

NON-FINANCIAL INFORMATION
STATEMENT (NFIS) 2024

Barceló
GRUPO

Barceló Group– Non-Financial Information Statement (NFIS) 2024

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INDEPENDENT LIMITED ASSURANCE REPORT ON THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT

Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails.

To the shareholders of BARCELÓ CORPORACIÓN EMPRESARIAL, S.A.:

Pursuant to Article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the accompanying Consolidated Non-Financial Information Statement (hereinafter NFS) for the year ended December 31, 2024, of BARCELÓ CORPORACIÓN EMPRESARIAL, S.A. and subsidiaries (hereinafter the Group) that forms part of the Consolidated Management Report of the Group.

The content of the NFS includes additional information to that required by prevailing mercantile regulations in relation to non-financial information that has not been subject to our verification. In this regard, our assignment has been exclusively limited to the verification of the information shown in Annex II. "Legal requirements of Law 11/2018 and Global Reporting Initiative (GRI) Standards" included in the accompanying NFS.

Responsibility of the Board of Directors

The preparation of the NFS included in the Consolidated Management Report of the Group, and its content, is the responsibility of the Board of Directors of BARCELÓ CORPORACIÓN EMPRESARIAL, S.A. The NFS has been prepared in accordance with the content required by current mercantile regulations and in conformity with the criteria outlined in the selected *Sustainability Reporting Standards of Global Reporting Initiative (GRI standards)*, as well as other criteria described in accordance with that indicated for each subject in Annex II. "Legal requirements of Law 11/2018 and Global Reporting Initiative (GRI) Standards" of the mentioned NFS.

The Board of Directors are also responsible for the design, implementation and maintenance of such internal control as they determine as necessary to enable the preparation of an NFS that is free from material misstatement, whether due to fraud or error.

They are further responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFS is obtained.

Our independence and quality management

We have complied with independence and other ethical requirements of the International Code of Ethics for Accounting Professionals (including international independence standards) issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our Firm applies International Standard on Quality Management 1 (ISQM 1), which requires us to design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team consisted of experts in the review of non-financial information and, specifically, information on economic, social, and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. Our review has been performed in accordance with the requirements established in the current International Standard on Assurance Engagements 3000 “Assurance Engagements Other than Audits or Reviews of Historical Financial Information” (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and the guidelines for verifying Non-Financial Statement, issued by the Spanish Institute of Chartered Accountants (ICJCE).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower.

Our work consisted in making enquiries of Management and the various Group units participating in the preparation of the NFS, reviewing the process for gathering and validating the information included in the NFS, and applying certain analytical procedures and selective tests by means of sampling as described below:

- ▶ Meetings with Group personnel to obtain an understanding of the business model, policies and management approaches applied, the main risks related to these matters and obtain the necessary information for our external review.
- ▶ Analysis of the scope, relevance and integrity of the content included in the NFS for the year 2024 based on the materiality analysis made by the Group and described in the chapter 2.3.1. “Double Materiality”, considering the content required by prevailing mercantile regulations.
- ▶ Analysis of the processes for gathering and validating the data included in the 2024 Non-Financial Information Statement.
- ▶ Review of the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2024 NFS.
- ▶ Check, through tests, based on a selection of a sample, the information related to the content of the 2024 NFS and its correct compilation from the data provided by the information sources.
- ▶ Obtaining a representation letter from the Board of Directors and Management.

Conclusion

Based on the limited assurance procedures conducted and the evidence obtained, nothing has come to our attention that causes us to believe that the Group NFS for the year ended December 31, 2024 has not been prepared, in all material respects, in accordance with the contents required by current commercial regulation and the criteria of the selected GRI standards, as well as other criteria, described as explained for each subject matter in Annex II. "Legal requirements of Law 11/2018 and Global Reporting Initiative (GRI) Standards" of the aforementioned NFS.

Use and distribution

This report has been prepared as required by current mercantile regulation in Spain, thus it may not be suitable for any other purpose or jurisdiction.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Antonio Capella Elizalde

April 3th, 2025

Dear friends,

We are pleased to share with you the Barceló Group's Annual Report, which presents information for the 2024 financial year—a remarkable year for tourism, during which pre-pandemic tourism activity was almost fully recovered across all markets, and global tourism ended the year on a very positive note.

In our case, we have delivered an excellent performance, achieved primarily thanks to the effort and dedication of our entire team. For this reason, we would like to begin by expressing our gratitude to the more than 40,800 people who are part of the Barceló Group, whose remarkable adaptability has been key to overcoming new challenges.

At Barceló Group, we closed 2024 with record figures and a turnover exceeding 7,500 million euros, far surpassing the 6,700 million euros recorded the previous year. The overall performance of the group has been very positive—not only due to revenue growth but also because we achieved more than 300 million euros in net profit and around 660 million euros in EBITDA, a 24% increase compared to 2023.

This record profit of 300 million euros has allowed us to eliminate all of our debt.

We are moving towards a tourism model that generates positive and sustainable impact.

Our ongoing commitment is to promote regenerative tourism through our sustainability strategy, *Barceló ReGen*. We aim for our hotels to be environmentally friendly while contributing to the economic, social, and cultural development of destinations in a sustainable and ethical way. In this regard, one of the major challenges this year was the successful certification by an external auditor of the implementation of our *Barceló ReGen Standards*, which are recognized by the Global Sustainable Tourism Council (GSTC), in the first four hotels of the Company. Our goal is to expand this certification to all of our hotels in Spain in 2025. With this ambitious company-wide transformation project, we seek to strengthen our commitment to generating a positive impact in the destinations where we operate and to support local economic development, prioritizing care for the environment and people.

Growth and Expansion

As a company, we are in a phase of growth and investment. In 2024, we opened hotels in new destinations such as Cape Verde and Thailand, as well as in locations where we already had a presence, including Morocco, Turkey, and Madeira—demonstrating the company's commitment to international expansion. Additionally, we inaugurated two new hotels in Spain, confirming our ongoing commitment to continue growing in our home market.

Our goal for 2025 is to invest around 500 million euros, one hundred million more than last year. On one hand, we plan to continue investing in the improvement and repositioning of our properties; on the other, we aim to open new hotels in countries where we already operate, as well as in new destinations, depending on the opportunities available in the market.

However, our most valuable asset remains the people who are part of the Barceló Group. They continue to show a strong spirit of teamwork and a deep commitment to improving every day. That is what makes us stronger as we face 2025 with the same positive spirit with which we are closing 2024. Thank you, all of you.

Yours faithfully,

Simón Barceló Tous | Simón Pedro Barceló Vadell
Co-Chairmen of the Barceló Group

1. BLOCK I. CONSCIOUS GOVERNANCE MODEL



Material topics: Business ethics, compliance, and transparency. Conscious governance: Corporate governance management, data protection and cybersecurity, economic performance. The company's social role. Commitment to human rights, diversity, equity, and inclusion.

GRI Content 2-1, 2-6, 2-9, 2-11, 2-13, 2-23, 2-24, 2-26, 2-28, 3-3, 201-1, 201-4, 205-1, 205-2, 205-3, 405-1, 406-1, 418-1

1.1 The Barceló business model

1.1.1 Barceló Group in 2024

The past year, 2024, exceeded expectations. The main indicators show a full recovery of activity at Barceló Group, with over €661 million in EBITDA and revenues 16% higher than in 2023.

FINANCIAL

7,551.6M€ Turnover (+13%)	661.1 M€ ebitda (w/ IFRS 16) (+24%)	301.8M€ profit after tax (with IFRS 16) (+56%)
Without financial debt	107.3€ ADR (+5%)	81.4€ REVPAR (+7%)

BUSINESS

+10 hotels + 2 countries (Thailand, Cape Verde)	+5.2 M my Barceló members	Barceló, the leading brand in the tourism sector according to Brand Finance
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PEOPLE

40,888 Average workforce (+7.4%) 134 nationalities (+4)	86% Employees with permanent contracts (+4%)	586,535 Hours of training (+5%)
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SOCIETY

6,588.4 M€ social cash flow (+16%)	Barceló Foundation 3M€ Invested in projects (+25%)	+1.2 M€ Donations from hotels +1.2M€ contribution from the management company
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ENVIRONMENT

Emissions: 24kg CO ₂ /stay (scope 1, 2 and 3) (-18%)	100 % hotels in Spain with green energy	Waste generation intensity: 2 kg/stay (-7%)
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The Barceló business model

We are a family-owned company with over 90 years of history, operating across all levels of the value chain in the hotel and travel sector. Our business is defined by the complementarity of our operations and our geographic diversification.

	Latam/EMEA/APAC				EEU		
					 Pure hotel management company. Operates under both third-party international brands and independent brands.		
The 2nd largest hotel chain in Spain and the 35th worldwide in terms of number of rooms.	299 urban and holiday hotels	+65,200 Rooms	30 countries	5 hotels in pipeline for 2025	1,439 rooms in pipeline	Recognized in 2024, for the fourth time, as the World's Leading Hotel Management Company at the World Travel Awards.	

Barceló Hotel Group, the hotel division of the Barceló Group, is the 2nd largest hotel chain in Spain and one of the 30 largest in the world in terms of number of rooms. It currently operates 299 urban and resort hotels rated 4 and 5 stars—totaling 65,260 rooms—across 30 countries (including 2 new countries in 2024: Cape Verde and Thailand). These hotels are marketed under four brands: Royal Hideaway Luxury Hotels & Resorts, Barceló Hotels & Resorts, Occidental Hotels & Resorts, and Allegro Hotels. The group also includes Crestline Hotels & Resorts, an independent hotel management company with 122 properties in the United States.

BRANDS				
43 % Barceló	22% Occidental	4% Royal Hideaway	2% Allegro	29% other EE. UU.
REGIONS			SEGMENTS	
26 % EE. UU.	49 % EMEA & APAC	25 % LATAM	48 % urban	52 % holiday

Hotel Portfolio	2022	2023	2024
Number of hotels	277	300	299
Number of rooms	61.996	65.204	65.260
Management	43 %	41 %	39%
Lease	27 %	28 %	29%
Franchise	1 %	1 %	1%
Ownership	29 %	30 %	31%

Presence of Barceló Hotel Group:			
Germany	Egypt	Maldives	Portugal
Aruba	El Salvador	Malta	Czech Republic
Bulgaria	Slovenia	Morocco	Dominican Republic
Cape Verde	Spain	Mexico	Sri Lanka
Costa Rica	Guatemala	Nicaragua	Thailand
Cuba	Hungary	Oman	Tunisia
United Arab Emirates	Indonesia	Poland	Turkey
United States	Italy		

Barceló Hotel Group has developed a flexible and efficient business model based on the combination of the following key pillars:

- Decentralization:** Our organisational structure empowers each business unit to make its own decisions, supported by a corporate structure that encompasses strategic areas and those functions where centralization enables economies of scale. This decentralized model allows us to be highly efficient and adaptable to different markets and environments.
- Geographic Specialization:** While the industry increasingly leans towards asset-light models, Barceló Hotel Group has tailored its approach to each geographical area in which it operates. This enables us to cover the entire value chain—from franchisors to full-cycle operators in Latin America, pure management in the U.S., and hotel operations assuming risk in EMEA.



Ávoris Corporación Empresarial is the parent company of the travel division owned by the Barceló Group. Ávoris is a global tourism company—or what we define as a *global tourism ecosystem*—that enables strong complementarities and synergies between its various business areas. Through a portfolio of specialized brands, it offers unique and tailored experiences to each type of traveler across four main divisions:

1. Distribution through specialized divisions:

- **Leisure Travel Division:** Includes leading brands such as *B Travel*, *Halcón Viajes*, and other specialized agencies, with over 1,300 travel agencies in Spain and 60 in Portugal, along with online portals. It serves more than three million travelers annually.
 - **Online Division:** Composed of online travel agencies such as *Muchoviaje.com*, *TuBillete.com*, and *Iberojet.es*, as well as the new brand *Uniite*, which focuses on affinity-based travel experiences.
 - **Corporate Area (Travel, Events, and Conferences):** Includes BCD, which provides business travel management, events, and conference services in Spain and Portugal, with over 1,450 professionals and 5,000 clients.
- Product:** Organised into generalist tour operators such as *Travelplan*, *Catai*, and *Nortravel*, as well as specialized operators including *Special Tours* (circuit tours), *LePlan* and *Touring Club* (Disneyland Paris), and *Mundosenior* (senior tourism). In addition, *Welcomebeds* and *Marsol* offer access to over 150,000 hotels worldwide.
 - Airline:** Ávoris operates its own airline, *Iberojet*, which offers both regular and charter flights to leisure destinations (Caribbean, United Kingdom, and Canary Islands), using a modern fleet of seven aircraft (two A350-900, two Airbus A330-300, two Airbus A330-900, and one Airbus A320).
 - Ground Transportation – Iberobus Coaches:** Dedicated to discretionary passenger ground transportation services.
 - Destination Services and Experiences:** Through *Welcome Incoming Services* and *B Destination Services*, Ávoris provides inbound services in international destinations, including accommodation, transfers, excursions, hotel services, tour guides, and more. In 2024, Ávoris launched *Welcometickets* (ticketing services) and *PlanB* (experience packages).

