



# SUSTAINABILITY REPORT 2025



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# ABOUT THIS REPORT

This is IAAPA's first Sustainability Report, covering the 2025 reporting period (Jan. 1 - Dec. 31). It encompasses IAAPA's entire organization and outlines the association's sustainability efforts from a broad perspective and has been reviewed by the IAAPA Global Board of Directors prior to publication.

The publication of this report marks an important milestone in IAAPA's commitment to environmental and social responsibility as well as growth. It reflects our ambition to integrate sustainability into everything we do, while meeting the expectations of our members, employees, partners, and other stakeholders.

The purpose of this report is to increase knowledge and understanding of IAAPA's approach to sustainability, including our focus areas, initiatives, performance, and progress. It also aims to strengthen internal engagement and inspire sustainability efforts across our global community.

Inspired by the Global Reporting Initiative (GRI) Standards, this report follows key principles such as transparency, accuracy, consistency, and stakeholder inclusiveness. While the report does not fully align with all GRI disclosures, it provides a solid starting point for IAAPA's sustainability reporting and will be refined over time through the gradual expansion of relevant qualitative and quantitative disclosures, where feasible. This report is subject to the limitations set out in the disclaimer on page 30.

Beyond sharing information, this report serves as a platform for dialogue and continuous improvement. It is intended for members, employees, partners, and other stakeholders across the attractions industry, providing transparent insight into our environmental and social performance and supporting positive change within IAAPA and the wider sector.

The development of IAAPA's first Sustainability Report has been led and coordinated by the IAAPA Global Sustainability Director, with support from external sustainability experts with support from Trossa, a sustainability consultancy specializing in strategy, reporting, and sustainable business development.

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[IAAPA.org/Sustainability](https://iaapa.org/Sustainability)

# OUR SUSTAINABILITY JOURNEY

## STRENGTHENING SUSTAINABILITY OVER TIME

IAAPA's sustainability journey reflects a clear progression in ambition, structure, and impact. Historically, the approach has primarily focused on selected initiatives and limited communication. Looking ahead, IAAPA is committed to transitioning toward a more structured and performance-driven approach. This includes expanding initiatives across environmental, social, and governance dimensions; strengthening KPI tracking and measurement; and enhancing transparency through more consistent communication and reporting.

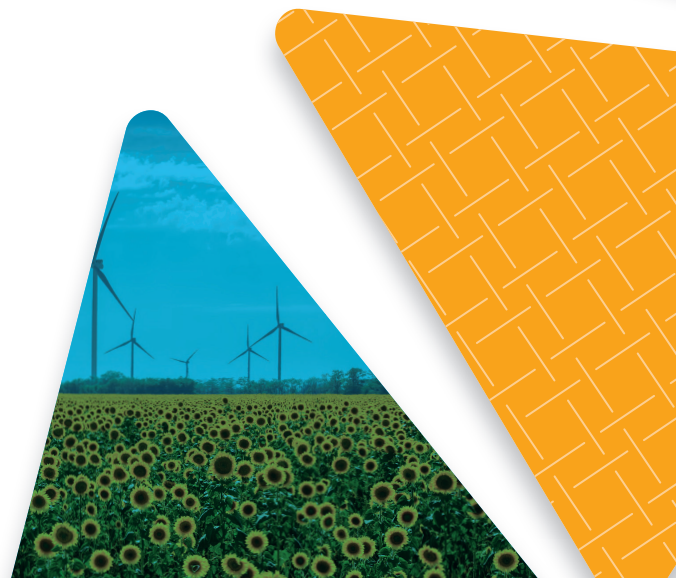
In the long term, IAAPA aims to fully integrate environmental and social responsibility into its operations and decision-making processes, while actively contributing to industry-wide progress. This includes promoting recognized good practices, supporting members in their own sustainability journeys, and demonstrating measurable impact within IAAPA's own operations and programs.

This ambition is anchored in the sustainability strategy developed during 2025. The strategy outlines a phased and pragmatic pathway forward, recognizing that IAAPA's greatest opportunity for impact lies not only in its own operations, but in its ability to support, influence, and elevate environmental and social performance across its global membership and the wider attractions community.

## PROGRESS IN 2025

IAAPA takes a significant step forward in 2025, establishing a structured approach to advancing environmental, social, and governance (ESG) performance. Efforts have focused on integrating sustainability into IAAPA's own operations and supporting members in advancing their own sustainability work.

To lead and coordinate this work, IAAPA appointed its first Global Sustainability Director, who began in the role in December 2024. This added capacity has enabled IAAPA to develop its long-term strategy, build momentum, and establish the foundation for sustained progress.



## IAAPA'S INTERNAL EFFORTS

IAAPA is embedding responsible practices in how it operates and leads as an association, to set an example, build credibility, and create long-term impact. Key steps during 2025 include:

- ▶ **SUSTAINABILITY STRATEGY:** Development and approval of IAAPA's first long-term plan outlining goals, targets, initiatives, and key performance indicators (KPIs).
- ▶ **INTERNAL TRAINING:** Launch of two new e-learning modules on environmental and social topics and planning of a new onboarding program to be introduced in 2026.
- ▶ **EMPLOYEE ENGAGEMENT:** Establishment of Regional Sustainability Impact Teams to drive local action and build momentum across offices.
- ▶ **SUPPLY CHAIN ANALYSIS:** Initial assessment of key risks and opportunities to strengthen operational resilience and responsible practices.
- ▶ **OPERATIONS:** Greater integration of sustainability at IAAPA Expos. Examples include data collection on attendee travel to measure climate footprints, carpet recycling at IAAPA Expo Europe in Barcelona and a new sustainability education track at IAAPA Expo in Orlando.
- ▶ **SUSTAINABILITY REPORT:** Preparation of the framework and content for IAAPA's first annual sustainability report (this document).

## IAAPA'S SUPPORT TO MEMBERS

IAAPA is helping members move forward on their own sustainability journeys through resources, guidance, and collaborative networks. Key steps during 2025 include:

- ▶ **COMMITTEES AND TASK FORCES:** Formation of two regional sustainability committees (EMEA and LAC) at the beginning of the year, and two regional task forces (APAC and NA) towards the end of the year, transitioning from a single global sustainability committee to a regional structure.
- ▶ **EDUCATION AND EXPOS:** Expansion of future-focused sessions at IAAPA Expos and the introduction of an updated Exhibitor Sustainability Pledge, recognizing exhibitors committed to responsible practices.

- ▶ **RESOURCES AND GUIDANCE:** Launch of a new sustainability webpage, an online training module and four webinars on ESG topics. Development of a sustainability standards white paper, a practical toolkit for beginners, and a collection of good practices.
- ▶ **COMMUNITY:** Launch of a digital platform to connect and support a global network of sustainability professionals.



## GLOBAL SUSTAINABILITY DIRECTOR'S REFLECTIONS

IAAPA's sustainability journey is still in its early stages, and, like many organizations, we face several challenges. These include reducing our environmental footprint, adapting to new regulations, strengthening social practices, and supporting a diverse group of members across different regions and at various stages in their sustainability work. Priorities and progress are also influenced by a changing global environment, including geopolitical tensions and economic uncertainty.

Yet what stands out most from this first year is not the scale of the challenges, but the scale of the opportunity. Environmental, social and governance responsibility is no longer something separate from our work, it is becoming part of how IAAPA grows, connects, and supports the attractions community. Every new initiative, every training, every conversation with members acts like a small ripple: individually modest, collectively powerful.

The progress made in 2025 reflects the dedication of colleagues, volunteers, and members who believe that our industry can continue to deliver joy and inspiration while taking greater responsibility for people and planet. There is still a long road ahead, and it will take persistence and partnership. But I am hopeful, because real change begins with intention, and that intention is now firmly in motion.

As you read this report, you may have ideas or suggestions on how IAAPA can further strengthen its sustainability efforts or improve future reports. We welcome your feedback and invite you to share your thoughts by emailing [Sustainability@IAAPA.org](mailto:Sustainability@IAAPA.org).



**Ylva Linder**  
Global Sustainability Director, IAAPA

### QUICK FACTS:

**THE BEST PART OF YOUR IAAPA ROLE:** The scope of opportunity. There are many sustainability challenges, but also huge potential if more organizations in our industry commit to sustainable practices.

**WHAT DRIVES YOUR PASSION FOR SUSTAINABILITY:** It's closely linked to my personal values: responsibility, fairness, and the understanding that there is no Plan(et) B.

