



SUSTAINABILITY STRATEGY

2025-2027



FROM VISION TO VALUE – CATALYZING GROWTH AND IMPACT

October 2025

Picture a drop falling into still water. The circle widens, wave after wave. What begins as a small act becomes motion, connection, influence. We imagine IAAPA and our members as that drop—each initiative, each collaboration, each decision sends ripples across our industry.

The world is waking to a moment of consequence. The challenges are real: climate pressure, resource constraints, shifting guest expectations, regulatory change. Yet within that urgency lies our opportunity. We can no longer treat sustainability as a separate task or checklist. We must weave it into how we operate, how we grow, how we lead. This is a moment for intention, for elevation, for courage.

See our association setting a new standard: more sustainable initiatives for expos, smarter travel and logistics, joyful and impactful member benefits and experiences. Hear the voices of our stakeholders calling us to step up — and feel pride when we answer with action. Sense the momentum: the spark of ideas, the inspiration when working together and the flow of impact rising. This is a journey, which will require commitment and patience.

Sustainability is not a distant horizon, it's the path we walk daily. The strategy that follows is our map. But it is our shared steps that make the journey real. Let's spark the ripple, and watch how far it can travel.

**Jakob Wahl, President and Chief Executive Officer &
Ylva Linder, Global Sustainability Director**

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INTRODUCTION

Sustainability is about meeting today's needs without compromising the ability of future generations to meet theirs. In practice, this means acting responsibly across three interconnected dimensions. Together, these form the foundation of sustainable development—and all three need to be considered to create meaningful, lasting progress.

ENVIRONMENTAL - Protecting nature and resources

SOCIAL - Caring for people and communities

ECONOMIC - Ensuring long-term financial stability

In the attractions industry, sustainability can take many forms: reducing climate impact, protecting biodiversity, promoting safe and inclusive environments, respecting human rights, ensuring fair working conditions, and building financially resilient operations. These topics are not only ethically important, they are increasingly expected by members, guests, employees, investors, regulators, and communities. **Sustainability is therefore no longer a choice, it is an expectation for how to do business.** This applies not only to IAAPA, but to every organization in our industry.

A useful way to identify what matters most is to conduct a **materiality analysis**. This means assessing which sustainability topics are most relevant to your specific context, based on both your actual impacts and the expectations of your stakeholders. IAAPAs material topics are:

ENVIRONMENTAL:

- ▶ Carbon Footprint and Ecosystems
- ▶ Sustainable Mobility and Logistics
- ▶ Resource Use and Circular Economy

SOCIAL:

- ▶ Stakeholder Engagement, Diversity, and Inclusion
- ▶ Stakeholder Experience and Satisfaction
- ▶ Training and Education

ECONOMIC & GOVERNANCE:

- ▶ Organizational Governance and Transparency
- ▶ Business Ethics
- ▶ Economic Performance

The **goals, targets, initiatives, and KPIs** in this strategy have been carefully chosen to address those key topics. They are grounded in the environmental, social, and economic dimensions described above and aligned with IAAPA's sustainability statement and policy.

Sustainability is not about being perfect from the start. It's about taking action, learning along the way, and improving over time. With this strategy, IAAPA sets clear goals and targets for long-term progress, beginning with initiatives for 2025-2027 that focus on operational efficiency, member value, and preparing our association for the future.

This strategy focuses on IAAPA's own sustainability journey as an association, while we continue to support our members in theirs.

WHO THIS STRATEGY IS FOR AND HOW TO USE IT

This strategy is designed to be a practical tool for everyone at IAAPA. It guides how we, as an association, integrate sustainability into our work and decision-making.

Different groups across IAAPA engage with this strategy in different ways, reflecting their roles in governance, leadership, and operations.

BOARD OF DIRECTORS

Uses the strategy to guide oversight, decision-making, and advocacy.

IAAPA LEADERSHIP

Uses the strategy to set priorities, allocate resources, and guide planning.

IAAPA TEAM MEMBERS, SUSTAINABILITY IMPACT TEAMS, COMMITTEES, AND TASK FORCES

Use the strategy to align work and initiatives with sustainability priorities.