1.2 Our economic sustainability: The group's strategy

1.2.1 Generating shared value

Tourism makes a significant contribution to the economic and social development of destinations, generating growth in a direct, induced, or distributed manner across society. To illustrate how we redistribute the wealth generated among our stakeholders, we produce a *social cash flow statement* that details the income received and payments made, allowing us to trace the inflow and outflow of funds that have an impact on society and each stakeholder group.

The aim of this exercise is to **understand and demonstrate that the impact we generate** goes far beyond the revenue we create as a company. Our activity helps drive the economies of the countries in which we operate through investment, procurement of goods and services, employment generation, tax contributions, and other actions.

Cash Flow	2023	2024
Customers: Revenue from the Group's business activity.	5,731.1	6,486.7
Divestments: Income from the sale of real estate assets.	0.0	30.0
TOTAL INFLOWS (VALUE GENERATED)	5,731.1	6,516.7
Suppliers: Payments to suppliers of goods and services, including procurement, utilities, maintenance and repairs, advertising, insurance, professional services, and outsourced services.	-4,121.5	-4,513.1
Employees: Employee compensation and payroll expenses.	-745.1	-820.2
Financing activities: Income from loans and other financing operations.	-70.3	-395.6
Rents: Payments to property owners for leased real estate assets.	-271.8	-335.6
Public administrations: Payments related to corporate income tax, social security contributions, VAT, etc.	-218.7	-228.8
Investments: Expenditures on investments, maintenance, or renovation of company assets.	-213.6	-262.8
Dividends: Dividend payments to shareholders/owners.	-24.5	-32.4
Others: Other payments not included in the above categories.	-3.7	0.0
TOTAL OUTFLOWS (VALUE DISTRIBUTED)	-5,669.1	-6,588.4
NET VARIATION	62	-71.7

1.2.2 Economic performance (in millions of euros)

Economic Indicators	2022	2023	2024
Revenue	5,729.8	6,700.9	7,551.6
Net sales	3,553.7	4,274.9	4,946.7
EBITDA (excluding IFRS 16)	309.0	415.0	522.6
EBITDA (including IFRS 16)	422.6	533.7	661.1
Net profit (excluding IFRS 16)	184.5	193.7	319.2
Net profit (including IFRS 16)	170.1	193.9	301.8
Net financial debt	205.3	57.0	-239.5
Net financial debt / EBITDA	0.7	0.1	-0.5

Business indicators	2022	2023	2024
Occupation (%)	67.6	74.0	75.8
ADR (euros)	97.1	102.6	107.3
Revpar (euros)	65.6	75.9	81.4

2024 was a strong year in terms of results and balance sheet improvement. Barceló Group closed the year with record-breaking revenue and earnings, reaching €7.55 billion in revenue—well above the €6.7 billion recorded in 2023.

Consolidated net profit was also very positive, amounting to €301.8 million (including IFRS 16) and €319.2 million (excluding IFRS 16), marking a significant increase from the previous year, when net profit stood at €193.9 million (including IFRS 16) and €193.7 million (excluding IFRS 16).

In terms of **EBITDA**, the company also delivered a strong performance in 2024, reaching €661.1 million (with IFRS 16) and €522.6 million (without IFRS 16). This compares to 2023 figures of €533.7 million and €415.0 million, respectively.

On the **balance sheet**, the company experienced a major improvement in its debt position. From a net financial debt of €57 million in 2023, Barceló ended 2024 with a net cash position of -€239.5 million, representing an improvement of €296.5 million (a negative net financial debt indicates that cash and deposits held with financial institutions exceed outstanding debt obligations with banks and capital markets).

1.2.3 Tax information¹

At Barceló Group, we are firmly committed to contributing economically to the development of the countries and destinations where we operate. Below is a breakdown of profit after tax (and before non-controlling interests) by country:

Profit after tax (and before non-controlling interests) by country (in thousands of euros)	2022	2023	2024
Spain	5,528	85,659	135,449
Mexico	87,818	59,645	86,922
Dominican Republic	23,195	21,223	37,247
Aruba	7,904	11,701	14,581
Costa Rica	1,436	5,280	6,441
Guatemala	1,532	2,442	5,467
United States	3,267	1,838	3,607
Egypt	2,143	2,034	2,935
Czech Republic	2,254	2,117	1,934
Italy	1,716	2,859	-148
Portugal	-29,701	-10,081	-4,132
Others	6,571	10,041	16,515
Total	113,664	194,757	306,818

The net corporate income tax paid in 2024 amounted to €64.7 million. As in previous years, the Group marked the “Solidarity Box” (*Casilla Solidaria*) in its 2024 corporate income tax return, allocating 0.7% of the tax due to non-profit causes.

Corporate income tax paid (in millions of euros)	2022	2023	2024
Total	43.8	76.4	64.7

In 2024, income from public grants amounted to €0.8 million, the same amount as in 2023.

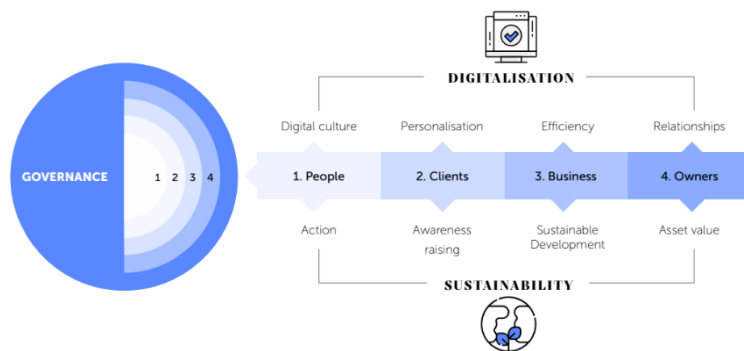
1.2.4 Strategy and Expansion

The current challenge we face as an organisation is the need to once again shift towards a medium- and long-term vision in a post-pandemic environment marked by new demands and expectations.

STRATEGIC PILLARS OF BARCELÓ HOTEL GROUP:

Strategic Focus Areas:

- **People:** Enhance the employee experience by promoting training plans—our investment in training exceeds the sector average by over 60%—alongside programs that improve team satisfaction and the development of new management and communication tools.
- **Customers:** Strive for excellence in customer experience and loyalty through personalization and recognition.
- **Business:** Drive healthy business growth by strengthening direct sales.
- **Business:** drive the healthy development of the business by strengthening direct sales.
- **Owners:** Reinforce our commitment as an efficient and responsible operator, maximizing the perceived value for our *partners*.
- **Digitalization:** Build a data-driven cultural ecosystem within the organisation by structuring system architecture, processes, and data governance to enable standardization and real-time decision-making.
- **Sustainability:** Continue the responsible and sustainable transformation of our business from a global perspective, acting across all areas: environmental care, people well-being, and generating a positive impact in the communities where we operate.
- **Governance:** Ensure a governance structure that promotes coordination and effective communication.



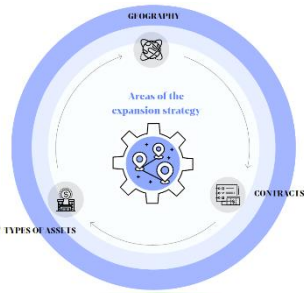
For each of these pillars, we have defined objectives, targets, key projects, and performance indicators to monitor the progress and achievement of our strategic roadmap.

In 2025, the 2025–2028 plan with a 2031 vision will be approved.

Regarding our expansion strategy, we continue to drive growth through a dedicated corporate and regional team, as well as a specialized Expansion Committee, focusing on three key strategic pillars:

- **Geographic presence:** We aim to strengthen our position in markets where we already operate, while also targeting strategic assets and building critical mass in new destinations where we are not yet present.

¹ All financial and tax information can be found in the Group’s Consolidated Annual Accounts.



- **Contract types:** We maintain a flexible approach, adapting to the level of risk, the maturity of the hotel market, and the degree of control retained by the property owner.
- **Asset typology:** We focus on urban hotels, 4- and 5-star properties with over 150 rooms, located in prime areas of capital cities and major urban centres; and on leisure hotels, 4- and 5-star properties with more than 250 rooms, in privileged locations within leading holiday destinations. In 2024, we added **15 new hotels to our portfolio**, including properties managed by Crestline²:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Occidental Tangier (Morocco) • Occidental Las Canteras (Gran Canaria, Spain) • Barceló Coconut Island (Thailand) • Hotel Midas Roma (Rome, Italy) • Barceló Praia Cape Verde (Cape Verde) • Occidental Boa Vista Beach (Cape Verde) • Quinta Funchal Gardens (Madeira, Portugal) • Hotel Jerez Centro (Cádiz, Spain) • Barceló Cappadocia (Turkey) • Occidental Dresden Newa (Germany) | <ul style="list-style-type: none"> • Fairfield Inn & Suites Potomac Mills Woodbridge (USA) • AC Hotel Houston Downtown (USA) • Hotel Indigo Asheville Downtown (USA) • Central Station Memphis (USA) • Kimpton Alton Hotel (USA) |
|---|---|

In 2025, we will continue to make progress on our expansion plan, which includes the addition of new hotels in Spain as well as in other countries where we already operate, such as the United States. Furthermore, we are actively exploring opportunities in new destinations.

STRATEGIC PILLARS OF ÁVORIS CORPORACIÓN EMPRESARIAL

- **PEOPLE:** The greatest asset of Ávoris is the team of professionals that make up the company.
- **CUSTOMERS AND SOCIETY:** The customer must be at the center of every decision. We aim to position the Ávoris brand as the leading Spanish tourism group in the eyes of society.
- **BUSINESS:** A company that is efficient and profitable.
- **DISTRIBUTION AND MARKETING:** Establishment of strategic alliances to strengthen the market presence of our tour operating products and further develop our online presence.
- **TOURISM AND NON-TOURISM SUPPLIERS:** Reinforcement of the value chain through the creation of stable partnerships.
- **LEISURE AGENCY:** Travel agencies will be associated with emotional and transformative life experiences (trips, tickets, events, experiences, etc.), with agents acting as trusted advisors.
- **BRAND ARCHITECTURE:** Ongoing analysis and optimization of our brand structure to align with B2B and B2C market needs.
- **IBEROJET:** Consolidation and definitive strengthening of the foundations to ensure an efficient and profitable airline.
- **TECHNOLOGY AND INNOVATION:** Continued commitment to Ávoristech as a driver of technological leadership within the Group.
- **SUSTAINABILITY AND GOOD GOVERNANCE:** Ongoing commitment to environmental respect and to maximizing the positive social impact of our activities.

For each of these strategic pillars, specific objectives and targets have been defined to evaluate progress and ensure the fulfilment of our commitments.

In 2025, the main areas of focus will be maintaining and improving economic performance, promoting the “Ávoris Travel School”, and advancing the Group’s internationalization strategy.

1.3 Organisational structure and corporate governance

1.3.1 Board of Directors of Barceló Group

It is the body to which shareholders have delegated the broadest functions of direction and strategic management of the company. The Board oversees, monitors, and approves the progress of annual budgets; it also reviews and gives the green light to strategic plans, identifies investment and growth opportunities, among other responsibilities. In general terms, it is the body that ultimately decides on the proposals presented.

Members:

<p>Gabriel Barceló Oliver* Honorary Chairman Simón Barceló Tous Co-Chairman, Barceló Group Simón Pedro Barceló Vadell Co-Chairman, Barceló Group Guillermo Barceló Tous Member Pedro Fernández-Martos Member Shareholders of BCE holding more than 5% of the capital* Jaime Torrens* Independent adviser, non-board member Joan Vila* Independent adviser, non-board member Raúl González* Secretary, non-board member Vicente Fenollar* Vice-Secretary, non-board member</p> <p><small>*With no voting rights.</small></p>
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<p>Ávoris Corporación Empresarial Board of Directors Vicente Fenollar Executive Chairman Raúl González Member Valentín Costa Member Belén Alonso Secretary, non-board member</p>

<p>Board of Directors of Crestline Simón Pedro Barceló Vadell Co-Chairman, Barceló Group James Carroll President & Chief Executive Officer, Crestline Vicente Fenollar Chief Financial and Economic Officer, Barceló Group Ed Hoganson Chief Financial Officer, Crestline Monica Bernstein Senior VP, General Counsel & Secretary</p>
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² This report does not include environmental data or certain human resources indicators from hotels managed by Crestline, due to limitations in access to management data.