**KEY FOCUS AREA IN SUSTAINABILITY THIS YEAR:** Laying the foundation for IAAPA's long-term efforts, including strategy, training, regional committees, and member support.

**BIGGEST CHALLENGE ON THE JOURNEY AHEAD:** Getting everyone on board. Turning words into action, while recognizing there is no one-size-fits-all solution. This is a marathon, requiring persistence and continuous improvement.

# A MESSAGE FROM OUR PRESIDENT AND CEO

In early 2023, IAAPA's Global Sustainability Committee convened for a two-day strategic workshop to define how the association should move forward on environmental and social responsibility. While IAAPA had undertaken some initial work prior to this meeting, it was this gathering that truly accelerated the sustainability agenda for the association.

At the time, it was fair to say that neither IAAPA nor most part of our industry were leading in sustainable development. However, under new IAAPA leadership, the committee made a deliberate decision to move the topic forward through the development of a comprehensive global sustainability overview and analysis. Following approval by IAAPA's Global Board of Directors, this journey began with a materiality assessment conducted in collaboration with Boston Consulting Group.

It quickly became clear that the approach needed to be two-fold: addressing IAAPA's own operations while also inspiring and supporting our members by sharing best practices from across the global industry. The Global Board of Directors emphasized the importance of IAAPA serving not only as a practitioner, but also as a catalyst for collective progress.

Sustainability, much like safety, is often described as a "hygiene factor." Guests may not choose a destination solely because of environmental and social efforts, but they are increasingly unlikely to return if an organization fails to address this critical responsibility.

Since then, IAAPA has taken meaningful steps on this journey. In 2025, we finalized and approved IAAPA's first global sustainability strategy, launched new internal sustainability training modules for staff and members, and began measuring key impact areas such as attendee travel and event-related materials. We also conducted our first structured supply chain risk assessment to better understand and manage our operational footprint. It has been encouraging to see not only strong engagement and commitment from members around the world, but also the dedication of the IAAPA team in advancing our efforts in this important area.

The journey ahead of all of us will not always be easy and will require us to also leave our comfort zones and embrace discomfort to reach the goals we have set. However, this is the only way forward on our journey to ensure we accomplish what we are striving for.

I would like to thank the IAAPA Global Board of Directors, the Regional Advisory Boards, and the many volunteers who have stepped forward to support this work and help elevate our industry's sustainability performance worldwide.



**Jakob Wahl**

President and Chief Executive Officer, IAAPA

## QUICK FACTS:

**THE BEST PART OF IAAPA:** The people in this industry who are always eager to support each other.

**FAVORITE RIDE:** There are so many amazing attractions but my favorite is probably Pirates of the Caribbean at Disney Shanghai Resort.

**OUR MOST IMPORTANT STEP IN SUSTAINABILITY THIS YEAR:** Always taking the next step.

**OUR BIGGEST CHALLENGE FOR 2026:** Continuing our journey even when we hit larger roadblocks and opposition.

# WHO ARE WE

## ABOUT IAAPA

Founded in 1918, IAAPA is the global non-profit association for the attractions industry, representing more than 9,500 members from over 100 countries, a milestone reached during 2025. The association brings together operators, manufacturers, suppliers, and individuals across the full spectrum of location-based entertainment, including theme and amusement parks, water parks, family entertainment centers, zoos, aquariums, museums, science centers, cruise lines, and cultural attractions.

Headquartered in Orlando, Florida, IAAPA operates in four regions, with offices in Brussels, Hong Kong, Mexico City, and Shanghai. In addition, team members work remotely in various regions, for example in Scandinavia and the Middle East, helping the association stay closely connected to the diverse needs and perspectives of its members.

IAAPA also relies on the contributions of industry professionals who volunteer their time and expertise. The IAAPA Global Board of Directors, committees, and task forces play a crucial role in guiding the association's priorities and ensuring that activities align with member needs. These bodies provide strategic leadership, shape IAAPA's products, services, and events, and advocate for the interests of IAAPA members and the wider attractions industry.

Through expos and events, education programs, advocacy, and research, IAAPA supports knowledge sharing, innovation, and best practice across the industry. The association strives to strengthen the industry's resilience and long-term value creation while enhancing guest experiences everywhere.

IAAPA OVERVIEW <sup>1</sup>	2025	2024
▶ Number of members, total	9,853	8,020
▶ Number of countries represented by members	110	106
▶ Number of employees - headcount (as of Dec. 31) <sup>2</sup>	122	111
▶ Number of employees - FTEs (as of Dec. 31)	120	109
▶ Number of offices (as of Dec. 31) <sup>3</sup>	5	5
▶ Number of Expos	3	3
▶ EDUSessions during IAAPA Expo, total	153	131
▶ EDUSessions on sustainability during IAAPA Expo <sup>4</sup>	3	0
▶ EDUSessions during IAAPA Expo Asia, total	19	16
▶ EDUSessions on sustainability during IAAPA Expo Asia	2	0
▶ EDUSessions during IAAPA Expo Europe, total	59	60
▶ EDUSessions on sustainability during IAAPA Expo Europe	9	10
▶ Regional sustainability committees	2	0
▶ Regional sustainability task forces	2	0
▶ Resources for members on sustainability (e.g. whitepapers, toolkits)	4	0

<sup>1</sup> Financial performance is reported in IAAPA's Annual Report

<sup>2</sup> Including permanent employees and long-term contractors

<sup>3</sup> Hot-desk arrangements and home-based work locations are excluded

<sup>4</sup> The metric represents the Sustainability Track during IAAPA Expo, not necessarily all sessions on sustainability topics.

## PURPOSE, VISION AND MISSION

IAAPA's purpose, vision, and mission form the foundation of the association's work and direction. They describe what the organization stands for, how it operates, and the value it aims to create for the global attractions industry.

Sustainability is an integral part of this foundation. The vision emphasizes long-term value creation for members, partners, and communities, while the mission focuses on inspiring, growing, and protecting the industry through responsible action for people, planet, and prosperity. IAAPA's core values guide daily decisions and drive progress toward a more sustainable future.

### 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.

## OUR VALUE CREATION

As a non-profit association, IAAPA creates value through connection, knowledge sharing, support, and collaboration across its global network. IAAPA's value chain consists of the association's core activities through which it delivers on its mission and generates value for members, partners, and the wider attractions industry. These activities are implemented across all IAAPA's Expos, events, EDUSessions, communication and community platforms, as well as through resources and guidance, research, and advocacy.



This infographic illustrates how IAAPA's core activities contribute to value creation.

Value creation extends throughout IAAPA's network:

- ▶ Members benefit from access to knowledge, training, data, resources, and a professional community.
- ▶ Partners and suppliers gain opportunities to connect and exchange expertise that can support safer, more efficient, and increasingly sustainable operations.
- ▶ The wider industry and society are supported through IAAPA's growing focus on environmental and social responsibility, helping to raise awareness and encourage responsible practices across the global attractions sector.

In this way, IAAPA's value chain contributes not only to the success of individual members but also to the shared goal of a sustainable and thriving global attractions industry.

# HOW WE WORK TO INTEGRATE AND PROMOTE SUSTAINABILITY

IAAPA's sustainability efforts are guided by the association's Sustainability Statement and Policy. Together, they set out what IAAPA stands for and how environmental and social responsibility is embedded into the association's work.

The Sustainability Statement outlines IAAPA's commitment to lead by example—managing the association responsibly and supporting the sustainable transition of the attractions industry. The Sustainability Policy describes how this commitment is implemented by integrating sustainability into business practices and becoming a reference point for best practices, tools, standards, and learning.

These commitments are reflected in IAAPA's sustainability strategy, which translates them into goals, targets, and initiatives that guide the association's work in the years ahead.

## OUR APPROACH

Combines two complementary roles:

- ▶ **LEAD BY EXAMPLE:** Strengthening environmental and social performance in IAAPA's own operations, governance, planning, and expos to ensure credibility and alignment with industry expectations.
- ▶ **PROMOTE AND SUPPORT:** with tools, training, guidance, and networks to help them advance their own sustainability efforts.

This dual approach ensures IAAPA builds its own capability while contributing to progress across the industry.

## STRATEGIC AND FINANCIAL ALIGNMENT

Environmental and social responsibility is embedded in IAAPA's long-term strategic plan and annual business planning. One of the strategic priorities—supporting the long-term sustainability of our members—guide key initiatives such as implementing the sustainability policy, strengthening ESG performance at expos, and developing resources for members. These efforts are supported by dedicated funding, recognizing that sustainable value creation contributes to IAAPA's long-term financial stability and member benefits.

