermore, working toward the goal we set six years ago, we recorded 94% responsible seafood in 2025, heavily supported by our “Lifting up Local” framework which transforms artisanal fisheries in Tunisia, Morocco, Jamaica, and Brazil.

Operating as an innovation hub, Iberostar continues to leverage expert partnerships to pioneer solutions that redefine sustainability in the tourism industry.

**Disclaimer:** 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. Finally, our End of Year Report is a living and breathing document, so we will align the audited data when it is available.



# 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 a governance model that balances the economic, environmental, social, and cultural needs of each place. In 2025, we continued to operationalize this vision through strategic alliances and local engagement, ensuring that tourism acts as a catalyst for the well-being of the ecosystems and communities where we operate.

## GLOBAL STRATEGY

To standardize our impact across our global portfolio, we presented the Destination Stewardship Roadmap in May 2025 at the Sustainable and Social Tourism Summit in Costa Rica and the International Conference of Marine Sciences in Aruba, reaching approximately 500 stakeholders. A key

strategic milestone was our collaboration with The Travel Foundation to develop the “Destination Impact and Risk Profiling Guide”. This methodology, set for public release in 2026, provides a framework for analyzing destination-specific risks and developing effective mitigation plans.

## Strategic alliances

### DOMINICAN REPUBLIC: COLLABORATIONS FOR RESTORATION AND AWARENESS

In December 2025, we solidified our commitment to the Dominican Republic by signing a Collaboration Agreement with the Ministry of Environment and Natural Resources (MMARN). This partnership focuses on the conservation and restoration of critical coastal and marine ecosystems in Bayahíbe and Bávaro (La Altagracia) and San Felipe (Puerto Plata). To operationalize this, we conducted three workshops focused on the Action Plan and Adoption of Integrated Management Plans, fostering shared local environmental management across the province and its municipalities.

We collaborated with iCOAST (a UNDP global program for sustainable tourism) and CESAL (focused on community development and food security) to engage stakeholders in Pedernales. From September 30 to October 2, more than 50 participants engaged in activities including

nursery visits, benthos and seagrass monitoring, and meetings with local authorities. The sessions also covered our core pillars: waste management, single-use plastic elimination, and responsible fishing.

Iberostar is championing pre-competitive collaboration with The Palace Company and Original Group to strengthen sustainability at the destination level in the Mexican Caribbean. This alliance allows us to align efforts, exchange best practices, and facilitate transparent communication. Key initiatives included capacity-building workshops with ECOSUR for native plant production and coastal dune restoration through the design of a shared Environmental Management Unit (UMA) for dune recovery (to be executed in 2026), and technical site visits to scale successful practices.

## COMMUNITY ENGAGEMENT & EDUCATION

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 communities.

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

Through close collaboration with different NGOs, the Aula di Lama organizes a wide range of educational courses for children, teachers, and the general public, which included an ocean guardians summer camp for employee's children and, by the end of 2025, resulted in a number of schools following the course to become certified blue schools under UNESCO guidelines.

### Tunisia

Throughout 2025, Active Citizens for Development implemented a comprehensive farmer training program in Monastir and Mahdia. Sessions covered sustainable agriculture, composting, and valorization of hotel organic waste, empowering rural women's groups and linking agriculture with tourism. / In partnership with Collège LaSalle Tunis, we launched the Login Challenge 2025, where students developed solutions for sustainable hospitality. The winning team, "Tierra Verde," focused on food waste management. We also organized educational visits for students to Iberostar Selection Kuriat Palace and Kantaoui Bay.

### Dominican Republic

Building on the success of the program in Mallorca, we established a collaboration with the Iberostar Foundation and the Autonomous University of Santo Domingo (UASD) to develop the "Catedral del Mar" and implement a community-based tourism model in Bayahíbe, promoting cultural conservation.





# Circular Economy

For Iberostar, the circular economy represents a strategic pathway for driving innovation, efficiency, and long-term business resilience. We are currently evolving from a specific focus on “zero waste to landfill” toward a 360° approach that integrates circular principles into daily business decision-making and resource consumption across the entire value chain. We view circularity as a driver of natural and social capital. This year, our rigorous efforts resulted in **79% of our waste being managed without being sent to landfill**. We will maintain this level of ambition in the coming years, while further progressing on internal reduction objectives to avoid waste generation at source.