1.3.2 Barceló Group Audit Commission

The Audit Commission is the body responsible for overseeing the preparation of financial information, internal control systems, and their compliance with applicable legal requirements and the internal procedures established by the Group.

Pedro Fernández-Martos Chairman of the Commission
Guillermo Barceló Tous Member
Jaime Torrens Member
Antonio Darder Secretary
Also attending the Commission meetings: Simón Barceló Tous (Co-Chairman), Simón Pedro Barceló Vadell (Co-Chairman), Raúl González (CEO EMEA) y Vicente Fenollar (Chief Financial and Economic Officer), as well as other internal or external participants deemed necessary

Audit Commission of Ávoris Corporación Empresarial
Vicente Fenollar Executive Chairman
Juan Carlos González General Director
Valentín Costa Economic and Financial General Manager
Andrés Montané Ávoris Internal Audit Director
Antonio Darder Internal Audit Director of Barceló Hotel Group

1.3.3 The Group's Steering Committee

The Steering Committee's mission is to ensure effective coordination across the various areas of the Group, aligning all resources and efforts with the achievement of our strategic objectives. The committee also provides a collective perspective to support informed and efficient decision-making. Members:

Simón Barceló Tous Co-Chairman, Barceló Group
Simón Pedro Barceló Vadell Co-Chairman, Barceló Group
Raúl González CEO Barceló Hotel Group EMEA and Secretary of the Committee
Vicente Fenollar Executive Chairman, Ávoris Corporación Empresarial and Chief Financial and Economic Officer, Barceló Group

In addition, Management Committees exist within each of the Group's business areas.

In 2025, we plan to launch Barceló Group sustainability governance body, which will include both a senior management-level committee and a series of sustainability committees composed of key managers directly involved in the Group's sustainability plans and objectives. This governance structure will be responsible for ensuring compliance with the Corporate Sustainability Plan, coordinating the execution of projects, and promoting the integration of sustainability across all operations. It will also report directly to the Committee.

1.4 Governance and Risk Management

1.4.1 Sustainable Governance

Barceló Group is currently in an active phase of formulating its strategy for the Sustainability Master Plan, which is defined by a comprehensive and structured vision. This approach aims to encompass all corporate and operational aspects, resulting in an action plan aligned with our sustainability objectives—an effort we intend to continue developing in 2025.

The comprehensive perspective we are adopting not only evaluates the existing components of our organisation but also identifies areas of opportunity and improvement. This involves a detailed analysis of how the different departments, areas, and functions contribute to the broader sustainability framework, and how they can be optimized for enhanced performance.

At Barceló, we are committed not only to sustainability, but to active and conscious regeneration, paving the way toward a more sustainable and responsible future for the tourism sector.

1.4.2 Risk Management

At Barceló Group, **risk management is a transversal and global process integrated across all areas and operations of the organisation. The Board of Directors is responsible for overseeing this process.** Our risk management policies are designed to identify and assess the risks we face, and to establish appropriate limits, measures, and controls to mitigate their potential impact.

1.5 Ethical Commitments in Business Development

Promoting a corporate ethical culture among all stakeholders—both internal and external—is essential for us. We have implemented a [Code of Ethics](#) that supports the development of an ethical, efficient, and competitive business model.

This Code is intended to define, formalize, and implement the Group's core values, serving as a guide for professional conduct in the course of the company's activities worldwide. In 2025, we plan to conduct a comprehensive review and update of the Code.

The standards and guidelines set out in the Code are deeply rooted in the company's culture—values that have contributed to Barceló's recognition as a leading and reputable player in the industry, and which will continue to underpin our sustainable growth in the future.

Aware of the tourism industry's great potential to contribute to economic and social development—and of our role within it—we firmly reject any tourism-related activity that may involve a violation of human rights or human dignity, with particular attention to the protection of **minors**. To ensure full compliance with the Code of Ethics at all times, we have established a **Monitoring and Control Committee**, responsible for overseeing adherence to the principles and rules of conduct set forth therein.

1.5.1 Culture and Compliance

In 2023, Barceló Group revised and strengthened its Compliance and Criminal Risk Prevention Model, with the aim of preventing, detecting, and responding to illegal conduct such as corruption and money laundering. The model is structured around three lines of defense:

1. **First line:** Business unit leaders and management committees.
2. **Second line:** Global Compliance Committee, led by the Chief Compliance Officer, with dedicated committees by business division.
3. **Third line:** Internal Audit, overseen by the Audit Committee.

The **Compliance Function** of Barceló Group is composed of the Global Compliance Committee—which met five times in 2024—led by the Chief Compliance Officer, and supported by two dedicated committees: one for Corporate and Hotels, and another for Ávoris Corporación Empresarial. This committee is responsible for managing and overseeing criminal risk, ensuring adherence to the Compliance Model, identifying potential risks, implementing control measures, and delivering ethics and compliance training. It also manages the whistleblowing

system, proposes improvements to internal policies, and submits an annual report to the Board of Directors on compliance performance and related risks.

Barceló Group's **Compliance Model** is built upon prevention, response, and monitoring mechanisms, including:

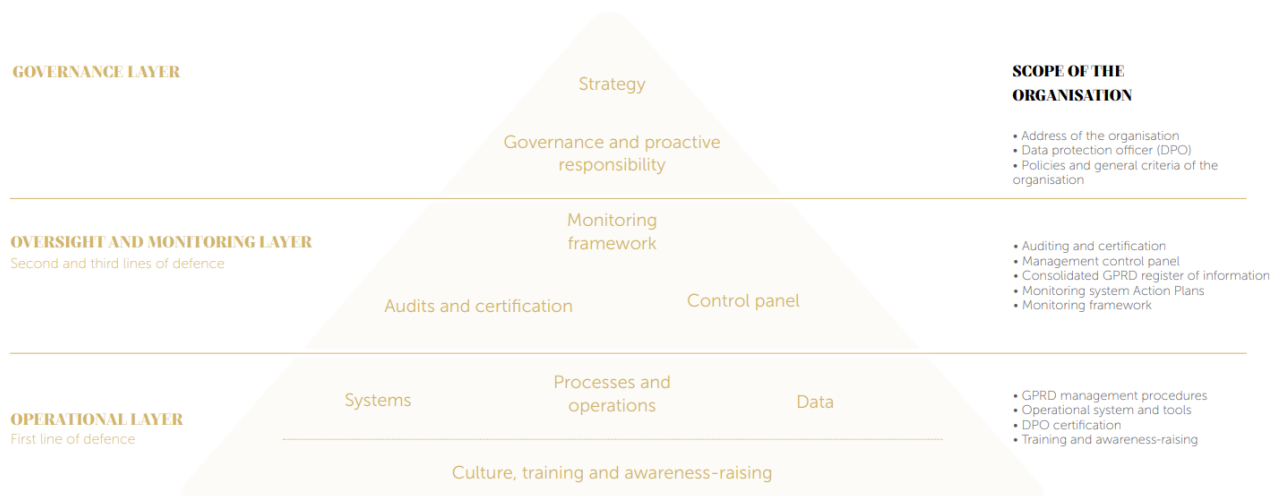
1. **Criminal risk assessments**, using risk matrices for each business area of Barceló Corporación & Hotels and Ávoris.
2. **Control matrices** to identify and manage criminal risks within each area.
3. **Code of Ethics**, which defines the Group's core values and principles.
4. **Internal policies and standards for risk prevention and control**, such as the Compliance Policy and the Criminal Risk Prevention Manuals.
5. **Compliance Function**, coordinated by the Global Compliance Committee and supported by the Barceló and Ávoris Compliance Committees.
6. **Dedicated resources**, including financial, human, and material means.
7. **Whistleblowing Channel**, governed by internal policy. In 2024, a total of 46 reports were submitted (+15³ vs. 2023), mostly concerning workplace harassment (42) and sexual harassment (4). Of the total, 7 workplace harassment reports and 1 sexual harassment report were substantiated, leading to disciplinary actions against those responsible. All reports were handled in accordance with legislation and internal policies, ensuring the protection of all parties involved and keeping whistleblowers informed of the status and outcomes.
8. **Disciplinary procedures** to address irregularities.
9. **Monitoring system** to supervise and verify adherence to the Compliance Model.
10. **Annual training and awareness plans** on compliance matters. In 2024, training materials were developed, and around 235 employees received training, including:
 - Training session for the Ávoris Management Committee on February 21
 - Training sessions for corporate area directors and EMEA hotel directors in March
 - Training session for EMEA assistant hotel directors during the PDB held in April

In addition to the training actions mentioned, all new employees receive the Code of Ethics, the Compliance Policy, the Internal Reporting System Policy (Whistleblowing Channel), and all other relevant internal compliance regulations as part of the onboarding process. Reading and acceptance of these documents is mandatory.

Throughout 2025, we will continue to strengthen the Group's ethical and compliance culture by increasing employee awareness and delivering targeted training initiatives.

1.5.2 Cybersecurity and Personal Data Protection

Cybersecurity is one of the top priorities for companies across all sectors—particularly in our industry—where the risk of cyberattacks is among the most significant threats to be addressed through robust preventive measures. As such, **information security and the protection of personal data belonging to employees, customers, and suppliers is one of our most critical focus areas** (as also highlighted in our materiality assessment). To address this, we have implemented a comprehensive ecosystem for control and management, designed to ensure effective protection and governance of information and data:



Barceló Group has an approved **Privacy Policy**, endorsed by the Board of Directors, whose purpose is to ensure compliance with the General Data Protection Regulation (GDPR) and applicable legislation. This policy is structured around three key pillars:

1. Protection of personal data according to its value and criticality.
2. Accountability of employees and collaborators in safeguarding entrusted data.
3. Protection measures must be based on risk assessments.

To ensure compliance with this policy, a Governance Model has been established, defining roles and responsibilities. In addition, a multidisciplinary team, supported by the Data Protection Officer (DPO), is responsible for implementing the necessary mechanisms to protect the privacy of both customers and employees.

In 2024, the Cybersecurity department focused on three main initiatives:

1. Securing and centralizing workstation environments.
2. Implementing the Cybersecure Hotel Model across the hotel portfolio—an ongoing project that will continue in 2025, aimed at applying cybersecurity measures and controls aligned with international standards.
3. Rolling out a cybersecurity training and awareness plan for all employees.

Additional efforts were made to prevent data leaks, improve the recovery of critical systems, and optimize the incident monitoring and response service.

³ This increase is mainly due to the greater awareness of the channel among the Group's employees.

For 2025, the main objectives include: Continuing the implementation of the Cybersecure Hotel Model, expanding the employee cybersecurity training program, assessing technology risks in third-party-managed services, enhancing the monitoring and incident management service and strengthening data leak prevention measures.

At **Ávoris**, ISO 27001 certification has been obtained for cybersecurity and data privacy across four companies.

1.5.3 Barceló culture and values

FRESH is the term that defines the values of the Barceló Group: **Flexibility, Responsibility, Spirit of Service, and Hospitality**. These values guide our culture and our Code of Ethics, which we promote in all the countries where we operate.

As proof of our commitment to more conscious tourism, we have a firm commitment to various international institutions and organisations that promote respect for human rights, the elimination of forced or compulsory labour, the effective abolition of child labour, and ethical and fair business practices.

We have been members of the **United Nations Global Compact** since 2002. Barceló Hotel Group joined in 2019, followed by **BCD Travel** (the corporate travel division of Ávoris), and in 2023 **Ávoris Corporación Empresarial**. This membership implies compliance with, respect for, and promotion of the ten guiding principles, which provide a management framework related to human rights (in line with the Universal Declaration of Human Rights), labour standards and relations aligned with the ILO Declaration on Fundamental Principles and Rights at Work, prevention of any kind of environmental impact according to the Rio Declaration on Environment and Development, and the fight against all forms of corruption, as established in the United Nations Convention against Corruption.

Additionally, since the adoption of the **Sustainable Development Goals (SDGs)** in 2015, through our involvement in the Global Compact initiative and in alignment with the SDGs, we continue working to increase the positive impact of the tourism sector. Since 2023, we have been part of a working group on sustainable tourism within the United Nations Global Compact.