The **strategic map** on the next page shows how sustainability is integrated into IAAPA's strategy, connected to our purpose, vision, mission, core values, strategic priorities, and financial goals. It links these to sustainability goals, targets, initiatives, and KPIs that move us toward sustainable development.

The map also highlights **organizational capabilities and enablers**, the things that make progress possible. These include dedicated resources, supportive leadership, engaged members and committees, and the skills and knowledge our teams need to integrate sustainability into daily operations and long-term planning. Together, these ensure we can turn goals into results.

Each part of the map works together, guiding us from high-level direction to concrete actions for IAAPA as an association (not individual member operations). The following pages walk through each component.

Every leader and team member **PLAYS A PART**. Think about how your daily work **CONNECTS** to these goals, and what actions, big or small, can move us forward. By working together, we can turn this **STRATEGY INTO MEASURABLE PROGRESS**.

STRATEGIC MAP – SUSTAINABILITY



PURPOSE, VISION, MISSION, AND CORE VALUES

In this first part, we look at IAAPA's purpose, vision, mission, and core values—the foundation for everything we do. They define who we are, guide our decisions, and reflect our commitment to bringing the global attractions family together, supporting members' success, and strengthening our industry.

Sustainability is part of this foundation. Our vision includes long-term sustainability for members, partners, and communities. Our mission calls on us to inspire, grow, and protect the industry, acting responsibly for people, planet, and prosperity. And our core values drive meaningful progress.

PURPOSE

WE BRING THE GLOBAL ATTRACTIONS FAMILY TOGETHER.

We exist to connect the diverse and dynamic attractions industry, for the good of us all. Through this, we grow and improve our people, our companies, and our industry.

VISION

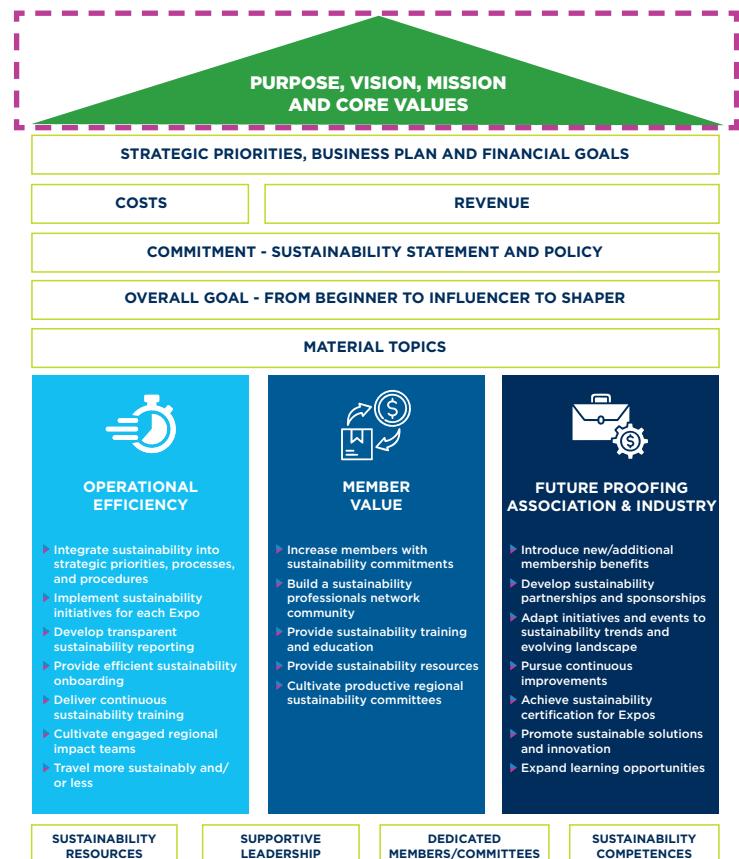
A DIVERSE AND DYNAMIC ASSOCIATION FOR THE ATTRACTIONS INDUSTRY WITH GLOBAL REACH AND IMPACT.

IAAPA will be an indispensable global resource for our members, an international authority for our industry, and a world-class workplace for our employees. IAAPA will have a significant presence in every region of the world, and in every part of the growing and diversifying attractions industry. Through this, IAAPA will support the long-term sustainability of members, their partners, and communities.