## A DOUBLE MATERIALITY PERSPECTIVE

IAAPA's work is informed by a double materiality perspective, considering:

- ▶ **IMPACT MATERIALITY:** How IAAPA affects environmental, social, and governance issues through its activities and influence.
- ▶ **FINANCIAL MATERIALITY:** How these issues may affect IAAPA's ability to operate effectively and remain resilient over time.

This ensures that IAAPA focuses on sustainability topics that reflect both responsibility and organizational relevance.



# WHAT MATTERS MOST

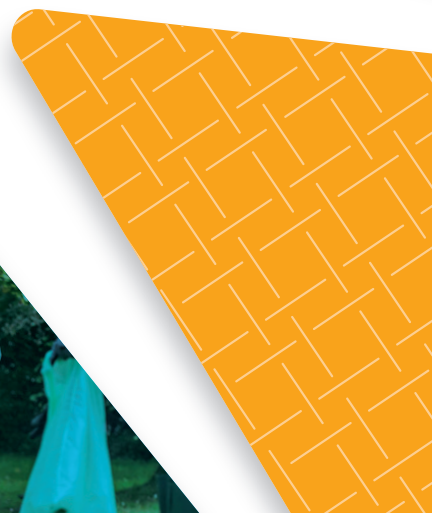
## CONTEXT IN BRIEF

The global attractions industry welcomes millions of guests every year, creating experiences that bring joy, connection, and inspiration to people and communities around the world. With this reach comes a unique opportunity to contribute positively—but also a responsibility to manage actual and potentially negative environmental and social impacts.

The industry depends on energy, water, materials, and other resources, and faces growing expectations to use them responsibly. Stakeholders increasingly expect transparency and measurable progress on key sustainability topics such as climate impact, resource efficiency, inclusion, and community well-being.

Within this context, IAAPA plays an important role in guiding and supporting the industry's transition and sustainable development. By connecting members, sharing knowledge, and promoting best practices, IAAPA helps strengthen collective action for a more sustainable attractions industry.

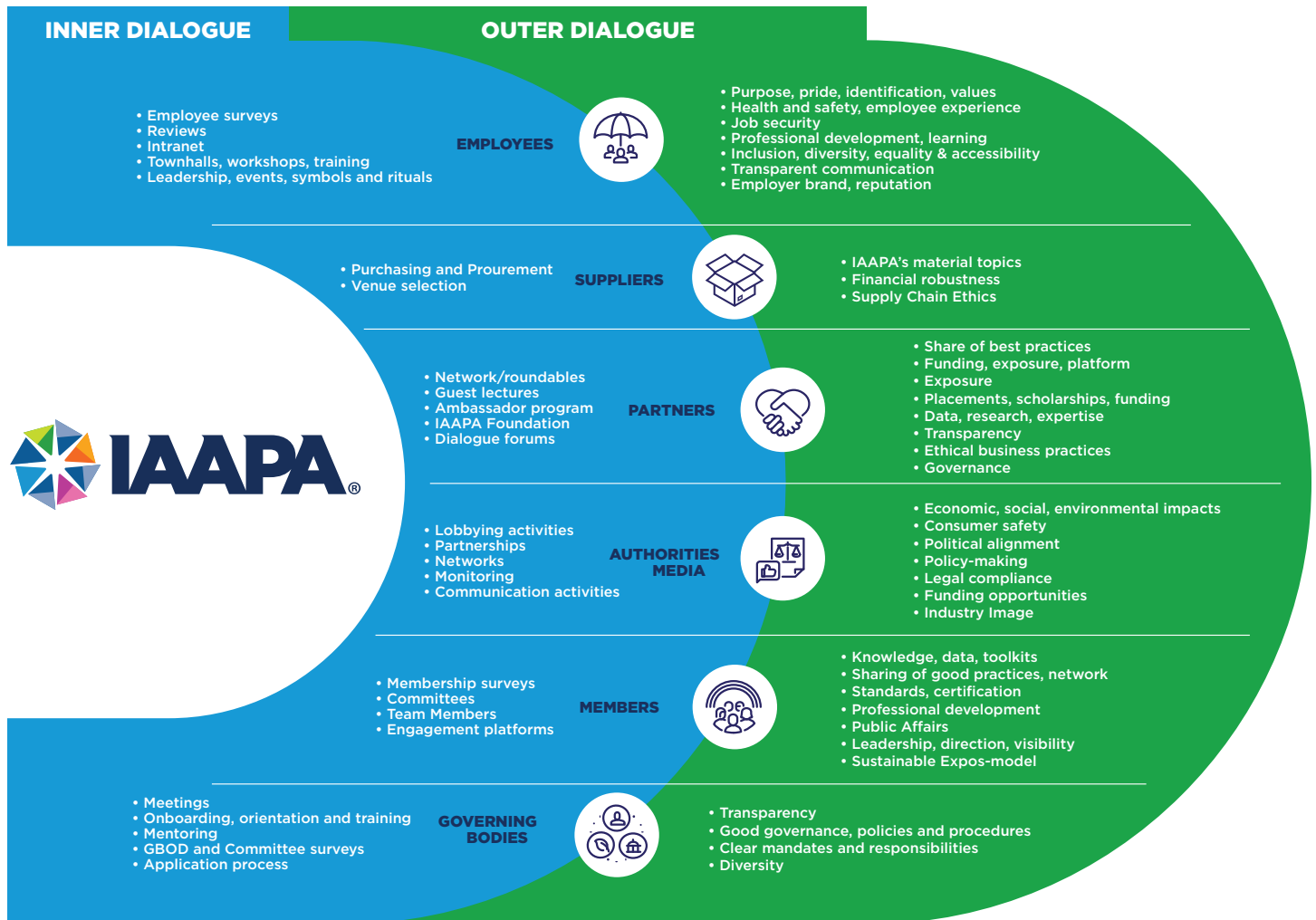
In parallel, IAAPA recognizes the importance of leading by example through its own operations. This includes integrating environmental, social and governance considerations into internal practices and decision-making, while gradually strengthening transparency and performance over time.



## KEY STAKEHOLDERS AND DIALOGUES

IAAPA both influences and is influenced by a wide range of stakeholders. Ongoing dialogue with these groups helps the association understand what to prioritize, where to improve, and how expectations are evolving. Their perspectives play an important role in shaping IAAPA's development and also in guiding its sustainability work.

ESG considerations are increasingly being integrated into IAAPA's communications, surveys, and engagement activities to better capture stakeholder interests and areas where support is needed, mainly in relation to the association's material sustainability topics. The illustration below presents an overview of IAAPA's key stakeholders, the main forms of dialogue with each group, and the primary issues commonly discussed in these interactions.



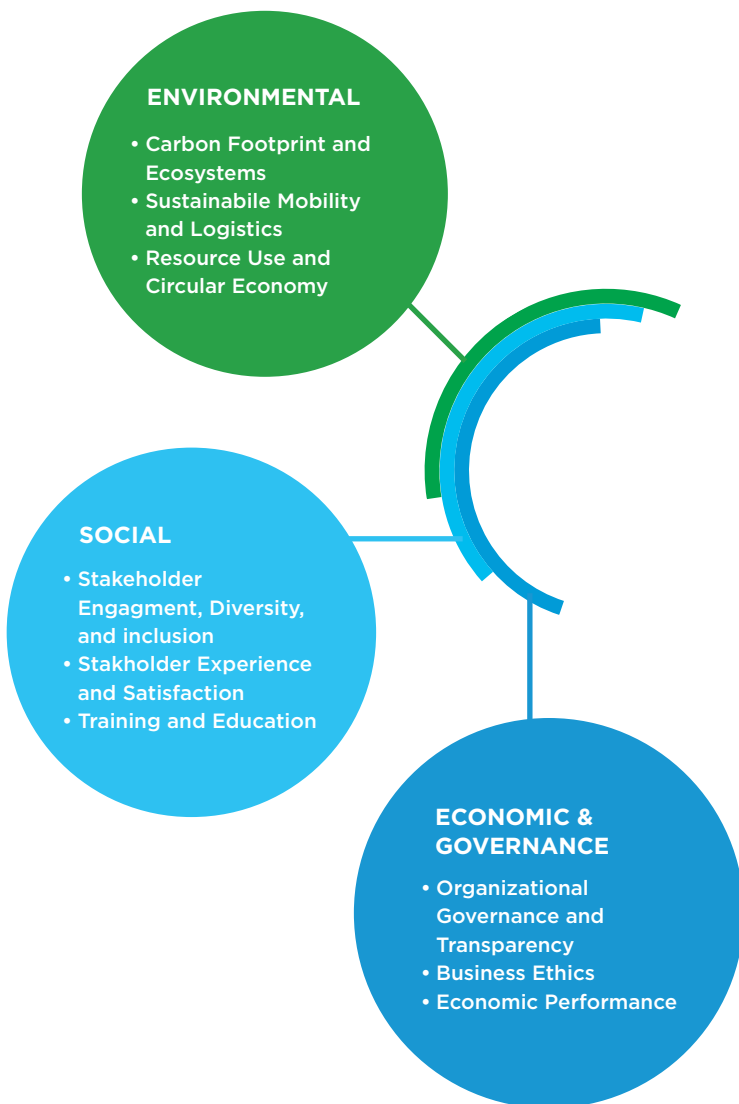
This infographic illustrates IAAPA's key stakeholders and ongoing dialogue.