Since 2011, we have been committed to the **Global Code of Ethics for Tourism** and to child protection against sexual exploitation in tourism destinations through our adherence to the ECPAT Code of Conduct (**The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism in the Americas**) since 2007.

Since 2022, Barceló Hotel Group has been a member of the **Global Sustainable Tourism Council (GSTC)**, an independent organisation that establishes and manages global sustainability standards, whose mission is “to be a catalyst for sustainable tourism, promoting greater awareness, understanding, adoption, and demand for sustainable tourism practices.” In 2023, we designed our own sustainable management system, which obtained GSTC recognition, and in 2024 we took a step further by certifying the first four hotels (see section 2.2.1).

In collaboration with other hotel chains, the World Travel & Tourism Council and the Sustainable Hospitality Alliance, we launched the Basic Sustainability Framework in 2022 to promote responsible travel and tourism. Our future goal is to adopt and verify this framework across our hotels through the implementation of our Barceló ReGen sustainability standards.

In 2024, we delivered over 15,600 hours of training related to human rights and corporate social responsibility, representing a 16% increase over the previous year.

2. BLOCK II. TO MOVE TOWARDS REGENERATIVE TOURISM



2.1 Tourism Facing the Challenges of the 21st Century

The tourism industry is actively committed to sustainability, as evidenced by the numerous sustainable tourism initiatives and plans at both national and international levels. At the same time, customers are increasingly aware of the economic and environmental footprint of their activities. Both factors suggest a tourism management model that not only aims to mitigate negative impacts, but also seeks to make a clearly positive contribution.

In this regard, **Barceló Hotel Group** aims to position itself as a leading company in regenerative tourism. Alongside mature and independent management by each of its hotels, the Group has defined a strong sustainability strategy, **Barceló ReGen**, which seeks to align efforts towards the achievement of common objectives and commitments.

2.1.1 Context of the tourism industry

According to the latest UN Tourism World Tourism Barometer, it is estimated that 1.4 billion tourists undertook international travel in 2024, indicating a near full recovery (99%) of pre-pandemic levels. These figures represent an 11% increase compared to 2023, that is, 140 million more international tourist arrivals, with results driven by strong post-pandemic demand, the solid performance of major source markets, and the ongoing recovery of destinations in Asia and the Pacific.

By region, the Middle East, Europe and Africa have led the growth, with the Middle East reaching 32% more arrivals than in 2019, and the Asia-Pacific region, although still not having fully recovered pre-pandemic levels, showing signs of improvement.

With regard to EMEA, Europe was in 2024 the most visited region, reaching 97% of the levels achieved in 2019, thanks to intraregional demand and travelers coming from the United States. Spain, Italy, France, and Greece remain the most popular destinations among European travelers. Madrid, Málaga and Mallorca are favorites among international tourists. Events such as the UEFA Euro 2024 and the Olympic Games have attracted more tourists to cities like Germany and Paris.

The analysis of tourism in Spain in 2024 reveals a record year in terms of both tourist arrivals and spending. Spain received 94 million foreign tourists in 2024, representing a 10% increase compared to 2023 and setting a new historical high. International tourist spending grew by 16%, reaching 126 billion euros, also a record figure.

In summary, 2024 has been a year of consolidation and growth for tourism in Europe, with Spain standing out as the preferred destination for travelers.

As forecasted, growth is expected to continue throughout 2025, driven by strong demand contributing to the socioeconomic development of both established and emerging destinations. This highlights the immense responsibility we have as a sector to accelerate transformation, placing people and the planet at the centre of tourism development.

2.1.2 Context of the sustainable tourism industry

For the hotel sector, it is important to reflect on the kind of tourism we want and to rethink more responsible and committed ways of traveling — with destinations and, ultimately, with our planet and its people — as one of the priorities.

At the 24th summit of the World Travel & Tourism Council (WTTC), held in Perth (Australia), emphasis was placed on the interconnection between people and the planet, sustainable tourism and innovation, offering a unique opportunity for sector leaders, government representatives and stakeholders to collaborate in shaping a more sustainable and resilient future for the sector.

In parallel, we are witnessing a transformation of the sector, and this requires us to be purpose-driven brands that generate impact where they operate. At Barceló Hotel Group, we are firmly committed to this goal, and 2024 has been another important year for consolidating our **Barceló ReGen** strategy.

2.2 Barceló ReGen

Barceló Hotel Group is committed to regenerative tourism, taking on the common challenges we face as a society and working towards a fair, inclusive and regenerative economic model for all people and the planet. Barceló ReGen articulates this commitment in a strategy based on three pillars: local investment with global impact, fairness and care for people and the planet.

The strategic pillars of **Barceló ReGen** are:



Glocal⁴: Sustainable investment in local communities with global impact. We contribute to the improvement of human, economic and local development of the communities in which we operate, through actions such as strengthening of the local business activity, creating local employment, promoting and giving visibility to local suppliers and businesses. In addition, we protect and enhance the cultural and natural heritage of destinations.

Fair: Our social role. We generate inclusive and intergenerational employment, creating job opportunities for young people and local employment. We develop internal talent and increase employee capabilities thanks to investment in training. The diversity of our company makes us better.

Planet Carer – People Carer: Addressing jointly the response to the climate and environmental emergency and its implications for people’s health. Our commitment is to generate improvements in people’s quality of life, through respect and conservation of environmental resources and biodiversity, reducing our contribution to climate change. This axis is also structured into two interrelated areas:

-**Planet Carer:** our contribution to preserving the environmental surroundings and protecting biodiversity.

-**People Carer:** we promote people’s well-being through caring for the experience and contributing to the implementation of healthy habits in our customers and employees.

In addition, we are aware that in order to accelerate the necessary change, we need to leverage opportunities for collaboration with other actors in the sector, both private and public, international, national, regional and local. For this reason, we commit to developing initiatives that make an active contribution to SDG 17, thus leading the

change towards regenerative tourism. Together we go further and faster.

During 2024, we have worked on defining our Sustainability Master Plan with around 110 specific projects and initiatives around our 3 strategic pillars, with the objective of strengthening our commitment to sustainable and regenerative practices, incorporating lessons learned and adapting to emerging challenges in sustainability.

2.2.1 Barceló ReGen Standards: our sustainability standards

The action lines defined in Barceló ReGen form the backbone on which we have built our own sustainability standards, which we call Barceló ReGen Standards — a system that allows us to measure and monitor the economic, social and environmental impacts of hotel activity in the destinations, and thereby facilitates our progress towards a tourism model that mitigates the impacts of the activity and maximizes the positive contribution of the tourism sector.

Since 2023, Barceló ReGen Standards have been recognized by the GSTC, meaning that they are equivalent to the GSTC criteria for the hotel industry — criteria that include numerous guidelines and standards for sustainable tourism from all continents and are organised into four sections: sustainable management, socio-economic impacts, cultural impacts and environmental impacts (including resource consumption, pollution reduction and the conservation of biodiversity and landscapes).

The rigor of the GSTC criteria, as well as the flexibility they allow when focusing on what is most important in each destination — in the people, communities and natural surroundings — are the reasons that led us to choose this system over other existing sustainability recognition alternatives. Furthermore, for Barceló Hotel Group it is key to keep the customer at the centre (customer centric model), and this decision allows us to adapt the system to the reality and day-to-day operations of the hotels and, therefore, to the needs of our customers. All this, with the objective of driving real transformation in the business model.

Barceló ReGen Standards are integrated into the **SER Barceló** platform, which provides all employees with the tools and manuals for each department in order to implement the brand architecture and excellence in customer service. For this reason, the future implementation of the management system endorsed by GSTC will ensure the management of impacts at the level of each establishment.

To guarantee and accredit the implementation of our standards in the hotels, we carry out **annual audits** executed by an independent third party (Bureau Veritas). During 2024, we have implemented and certified Barceló ReGen Standards in 4 of our hotels (Royal Hideaway Corales Resort,

2.2.2 Contribution to the SDGs through Barceló ReGen

The Sustainable Development Goals (SDGs) defined in the United Nations 2030 Agenda are our main reference framework to guide us towards regenerative tourism. Below is a summary of our contribution to the SDGs based on our strategic pillars:

Barceló ReGen Strategy Pillar	Key SDGs	Main projects and contribution in 2024
GLOCAL	SDG 1 SDG 8 SDG 11	<ul style="list-style-type: none"> Glocal Experience in our hotels Barceló Experiences: +210 entrepreneurs and SMEs +€10,000 additional annual income to local businesses +950 local experiences Experiencia Glocal en nuestros hoteles Barceló Foundation: 148 projects 16 countries 736,588 beneficiaries €3,014,236 investment Social investment in destinations: +€1.2M in donations, +19 tons of food donated

⁴ Glocal is a term formed from *global* and *local*.

		<ul style="list-style-type: none"> • 9 Michelin stars in restaurants with local cuisine • Protection of cultural heritage • 91% local purchases and 35% purchases from within 0 km • €16.5M in purchases from special employment centres
FAIR	SDG 4 SDG 10	<ul style="list-style-type: none"> • +586,000 training hours (+5% vs previous year) • Average salary increase of 3% for men and 5% for women
PLANET CARER - PEOPLE CARER	SDG 3 SDG 12 SDG 13 SDG 15	<ul style="list-style-type: none"> • Happy and memorable experience: NPS 54 • Promotion of healthy habits • Distinctive experiences aimed at caring for our customers • Circular thinking • Goal for all hotels to achieve energy rating A, B or C by 2027 • 100% of hotels in Spain powered by green energy • €10.6M allocated to environmental protection and improvement • 89 renewable energy installations in hotels • Reduction in resource consumption intensity ratios • Use of sustainable uniforms
LIDERSHIP	SDG 17	<ul style="list-style-type: none"> • International initiatives we are committed to: United Nations Global Compact, Global Code of Ethics for Tourism, ECPAT–The Code • Members of the Global Sustainable Tourism Council (GSTC) • Participation in sustainability forums and seminars • Press releases focused on sustainability

2.3 Strategic listening at Barceló

At **Barceló**, we understand that sustainability goes beyond the mere implementation of environmental and social practices. We are committed to adopting a holistic perspective that considers both the internal and external aspects of our business.

In this context, strategic listening becomes a fundamental tool to understand and address the concerns and expectations of both our internal and external stakeholders. This approach allows us not only to identify key challenges and opportunities related to sustainability, but also to develop effective responses that drive a long-term positive and sustainable impact across all our operations.

Barceló uses strategic listening in its double materiality matrix approach to strengthen our commitment to sustainability and the well-being of all our stakeholders.

2.3.1 Double Materiality

In 2023, we carried out a first double materiality assessment in accordance with the requirements of the European CSRD directive, with the aim of strengthening and enriching the company's strategic lines that shape our **Barceló ReGen** sustainability strategy.

During the process, we identified the positive and negative impacts of issues relevant to stakeholders and their financial significance. The study included phases such as secondary source research, focus groups by business line, interviews with internal and external stakeholders, and online surveys with employees and other key groups to assess the economic, environmental and social impacts of the issues addressed.

In 2025, we plan to review and update this study.

Methodology:

1. Identification of material issues: study of internal sources (**Barceló ReGen** strategy, previous reports, climate risk disclosures, etc.) and external sources (regulations, industry and corporate information from WEF, SFDR, CSRD, B-Corp) to update material topics and identify risks and opportunities.
2. Impact materiality analysis: focus groups, interviews and surveys with internal and external stakeholders (executives, suppliers, employees, customers) to assess the negative and positive impacts of material topics based on their severity, likelihood of occurrence, and possibility of short-, medium- and long-term remediation.
3. Financial materiality analysis: weighting of risks and opportunities from an economic perspective, analyzing their impact on the company's income statement in the short, medium and long term. In addition, the analysis was differentiated by geography (EMEA and APAC) due to the varying importance of material issues by country.

Global Materiality Matrix:



2.4 Engagement with stakeholders

At Barceló, we understand stakeholders to be all individuals or entities directly or indirectly affected by our activities, both now and in the future (employees, customers, owners, suppliers, public administrations, industry peers, the media, and society at large). We are committed to maintaining active dialogue with them to identify their needs, respond to them on an ongoing basis, and collaborate towards common goals. The double materiality analysis conducted this year has been key to advancing this dialogue, helping us to better understand our stakeholders' expectations and concerns regarding our sustainability efforts.