MISSION

WE INSPIRE, GROW, AND PROTECT THE GLOBAL ATTRACTIONS INDUSTRY THROUGH MEMBER CONNECTIONS.

IAAPA is the premier organizer of global attractions industry events and the facilitator of marketplace connections. Through this, we enable the success and competence of our members to deliver safe and memorable experiences to guests.



CORE VALUES

- RESPECT
- TRANSPARENCY
- COURAGEOUS
- INCLUSIVITY
- PASSION

STRATEGIC PRIORITIES, BUSINESS PLAN AND FINANCIAL GOALS, COSTS AND REVENUE

In this second part, we acknowledge the connection between IAAPA's long-term strategic plan and priorities, our annual business plan and financial goals, and how they relate to our sustainability ambitions.

The strategic priorities define the overall direction for the association, with sustainability embedded as a core element (see Strategic Priority II below). Based on them, IAAPA develops an annual business plan to guide implementation.

For 2026 the strategic pillars and key initiatives are as presented below, all aligned with this overall sustainability strategy. Given the broad scope of sustainability, other priorities and initiatives in the business plan may also contribute to IAAPA's sustainability journey. For the 2027 business plan, the key initiatives will be reviewed and adjusted as needed.

II. We will support the long-term sustainability of our members

a. Implement IAAPA's sustainability policy

1. Achieve sustainability certification for Expo Europe

b. Support members in advancing environmental and social sustainability in their operations

1. Provide sustainability resources

Our financial goals ensure we can deliver on these priorities. Dedicated funding will be required to implement the strategy and build the necessary capabilities. At the same time, sustainability progress strengthens IAAPA's long-term financial stability by improving efficiency, increasing member value, and supporting industry resilience. In short, sustainable development and financial growth go hand in hand, and the investments we make today will generate both immediate and lasting returns.



INVESTMENT AND VALUE CREATION

Delivering this strategy requires both dedicated investment and a clear view of the value it creates. IAAPA will allocate resources through the general budget process to ensure sustainability is integrated into our operations and member services. The scale of investments will vary by initiative, but it will include, among others: additional focus on expo operations and certification; cross-functional staff time, as sustainability requires engagement across all departments; digital tools; sustainable aviation fuel or other relevant measures to lower climate footprint; additional cost for sustainable materials and equipment; and targeted project funding.

Importantly, sustainability creates returns that go beyond financial gain. It generates efficiency, resilience, influence, and trust, the building blocks of long-term value. We can view these opportunities across different horizons:

SHORT-TERM (2025 - 2027)

► OPERATIONAL EFFICIENCY AND COST

AVOIDANCE: reducing waste, improving travel and logistics, streamlining reporting.

► STRONGER ENGAGEMENT AND RETENTION:

members see immediate benefits from resources, training, and recognition.

► REPUTATION AND TRUST:

visible progress enhances IAAPA's position with all stakeholders.

MEDIUM- TO LONG-TERM (BEYOND 2027)

► **NEW REVENUE STREAMS:** expanded training, partnerships, and benchmarking services.

► **SCALABLE INDUSTRY IMPACT:** successful pilots and regional initiatives can be scaled globally, multiplying value.

► **RISK MITIGATION AND RESILIENCE:** anticipating regulation, reducing exposure to supply chain and climate risks.

► **LEGACY AND INFLUENCE:** shaping industry standards, attracting future leaders, and leaving the industry stronger.

The return on investment in sustainability must be understood as blended value, combining financial results, member benefits, efficiency, reputation, and resilience. This ensures IAAPA not only meets expectations but seizes opportunities for growth and impact across our industry.