Our focus will be reinforced on prevention actions, while fostering reuse and repair models and maximising the value of resources leaving our hotels. In parallel, we will continue to promote sector-wide collaborations and systemic responses, as one of the key learnings has been the clear need for collective solutions to shared circular economy challenges.

## Waste management

For Iberostar, the circular economy represents a strategic pathway for driving innovation, efficiency, and long-term business resilience. In 2025, our rigorous efforts resulted in **79%** of our global waste, over 23 million kilograms, managed

aged without being sent to landfill. This achievement is a profound testament to the rigorous work of our 3Rs teams and the entire organization’s unwavering commitment to providing value for products at the end of their life cycle.

	Country	Waste not sent to landfill (kg)	Waste sent to landfill (kg)	Total waste (kg)	Percentage of waste not sent to landfill
AME	Aruba	153,232.98	298,162.63	451,395.61	<b>34%</b>
	Brazil	3,362,778.09		3,362,778.09	<b>100%</b>
	Jamaica	994,876.85	118,761	1,113,637.85	<b>89%</b>
	Mexico	5,060,793.63	1,136,833.53	6,197,627.16	<b>82%</b>
	Dominican Republic	6,151,199.61	902,356.64	7,053,556.25	<b>87%</b>
	Peru	149,611.00	33,551.00	183,162.00	<b>82%</b>
EMEA	Balearic Islands	3,864,518.76	8,727.90	3,873,246.66	<b>99%</b>
	Canary Islands	1,945,862.20	1,933,915.85	3,879,778.05	<b>50%</b>
	Morocco	793,597.50	370,442.46	1,164,039.96	<b>68%</b>
	Montenegro	24,514.10	104,257.00	128,771.10	<b>19%</b>
	Peninsula	664,573.10	234,468.80	899,041.90	<b>74%</b>
	Tunisia	585,110.62	1,217,042.68	1,802,153.30	<b>32%</b>
	EMEA	7,878,176.28	3,868,854.69	11,747,030.97	<b>67%</b>
	AME	15,872,492.16	2,489,664.80	18,362,156.96	<b>86%</b>
	Total	<b>23,750,668.44</b>	<b>6,358,519.49</b>	<b>30,109,187.93</b>	<b>79%</b>

\* This data covers 71 hotels across our global portfolio (45 hotels in EMEA, 26 hotels in AME)

While we celebrate these achievements, we recognize that our journey is not complete. As we look to the future, we will continue to work to find unique solutions and make progress in this journey to adapt to the realities of each

destination. We are moving beyond a singular focus on “zero waste” to fully integrate circular principles into every business decision, ensuring we continue building a more resilient, responsible, and waste-free tourism journey.

## LEARNINGS FROM THE JOURNEY

Our transition toward a circular economy has demonstrated that sustainability is a strategic driver of long-term business resilience, creating value that extends beyond our properties. We have identified that ambitious, time-bound targets are essential catalysts for innovation, propelling action even before perfect solutions exist, while a “test, learn, and scale” methodology allows us to adapt to unique local contexts.

This journey has evolved from addressing immediate issues like plastics to tackling complex supply chain challenges, a shift that relies heavily on the synergy between motivated teams and robust data systems. Furthermore, we have learned that true stewardship means acting beyond compliance by building local alliances and infrastructure, even as we continue to navigate systemic hurdles like limited local facilities and complex financial models.

## Innovation at the destination level

Our global strategy is validated through localized operational excellence, proving that circularity succeeds when solutions are adapted to the unique infrastructure of each destination.

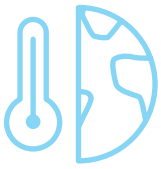
Through rigorous technical validation, our 16 hotels in Mallorca are now verified as landfill-free. Similarly, in Aruba, strategic pre-competitive collaborations allowed us to achieve 100% diversion of both organic waste and glass, repurposing materials for livestock and sandblasting rather than sending them to landfills.