Below is a summary of the main communication and dialogue channels established with each stakeholder group:

Stakeholder Group	Communication and Dialogue Channels	2024 Impact	
All	Group website www.barcelogrupo.com	117,000 unique visitors	
	Website www.barcelo.com	+29.3 M unique visitors +47.6 M sessions	
	Facebook	4,429,948 followers Barceló Hotel Group (+3%) 1,366,193 Ávoris Corporación Empresarial (+27%)	
	Instagram	1,751,658 followers Barceló Hotel Group (+19%) 664,995 Ávoris Corporación Empresarial (+63%)	
	LinkedIn	4,480,535 reach Barceló Hotel Group (+16%) 255,732 reach Ávoris Corporación Empresarial	
	Twitter	223,278 reach Barceló Hotel Group	
	TikTok	49,425,083 views Barceló Hotel Group (x3.7)	
	YouTube	5,919,548 views Barceló Hotel Group (+74%)	
Employees	B inside (internal communication email)	245 messages sent (+37%) Barceló Hotel Group	
	B inside News (monthly newspaper)	12 editions, 662 news articles (+37%), 55 news per month on average Barceló Hotel Group	
	BConnect employee portal	1,761 unique visitors/month on average Barceló Hotel Group	
	HR consultation channel	6,524 queries Barceló Hotel Group	
	SER Barceló platform	1,997 accesses to SER Barceló Platform Barceló Hotel Group	
Clients (B2B, B2C)	Internal communication email	396 internal messages Ávoris Corporación Empresarial	
	Customer satisfaction surveys	103,880 Barceló Hotel Group 25,550 Ávoris Corporación Empresarial .	
	Customer reviews on opinion websites	162,115 Barceló Hotel Group	
	Customer newsletters and communications	120M e-mails sent to customers Barceló Hotel Group 332 campaigns Barceló Hotel Group 1,059 email marketing campaigns Ávoris Corporación Empresarial	
	Advertising actions	11,216,000 Ávoris Corporación Empresarial (+17% vs 2024) +460,000 new downloads Barceló Hotel Group .	
	Barceló Hotel Group App	447,000 requests through the app Barceló Hotel Group . 110 new services activated	
	Meetings with TTOO	Ongoing contact based on needs	
Owners	Management	+45,000 rooms from third-party owners Barceló Hotel Group 90 different owners Barceló Hotel Group .	
	Direct communication: regular meetings	Ongoing contact based on needs Barceló Hotel Group .	
	Personalized business progress reports	Ongoing contact based on needs Barceló Hotel Group .	
Suppliers	Direct communication in meetings	Ongoing contact based on needs.	
	Jaggaer portal Ávoris Corporación Empresarial	237 approved suppliers	
Public Administration	B-Stores	145 hotels used the app + 35,000 inventories + 290,000 entries of goods + 500 losses and breakages +12,000 interdepartmental transfers	
	Sectoral associations Institutional relations	Ongoing contact based on needs.	
Sector Companies	Sector meetings, working groups, joint projects, forums and events	Ongoing contact based on needs.	
Media	Barceló Brandcenter Barceló Hotel Group	7,517 total users 435 new users 133,935 downloads	
	External communication department Barceló Hotel Group	4,701 press hits Barceló Hotel Group (+13%) 32% international media coverage Barceló Hotel Group (-21%) +23B people reached Barceló Hotel Group (+43%) 32 national trips Barceló Hotel Group (+52%) 66 international trips Barceló Hotel Group (+10%)	
		Communication department Ávoris Corporación Empresarial	162 press releases (+42% vs 2023) 51 interviews (+139 % vs 2023)
		Local Communities/ Society	113 volunteer initiatives in hotels.
Local Communities/ Society	Organisation and participation in forums, meetings, conferences, etc. Regular meetings	Ongoing contact based on needs.	
	Volunteering actions	113 volunteer initiatives in hotels.	

3. BLOCK III. WE FORM PART OF OUR DESTINATIONS



Material Topics Destination development: local drivers, Company's social role, Commitment to human rights
GRI Content 2-6, 3-3, 203-1, 203-2, 204-1, 308-1, 414-1, 413-1

3.1 Developing local communities at our destinations

Within our Barceló ReGen strategy, the Glocal approach is key, seeking to invest sustainably in local communities with a global impact. Our goal is to generate a positive and lasting impact in these communities by promoting responsible and sustainable tourism. We are committed to being active agents in regenerative tourism, supporting human, economic and local development, fostering job creation, promoting local businesses, and protecting the cultural and natural heritage of our destinations.

3.1.1 Investment in local communities

At Barceló Hotel Group we invest directly and indirectly in the local environment through various donations and collaborations with associations:

Donation Type	Hotels	Value	Beneficiary entities
Food donation	37 hotels	19,500 kg of food (estimated value: €83,673)	Beneficiary entities: Local food banks and social organisations such as Curz Roja or Cáritas
Furniture donation	15 hotels	Estimated value: 25,335€	Beneficiary entities: Local associations and foundations.
Donation of bedding, towels, uniforms	27 hotels	Estimated value: 82,590€	Local associations and foundations, and educational centres
Donation of stays and provision of spaces	23 hotels	Estimated value: 44,715€	Beneficiary entities: Local associations and foundations. For example, the Barceló Valencia hotel provided accommodation to cleanup crews following storm Dana.
Other donations	25 hotels	Estimated value: 23,078€	Beneficiary entities: Local associations and foundations. Several hotels, such as Barceló Tenerife and Barceló Ixtapa, made donations to support sports activities
Monetary donation	26 hotels	€63,131 donated by hotels to various local associations and foundations.	In 2024, several initiatives were carried out at our hotels to raise funds for the Barceló Foundation's projects. A total of nearly €19,000 was raised for this purpose. One highlight was the "Plato Solidario" (Solidarity Dish) initiative at the Royal Hideaway Corales Resort, where part of the income from a selected dish was allocated to the construction of water wells by the Barceló Foundation .

Contribution by the management company to foundations and institutions (euros)	2022	2023	2024
Total	297,356	1,279,975	1,197,480

The contribution to foundations and institutions remained in line with the previous year, demonstrating our ongoing commitment to cultural, educational, and social development. This consistent support strengthens our positive impact on the community and reaffirms our role as a key player in promoting collective well-being.

INVESTMENT IN LOCAL COMMUNITIES – ÁVORIS CORPORACIÓN EMPRESARIAL: In 2024, **Ávoris** donated more than €80,000—over four times the amount donated in 2023—to various initiatives, notably participating in the *Sports and Change* project led by the Barceló Foundation in Bweyale, Uganda, specifically contributing to the construction of a football field in Bweyale. The future sports complex will house a football academy and a centre for workshops focused on the prevention of unwanted pregnancies and sexually transmitted diseases.

Sponsorships: During 2024, we invested €5.7 million in sponsorships, representing a 46% increase over the previous year. This entire amount corresponds to **Ávoris's** commitment, through its events division, to continue supporting Spanish sport, with which it shares the values of effort, perseverance, determination, equality, respect, sportsmanship, solidarity, teamwork, and both personal and collective success. This commitment spans various sports, events, and activities, supporting both male and female teams across different categories.

3.1.2 Support for Labour Market Inclusion

One of **Barceló's** main objectives is to attract top professionals and generate local employment. The impact is measured through indicators including the creation of local jobs (direct and indirect), first employment opportunities for young people through internship programs, and internal talent development to fill management positions in hotels.

We support labour market inclusion by contracting services from Special Employment Centres, whose staff is composed of at least 70% people with disabilities. These centres aim to offer paid employment and personal and social adjustment services, promoting the professional integration of people with disabilities.

In 2024, we continued to contract services from these centres:

Contracting of Special Employment Centres (€ millions)	2022	2023	2024
Total	14.8	17.8	16.5

In this regard, during 2024, we increased our average number of employees with disabilities in the Group by 26%:

Average number of employees with disabilities	2022	2023	2024
Total	218	290	366

Since 2019, all travel management for **Barceló Hotel Group** has been handled by **OPTTEAM**, a travel agency within **Ávoris**, which is a certified Special Employment Centre.

Regarding the inclusion of individuals at risk of severe social exclusion, we highlight our collaboration with **Fundación Integra**. Thanks to their efforts, each year women in social exclusion find a job opportunity that allows them to overcome difficult situations and start a dignified life. Since the beginning of our partnership with the foundation, we have facilitated the integration of 197 people.

⁵ **Barceló Hotel Group** has not carried out any sponsorships involving significant amounts during the reporting period.

In addition, 29 Barceló volunteers have participated in the empowerment school, providing training to people at risk of exclusion. Our estimated social contribution in 2024 amounts to €225,000.

Moreover, our collaboration with Fundación Integra has enabled the hiring of 17 individuals, promoting diversity within our workforce by providing opportunities to people from various social backgrounds. This partnership has not only enriched the composition of our teams but has also raised internal awareness about different social realities, such as:

- The inclusion of 13 women.
- The hiring of 10 individuals over the age of 45.
- Employment opportunities for 5 women who have been victims of gender-based violence.
- A diverse cultural background represented by 13 different nationalities.

3.2 From Supply Chain to Value Chain

We ensure ethical and transparent management of the supply chain, fostering lawful and responsible relationships with suppliers. The selection process is based on objective criteria and the pursuit of innovative and sustainable solutions, in accordance with the [Barceló Hotel Group's Code of Ethics](#).

3.2.1 Responsible procurement at Barceló Hotel Group

We aim for a sustainable purchasing model that optimizes costs, ensures quality, and upholds ethical and environmental commitments. To achieve this, we implement a centralized and flexible system, digitize management with B-stores, and promote the use of local products to highlight the identity of each destination.

Barceló Hotel Group prioritizes working with local suppliers, reaching 91%⁶ local suppliers and 35% proximity suppliers⁷ (local or km 0) in 2024. This supports the local economy, professionalizes small businesses, and reduces environmental impact by minimizing transport emissions. Additionally, contracts include a clause against child sexual abuse and exploitation, with immediate termination in the event of non-compliance. In recent years, we have not carried out supplier audits.

In 2025, Barceló Hotel Group plans to implement a more sustainable procurement model by approving suppliers based on ESG criteria and using digital tools to integrate sustainability into the supply chain. This will give us visibility into the sustainability practices of our main suppliers and how they may directly affect us, ensuring regulatory compliance and addressing all types of risks (sustainability, compliance, financial, geopolitical, natural disasters, cybersecurity, among others). A sector-wide working group is also planned, which will allow us to work jointly towards integrating sustainability across the value chain in the tourism sector.

3.2.2 Responsible procurement at Ávoris Corporación Empresarial

The travel division of the Group manages its suppliers through the [Purchasing Management Tool](#) portal. To be registered, suppliers must undergo an approval process that requires compliance with labour, environmental, and ethical guidelines. They must also provide and update documentation to support these commitments.

As of the end of 2024, we have:

- 237 approved suppliers, representing 36% of the total, and accounting for 52% of all purchases in 2024.
- 18 new approved suppliers in 2024.
- As in 2023, no supplier audits were conducted in 2024.

Approved suppliers	2022	2023	2024
Total	238	271	237

Non-tourism suppliers are approved through the *Jaggaer* platform, where they must complete a detailed questionnaire about their sustainability performance.

Additionally, Ávoris continues to report through *Ecovadis*.

3.3 Barceló Experiences: For a Conscious Tourism

Barceló Experiences is our proposal for experiencing destinations authentically, offering an alternative to conventional travel. It allows guests to immerse themselves in the essence of the places they visit, while fostering a positive impact on the local economy and society through a sustainable model.

Its actions include:

- Generating value for the hotel and destination through local guides and a digital catalog of experiences, reaching 12 million users in 2024.
- Digitizing and professionalizing SMEs and experience-based businesses, improving their competitiveness and generating additional income for over 200 entrepreneurs.
- Respecting and promoting the natural, cultural, and archaeological environment, with more than 850 active experiences.
- Facilitating contact between experience providers and customers.

3.4 Barceló Foundation

[Barceló Foundation](#) is a non-profit institution created by the Barceló Oliver family 35 years ago, with the goal of improving human development and contributing to the creation of a more equitable society. Its projects are structured around three pillars:

- Contributing to the improvement of human, economic, and social development for the most vulnerable people through healthcare, education, and comprehensive development, with a special focus on improving the quality of life of women.
- Supporting agricultural development and implementing productive projects while preserving the environment.
- Promoting cultural activities.

148 projects in 16 countries	736.588 beneficiaries	3.014.236€ total investment (+25%)
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⁶ At Barceló Hotel Group, we define a local supplier as one whose headquarters are located in the same country as the hotel.

⁷ At Barceló Hotel Group, we define a proximity supplier as one whose headquarters are located less than 100 km from the hotel (a criterion established by the Slow Food movement).