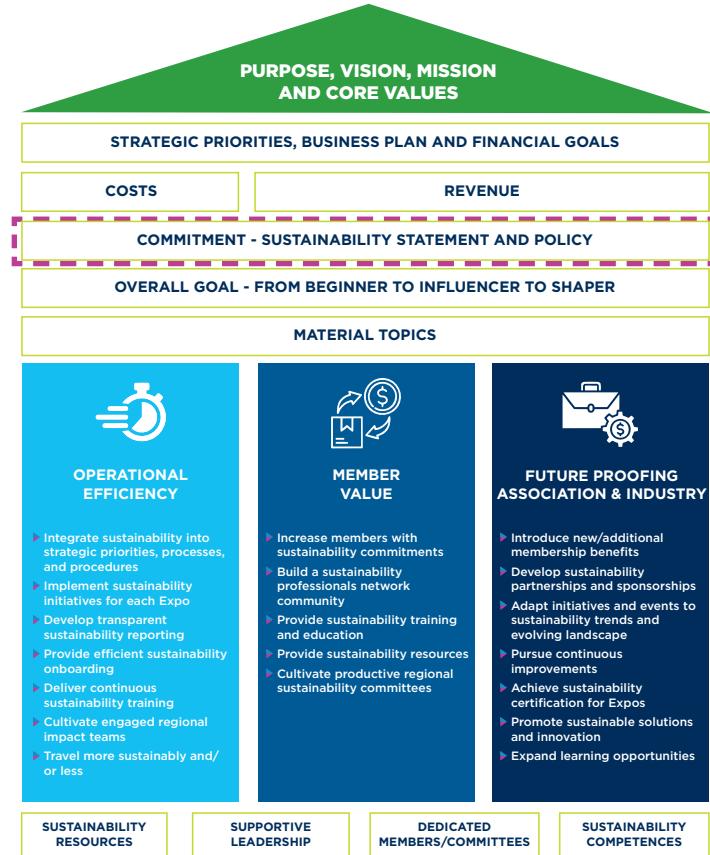


COMMITMENT – SUSTAINABILITY STATEMENT AND POLICY

In this section, we present IAAPA's sustainability statement and policy, high-level commitments that guide our operations, support our members, and position the industry for long-term success.

Both the statement and the policy are intentionally high-level. The statement outlines what we stand for, leading by example, managing our operations sustainably, and supporting the sustainable transition of the attractions industry. The policy focuses on how we embed this commitment, integrating sustainability into all business practices, creating a culture of accountability, and becoming a reference point for best practices, tools, standards, and learning.

These commitments should be read together with this strategy, which translates them into specific goals, targets, and initiatives to drive measurable progress.



SUSTAINABILITY STATEMENT OF IAAPA



IAAPA will lead by example. IAAPA will manage the organization and its operations sustainably. The association should be a responsible partner, employer, and global citizen.



MEMBERSHIP

IAAPA will lead the sustainable transition of the attractions industry. IAAPA will advance sustainable environmental, social, and economical development of both member facilities, their partners, and communities.

SUSTAINABILITY POLICY OF IAAPA



IAAPA will integrate sustainability into all business practices, and through this create a culture of sustainability at all levels of the organization.



MEMBERSHIP

IAAPA shall promote and support sustainability within the attractions industry and become a reference point for the best practices, tools, standards, and learning.

OVERALL GOAL - FROM BEGINNER TO INFLUENCER TO SHAPER

In this section, we share IAAPA's overall sustainability goal, which is to move from a *Beginner* to an *Influencer* and then to a *Shaper* in sustainability maturity. This goal builds on the findings of the 2023 Boston Consulting Group project, which assessed IAAPA as a Beginner, meaning our sustainability approach is mainly reactive and compliance-oriented, with limited initiatives and communication.

Reaching the *Influencer* level will mean becoming performance-oriented, expanding initiatives across all sustainability dimensions, strengthening KPI tracking, and increasing the depth and frequency of our communication.

Reaching the *Shaper* level will mean fully integrating sustainability into IAAPA's business strategy, embedding it across all operations, and leading the attractions industry with measurable impact and recognized best practices.

While our long-term aspiration is to become a *Shaper*—integrating sustainability fully into IAAPA's business strategy and leading the industry with measurable impact—this strategy focuses on what we can directly control as an association.

We know the greatest impact will come from influencing and shaping our members and the wider attractions industry, but moving to *Influencer* by 2025-2027 is the most ambitious and realistic step for now. This goal gives us a clear path forward and guides the initiatives, targets, and capabilities in this strategy.



BEGINNER

INFLUENCER

SHAPER

From reactive compliance to industry leadership in sustainability.

2025-2027: Take IAAPA from Beginner to Influencer—building the foundation for industry leadership in sustainability.