## DOUBLE MATERIALITY ASSESSMENT

In 2023, IAAPA conducted a materiality assessment to identify the ESG topics that matter most to the organization. The assessment considered IAAPA's own operations, activities, and influence, as well as stakeholder expectations and potential impacts across the wider attractions industry where IAAPA plays a convening and supporting role. As the attractions industry navigates increasing environmental and social expectations, sustainability presents both risks and opportunities. Understanding these dynamics helps the association focus its efforts and support where guidance is most needed.

### MATERIAL SUSTAINABILITY TOPICS

For this report, and for IAAPA's sustainability work going forward, the material topics have been organized into nine categories, summarized below:



## RISKS

Environmental and social impacts, dependencies, and trends can affect the resilience, reputation, and long-term success of attractions businesses. These include factors such as climate change, extreme weather events, biodiversity loss, resource scarcity, pollution, labor practices, human rights considerations, and community relations. Disruptions linked to these areas may influence operational continuity, costs, workforce well-being, and visitor confidence.

For IAAPA, the primary risk is how these issues impact members across different regions and at different levels of maturity. As expectations from guests, regulators, employees, and communities continue to rise, supporting members in navigating this evolving landscape becomes increasingly important. Strengthening resilience, building capability, and providing practical tools are key ways in which IAAPA can help reduce risk across the wider attractions ecosystem.

## OPPORTUNITIES

Sustainability also creates opportunities for the association and its members. Many efforts, such as improving resource efficiency, adopting cleaner technologies, strengthening social practices, or enhancing governance, can reduce costs, improve safety, increase operational reliability, and reinforce brand reputation. They can also spark innovation, support workforce attraction and retention, and meet growing expectations for responsible business conduct.

For IAAPA, the opportunity lies in enabling and accelerating this progress. By sharing knowledge, promoting best practices, supporting standard-setting efforts, and convening members around common challenges, IAAPA can help the industry unlock value while contributing to environmental and social performance. Sustainability is increasingly becoming part of how successful organizations grow, connect, and build trust—and IAAPA can play an important role in guiding this transition.

# ENVIRONMENTAL SUSTAINABILITY

Environmental topics are becoming increasingly important for the attractions industry as climate change, resource scarcity, and regulatory expectations evolve. For IAAPA, 2025 has focused on building the foundation needed to understand environmental impacts, set direction, and strengthen internal practices.

## MATERIAL TOPICS AND STRATEGIC FOCUS

Environmental sustainability work is guided by IAAPA's material topics:

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

These topics reflect where IAAPA's activities and influence are most closely linked to environmental impacts, risks, and opportunities. They are particularly relevant to IAAPA's own operations, such as events and travel, as well as its role in supporting and guiding responsible practices across the attractions industry. Focusing on these areas helps IAAPA understand its environmental footprint, respond to changing expectations and regulations, and identify opportunities to improve performance over time.

## POLICIES AND MANAGEMENT APPROACH

IAAPA's Sustainability Statement and Policy commit the association to managing its operations responsibly and integrating environmental and social considerations into business practices. This includes reducing climate impact, improving resource efficiency, and embedding sustainability into expos and events.

IAAPA's environmental approach is still in its early stages, with priority placed on developing baselines, building processes, and establishing the governance needed for long-term progress.

## GOALS, TARGETS, AND KPIS

In 2025, the primary focus has been to improve the understanding of environmental impacts and establishing reliable baselines. This work supports IAAPA's environmental goals of reduced climate impact and improved resource efficiency, and provides the basis for tracking progress, and identifying priority actions.



★ **GOAL:** Reduced climate impact

⚙️ **TARGET 2027:** CO<sub>2</sub> emissions (GHG scope 1, 2 and 3: business travel) reduced by 10% (baseline 2025), while including additional scope 3 categories

## CLIMATE FOOTPRINT 2025

The table presents IAAPA's carbon dioxide (CO<sub>2</sub>) emissions across Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from purchased electricity, heating, and cooling), and selected categories of Scope 3 (indirect emissions from the value chain).

Emissions were calculated based on the Greenhouse Gas (GHG) Protocol Corporate Standard<sup>5</sup>, using a location-based methodology and an operational control approach.

SCOPE/CATEGORY	EMISSIONS (Tons CO <sub>2</sub> e)	EMISSIONS (Share of Total, %)
▶ <b>Scope 1</b> – Direct emissions from sources owned or controlled by the organization <sup>6</sup>	0	0
▶ <b>Scope 2</b> – Indirect emissions from purchased energy <sup>7</sup>	159.3	1.5
▶ <b>Scope 3</b> – Indirect emissions from the value chain, 3.3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	45	0.4
▶ <b>Scope 3</b> – Indirect emissions from the value chain, 3.6. Business travel (IAAPA staff) <sup>8</sup>	694.1	6.6
▶ <b>Scope 3</b> – Indirect emissions from the value chain, 3.6. Business travel (attendees IAAPA Expo Europe, Barcelona) <sup>8</sup>	2,163.3	20.5
▶ <b>Scope 3</b> – Indirect emissions from the value chain, 3.6. Business travel (attendees IAAPA Expo, Orlando) <sup>8</sup>	7,512.6	71
<b>Total</b>	<b>10,574.3</b>	<b>100</b>

IAAPA owns and operates 30 ground-mounted solar panels at its headquarters in Orlando. The electricity generated contributes to IAAPA's overall energy supply and reduces the amount of grid electricity purchased. In 2025, the solar panels supplied 4.7% of the total electricity consumption at IAAPA's headquarters in Orlando.

Collecting regional activity data for Scope 2 remains a challenge. Where site-specific data was unavailable, calculations were based on estimated average electricity consumption per square meter of office space. For this reporting period, only electricity consumption has been included. Regions will assess whether additional energy sources (e.g., district heating or cooling) should be incorporated in future climate footprint calculations.

<sup>5</sup> <https://ghgprotocol.org/>

<sup>6</sup> Direct emissions (Scope 1) from solar panel operation are reported as 0, as no emissions occur during use. Upstream indirect emissions from manufacturing, transport, installation, and end-of-life disposal are not included in the 2025 reporting boundary.

<sup>7</sup> Scope 2 emissions were calculated using a location-based approach and national grid emission factors, covering emissions from electricity generation. Transmission and distribution losses and other upstream emissions are reported under Scope 3.3 Fuel and energy-related activities.

<sup>8</sup> The current calculation includes hotel stays and air flights, with air travel accounting for Radiative Forcing Index (RFI) to reflect additional climate impacts beyond CO<sub>2</sub> alone. Air flight emissions are calculated using life cycle (well-to-wheel, WTW) emission factors.

OUTOME KPIs	2025	2024
▶ GHG emissions (tons CO <sub>2</sub> e)	10,574	1,302 <sup>9</sup>
▶ Number of scope 3 categories included <sup>10</sup>	2	2
▶ Total IAAPA Expo Asia Attendees	8,016	5,057
▶ Total IAAPA Expo Europe Attendees	18,168	19,328
▶ Total IAAPA Expo Attendees	43,840	41,429
▶ Total Expo attendees	70,024	65,814
▶ <b>GHG emissions intensity (CO<sub>2</sub>e kg per total Expo attendees)</b>	<b>151</b>	<b>-</b>

Calculations for 2024 did not include travel by attendees to Expos, which in 2025 represents a large majority (92%) of IAAPA's total carbon footprint. Therefore, the results are not directly comparable.