Projects	Impact 2024
FARMASOL brings together health projects focused on medical care, the supply of medicines and healthcare materials in health centres. It includes vaccination campaigns, treatment of diseases such as podoconiosis, pre- and post-natal care, disability care, and other programs adapted to local needs.	35 projects in 9 countries 471,262 people assisted 17,780 children vaccinated 4,763 children enrolled in nutrition programs 507,558 € invested
AGUAY+ works to ensure access to clean water through the drilling and rehabilitation of wells, construction of latrines, water tanks, and other sanitation structures in the different locations where the Foundation operates.	45 projects in 4 countries <ul style="list-style-type: none"> • 47 new wells and 120 rehabilitated • 58 latrines built • Installation of solar panels 224,212 beneficiaries 612,511€ invested
INTERVENTIONS are projects that combine various actions in the same country and area, allowing long-term improvement and tracking of outcomes. By working consistently with the same population, the success of projects is ensured.	40 intervenciones 4 countries 12,944 people benefited 439,006€ invested

Other notable projects in 2024:

- Creation of a sports school in Uganda
- Training in nutrition and gastronomy for young people and women focused on the tourism sector in Ethiopia

Other relevant data: 388 educational scholarships | 10 microcredit programs | 413,202 kilos of food distributed in Mallorca | 11 cultural projects

4. BLOCK IV. COMMITTED TO FAIR AND INCLUSIVE EMPLOYMENT



Material topics Working conditions, Training and talent development, Diversity, equity and inclusion, Talent engagement and attraction, People's well-being and care.
GRI Content 2,7, 2-30, 3-3, 401-1, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2

4.1 Talent at Barceló

People are the foundation of our company and the driving force behind our growth. We believe in the talent of our team, in their ability to inspire our customers, and in their key role in transforming our organisational culture. We foster a culture that nurtures talent, strengthens the sense of belonging, and supports the continuous improvement of the employee experience.

We are also committed to work-life balance, personal and professional harmony, and the overall well-being of our team. We promote initiatives to motivate, encourage digital disconnection, and support both physical and emotional health. We understand that the success of our company depends on caring for and developing those who are part of it.

4.1.1 Context of People in the Tourism Sector

In 2024, the tourism sector has experienced significant growth, but it continues to face major challenges in attracting and retaining talent. The shortage of skilled labour and high turnover—especially during peak seasons—remain key difficulties in our industry. Moreover, the quality of life for employees in overcrowded destinations has also been impacted, prompting us to seek solutions such as offering support in the search for housing. In this context, sustainability and social responsibility are essential to attracting talent, particularly professionals drawn to innovative projects with a positive impact.

In response to these challenges, efforts have been intensified to improve working and economic conditions, as well as to strengthen employee benefits and well-being programs aimed at attracting, retaining, and developing talent—resulting in new hires and improved employee retention across the Group.

In short, we are fully committed to adapting to new trends and concerns in today's labour market, aiming to attract top talent and promote internal mobility, thereby ensuring committed and motivated teams.

4.1.2 Management Approach to Employee Well-being

Aware that talent is our most valuable asset for conveying our passion and delivering a unique experience to our guests, Barceló Group has defined three key areas of focus to enhance the development of our teams:

- **Investing in continuous training:** We prioritize the training and skills development of our employees, focusing on both upskilling (enhancing existing skills) and reskilling (acquiring new skills). This ensures that our teams can flexibly adapt to different roles and evolving business needs.
- **Internal promotion and professional development:** We encourage our employees to grow and advance within the company, prioritizing internal promotion to retain talent and foster a strong culture of belonging.
- **Attractive benefits and well-being:** We offer competitive benefits and well-being programs to enhance the quality of life of our employees, promoting a positive and collaborative work environment to reduce turnover and increase engagement.

4.1.3 Labour Projects and Policies

- **Transformation in people management at Barceló Hotel Group:** The main challenges in 2024 have been:
 - o Launch of **Workday** in July, a new and pioneering human resources management system rolled out to all our team members based in Spain. Its implementation has automated and transformed key HR processes, with training provided to all involved groups. Additionally, the new time tracking system in Spain has been consolidated.
 - o We have designed and implemented the new **Competency and Leadership Model**, aligned with the company's strategy. This model defines the key skills for all employees and their leaders, broken down into behaviors and levels of proficiency. It serves as a guide for HR processes and policies, with the aim of standardizing the language around people, embracing team diversity, and promoting merit-based management. This system allows us to set growth criteria and provides managers with the tools they need to develop their teams. **Our competencies, together with our values, shape the Barceló Culture—the very essence of what makes us unique and special.**
- Strengthening **Ávoris Corporación Empresarial's** commitment to equality and diversity:

Strengthening the commitment to equality and diversity has been a central pillar of Ávoris's policies. Through various initiatives, efforts have been made to ensure equal opportunities for all employees, promote learning, foster internal promotion, and create safe and trusting spaces for everyone.

In terms of equality, notable progress includes the update of Ávoris's Equal Opportunities Policy and the implementation of the first equality plans in subsidiaries such as Iberobus, Travelsens, Mayorista de Viajes, BTravel Turismo Accesible, CATAI, and Mayorista de Viajes.

Regarding diversity, Ávoris renewed its commitment by signing the European Diversity Charter and promoted training programs focused on intercultural competence and bias reduction. These efforts reflect continued progress in building an organisational culture that prioritizes equity and inclusion—where diversity is not only accepted but celebrated as a driver of innovation and growth.

4.2 Main Figures

Our workforce is made up of all those individuals who, across various areas and business lines, carry out their work in our hotels (under the **Barceló Hotel Group** and **Crestline Hotels & Resorts**) or within **Ávoris Corporación Empresarial**, our travel-specialized brand.

In 2024, the workforce—calculated as the annual average number of contracts—increased by 7.4% compared to the previous year, reaching a total of 40,888 employees across 35 countries. Of these, 47% are men and 53% are women, with an average age of 39.

40,888 employees (+7.4%)	35 countries (+ 4)	134 nationalities (+ 4)
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2024 WORKFORCE DISTRIBUTION BY COUNTRY

Maintaining the distribution seen in previous years, Spain remains the country with the largest number of employees, with a 15% increase compared to 2023. Additionally, across the international workforce—and particularly in countries such as Germany, Slovenia, Malta, the Maldives, and Poland—staff numbers have doubled or even tripled compared to 2023, driven by the opening and consolidation of new hotels in these locations.

Aggregate Scope									
Distribution by country and gender	2022			2023			2024		
Country	Average Workforce*	% men	% women	Average Workforce*	% men	% women	Average Workforce*	% men	% women
Germany	36	78%	22%	53	57%	43%	133	52%	48%
Aruba	193	48%	52%	197	46%	54%	189	46%	54%
Bulgaria	75	49%	51%	96	42%	58%	115	58%	42%
Cape Verde	-	-	-	-	-	-	262	46%	54%
Colombia	1	100%	0%	1	100%	0%	1	100%	0%
Costa Rica	875	55%	45%	896	54%	46%	910	54%	46%
Cuba	-	-	-	-	-	-	0	0%	0%
Egypt	349	94%	6%	434	93%	7%	450	93%	7%
El Salvador	220	53%	47%	253	52%	48%	267	50%	50%
United Arab Emirates	526	83%	17%	555	82%	18%	577	80%	20%
Slovenia	-	-	-	12	46%	54%	31	52%	48%
Spain	11,490	39%	61%	13,202	39%	61%	15,503	39%	61%
United States	3,977	36%	64%	4,887	36%	64%	4,757	37%	63%
France	-	-	-	-	-	-	0	44%	56%
Greece	49	47%	53%	-	-	-	-	-	-
Guatemala	334	50%	50%	380	51%	49%	376	51%	49%
Hungary	38	45%	55%	45	47%	53%	65	42%	58%
India	10	90%	10%	7	85%	15%	15	75%	25%
Indonesia	-	-	-	212	75%	25%	111	74%	26%
Italy	42	40%	60%	50	45%	55%	50	51%	49%
Maldives	-	-	-	47	88%	12%	121	88%	12%
Malta	-	-	-	12	68%	32%	48	63%	37%
Morocco	472	67%	33%	773	66%	34%	844	66%	34%
Mexico	8,821	59%	41%	8,924	57%	43%	8,764	56%	44%
Nicaragua	207	56%	44%	248	55%	45%	297	54%	46%
Oman	205	88%	12%	213	86%	14%	196	88%	12%
Poland	-	-	-	19	58%	42%	53	63%	37%
Portugal	320	33%	67%	317	34%	66%	370	34%	66%
United Kingdom	4	50%	50%	1	57%	43%	0	0%	0%
Czech Republic	109	46%	54%	110	39%	61%	119	42%	58%
Dominican Republic	5,335	55%	45%	5,628	54%	46%	5,585	51%	49%
Sri Lanka	-	-	-	179	85%	15%	0	0%	0%
Thailand	-	-	-	-	-	-	329	54%	46%
Tunisia	527	74%	26%	-	-	-	0	0%	0%
Turkey	243	69%	31%	316	71%	29%	350	69%	31%
TOTAL	34,458	50%	50%	38,067	49%	51%	40,888	47%	53%

* Based on the annual average of total contracts

It should be noted that data related to Cuba and Tunisia could not be collected due to the specific management characteristics in these countries. Additionally, due to decimal rounding adjustments, the average workforce in countries such as Sri Lanka, the United Kingdom, and France appears as zero.

Distribution by Country, Gender, and Job Category	Aggregate Scope									Aggregate Scope								
	2023									2024								
	Management Team			Middle management			Core staff			Management Team			Middle management			Core staff		
	Average Workforce	% Men	% Women	Average Workforce	% Men	% Women	Average Workforce	% Men	% Women	Average Workforce	% Men	% Women	Average Workforce	% Men	% Women	Average Workforce	% Men	% Women
Germany	3	35%	65%	17	60%	40%	33	57%	43%	3	67%	33%	35	52%	48%	94	52%	48%
Aruba	6	44%	56%	31	57%	43%	160	44%	56%	3	33%	67%	37	56%	44%	149	43%	57%
Bulgaria	2	27%	73%	21	36%	64%	72	45%	55%	1	0%	100%	11	60%	40%	103	58%	42%
Cape Verde	-	-	-	-	-	-	-	-	-	5	85%	15%	36	51%	49%	221	45%	55%
Colombia	0	0	0	0	0	0	1	100%	0%	0	0%	0%	1	100%	0%	0	0%	0%
Costa Rica	20	53%	47%	67	65%	35%	809	54%	46%	11	73%	27%	69	63%	37%	830	53%	47%
Cuba	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Egypt	10	100%	0%	92	93%	7%	332	92%	8%	4	100%	0%	91	92%	8%	355	93%	7%
El Salvador	5	89%	11%	21	48%	52%	228	52%	48%	2	100%	0%	18	60%	40%	247	49%	51%
United Arab Emirates	19	90%	10%	137	82%	18%	398	82%	18%	6	84%	16%	146	82%	18%	425	79%	21%
Slovenia	1	0%	100%	5	62%	38%	6	41%	59%	2	39%	61%	9	55%	45%	20	51%	49%
Spain	244	72%	28%	2,324	45%	55%	10,637	37%	63%	253	68%	32%	2,565	44%	56%	12,685	37%	63%
United States	454	44%	56%	751	34%	66%	3,681	36%	64%	435	41%	59%	1,167	49%	51%	3,155	32%	68%
France	-	-	-	-	-	-	-	-	-	0	100%	0%	0	36%	64%	0	0%	100%
Guatemala	2	50%	50%	54	65%	35%	324	49%	51%	2	50%	50%	66	50%	50%	309	51%	49%
Hungary	3	29%	71%	14	44%	56%	28	50%	50%	3	35%	65%	26	39%	61%	36	45%	55%
India	1	100%	0%	0	100%	0%	5	81%	19%	1	100%	0%	2	28%	72%	12	78%	22%
Indonesia	2	100%	0%	52	77%	23%	158	74%	26%	1	100%	0%	21	77%	23%	88	73%	27%
Italy	6	67%	33%	4	75%	25%	40	39%	61%	3	79%	21%	4	19%	81%	43	52%	48%
Maldives	2	100%	0%	13	84%	16%	32	88%	12%	2	73%	27%	33	93%	7%	86	87%	13%
Malta	1	66%	34%	8	66%	34%	3	72%	28%	2	100%	0%	23	59%	41%	22	65%	35%
Morocco	31	69%	31%	198	67%	33%	545	66%	34%	25	78%	22%	205	69%	31%	614	65%	35%
Mexico	91	57%	43%	563	69%	31%	8,270	56%	44%	52	75%	25%	585	68%	32%	8,127	55%	45%
Nicaragua	5	20%	80%	22	82%	18%	221	53%	47%	1	100%	0%	25	64%	36%	270	53%	47%
Oman	2	100%	0%	37	83%	17%	174	87%	13%	2	100%	0%	39	81%	19%	156	90%	10%
Poland	1	16%	84%	5	66%	34%	13	59%	41%	1	0%	100%	11	67%	33%	41	63%	37%
Portugal	16	50%	50%	35	48%	52%	266	31%	69%	13	60%	40%	40	41%	59%	317	33%	67%
United Kingdom	0	0%	100%	0	0%	0%	1	67%	33%	0	0%	0%	0	0%	0%	0	0%	0%
Czech Republic	7	59%	41%	34	47%	53%	70	33%	67%	4	76%	24%	40	43%	57%	75	39%	61%
Dominican Republic	45	56%	44%	563	68%	32%	5,020	52%	48%	25	60%	40%	669	64%	36%	4,892	49%	51%
Sri Lanka	2	100%	0%	31	91%	9%	146	84%	16%	0	0%	0%	0	0%	0%	0	0%	0%
Thailand	-	-	-	-	-	-	-	-	-	3	94%	6%	52	52%	48%	274	54%	46%
Tunisia	0	0%	0%	0	0%	0%	0	0%	0%	0	0%	0%	0	0%	0%	0	0%	0%
Turkey	12	75%	25%	53	70%	30%	250	71%	29%	10	59%	41%	66	75%	25%	274	68%	32%
Total	993	56%	44%	5,151	53%	47%	31,923	48%	52%	875	55%	45%	6,092	54%	46%	33,921	46%	54%