MATERIAL TOPICS, SUSTAINABILITY GOALS, TARGETS, AND OUTCOME KPIS

In this section, we outline the goals, targets, and outcome KPIs that IAAPA as an association will prioritize for 2025-2027. These have been carefully selected based on IAAPA's material sustainability topics to drive sustainable development, support continuous improvement, and help us achieve greater positive impact while reducing negative impact. We also acknowledge that some sustainability challenges cannot be fully solved today; they are not overlooked and will be addressed over time.

Outcome KPIs are reviewed annually to assess results and impact and will be presented in IAAPA's annual sustainability report. Together, they set the stage for the concrete initiatives in the next section that will turn our goals into action.



DIMENSION	MATERIAL TOPICS	GOALS (OVERALL DIRECTION)	TARGETS 2027	OUTCOME KPIS (ANNUALLY) *
ENVIRONMENTAL	Carbon Footprint and Ecosystems	Reduced climate impact	CO ₂ emissions (GHG scope 1, 2 and 3: business travel) reduced by 10% (baseline 2025), while including additional scope 3 categories	GHG emissions (tons CO ₂ e) GHG emissions intensity (tons CO ₂ e per total expo attendees) Number of scope 3 categories included
	Sustainable Mobility and Logistics	-	-	-
	Resource Use and Circular Economy	Improved resource efficiency	Unsorted waste from expos reduced by 20% (baseline 2025)	Waste amounts from expos (tons)
SOCIAL	Stakeholder Engagement, Diversity, and Inclusion	Stronger employee satisfaction and engagement	Employee satisfaction index ≥ 25	Employee satisfaction index (NPS/overall) Employee satisfaction/culture&climate (Survey result, Q: "IAAPA promotes ongoing learning") Employee satisfaction/engagement (Survey result, Q: "My personal workload is acceptable")
	Stakeholder Experience and Satisfaction	Stronger member satisfaction and engagement	Member satisfaction index ≥ 75	Member satisfaction index (NPS/overall)
			Member sustainability impact increase (baseline 2026)	Members with sustainability commitments i.e. sustainability policy or similar
	Training and Education	-	-	-
ECONOMIC (GOVERNANCE)	Organizational Governance and Transparency	Effective and acknowledged sustainability governance	All regions have established sustainability committees	Regions with sustainability committees (%)
			Sustainability management system implemented	Number of governance documents including sustainability vs total
			Sustainability report published annually (baseline 2025)	Sustainability report published (Y/N)
			Sustainability certification of expos: Europe 2026, Middle East 2027 (Orlando 2028, Asia 2029...)	Certification (Y/N) Expos with sustainability certification (%)
	Business Ethics	-	-	-
	Economic Performance	-	-	-

*Outcome KPIs may be refined over time as sustainability reporting processes evolve and data availability improves.

SUSTAINABILITY INITIATIVES AND PROGRESS KPIS

As a next step, we take the sustainability targets from the previous section and break them down into concrete initiatives linked to progress KPIs, so that each target is supported by clear actions and measures for IAAPA as an association.

Progress KPIs are used to track progress throughout the year, with follow-up carried out quarterly. To make our efforts clear and actionable, the initiatives are organized into three themes:



OPERATIONAL EFFICIENCY

- ▶ Integrate sustainability into strategic priorities, processes, and procedures
- ▶ Implement sustainability initiatives for each Expo
- ▶ Develop transparent sustainability reporting
- ▶ Provide efficient sustainability onboarding
- ▶ Deliver continuous sustainability training
- ▶ Cultivate engaged regional impact teams
- ▶ Travel more sustainably and/or less



MEMBER VALUE

- ▶ Increase members with sustainability commitments
- ▶ Build a sustainability professionals network community
- ▶ Provide sustainability training and education
- ▶ Provide sustainability resources
- ▶ Cultivate productive regional sustainability committees



FUTURE PROOFING ASSOCIATION & INDUSTRY

- ▶ Introduce new/additional membership benefits
- ▶ Develop sustainability partnerships and sponsorships
- ▶ Adapt initiatives and events to sustainability trends and evolving landscape
- ▶ Pursue continuous improvements
- ▶ Achieve sustainability certification for Expos
- ▶ Promote sustainable solutions and innovation
- ▶ Expand learning opportunities

This structure ensures that our actions strengthen IAAPA's internal operations, deliver value to members, and build long-term resilience for both the association and the global attractions industry.