In North Africa and Mexico we focused on valorization, transforming waste into social and economic capital. In Tunisia, we scaled circular farming initiatives that turn hotel

organic waste into compost for local farmers, a project recognized with the Civil Society Initiatives Award. Meanwhile, in Mexico, we launched social entrepreneurship projects to upcycle used uniforms into marketable products, generating new income streams for local women’s groups.

We are also committed to standardizing these learnings to drive sector-wide change. From launching textile recovery pilots in Portugal to divert linens from landfills, to disseminating practical “Zero Waste Guides” for hotel associations in Mexico, we are ensuring that our internal innovations provide a scalable blueprint for the broader hospitality industry.





# Climate Action

Climate action is an urgent priority for Iberostar, as we operate in coastal regions most immediately vulnerable to the impacts of a changing climate. We remain committed to our validated Decarbonization Roadmap, targeting carbon neutrality by 2030, which is 20 years ahead of the global sector goal. Our strategy distinguishes itself by going “beyond the market” to invest in high-quality carbon sequestration projects, such as those within Mexican ejidos (communal lands), which generate verifiable environmental and social benefits for partner communities. We prioritize absolute greenhouse gas reductions through the electrification of kitchens and the elimination of fossil fuels, while utilizing nature-based solutions to offset remaining emissions. This dual approach ensures we not only minimize our operational footprint but actively enhance the resilience of our host destinations.

## High-quality carbon offsetting strategy: Beyond the market

Iberostar’s offsetting strategy distinguishes itself by going beyond the simple purchase of credits on the voluntary market. Instead, we invest directly in Mexican ejidos (communal lands) using a payment-for-results model. This approach ensures that carbon capture efforts are verifiable while simultaneously

building capacity within local communities. By training these communities to manage their own projects, we foster long-term autonomy, ensuring they can eventually integrate into the market independently and secure lasting economic development.





### Project 1 Holistic forest management (Quintana roo)

In Ejido Dziuché, our focus extends beyond simple reforestation to Enhanced Forest Management. This project combines rigorous fire prevention and biodiversity monitoring with the development of sustainable economic chains. By protecting the habitat of over 60 fauna species, we have created an ecosystem that supports a thriving local apiary. The success of this model was highlighted in 2025 when the community's sustainable honey production won 1st place in the National Honey Contest, proving that environmental protection and economic prosperity can coexist.



### Project 2 A “Ridge-to-Reef” Solution (Nayarit)

In Higuera Blanca, we addressed coastal water quality issues by tackling their root cause in the upper basin. Using a “Ridge-to-Reef” strategy, the project’s aim was to work with upstream cattle ranchers to transition from traditional grazing to Intensive Silvopastoral Systems. This shift stabilizes soil and reduces runoff that would otherwise degrade the coastline. Simultaneously, we collaborated with the community in the lower basin to clean the creek and install soft engineering works, effectively reducing sediment flow and protecting the beaches adjacent to our hotels.



### Project 3 Innovating with Blue Carbon (Andalucía)

Looking toward the future of offsetting, Iberostar is leading a consortium to pioneer Blue Carbon solutions in the Guadalete River estuary. In 2025, we secured a 50-year concession to restore 155 hectares of tidal marshes. By re-establishing natural tidal flows, this pilot project aims to revitalize a critical carbon sink, setting a new standard for how the private sector can collaborate with public administration to restore coastal wetlands.



### Project Posidonia

Project Posidonia integrates risk management and decarbonization into the heart of our procurement strategy. A rigorous segmentation of our 11,000+ suppliers revealed that just 116 strategic partners account for 59% of our Scope 3 emissions. This insight allows us to target our resources where they matter most, transitioning from a volume-based model to one driven by environmental impact.

Aligned with our commitment to carbon neutrality by 2030, Posidonia is the engine for reducing indirect emissions (Scope 3). We are currently deploying specialized tools to establish accurate baselines and measure supplier progress. By assessing the “climate maturity” of our strategic partners through engagement sessions, we are moving beyond simple reporting to active collaboration, identifying and replicating successful decarbonization strategies across our global value chain.



## 2025 DECARBONIZATION PROGRESS

In 2025, our commitment to the **Decarbonization Roadmap** translated into measurable, high-impact results across our global portfolio. By rigorously tracking our energy consumption

and emissions against our 2019 baseline, we are validating the effectiveness of our strategy to prioritize absolute reductions through efficiency and electrification.