IAAPA aims to further improve and develop its calculations with regard to both data quality and the inclusion of more relevant categories to meet climate targets. This reflects a learning journey, where improved data collection may initially lead to higher reported emissions as the baseline becomes more complete. At the same time, IAAPA is progressing with actions to reduce emissions, while continuing to strengthen data quality and coverage over time.

★ **GOAL:** Improved resource efficiency  
 ⚙️ **TARGET 2027:** Unsorted waste from expos reduced by 20% (baseline 2025)

OUTOME KPIs	2025
▶ Total waste amounts from IAAPA Expo Asia (tons)	<b>180</b>
▶ Unsorted waste amounts from IAAPA Expo Asia (tons)	60
▶ Total waste amounts from IAAPA Expo Europe (tons)	<b>107</b>
▶ Unsorted waste amounts from IAAPA Expo Europe (tons)	84
▶ Total waste amounts from IAAPA Expo (tons)	<b>223</b>
▶ Unsorted waste amounts from IAAPA Expo (tons)	105

<sup>9</sup> For 2024, only business travel by IAAPA staff was included. Results are therefore not directly comparable to 2025, which also includes business travel by Expo attendees (Barcelona and Orlando).

<sup>10</sup> Calculations currently include two Scope 3 categories (3.3 and 3.6). The full set of relevant Scope 3 categories for IAAPA has not yet been determined and will require a GHG Protocol inventory screening. In total, 15 categories may be applicable manufacturing, transport, installation, and end-of-life disposal are not included in the 2025 reporting boundary.

## IAAPA'S INTERNAL INITIATIVES

IAAPA aims to reduce its environmental impact. Key initiatives during the year include:

- ▶ **CARBON FOOTPRINT BASELINE:** IAAPA began collecting data to calculate greenhouse gas emissions according to the GHG-protocol to establish a baseline for future reductions. This included emissions from IAAPA's own operations (scope 1 and 2) as well as data collection related to business travel (scope 3). Travel data from IAAPA employees was included. In addition, attendee travel data was collected during 2025, at IAAPA Expo Europe in Barcelona and IAAPA Expo in Orlando to support a better understanding of the association's indirect climate impact. In order to ensure comparability over time and the representativeness of this base line year, ongoing efforts focus on improving data quality, identifying missing data, and closing data gaps.
- ▶ **WASTE BASELINE AND RESOURCE EFFICIENCY EFFORTS:** Waste data from expos was also collected to establish a baseline. Waste handling and recycling outcomes can vary significantly depending on local infrastructure and regulations. These differences influence what materials can be sorted, recycled, or reused, and highlight the importance of working closely with venues and suppliers to minimize waste overall as well as improving waste practices across regions. At IAAPA Expo Europe, carpets were collected and recycled, marking a first step toward improved waste management and more circular practices at events. At IAAPA Expo in Orlando, 670 kilograms of waste were diverted from landfill, including 449 kilograms composted and 221 kilograms recycled. The organic waste was processed into nutrient-rich compost for Florida farmers and gardeners, contributing to locally.

- ▶ **INTEGRATION OF SUSTAINABILITY INTO EXPO OPERATIONS:** Sustainability considerations were further integrated into expo planning and delivery through closer collaboration with exhibitors, venues, and vendors. This included both environmental and social measures, such as prioritizing digital-first communication to reduce printed materials, recycling carpets and badges, introducing food waste donation and composting solutions, limiting show bag production, and working with venues and suppliers to improve energy efficiency, increase the use of renewable energy, and strengthen waste sorting. These efforts were complemented by further development of the Exhibitor Sustainability Pledge, including follow-up activities to support exhibitor engagement and continuous improvement.

These initiatives represent important steps toward embedding environmental practices more into IAAPA's operations. The data and insights gathered in 2025 will be used to refine targets, strengthen processes, and guide future improvements.

The next steps regarding climate footprint include improving data quality by gradually replacing generic assumptions with more specific, activity-based data; performing a full GHG inventory screening to identify and expand Scope 3 categories relevant to IAAPA's business activities; investing in competence and a climate calculation tool; fully aligning calculations with the GHG Protocol (e.g. including the market-based method); and identifying and developing opportunities across IAAPA's activities to support emissions reduction.



## CASE EXAMPLES

### WORKING WITH EXHIBITORS TO STRENGTHEN SUSTAINABILITY

*Exhibitors play a central role in driving change at IAAPA Expos and in shaping the responsible progress the association aims to achieve. To better understand, raise awareness of, and encourage improvements in exhibitor sustainability practices, IAAPA uses the Exhibitor Sustainability Pledge as a voluntary engagement and learning tool. Through follow-up interviews and dialogue at IAAPA Expo Asia, IAAPA Expo Europe, and IAAPA Expo in Orlando, IAAPA gathered insights into current practices, challenges, and opportunities for improvement.*

*In 2025, 86 exhibitors (representing 24% of the total number of exhibitors) participated in the pledge program at IAAPA Expo Asia, 159 participated at IAAPA Expo Europe (22%), and 286 participated at IAAPA Expo in Orlando (25%). While this represents a decrease compared to the previous year, it highlights the need to further strengthen awareness, and engagement with exhibitors ahead of future expos. Participating exhibitors reported actions focused on areas such as reducing printed materials, using reusable booth elements, adopting energy-efficient lighting, and improving waste practices.*

*Looking ahead, IAAPA aims to increase participation in the pledge program and expand its scope. Or potentially implement a more recognized and standardized booth program. IAAPA also wants to explore how exhibitors can not only reduce their own environmental footprint during events, but also how IAAPA Expos can serve as a platform for exhibitors to showcase and promote sustainable solutions to their customers—helping accelerate environmental and social performance across the wider attractions industry.*

### FROM EXPO FLOOR TO COMMUNITY USE: REUSE IN ACTION

*As part of efforts to reduce waste and support more circular practices, IAAPA worked together with the venue to organize a Donation Room in Barcelona. The initiative enabled exhibitors and partners to donate items for reuse and repurposing instead of disposal during expo dismantling.*

*In total, more than 60 items were collected, including furniture, toys, bags, stationery, and other materials. Toys and similar items were donated through a Christmas toy collection campaign, supporting organizations that distribute toys to children, while furniture and larger items were donated to a non-profit charity organization.*

*According to the venue, this was one of the most successful Donation Room initiatives held to date. Building on this experience, IAAPA aims to start collection earlier at future events to further increase reuse and positive impact.*

### SPRING CLEANING: REUSE IN ACTION - HQ VERSION

*In 2025, IAAPA's Orlando office organized a "Spring Cleaning" initiative to promote reuse. Team members were invited to clean up their workspaces and homes and bring in items such as books, office supplies, small furniture, and household goods to share with colleagues through a free internal exchange.*

*The initiative helped give items a second life, reduce waste, and encourage more sustainable habits in daily office operations. Any remaining items were donated to local charities, extending the positive impact to the wider community. Following strong engagement and positive feedback, the initiative will return in 2026.*

# SOCIAL SUSTAINABILITY

Social topics are central to IAAPA's mission as a global association and as part of an industry that delivers guest experiences, employs millions, and contributes to communities worldwide. This area includes stakeholder engagement, employee experience, inclusion, training, and well-being.

## MATERIAL TOPICS AND STRATEGIC FOCUS

Social sustainability work is guided by the following topics:

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

These topics focus on how IAAPA engages with its stakeholders, ensures positive and inclusive experiences, and supports learning and knowledge-sharing across the global attractions' community. Together, they reflect IAAPA's role as an association that connects people, builds capability, and supports effective participation in the industry.

## POLICIES AND MANAGEMENT APPROACH

IAAPA's Sustainability Statement commits the association to being a responsible partner, employer, and global citizen. The Sustainability Policy reinforces a culture of accountability and continuous improvement.

Social sustainability is approached through staff engagement, member engagement, training, and transparent communication, with a focus on improving satisfaction and strengthening inclusion.