These initiatives follow a cause-and-effect logic: we start at the foundation, strengthening IAAPA's team and volunteers, then improve our processes, which in turn delivers greater value to members. When all these elements work together, they contribute to achieving our sustainability targets.

1. OPERATIONAL EFFICIENCY

From people to processes to members—each step builds on the last to reach our targets



	OPERATIONAL EFFICIENCY Initiatives to achieve targets (and goals)	PROGRESS KPI (QUARTERLY)*
SUSTAINABILITY TARGETS	► Sustainability management system implemented	(Outcome KPI)
	► Sustainability report published annually (baseline 2025)	(Outcome KPI)
	► CO2 emissions (GHG scope 1, 2 and 3: business travel) reduced by 10% (baseline 2025), while including additional scope 3 categories	(Outcome KPI)
	► Unsorted waste from Expos reduced by 20% (baseline 2025)	(Outcome KPI)
MEMBERS	—	—
PROCESSES	► Integrate sustainability into strategic priorities, processes, and procedures	► Number of governance documents including sustainability ► Number of sustainability guidance documents available ► Number of Expo sustainability initiatives - IAAPA and Vendors
	► Implement sustainability initiatives for each Expo	► CO2 reduction from expo initiatives - IAAPA (kg CO2e) ► Resource use reduction from expo initiatives - IAAPA (kg material)
	► Develop transparent sustainability reporting	► Number of data points collected from each Expo
IAAPA TEAM & VOLUNTEERS	► Provide efficient sustainability onboarding ► Deliver continuous sustainability training ► Cultivate engaged regional impact teams ► Travel more sustainably and/or less	► Number of onboarded staff vs new staff total ► Number of trained staff vs staff total ► Number of initiatives in regional offices ► Total flight travel (km) ► Total flight SAF (km or USD) ► Total train (km)

* Progress KPIs may be refined over time as sustainability reporting processes evolve and data availability improves.

2. MEMBER VALUE

From people to processes to members —each step builds on the last to reach our targets



	MEMBER VALUE Initiatives to achieve targets (and goals)	PROGRESS KPI (QUARTERLY)*
SUSTAINABILITY TARGETS	▶ Member satisfaction index ≥ 75	(Outcome KPI)
	▶ Member sustainability impact increase (baseline 2026)	(Outcome KPI)
	▶ All regions have established sustainability committees	(Outcome KPI)
MEMBERS	▶ Increase members with sustainability commitments, i.e. sustainability policy or similar	(Outcome KPI)
PROCESSES	▶ Build a sustainability network community	▶ Number of network community members
	▶ Provide sustainability training and education	▶ Number of sustainability sessions outside Expos - global and regional ▶ Number of sustainability sessions during Expos - regional
	▶ Provide sustainability resources (tools, best practices, whitepapers, etc.)	▶ Number of resources
IAAPA TEAM & VOLUNTEERS	▶ Cultivate productive regional sustainability committees	▶ Number of finalized actions from work plan

* Progress KPIs may be refined over time as sustainability reporting processes evolve and data availability improves.



3. FUTURE PROOFING ASSOCIATION & INDUSTRY

From people to processes to members —each step builds on the last to reach our targets



	FUTURE PROOFING ASSOCIATION & INDUSTRY Initiatives to achieve targets (and goals)	PROGRESS KPI (QUARTERLY)*
SUSTAINABILITY TARGETS	▶ Employee satisfaction index ≥ 25	(Outcome KPI)
	▶ Sustainability certification of expos: Europe 2026, Middle East 2027 (Orlando 2028, Asia 2029...)	(Outcome KPI)
MEMBERS	▶ Introduce new/additional membership benefits	▶ Number of resources
	▶ Develop sustainability partnerships and sponsorships	▶ Number of ongoing discussions regarding sustainable solutions and/or contracts
PROCESSES	▶ Adapt initiatives and events to sustainability trends and evolving landscape	▶ (Will be added later when more mature)
	▶ Pursue continuous improvements	▶ (Will be added later when more mature)
	▶ Achieve sustainability certification for Expos	(Outcome KPI)
IAAPA TEAM & VOLUNTEERS	▶ Promote sustainable solutions and innovation	▶ (Will be added later when more mature)
	▶ Expand learning opportunities	(Outcome KPI)

* Progress KPIs may be refined over time as sustainability reporting processes evolve and data availability improves.