## GLOBAL SCOPE 1&2 EMISSIONS

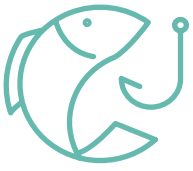
The data confirms that Iberostar is making significant strides toward our goal of carbon neutrality. Globally, we achieved a **34% reduction in Scope 1 and 2 emissions** compared to our 2019 baseline, dropping from 173,430 tons

of CO<sub>2</sub>e to 115,219 tons in 2025. This reduction was driven largely by successes in the Americas, which achieved a 35% reduction and a 29% decrease in EMEA (*this data covers 27 hotels in AME and 48 hotels in EMEA*).

## ENERGY EFFICIENCY

The Americas region demonstrated exceptional performance, surpassing its 2025 efficiency target. While the regional goal was a 22.4% reduction, our hotels achieved a **23.5% reduction** against the 2019 baseline, saving over 60 million kWh (*this data covers 23 hotels in AME*).

In the Europe, Middle East, and Africa (EMEA) region, results reflected more mature markets and advances that had already been made. The region achieved a **12.9% reduction** in energy consumption (*this data covers 47 hotels in EMEA*).



# Blue Foods

Our commitment to **Blue Foods** recognizes the profound connection between our sourcing actions and the health of the oceans that sustain our industry. In 2020, Iberostar publicly committed to sourcing 100% responsible seafood by 2025, and this year we are proud to announce we achieved **94% responsible seafood**. Through our “Lifting up Local” (LuL) framework, we are bridging the gap for artisanal and small-scale fisheries that are vital to the social fabric of our destinations, such as those in Tunisia, Morocco, and Jamaica. By prioritizing digital traceability and scientific data collection, we are building inclusive food systems that celebrate local gastronomic heritage while ensuring the well-being of fishing communities.

## Update on our goal of 100% responsible seafood by 2025

In 2020, Iberostar established an ambitious public commitment to achieve 100% responsible seafood sourcing by 2025. By the conclusion of this milestone year, we reached **94% responsible seafood sourcing**. The steady, year-over-year transformation of our responsible seafood sourcing, climbing from **41.1% in 2020, 65% in 2021, 78% in 2022, 83% in 2023, and 91.1% in 2024**, represents a monumental achievement

in a dedicated procurement team, operational resilience, and sustainability leadership.

The 2025 data highlights exceptional performance within hotels under direct purchasing management (and Tunisia), which achieved **94% responsible sourcing**. Three countries, Mexico, Spain, and Portugal, successfully reached and maintained 100% responsible sourcing.

		2025 Actual		
Country		Responsible seafood (kg)	Total seafood (kg)	Responsible seafood (%)
AME	Mexico	570,112	570,112	100%
	Dominican Republic	575,470	584,479	98%
	Jamaica	154,194	166,532	93%
	Brazil	213,811	256,917	83%
EMEA	Portugal	24,233	24,233	100%
	Spain	980,244	980,696	100%
	Morocco	131,398	154,020	85%
	Montenegro (HEN)	9,595	14,622	66%
	Tunisia	284,974	367,435	78%
Americas		1,512,916	1,577,368	96%
EMEA		1,430,444	1,541,006	93%
Total Global		2,943,360	3,118,374	94%

\* This data covers 65 hotels across our global portfolio (44 hotels in EMEA, 21 hotels in AME)

## LESSONS LEARNED

Our journey toward 100% responsible seafood has revealed profound industry complexities, from fragmented supply chains to data barriers.

Early on, we faced hurdles sourcing MSC/ASC certified products in developing regions. This drove our pivot toward the “Lifting Up Local” framework, allowing us to support artisanal fisheries in Morocco, Tunisia, and Brazil that lack international labels but practice responsible fishing. As

our scope expanded, manual data processing became unsustainable. We transitioned to automated systems for sustainability metrics and digital traceability. Additionally, we shifted from a transactional approach to proactive supplier training. By educating partners on our requirements from the outset, we have fostered stronger collaboration and better alignment with our sustainability goals.