- ★ **GOAL:** Stronger employee satisfaction and engagement
- ⚙️ **TARGET 2027:** Employee satisfaction index  $\geq$  25

OUTCOME KPIs	2025	2024
Employee satisfaction index overall (eNPS)	19	-9
Employee satisfaction - Culture and Climate <sup>11</sup>	66	65
Employee satisfaction - Engagement <sup>12</sup>	74	64

Employee-related KPIs are derived from IAAPA's annual employee survey, which is distributed to permanent employees with at least 90 days of service and to long-term contractors. In 2025, the survey achieved a 92% response rate (2024: 87%), indicating strong participation and supporting the representativeness of the results. The employee satisfaction index reflects overall employee experience, based on responses to key questions related to workplace culture, engagement, communications, management, training, and career development. Results are used to monitor trends and inform internal improvement efforts.

<sup>11</sup> Survey Result, Q: "The company values its individual employees."

<sup>12</sup> Survey Result, Q: "I intend to stay with IAAPA."

★ **GOAL:** Stronger member satisfaction and engagement

⚙️ **TARGET 2027:**

- ▶ Member satisfaction index  $\geq 75$
- ▶ Increase in member sustainability impact (from 2026 baseline)

OUTCOME KPIs	2025	2024
Number of total number survey respondents	1,113	742
Member satisfaction (%)	75	73

Member-related KPIs are based on IAAPA's member survey, which gathers feedback on overall satisfaction, engagement, and the perceived value of IAAPA's services and offerings. Key questions focus on members' experience with IAAPA, the relevance of programs and advocacy, and areas for improvement.

In 2025, the survey was conducted among IAAPA members only. The 2024 survey included both members and nonmembers, while non-members are expected to be included again from 2026. The 2025 survey received 1,113 responses, representing a record response level and a 50% increase compared to 2024, with responses collected across all four regions between July and August in four languages.

Results are used to understand trends in member satisfaction and to inform improvements in engagement and services. In 2025, overall member satisfaction and engagement KPIs remained broadly stable compared to the previous year, with improved satisfaction among EMEA members. Perceptions of IAAPA strengthened in several areas, particularly advocacy and program relevance. Members highlighted IAAPA's global reach, networking opportunities, expos, and education as key strengths, while also identifying opportunities for greater value, regional engagement, training, and translated content. Perceptions of IAAPA team members improved across all areas.



## IAAPA'S INTERNAL INITIATIVES

IAAPA aims to be a world-class workplace, which is also a strategic priority reflected in the business plan. Each year, IAAPA conducts an employee survey to better understand employee experience and engagement. Following an eNPS<sup>13</sup> score of -9 in the previous year, the score increased to +19 in 2025. This significant improvement reflects strong leadership commitment and the collective efforts of employees across the association. From 2026, IAAPA will move to a twice-yearly survey cadence to more regularly gather feedback and support continuous improvement.

During the year, several initiatives related to social responsibility were developed and launched. Selected examples are outlined below:

- ▶ **SUSTAINABILITY E-LEARNING FOR EMPLOYEES:** IAAPA developed and launched two new sustainability e-learning modules to strengthen understanding of ESG and its relevance to IAAPA and the global attractions industry. The training provides an overview of key concepts, current global challenges, and IAAPA's role and responsibilities, highlighting how individual actions contribute to progress. These modules will be included in the 2026 training campaign and will align with a new sustainability onboarding approach developed during the year.
- ▶ **EMPLOYEE RESOURCE GROUPS (ERGs):** ERGs were introduced to support a diverse and inclusive workplace and strengthen internal community. These voluntary groups foster belonging, cultural awareness, and professional development across departments. Three ERGs were launched in 2025 and will continue to evolve in 2026:
  - *Greenlink – Mentorship & Career Development*
  - *LeadHERship Collective – Women's Network*
  - *Ride to Wellness – Mental Health & Well-being*
- ▶ **REGIONAL SUSTAINABILITY IMPACT TEAMS:** To further embed environmental and social responsibility into daily operations, regional Sustainability Impact Teams were established, consisting of two to three champions per region. These teams focus on practical improvements such as waste reduction, energy efficiency, responsible sourcing, and employee well-being. During 2025, the teams developed action plans to guide continued work in 2026.

To establish a baseline and better understand initial sustainability awareness and engagement, IAAPA conducted an internal survey prior to launching sustainability training and other initiatives. The results showed that while more than half of employees reported a strong understanding of sustainability in an industry context, familiarity with IAAPA's specific sustainability statement, policy, and initiatives was lower. At the same time, nearly half of respondents felt they could make a meaningful contribution to sustainability in their roles, and employees highlighted training, regular updates, and clear goals as key enablers. Interest was highest in environmental perspectives and in gaining a broader understanding of ESG topics. A follow-up survey is planned for 2026 to track progress and identify areas for continued improvement.

EMPLOYEE TRAINING AND ENGAGEMENT	2025	2024
Employee completion rate training, sustainability e-learning (%)	94	-
Number of active members in employee resource groups	38 <sup>14</sup>	0
Number of champions in regional sustainability impact teams	7	0

The table shows descriptive data to capture training and engagement of IAAPA employees

<sup>13</sup> Employee Net Promoter Score (eNPS) measures how likely employees are to recommend the organization as a good place to work.

<sup>14</sup> 38 participants across three ERGs, with 26 unique individuals.

IAAPA employs approximately 120 employees across five offices worldwide. The workforce includes permanent employees and long-term contractors. Employee turnover decreased to 7% in 2025, reflecting improving workforce dynamics.

The following cases illustrate how IAAPA advances social sustainability through employee volunteering, combining community involvement with engagement and shared purpose across teams. In 2025, multiple IAAPA teams across regions and functions took part in a range of local volunteering activities. The two examples below highlight how these collective efforts support both community well-being and team connection.

## CASE EXAMPLES

### **VOLUNTEERING TOGETHER AT MUNDO IMÁYINA**

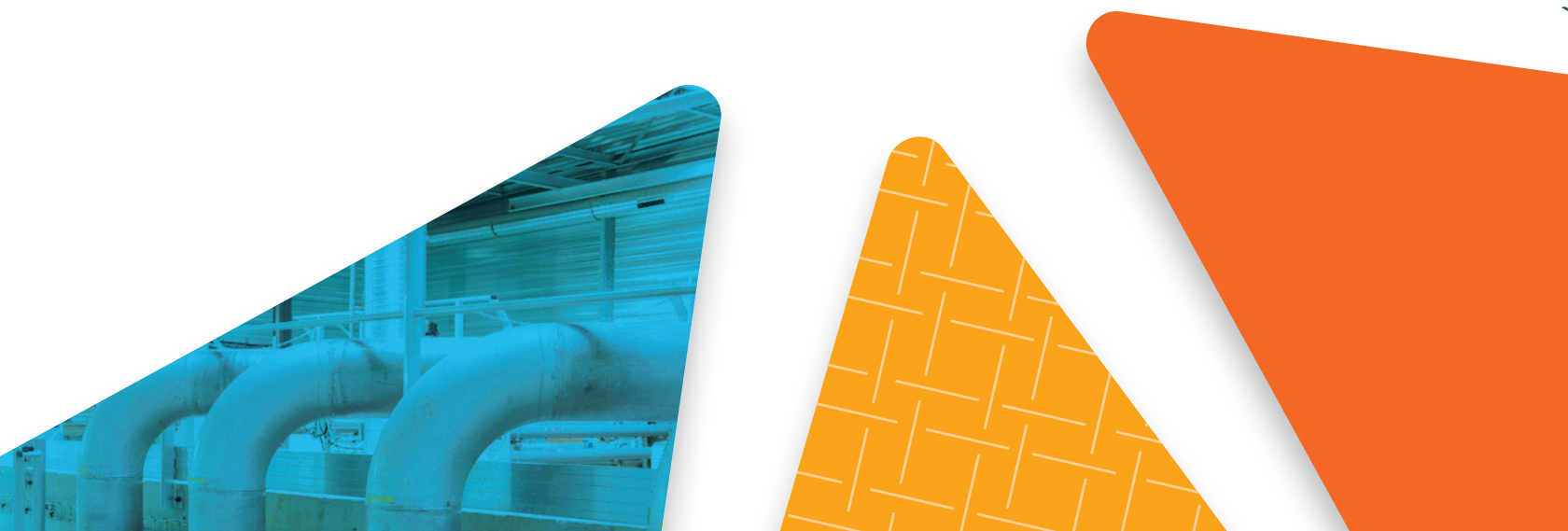
*The IAAPA Latin America and Caribbean team volunteered at Mundo Imáyina, an inclusive attraction that offers children with chronic or serious illnesses—and their families—a joyful and immersive experience. Team members spent the day accompanying families, playing games, sharing moments of connection, and supporting the organization through hands-on activities such as cleaning and gardening.*

### **VOLUNTEERING ACROSS TEAMS IN ORLANDO**

*In Orlando, IAAPA teams across different functions participated in a variety of local volunteering activities, supporting different community needs. As one example, the IAAPA Education team supported two nonprofit organizations serving the local community. At A Gift for Teaching, the team helped prepare educational materials for teachers and students in underserved schools. The team also volunteered with Clean the World, an organization that recycles hotel amenities to improve hygiene and health outcomes for vulnerable communities around the world.*

Looking ahead IAAPA aims to strengthen sustainability onboarding and training, expand inclusion perspectives, and increase staff engagement.