ORGANIZATIONAL CAPABILITIES AND ENABLERS

In this section, we outline the organizational capabilities and enablers that make it possible to deliver on our sustainability goals. From dedicated sustainability resources and supportive leadership to engaged members and strong sustainability competences across IAAPA staff and volunteers, these capabilities form the foundation for success. Without them, even the most ambitious goals would remain out of reach.

CAPABILITIES TURN AMBITION INTO ACTION



SUSTAINABILITY RESOURCES

IAAPA integrates sustainability into strategic and budget planning by allocating dedicated roles, funding for both short- and long-term initiatives, and work time across teams to ensure meaningful and sustained progress.



SUPPORTIVE LEADERSHIP

IAAPA's leadership actively supports sustainability by setting clear direction, prioritizing long-term value, acting as role models, and promoting a culture of accountability and innovation.



DEDICATED MEMBERS / COMMITTEES

Engaged IAAPA members and specialized committees play a vital role in shaping and driving IAAPA's sustainability agenda across regions and focus areas.



SUSTAINABILITY COMPETENCES

IAAPA staff and volunteers are equipped with the knowledge, tools, and skills needed to integrate sustainability into both operational activities and strategic decisions and planning.

IMPLEMENTATION

This section turns the strategy into action. Success means clear ownership, timely data, visible progress each quarter, and an annual report that demonstrates measurable outcomes.

Everyone has a role to play in making this strategy real. The way you contribute will look different depending on your role, from keeping sustainability present in strategic discussions and decisions to making practical choices in daily operations.

- ▶ **IAAPA leaders** ensure sustainability is part of priorities, decisions, and resource allocation. They turn ambitions into clear activities, support their team members, and track progress.
- ▶ **IAAPA team members** bring sustainability into everyday work, whether by reducing travel impacts, improving resource efficiency, or suggesting better ways of working, and make sure data is reliable.
- ▶ **IAAPA impact teams, committees and task forces** contribute to initiatives in their areas and share best practices.

STEP-BY-STEP FOR IAAPA LEADERS

1

IDENTIFY RELEVANT TARGETS

Decide which of the five goals and nine targets your team can directly influence (it may be all or just a few).

2

SELECT INITIATIVES

Identify which initiatives linked to those targets your team can contribute to.

3

PLAN AND ALIGN

Translate the work into clear OKRs and RACIs so roles, responsibilities, and outcomes are defined.

4

SECURE RESOURCES

Ensure the right budget, tools, and people are in place to deliver.

5

EXECUTE

Carry out the agreed initiatives as part of your team's ongoing work.

6

REPORT PROGRESS

Contribute to quarterly and annual follow-ups with both qualitative and quantitative data and disclosures.



COORDINATION OF IAAPA SUSTAINABILITY IMPACT TEAMS, COMMITTEES AND TASK FORCES

IAAPA's strength lies in the expertise and energy of its internal sustainability impact teams and its regional committees and task forces. To make the most of this work, coordination is essential — ensuring alignment on priorities, avoiding duplication, and sharing what works across regions.

FOR IMPACT TEAMS (STAFF):

- ▶ Coordinate with the global sustainability director to align activities with IAAPA's sustainability strategy.
- ▶ Share relevant updates and best practices across regions to help scale successful initiatives and reduce duplication.

FOR COMMITTEES AND TASK FORCES (MEMBERS):

- ▶ Annual work plans are shared with the global sustainability director for review, to align activities with IAAPA's sustainability strategy.
- ▶ Where another IAAPA colleague serves as liaison, they ensure the global sustainability director is informed of progress and deliverables.
- ▶ Meeting minutes are made accessible, and the global sustainability director is invited to participate in relevant meetings.





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Disclaimer

This sustainability strategy reflects IAAPA's commitments and priorities at the time of publication. It is intended for informational purposes and does not constitute legal, regulatory, or technical advice.

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