## The Lifting up Local (LuL) Framework

While global certifications have driven much of our progress, we recognized a structural limitation: the exclusion of small-scale artisanal fisheries that are vital to the social fabric of our destinations. To address this, we partnered with FishWise to implement the Lifting Up Local (LuL) framework. Grounded in FAO guidelines, this initiative allows us to assess and support fisheries that demonstrate strong environmental and social practices but lack access to traditional market labels.

In 2025, we operationalized this framework across four key regions, tailoring our approach to the specific needs of each community:

In North Africa, our focus was on professionalization and data. In Tunisia, we moved beyond simple transaction models to implement capacity-building pilots, equipping fishers with essential safety gear and training to access hospitality markets directly. Meanwhile, in Morocco, we

utilized a rigorous, science-based approach. By analyzing landing data and legal frameworks, we successfully integrated five new species of local seafood into our supply chain, proving that data can unlock sustainable opportunities in uncertified markets.

The vulnerability of artisanal sectors was starkly highlighted in Jamaica following Hurricane Melissa. In response, we pivoted our strategy from standard market incentives to long-term economic resilience.

In Brazil, we recognized that sustainable sourcing in complex, artisanal contexts must begin with relationships. Rather than rushing commercial transactions, we prioritized trust-building and dialogue with local alliances. This “relationship-first” approach lays the necessary groundwork for future sourcing that is both socially equitable and environmentally sound.

## BRIDGING THE GAP FOR ARTISANAL FISHERIES

While large-scale fisheries and certified aquaculture often benefit from robust, end-to-end traceability systems, achieving comparable transparency in artisanal and small-scale fisheries remains a complex challenge. These fisheries often operate through fragmented supply chains with limited digitalization and diverse landing points.

To address this technological gap, Iberos-

tar initiated a strategic collaboration in 2025 with Wholechain, a provider of digital traceability solutions. This partnership aims to pilot systems specifically adapted to the realities of small-scale fisheries. We are focusing initially on Mexico and the Canary Islands, two regions where artisanal fisheries play a key role in our seafood supply and where Iberostar maintains strong local engagement.



# Nature

## EVOLUTION TOWARDS NATURE

The stability of planetary health and human development is fundamentally anchored in Earth’s living systems. Nature does not merely coexist with our economy, it constitutes the stock of renewable and non-renewable resources that yields essential ecosystem services such as climate regulation, water filtration, and carbon storage. Today, these systems face a “triple threat” from climate change, pollution, and biodiversity loss. These issues are inexorably linked: ecosystem degradation releases stored carbon, accelerating climate change, while pollution further destabilizes the habitats

species need to survive.

With an estimated one million species currently at risk of extinction, we are approaching a tipping point where nature may no longer recover on its own. For Iberostar, this represents a direct business risk; more than 80% of our assets are located in coastal communities. As the ecosystem services protecting these assets degrade, the very viability and insurability of our operations in these regions are at stake. In response, Iberostar is evolving its focus from Coastal Health to a comprehensive Nature strategy.

## Restoring ecosystem services

## CORAL NURSERY & CORAL LAB STATUS

### Jamaica

The efficacy of our distributed nursery design was proven during Hurricane Melissa in October 2025. Despite the storm, rapid response protocols ensured 100% preservation of donor genotypes and zero loss of genetic diversity. We continue to propagate over 1,900 fragments, focusing on keystone *Acropora* species.

### Mexico

Our Coral Lab served as the hub for production and research, facilitating the propagation of 619 fragments with an 89% post-transplant survival rate. The lab also conducted critical experiments on thermal tolerance and probiotics to enhance coral resilience against climate stress.

### Dominican Republic

We consolidated our efforts to focus on high-potential sites, maintaining the Coco Reef nursery and the Reef Crest of Bávaro. The Coral Lab serves as a critical genetic bank, safeguarding 76 distinct coral colonies to preserve biodiversity against bleaching events and disease.

## Coastal dune restoration

### Mexico

Diverse habitats for stability

In 2025, coastal dune restoration in Mexico reinforced coastal resilience by planting 5,729 native plants and restoring 2,619 m<sup>2</sup> of dunes across 19 areas. By expanding our biodiversity from five to 16 plant species, we promoted complex habitat formation and achieved an 85% seedling survival rate.