IAAPA's efforts to enhance member satisfaction and engagement are central to the association's work and are addressed in the section "Empowering the Industry."



# GOVERNANCE AND ETHICS

Strong governance and ethical conduct form the backbone of IAAPA's sustainability work. As expectations continue to evolve globally, transparency, accountability, and responsible decision-making remain central to how IAAPA operates.

## MATERIAL TOPICS AND STRATEGIC FOCUS

Governance and ethics work is guided by the following material topics:

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

These topics reflect where effective governance, ethical conduct, and financial stewardship are most important to IAAPA's credibility, decision-making, and long-term resilience. They focus on how the association is governed, how transparency and accountability are maintained, and how ethical behavior and sound economic management support trust among members and other stakeholders.

## GOALS, TARGETS, AND KPIS

★ **GOAL:** Effective and acknowledged sustainability governance

⚙️ **TARGET 2027:**

- ▶ All regions have established sustainability committees
- ▶ Sustainability management system implemented
- ▶ Sustainability report published annually (baseline 2025)
- ▶ Sustainability certification during Expos: IAAPA Expo Europe 2026, IAAPA Expo Middle East 2027, IAAPA Expo 2028, IAAPA Expos Asia 2029

During 2025, IAAPA strengthened its sustainability governance at the regional level. Sustainability committees were established in the EMEA and LAC regions, while sustainability task forces were formed in the APAC and North America regions toward the end of the year. This represents an important first step toward IAAPA's goal of establishing committees across all regions.

## POLICIES AND MANAGEMENT APPROACH

IAAPA's Sustainability Policy commits the association to integrating sustainability into business practices and fostering accountability across all levels. Governance at IAAPA includes the Global Board, committees, task forces, and internal roles such as the Global Sustainability Director.

Management efforts focus on building structures that ensure oversight, compliance, transparency, and ethical behavior in line with member expectations and global standards. IAAPA maintains a clear commitment to business ethics and has zero tolerance for corruption, supported by its bylaws, codes of conduct, and conflict of interest policies.

*"I believe sustainability is about creating positive impact through our actions and relationships, generating long-term value, and embedding it across everything we do. Being part of the EMEA Sustainability Committee allows me to share, learn, and grow with other committed members as we strengthen IAAPA by building better companies — organizations that truly care for people and the world around us. I'm proud to work in an industry that makes people happy, and through this commitment, we can ensure that the happiness we create today supports a more responsible and sustainable tomorrow."*

**- Choni Fernández, PortAventura**  
EMEA Sustainability Committee

*Being invited to serve on IAAPA's Sustainability Committee for a second year fills me with immense gratitude. Last year reinforced how much real power our industry has to transform the world into a more conscious and responsible place. I'm excited to contribute my energy and ideas to make this second year even more meaningful.*

**- Ericka Meyer, IRTRA**  
LAC Sustainability Committee

While IAAPA's management system for sustainable business practices is still under development, the publication of this report marks a key milestone in building a more structured and consistent approach to sustainability governance. Preparatory work is also underway to support future sustainability certification of IAAPA expos, in line with the association's phased certification targets.

## IAAPA'S INTERNAL INITIATIVES

Strong governance and ethical practices are essential to IAAPA's ability to deliver on its ambitions and maintain trust with members and other stakeholders. In 2025, IAAPA focused on establishing the foundations for effective and acknowledged sustainability governance.

Key initiatives during the year included:

- ▶ **STRENGTHENED SUSTAINABILITY LEADERSHIP AND ACCOUNTABILITY:** IAAPA appointed its first Global Sustainability Director and decided to strengthen internal capacity by introducing a new Sustainability Manager position to support strategy implementation, including leading certification efforts for IAAPA Expos and strengthening day-to-day coordination.
- ▶ **GOVERNANCE FRAMEWORK AND STRATEGIC DIRECTION:** IAAPA developed and approved its first long-term sustainability strategy, providing a clear framework for goals, targets, responsibilities, and follow-up across the association. This strategy supports greater transparency and consistency in how ESG is managed and reported.
- ▶ **SUPPLY CHAIN RISK ASSESSMENT:** An initial supply chain analysis was conducted to identify key environmental, social, and ethical risks and opportunities relevant to IAAPA's operations. This work supports responsible procurement, strengthens oversight of suppliers, and contributes to improved governance and risk management aligned with IAAPA's business ethics and transparency commitments.

These initiatives and foundations will support progress toward the association's targets, including the establishment of regional sustainability committees, implementation of responsible business practices, annual sustainability reporting, and phased sustainability certification of IAAPA Expos.

## CASE EXAMPLE

### **BUILDING TRANSPARENCY IN IAAPA'S SUPPLY CHAIN**

*To better understand risk and opportunities and strengthen responsible business practices, IAAPA conducted its first comprehensive analysis of the association's supply chain, based on total spend data in 2024. The assessment reviewed the sustainability credentials and geographical risk exposure of 815 suppliers, covering environmental, social, and governance factors such as climate commitments, workplace conditions, human rights, and ethical standards.*

*Overall, the results were encouraging: a significant share of IAAPA's spending is directed toward suppliers with certified or stated sustainability commitments, and most suppliers operate in countries with strong legal integrity, regulatory quality, and political stability. At the same time, the analysis highlighted gaps where information is limited or commitments are not yet verified, pointing to opportunities for stronger transparency and follow-up.*

*The findings provide a baseline for strengthening responsible procurement through targeted due diligence, supplier dialogue, and improved documentation. IAAPA plans to repeat and expand this analysis next year using 2025 spend data, including additional indicators to deepen insight and support continuous improvement.*

*IAAPA's governance framework is outlined in its bylaws and policies, which serve as the association's core governing documents. The bylaws define the structure, governance, and decision-making of the association, while the policies expand on these principles by outlining procedures and responsibilities across areas such as board governance, committees, ethics, finance, and compliance. The IAAPA Governance Committee regularly reviews these documents and recommends updates to the Global Board of Directors, with bylaw amendments requiring a two-thirds majority vote and policy changes requiring a simple majority.*

*As part of its broader governance framework, IAAPA is committed to conducting its activities in accordance with applicable laws, internal policies, and high ethical standards, supported by formal mechanisms to ensure compliance. Team members are encouraged to raise concerns related to legal, financial, or ethical matters through established whistleblowing channels, including the option to report confidentially or anonymously. In 2025, no whistleblowing reports were received.*

*IAAPA's governance and ethics work builds on the principles and approach described in the chapter "How we work to integrate and promote sustainability," and on the priorities identified in "What matters most."*

*Moving forward, IAAPA will continue strengthening governance processes, improving transparency, and building the internal systems needed for long-term sustainability leadership.*

# EMPOWERING THE INDUSTRY

IAAPA's greatest contribution to sustainable development comes from its ability to support, inspire, and connect the global attractions industry. While IAAPA continues to strengthen its own internal practices, the association's broader impact is created through initiatives and resources that help members advance environmental, social, and governance efforts. In 2025, IAAPA took important steps to expand this role by elevating environmental and social performance across expos, events, and educational offerings, facilitating collaboration, developing new tools, and recognizing industry leadership through initiatives such as the IAAPA Awards sustainability category, which highlights excellence and innovation in sustainable practices across the attractions community.

## ENABLING KNOWLEDGE AND PRACTICAL ACTION

IAAPA supports members by translating ESG expectations into practical guidance and shared learning. Through a combination of targeted resources, education, and in-person engagement, the association supports members in understanding environmental and social topics, identifying relevant actions, and applying them in their own operational contexts.

This support ranges from practical tools and guidance documents to focused learning moments and industry gatherings that encourage peer exchange and collaboration. Together, these efforts help members move from awareness to action, at a pace aligned with their size, role, and level of maturity.