DISTRIBUTION OF THE WORKFORCE BY BUSINESS

The main business divisions within the Barceló Group are five: Ávoris, Crestline, and the geographic regions of EMEA Spain, EMEA International, and LATAM under Barceló Hotel Group.

An analysis by business division reveals an increase in the relative weight of the workforce in Ávoris, EMEA Spain, and EMEA International compared to the other divisions. Individually, LATAM and Crestline have maintained a relatively stable average workforce compared to 2023. Therefore, the overall workforce growth in 2024 appears to be driven by expansion in Ávoris, EMEA Spain, and EMEA International, while Crestline and LATAM have experienced adjustments or stabilization.

Distribution of the workforce by business	Aggregate scope					
	2022		2023		2024	
Business	Workforce	%	Workforce	%	Workforce	%
Ávoris	5,439	16%	5,533	15%	6,749	17%
Crestline	3,977	12%	4,878	13%	4,748	12%
EMEA Spain	6,453	19%	7,982	21%	9,181	22%
EMEA International	2,755	8%	3,219	8%	3,971	10%
LATAM	15,834	46%	16,455	43%	16,239	40%
TOTAL	34,458	100%	38,067	100%	40,888	100%

WORKFORCE DISTRIBUTION BY AGE

The average age of the workforce remains consistent with the previous year, with a slight increase of 0.22 years. While this increase is not significant on its own, the upward trend indicates a gradual aging of the workforce. The majority of employees fall within the 30 to 50 age range. Notably, there has been a significant increase in the number of employees over the age of 50, growing by 31.8% between 2022 and 2024. This suggests improved retention of senior talent within the organisation.

Workforce by Average Age	Aggregate scope		
	2022	2023	2024
Workforce by Gender	38.51	38.68	38.88
Men	38.04	38.2	38.36
Women	38.98	39.12	39.34
Workforce by Gender			
Under the age of 30	26.80%	27,24%	26,92 %
Between the ages of 30 and 50	55.60%	53,94%	53,54 %
Over 50 years old	17.60%	18,82%	19,54 %

Workforce by gender and age	Aggregate scope		
	2022	2023	2024
Under the age of 30	9,221	10,369	11,007
Men	52%	51%	50%
Women	48%	49%	50%
Between the ages of 30 and 50	19,177	20,534	21,891
Men	49%	48%	46%
Women	51%	52%	54%
Over 50 years old	6,060	7,164	7,990
Men	49%	48%	46%
Women	51%	52%	54%
Total	34,458	38,067	40,888

WORKFORCE DISTRIBUTION BY JOB CATEGORY

Following the trend observed in 2023 and focusing on the standardization of job profiles and professional categories—while respecting the specific characteristics of each division—it can be seen that in 2024, the percentage of middle management has increased. In contrast, there has been a decrease in the percentage of executive positions, primarily understood as hotel directors, assistant directors, deputy managers, and other roles with higher responsibility or a large number of staff under their supervision.

The data also show sustained growth across all professional categories, with a particularly notable increase in middle management and Core staff. This growth is partly explained by the Group's expansion, but also by new internal development opportunities and the implementation of talent-strengthening strategies. The stability in the percentage distribution across hierarchical levels indicates a consolidation of the organisational structure, which may translate into greater operational efficiency and management capacity within the company.

Workforce by job category	Aggregate Scope					
	2022		2023		2024	
Management team	1,125	3%	993	3%	875	2%
Men	620	55%	556	56%	481	55%
Women	505	45%	437	44%	394	45%
Middle management	4,356	13%	5,151	13%	6,092	15%
Men	2,475	57%	2,746	53%	3,290	54%
Women	1,881	43%	2,405	47%	2,802	46%
Core staff	28,977	84%	31,923	84%	33,921	83%
Men	13,979	48%	15,206	48%	15,603	46%
Women	14,998	52%	16,717	52%	18,318	54%

WORKFORCE DISTRIBUTION BY TYPE OF CONTRACT

In 2024, the workforce reflects a clear commitment to stability and talent retention, with permanent contracts making up 86% of the total—up from 80% in 2022 and 82% in 2023. Temporary contracts have declined from 20% in 2022 to 14% in 2024, reinforcing job stability and contributing to a more positive working environment and greater productivity.

Employees over the age of 50 enjoy the highest level of job security, with 95% on permanent contracts, followed by those aged 30 to 50, at 88%. While 26% of employees under 30 remain on temporary contracts, the rate of conversion to permanent positions has improved. Both men and women have seen an increase in the proportion of permanent contracts.

Average workforce by contract based on gender, professional category and age range ⁸		Aggregate scope															
		2022				2023				2024							
		Permanent		Temporary		TOTAL		Permanent		Temporary		TOTAL		Permanent		Temporary	
By gender	Men	12,274	79%	3,362	21%	15,636	13,557	81%	3,181	19%	16,738	14,893	85%	2,678	15%	17,570	
	Women	12,114	82%	2,731	18%	14,845	13,784	84%	2,667	16%	16,451	16,060	86%	2,510	14%	18,569	
By professional category	Management team	577	96%	24	4%	601	526	97%	16	3%	542	440	100%	2	0%	442	
	Middle management	3,700	92%	326	8%	4,026	4,097	93%	306	7%	4,403	4,711	96%	217	4%	4,928	
	Core staff	20,111	78%	5,743	22%	25,854	22,718	80%	5,526	20%	28,244	25,802	84%	4,967	16%	30,769	
By Age Range	< 30	5,216	62%	3,133	38%	8,349	6,422	69%	2,936	31%	9,358	7,457	74%	2,593	26%	10,049	
	30 - 50	14,687	85%	2,664	15%	17,351	15,735	86%	2,523	14%	18,258	17,408	88%	2,269	12%	19,677	
	> 50	4,485	94%	296	6%	4,781	5,184	93%	389	7%	5,573	6,088	95%	324	5%	6,413	
TOTAL		24,388	80%	6,093	20%	30,481	27,341	82%	5,848	18%	33,189	30,953	86%	5,186	14%	36,139	

⁸ The table shows the number of active contracts during the fiscal year; however, the reported data excludes Crestline due to the different nature of the employment relationships it maintains with its workers, as their possible classification as *full-time* or *part-time*, *hourly* or *exempt*, differs from the categories used in the rest of the report.

BREAKDOWN OF THE PART-TIME WORKFORCE

In 2024, part-time employees within the corporate perimeter reached 1,538, representing 3.8% of total contracts—a slight increase compared to 2023. While Ávoris is one of the divisions showing an increase in part-time contracts versus the previous year, this result can largely be attributed to the overall growth in the average workforce within that division.

By job category, Core staff continues to be the majority group, with 1,579 part-time contracts (4.3%), followed by middle management with 74 contracts (1.2%), while the executive team remains at very low levels, with only 3 contracts (0.4%).

Regarding age distribution, the composition remains consistent with the previous year, showing a higher percentage of part-time contracts among employees over the age of 50.

Average Part-Time Workforce by Business Line, Based on Gender, Job Category, and Age Range ⁹		Aggregate scope													
		2022							2023						
		ÁVORIS	CREST.	EMEA SPA.	EMEA INTER.	LATAM	TOTAL	ÁVORIS	CREST.	EMEA SPA.	EMEA INTER.	LATAM	TOTAL		
By Gender	Men	5.0%	9.5%	1.8%	0.4%	0.4%	313	1.8%	10.1%	9.2%	1.8%	0.2%	0.0%	394	2.1%
	Women	6.9%	8.1%	10.0%	2.1%	0.7%	877	5.0%	7.9%	8.6%	8.0%	1.4%	0.0%	941	4.8%
By Job Category	Management team	0.5%	0.2%	0.8%	0.2%	0.0%	3	0.3%	0.5%	0.0%	0.0%	0.0%	0.0%	0	0.0%
	Middle management	1.1%	0.5%	2.1%	0.1%	0.1%	36	0.8%	1.4%	0.9%	1.4%	0.2%	0.0%	42	0.8%
	Core staff	7.9%	10.8%	7.1%	1.1%	0.6%	1,151	4.0%	10.6%	11.6%	5.9%	0.7%	0.0%	1,293	4.0%
By age range	Under the age of 30	16.8%	13.8%	4.4%	2.0%	0.9%	286	3.1%	17.2%	13.4%	4.6%	0.9%	0.0%	273	2.6%
	Between the ages of 30 and 50	6.2%	7.2%	7.1%	0.4%	0.3%	666	3.5%	8.2%	7.6%	5.4%	40.0%	0.0%	720	3.5%
	Over the age of 50	4.3%	7.0%	4.9%	1.0%	0.0%	238	3.9%	7.2%	7.7%	4.9%	0.5%	0.0%	342	4.8%
TOTAL		344	341	398	24	83	1,190	3.5%	472	432	409	18	4	1,335	3.5%
TOTAL (%)		6.3%	8.6%	6.2%	0.9%	0.5%			8.5%	8.9%	5.1%	0.5%	0.0%		

Average part-time workforce by business line based on gender, professional category, and age range (continued)		Aggregate scope							
		2024							
		ÁVORIS	CREST.	EMEA SPA.	EMEA INTER.	LATAM	TOTAL		
By Gender	Men	11.3%	9.5%	1.7%	0.3%	0.0%	452	2.3%	
	Women	7.8%	8.7%	6.7%	1.7%	0.0%	994	4.6%	
By Job Category	Management team	5.8%	0.1%	0.0%	0.0%	0.0%	3	0.4%	
	Middle management	2.2%	2.7%	0.8%	0.4%	0.0%	74	1.2%	
	Core staff	10.4%	12.6%	5.0%	0.9%	0.0%	1,369	4.0%	
By age range	Under the age of 30	13.2%	12.6%	4.3%	1.1%	0.0%	282	2.6%	
	Between the ages of 30 and 50	8.8%	8.0%	4.2%	0.5%	0.0%	763	3.5%	
	Over the age of 50	7.4%	8.3%	4.6%	1.2%	0.0%	401	5.0%	
TOTAL		591	428	397	30	0	1,446	3.5%	
TOTAL (%)		8.7%	9.0%	4.3%	0.8%	0.0%			

4.3 A culture focused on caring for talent

In such a dynamic sector as tourism and hospitality, attracting and retaining top talent is a key challenge and a top priority for our company. We believe that every stage of the employee journey should be a positive experience—one that builds strong bonds and fosters long-term well-being and engagement.

We visit universities and training centres, take part in job fairs, and strengthen our employer branding strategy to inspire future professionals, consolidating our reputation as a company committed to talent development and excellence in hospitality.

TALENT ATTRACTION AND RETENTION AT BARCELÓ HOTEL GROUP

In 2024, we continued to strengthen our ability to attract talent, consolidating our position as a **company committed to professional development**. Through our internship programmes, we support young students in their first contact with the business world, helping them complete their education and facilitating their integration into the job market.