### Dominican Republic

Establishing pilot sites

In 2025, Iberostar initiated dune restoration actions across most hotels in the Dominican Republic, focusing on identifying high-potential areas and designating pilot sites. These initial interventions included preliminary assessments and the delineation of priority zones to evaluate feasibility and generate key learnings for future expansion.

### EMEA

Governance and collaborative science

In EMEA, we advanced ecological recovery through multi-stakeholder governance, notably participating in Mallorca's LIFE AdaptCala Millor project to define long-term climate adaptation strategies. In Andalucía, we collaborated with the University of Cádiz and coastal authorities to install protective fencing and secure authorizations for future restoration.

## Nature protocols 2025

### Biodiversity

In 2025, our Nature Department marked a defining moment by successfully transitioning from strategic planning to tangible action through the launch of the **Iberostar Regreening Strategy**. This shift represents a crucial turning point in how we interact with our gardens and natural landscapes, laying a solid foundation for meeting our 2030 Regreening objectives. Additionally, we established a "Regreening Fund" to finance future projects. A pilot garden in Mallorca has already demonstrated 84.7% water savings.

### Coastal Dunes

This establishes a technical baseline for vegetation restoration and morphological management, ensuring consistent dune recovery efforts across our beachfront properties.

### Water Quality

We implemented precise annual sampling calendars and biological standards for all water bodies, ensuring our operations maintain the conditions necessary for adjacent ecosystem health.

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## Grange Pen Fish Sanctuary: A model of co-management

In May 2025, a significant milestone was reached for the Grange Pen Fish Sanctuary located in front of Iberostar Rose Hall. Jamaica's National Environment and Planning Agency (NEPA), through the National Fisheries Authority (NFA), officially granted co-management authority to the Grange Pen Fish Sanctuary Association (GPFSA).

The GPFSA is a legally registered entity established specifically to manage this protected area. Reflecting our commitment to community partnership, governance is shared equally through an eight-member board composed of representatives from the Grange Pen Fishers Association and Iberostar. The association is responsible for the sanctuary's day-to-day operations, including the development of a comprehensive management plan, the establishment of perimeter protection, and

the recruitment of wardens.

Empowering Community Enforcement A critical component of this new authority is the deployment of wardens vested with the full authority of the Jamaican government. These wardens are empowered to enforce fishing regulations within the sanctuary, including the confiscation of illegal catch and equipment, issuing citations for violations, and detaining individuals found acting unlawfully.

To date, wardens have successfully completed on-land training, conducted land-based patrols, and documented fishing incidents within the sanctuary. As the sanctuary's enforcement capacity matures, we plan to introduce additional resources, including a patrol boat and remote monitoring technologies, to ensure robust protection of the marine ecosystem.

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## LONG-TERM COMMITMENT

As part of our strategy to enable coastal communities, Iberostar has committed to funding the sanctuary's operations for a minimum of five years and is actively exploring alternative income generation opportunities for the local fishing community. Through the GPFSA, three

community members were hired as wardens in October to patrol the sanctuary. Looking ahead to 2026, we plan to recruit an additional two wardens and a senior warden to lead regulatory efforts and support ongoing capacity development.

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## Scientific publications

In 2025, our science team strengthened its contribution to global knowledge with **three open-access publications and contributions to two major international policy reports**, including the GCRMN Report on Caribbean Coral Reefs (1970–2024). These works intro-

duce new frameworks for tourism-driven restoration and heat-resilient reefs, all made freely available to the public.

In 2026, we will be launching a science report. When that is launched, we will include a link in this report to read about the publications.

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## Nature: Restoration & biodiversity

### Aruba

The JOIA Shoco Boulevard was inaugurated in April. The Tierra del Sol Shoco Sanctuary now has 18 occupied artificial burrows. We are developing the National Shoco Conservation plan and preparing for the World Owl Conference in 2026.

### Tunisia

We held "Blue Tourism" training workshops in November and December 2025, with Iberostar Waves Mehari serving as a model site. These sessions focused on ecological management of beaches and dunes, supporting the Collège d'Hôtels de Djerba. / We launched a nursery for *Acacia raddiana*, a rare Tunisian species, at Mehari Djerba in partnership with Les Amis de CAPTE, engaging guests and the local hotel community in planting efforts.