- ▶ **SUSTAINABILITY FUNDAMENTALS - ONLINE TRAINING COURSE:** A free introductory course for members that builds foundational understanding of sustainability, covering global challenges, the environmental, social, and economic pillars, and the role of businesses and individuals in contributing to sustainable development.
- ▶ **SUSTAINABILITY TOOLKIT:** A step-by-step, beginner-friendly toolkit built around ten proven actions, offering practical guidance, templates, and checklists to support everyday improvements across topics such as energy and water efficiency, waste management, accessibility and inclusion, responsible procurement, staff engagement, and getting started with sustainability reporting.
- ▶ **GUIDE TO GOOD PRACTICES IN SUSTAINABILITY:** A collection of real-world examples contributed by IAAPA members, highlighting practical environmental and social initiatives implemented in operational settings. Each example shares lessons learned and ideas that can be adapted across different types of attractions and regions.
- ▶ **WHITEPAPER ON SUSTAINABILITY STANDARDS:** A practical guide to help members navigate ESG-related standards, reporting frameworks, and certifications. The whitepaper provides an overview of key standards and regulations, compares their relevance for attractions businesses, and offers actionable guidance and member examples to support informed decision-making and more integrated sustainability approaches (developed in 2025, to be published in 2026).



## CASE EXAMPLES

### IAAPA'S FIRST SUSTAINABILITY SUMMIT

*In March 2025, IAAPA's APAC team hosted the association's first Sustainability Summit in Singapore, bringing together attraction operators, suppliers, sustainability experts, and policymakers to focus on practical approaches to responsible business practices in the attractions industry. The two-day program explored how environmental and social considerations can be integrated into daily operations and long-term planning.*

*Sessions covered topics such as sustainability standards, nature-conscious design, food waste reduction, and social topics, with attractions including Gardens by the Bay, Sentosa, and Mandai Wildlife Group sharing concrete examples from their operations. Discussions also highlighted the role of manufacturers and suppliers in supporting more sustainable choices across the value chain. The Summit reinforced that sustainable development can take many forms—from reducing single-use plastics to embedding environmental and social considerations into guest experiences—and that collective action across the industry is key.*

### SUSTAINABILITY DAY AT IAAPA EXPO EUROPE

*Sustainability took center stage at IAAPA Expo Europe 2025 through a dedicated Sustainability Day, which brought together participants representing more than 300 years of combined industry experience for a full day of focused learning and exchange. The program explored how environmental and social performance can create value and return on investment, while also addressing practical topics such as water management, biodiversity, accessibility, stakeholder engagement, and “nudging for good” in guest experiences.*

*The Sustainability Day was complemented by a Sustainability Professionals Meet-Up, where members connected informally to share experiences, challenges, and ideas. Feedback from participants highlighted the value of combining expert insight with peer exchange, reinforcing that sustainable development is driven as much by collaboration and community as by technical solutions.*

*Together, these activities demonstrated how IAAPA Expos can serve as platforms for practical learning, inspiration, and connection—supporting members as they translate ESG commitments into meaningful action.*



## **SAFETY, RESPONSIBILITY, AND TRUST**

Safety and security are important parts of social sustainability in the attractions industry and are closely linked to guest experience, employee well-being, and trust. For IAAPA, supporting safe and secure operations is an essential part of contributing to a responsible and sustainable industry.

Safety and security are core focus areas of IAAPA's work. IAAPA collaborates with international standards bodies to support the development and alignment of safety standards worldwide, helping manufacturers, suppliers, designers, and operators place safety and security at the center of their activities. To strengthen this work, IAAPA appointed its first Global Safety and Security Director in September 2024.

IAAPA also brings together safety and security professionals through dedicated events and forums, such as the Safety Exchange. These forums enable open discussions on lessons learned from incidents, near-misses, and emerging risks, reinforcing a shared culture of learning and responsibility across the industry.

### **SAFE AND FUN MEDIA WORKSHOP**

*In 2025, IAAPA hosted the Safe and Fun Media Workshop at one of our members, bringing together media representatives to deepen understanding of safety practices in the attractions industry. The workshop focused on how safety is designed, managed, and continuously improved across the full lifecycle of attractions—from concept and design to daily operations and maintenance.*

*The workshop highlighted the role of international safety standards, data-driven safety management, and built-in safety systems, while also addressing common misconceptions around ride stoppages and safety incidents. By engaging directly with media professionals, IAAPA helped strengthen accurate reporting, transparency, and public trust—reinforcing the industry's shared commitment to safe and enjoyable guest experiences.*

## **PEOPLE, SKILLS, AND THE FUTURE WORKFORCE**

A sustainable industry depends on skilled, engaged, and diverse people. IAAPA supports competence and career development through education programs, certifications, scholarships, volunteer opportunities, and talent initiatives that help build the workforce of today and tomorrow.

Through the IAAPA Foundation, the association further invests in education and access to careers in the attractions industry, supporting students, educators, and early-career professionals and helping raise awareness of the diverse and rewarding career paths available across the sector.

### **INVESTING IN FUTURE TALENT**

*Through targeted scholarships and partnerships, the IAAPA Foundation helps translate this commitment into action. In 2025, the Foundation supported 132 students through academic and experiential scholarships, compared to 68 the year before, working with 13 universities and industry organizations around the world.*

*Beyond financial support, the Foundation connects students and early-career professionals to mentoring, education, and industry exposure, including opportunities linked to IAAPA Expos. These efforts help strengthen the talent pipeline and support the long-term development of a skilled and diverse workforce for the global attractions industry.*

## INDUSTRY DIALOGUE AND EMERGING TOPICS

IAAPA also provides a platform for industry dialogue on emerging and complex topics where expectations are evolving. This role includes both issue-specific discussions and broader cross-sector engagement, bringing together industry, destinations, and other stakeholders. In 2025, this included participation in a multi-stakeholder roundtable on animal welfare, initiated by the Global Sustainable Tourism Council (GSTC). By contributing to these discussions, IAAPA helps ensure that industry perspectives are represented while supporting responsible and informed approaches to ESG topics.

In addition, IAAPA launched new digital member communities in late 2025 to support ongoing dialogue and knowledge sharing. These communities—including groups for young professionals, family entertainment centers, and sustainability professionals—provide dedicated spaces for members to connect, exchange experiences, and discuss emerging topics relevant to their roles and areas of focus.

### FACILITATING EUROPEAN DIALOGUE ON CLIMATE AND SUSTAINABILITY

*Building on a joint declaration signed by leading European travel and tourism associations in 2024, IAAPA EMEA hosted a follow-up Rhodes Forum meeting in Gothenburg in July 2025. The Forum provided a space for associations to reflect on progress, exchange perspectives, and discuss shared approaches to climate action and the sector's long-term competitiveness.*

*Discussions focused on decarbonization, climate resilience, and policy considerations linked to the green transition, including consultation approaches related to a future EU Sustainable Tourism Strategy. Particular attention was given to the needs of micro, small, and medium-sized enterprises, recognizing the importance of regulatory clarity, realistic transition pathways, and accessible support.*

*The Forum also included engagement with local partners and site-based learning in Gothenburg, highlighting practical examples of sustainable destination management and resilience. Through hosting the Forum, IAAPA EMEA supported continued coordination across the tourism and travel sector and contributed the attractions industry's perspective to broader European sustainability discussions.*

## LOOKING AHEAD

IAAPA will continue to strengthen its role in empowering the industry by expanding tools, guidance, and opportunities for collaboration and shared learning. As expectations evolve across environmental, social, and governance topics, IAAPA aims to help members navigate change, meet new requirements, and move forward in a responsible and resilient way.





**IAAPA - The Global Association of the Attractions Industry**

4155 W. Taft Vineland Road  
Orlando, FL 32837, U.S.  
Sustainability@IAAPA.org  
IAAPA.org

**Writing and editing**

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

**Carbon footprint calculations**

Trossa AB

**Review and feedback**

IAAPA EMEA Sustainability Committee (January 2026)  
Trossa AB

**Layout and design**

IAAPA Global Marketing Team

**Disclaimer**

This report reflects IAAPA's sustainability work and performance 2025. The information has been compiled with care and based on data available at the time of publication. However, circumstances, standards, and metrics may evolve over time. IAAPA does not guarantee the completeness or future accuracy of the information and assumes no liability for interpretations or decisions made based on this report.

**Version: March 2026**

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