### Mexico

Iberostar is supporting GIZ's proposal to scale coastal dune restoration in Quintana Roo. We financed the financial analysis to evaluate the costs and benefits of restoration as a Nature-Based Solution for resilience.

# Memberships, forums & SPI

In 2025, Iberostar Group reinforced its commitment to a sustainable tourism model by leading high-level dialogues and participating in world-class forums. Our purpose is to share the rigorous scientific data generated by our Wave of Change movement and to help standardize sustainability metrics across the global hospitality sector.

## Circular transitions

We believe that circularity is the primary lever for addressing Scope 3 emissions. By transitioning from a linear “take-make-waste” model to a circular one, we address the 45% of global emissions tied to product manufacturing.

### Standardizing performance

In Spain, we joined the Forética Circular Economy Action Group, focusing on the Global Circularity Protocol for Business (GCP). This framework allows us to measure material flows across complex value chains with a level of transparency that was previously fragmented.

### Sector collaboration

We convened key hospitality stakeholders at Iberostar Waves Cristina for a strategic roundtable with Circle Economy. Through dialogue and co-creation, we aim to accelerate the adoption of circular models and lay the foundations for a more sustainable, efficient, and responsible tourism sector. This session contributed to the development of the White Paper, “Towards Circular Hospitality: Transforming the Tourism System.”

### The built environment

As members of the Arup & Ellen MacArthur Foundation Circular Leaders Group, we participate in monthly innovation sessions to accelerate the transition toward nature-positive construction and hotel infrastructure.

### Key summits

Our leadership was represented at the Ellen MacArthur Foundation Summit in Amsterdam and ESG Spain in Madrid, where we advocated for passion and rigor in regenerative tourism.

## Scientific excellence

Our science-led approach was a focal point of the AMLC Scientific Meeting in Puerto Rico and the Pan-American Coral Reef Congress. Our Wave of Change team presented peer-reviewed insights on coral resilience, specifically focusing on:

### Climate adaptation

Research on thermal preconditioning to help corals survive heat stress.

### Coastal resilience

Demonstrating the success of our dune restoration in Mexico and mangrove interventions in the Dominican Republic.

### Regreening

Showcasing our strategy to reach 25% native green coverage across all properties by 2030, reducing water use and enhancing local biodiversity.

# Regional impact

Beyond global frameworks, we act as a catalyst for change within our local communities, ensuring that the destinations where we operate remain resilient and vibrant.

## The Americas

In Mexico, we served on the Technical Committee for the Quintana Roo Sustainability Forum, helping shape the regional roadmap for regenerative tourism. In Brazil, we continued our long-standing stewardship of the APA Litoral Norte, protecting 142 km of vital coastline. Additionally, in September 2025, we signed an agreement with Grupo Punta Cana to facilitate the reciprocal exchange of knowledge and technical support. This initiative promotes integrated efforts for the restoration of beaches, dunes, mangroves, seagrasses, and coral reefs.

## The Mediterranean & Africa

In Tunisia, we spearheaded the launch of the Collège d'Hôtels in Djerba, uniting 16 hotels in a coordinated effort to eliminate single-use plastics. In Spain, we convened stakeholders in Mallorca for the "Companies and Natural Capital" event with the UN Global Compact.

## The Caribbean

We utilized the International Conference on Marine Science (ICMS) to present our Destination Stewardship Roadmap, highlighting how scientific intervention in the Dominican Republic and Jamaica creates a "Blue Economy" that benefits both nature and the local economy.

# Sustainability Performance Index (SPI)

To ensure our global ambitions translate into local action, we utilize the Sustainability Performance Index (SPI). This internal auditing tool benchmarks our hotels twice a year against over 300 data-driven indicators. By analyzing performance across focus areas, from waste diversion to community engagement, the SPI allows us to standardize sus-

tainability metrics, identify operational gaps, and drive continuous improvement across our entire portfolio. SPI is internal and does not substitute third-party verification. This is a tool we developed to help our hotels advance our sustainability agenda. It is the bridge between our corporate 2030 Agenda and daily hotel operations.





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