At the corporate level, we welcomed 19 **students through internship** and dual vocational training (FP Dual) programmes, established via agreements with universities, technical colleges, and institutions such as ICEX. In our hotels, we partnered with local schools and universities to host students in operational training programmes, promoting their development in a real-world environment.

One of our key initiatives is the **Management Training Program**, aimed at recent graduates in Hotel Management. Over a period of four to six months, the 84 participants in 2024 completed cross-training across different hotel departments, gaining a comprehensive understanding of the business and preparing to take on future responsibilities. Following a performance evaluation, participants with a positive assessment are incorporated into our talent pool as part of the Barceló Development Plan (PDB), ensuring continuity and growth for our future hotel directors. While our ability to attract external talent remains strong, at Barceló Hotel Group we **prioritise internal promotion**, always sharing job opportunities first through internal communication channels.

In addition, we strengthened our social commitment through our collaboration with Fundación Integra, promoting the **hiring of 17 individuals at risk of social exclusion**. As part of this partnership, our teams actively contribute to the training of these individuals, supporting their access to the labour market and encouraging their integration through practical, inclusive initiatives.

⁹ Percentages based on the annual average of total contracts

ÁVORIS CORPORACIÓN EMPRESARIAL: EMPOWERING YOUNG TALENT AND INNOVATION IN THE TOURISM SECTOR

In 2024, Ávoris Corporación Empresarial reaffirmed its **commitment to young talent** by welcoming students into professional internship programmes across a range of disciplines, from tourism and engineering to law. With the aim of attracting and training the next generation of professionals, the company relaunched its open days in Madrid and Palma, offering students and teachers an inside look at its business ecosystem. Firm in the belief that diversity and intergenerational collaboration are essential to the evolution of the sector, Ávoris champions creativity and innovation as drivers of growth. As part of this strategy, in 2024 the company became a sponsor of the Sondersland Festival, the largest event for young talent, which brought together over 3,500 participants in Madrid. Through these initiatives, Ávoris continues to build a dynamic and enriching environment where new generations can grow and contribute their vision to the future of tourism.

4.3.2 Remuneration and pay gap

Our remuneration policy is designed to balance internal equity with external competitiveness, ensuring that compensation reflects both the effort and performance of our employees. We continuously adapt our strategy to each market and labour context, in line with our values and organisational culture. In this way, we foster a healthy and productive work environment where personal and professional development is a central focus.

Average Salary by Job Category, Age Range, and Gender	Aggregated scope											
	2022				2023				2024			
Management team	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Men	37,103	66,718	101,358	74,764	34,761	74,888	118,215	83,904	35,817	82,113	127,847	90,873
% Change vs. previous year	5%	34%	33%	27%	-6%	12%	17%	12%	3%	10%	8%	8%
Women	34,707	61,049	75,310	60,319	37,249	67,821	83,578	66,256	38,124	80,072	94,239	77,197
% Change vs. previous year	-4%	23%	24%	9%	7%	11%	11%	10%	2%	18%	13%	17%
Middle Management	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Men	15,232	24,129	32,597	24,860	17,948	28,415	36,497	29,330	21,647	29,994	41,050	31,750
% Change vs. previous year	115%	42%	22%	23%	18%	18%	12%	18%	21%	6%	12%	8%
Women	22,120	26,087	31,687	26,786	26,550	27,158	30,934	28,046	26,556	30,720	36,799	31,609
% Change vs. previous year	148%	34%	13%	7%	20%	4%	-2%	5%	0%	13%	19%	13%
Core staff	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL	<30	30-50	>50	TOTAL
Men	9,364	13,668	21,388	12,585	11,759	15,668	21,310	14,716	12,137	16,025	22,427	15,029
% Change vs. previous year	24%	12%	5%	5%	26%	15%	0%	17%	3%	2%	5%	2%
Women	11,762	16,047	21,467	15,140	13,363	17,590	21,688	16,683	13,307	18,266	23,421	17,143
% Change vs. previous year	9%	-5%	-4%	-8%	14%	10%	1%	10%	0%	4%	8%	3%

In 2024, the Board Members and Senior Management, responsible for strategic leadership and key decision-making, were represented by seven men, the same as in 2023. Their average compensation was €389,000, a 5% decrease compared to 2023 (€410,000).

Average Salary by Job Category	Aggregated scope		
	2022	2023	2024
Management team	66,208	76,514	84,825
% Change vs. previous year	15%	16%	11%
Middle Management	25,687	28,729	31,685
% Change vs. previous year	14%	12%	10%
Core staff	13,956	15,791	16,187
% Change vs. previous year	5%	13%	3%

Average Salary by Age	Aggregated scope		
	2022	2023	2024
<30	11,984	12,991	13,296
% Change vs. previous year	16%	8%	2%
30-50	18,268	19,163	20,053
% Change vs. previous year	1%	5%	5%
>50	28,251	26,506	28,946
% Change vs. previous year	-7%	-6%	9%

Salary conditions reflect a positive evolution in the structure of the workforce, with sustained growth across nearly all job categories and age groups. Notably, there has been a significant increase among middle management, suggesting a strong commitment to talent development and internal promotion. Meanwhile, Core staff salaries remain stable, reinforcing a balanced organisational structure. Overall, a favourable progression is observed, with improvements across most segments and an evolution in line with the company's growth.

As a Group, we remain committed to pay equity, ensuring that differences in remuneration are based on objective factors such as experience and job responsibilities. The positive evolution of women's salaries, particularly at management and middle management levels, reflects our ongoing efforts to ensure equality in the compensation structure. Furthermore, when looking at aggregated data, a slight gap in favour of women can be observed. In this regard, although the gender pay gap has slightly widened—from -2.26% in 2023 to -4.05% in 2024—it continues to show a difference in favour of women.

Average Salary by Gender	Aggregated scope		
	2022	2023	2024
Men	15,388	17,810	18,413
% Change vs. previous year	7%	16%	3%
Women	16,790	18,301	19,158
% Change vs. previous year	-8%	9%	5%

4.3.3 Work-Life Balance and the Right to Disconnect

At Barceló Group, we offer working time organisation systems that allow each employee to know their schedule in advance, including rest periods and holidays.

The well-being of our people is one of our top priorities. Providing an enriching work environment with attractive conditions helps us retain talent, connect with our people, and strengthen their engagement—key pillars of our employee experience strategy.

At **Barceló Hotel Group**, we have implemented a **Flexible Working Hours Protocol** that facilitates the reconciliation of work and personal life, while ensuring compliance with regulations on working time organisation and respecting the maximum working hours legally established. We

also have a Remote Work in a Healthy Environment Policy to ensure that, just like in our facilities, all employees' remote working conditions comply with occupational health and safety requirements. In addition, we enable digital disconnection outside of working hours and have equality plans in place to promote shared responsibility between employees.

At **Ávoris Corporación Empresarial**, all employees receive information about their rights regarding work-life balance through internal communication channels, ensuring they are informed of legislative changes and improvements introduced by the company. The company promotes work-life balance with equality counselling, flexible mobility for dependent care, and paid leave for adoption, medical treatments, or family illness. It offers reduced working hours with full salary after maternity leave and dedicated spaces for breastfeeding mothers. Additionally, it grants priority for vacation scheduling to parents, extends family care leave, and ensures that pregnancy does not affect absenteeism calculations.

4.3.4 Corporate Volunteering and Other Initiatives

Volunteering is a key tool for strengthening corporate culture and generating a positive impact on society. Encouraging employee participation in solidarity initiatives not only benefits communities, but also enhances the sense of belonging, teamwork, and motivation within the company. It reinforces corporate values, promotes social commitment, and contributes to building a more humane and enriching work environment.

In 2024, **Barceló Hotel Group** promoted **113 volunteering initiatives** that reached a total of 22,612 beneficiaries. Additionally, **336 other initiatives** were carried out across our hotels, focused on generating a positive social impact—not only for our employees but also for society at large. These initiatives fall into six categories, including activities related to work-life balance, human rights, the right to disconnect, diversity and inclusion, as well as other volunteering and social benefit actions.

This year, we partnered with **Barceló Fundación** to support the communication and selection of volunteers for its guesthouse and hospitality school in Ethiopia. The project aims to foster local development by training young people in housekeeping and food & beverage services. In October, two volunteers travelled for 15 days to help organise and optimise operations, ensuring the project's success.

4.4 Barceló Group: A Diverse and Intergenerational Team

Our **commitment to diversity, inclusion, and multiculturalism** is a fundamental pillar of our corporate culture. We firmly believe that these values are key to building a diverse talent network—one that can understand our clients' needs, drive innovation, and reflect the society within our company.

We aim to create inclusive working environments by building diverse teams composed of people with different profiles, cultures, backgrounds, and experiences. Our corporate identity is rooted in inclusiveness, promoting equal opportunities and zero tolerance for any form of discrimination.

In this regard, recruitment at our company is based on objective criteria such as qualifications, education, and experience, regardless of the candidates' nationality or age. In addition, we actively promote inclusion by reserving positions for people with disabilities and hiring individuals at risk of social exclusion and/or survivors of gender-based violence.

4.4.1 Equality and Inclusion

Inclusion and equality in the workplace are fundamental pillars for **creating a fair, diverse, and enriching environment**. At **Barceló Group**, we are committed to equality not only as part of our social responsibility but also as a means to enhance competitiveness and attractiveness—creating a space where everyone can reach their full potential.

As shown below, all age groups reflect a balanced gender distribution. Notably, in the 30–50 and over-50 age groups, women outnumber men at 54%, confirming a growing trend of female representation within the company. These figures demonstrate continued progress in **strengthening diversity across the organisation**.

Workforce by Gender	Aggregated scope		
	2022	2023	2024
Men	50%	49%	47%
Women	50%	51%	53%
Total	34,458	38,067	40,888

Workforce by Gender and Age	Aggregated scope		
	2022	2023	2024
Under the age of 30	9,221	10,369	11,007
Men	52%	51%	50%
Women	48%	49%	50%
Between the ages of 30 and 50	19,177	20,534	21,891
Men	49%	48%	46%
Women	51%	52%	54%
Over the age of 50	6,060	7,164	7,990
Men	49%	48%	46%
Women	51%	52%	54%
Total	34,458	38,067	40,888

In addition, **Ávoris Corporación Empresarial** reaffirms its commitment to equality, inclusion, and diversity through concrete policies and actions. In 2024, Equality Plans were implemented across several business areas, including Iberobus, Wholesale Travel, Travelsens, and Viajes CATAI. These plans aim to eliminate gender-based discrimination and accelerate real equality within the organisation. Furthermore, the updated Equal Opportunities Policy reinforces the company's commitment to fostering an inclusive and respectful workplace.

To promote gender equality, **Ávoris** took part in the 2024 UN Tourism International Women's Day under the theme *"Invest in Women, Accelerate Progress"*, by gathering the testimonials of seven women from the company to showcase the diversity of talent. In addition, it launched the course *"Female Empowerment"* to strengthen leadership and professional skills.

As part of its fight against gender-based violence, the company reinforced its support for the UN Global Compact's 25N campaign, #NoExcuse, expressing its rejection of any form of violence against women and girls. Moreover, as a member of the UN Global Compact Spain, **Ávoris** participates in the Gender Target Equality training programme, which promotes gender equality in companies through the use of the WEP Gender Gap Analysis Tool.

In the area of diversity, the company renewed its commitment to the European Diversity Charter, a project promoted by the European Commission and led in Spain by **Fundación Diversidad**. During the European Diversity Month, employees were invited to take part in training

sessions such as “*Improve Your Intercultural Competence*” and “*Eliminate Bias. Embrace Differences*”, aimed at fostering a more inclusive environment.

Ávoris Corporación Empresarial continues to promote diversity and inclusion as key drivers of innovation and growth, creating a workplace where everyone can reach their full potential—free from barriers and prejudice.

PROTOCOLS AGAINST SEXUAL AND GENDER-BASED HARASSMENT AT BARCELÓ HOTEL GROUP

We are committed to preventing harassment, abuse, and sexual exploitation in the workplace through the implementation of a specific internal policy against sexual and gender-based harassment. To this end, we have established mechanisms to help prevent such situations in day-to-day operations and, should they occur, we have effective procedures in place to address them immediately, including an accessible reporting channel available to all staff.

In all countries where we operate, the **Protocol for the Prevention and Management of Psychosocial Conflicts** remains in force. This protocol is accessible to all employees and enables the identification and correction of such behaviours.

PROTOCOLS AGAINST SEXUAL AND GENDER-BASED HARASSMENT AT ÁVORIS CORPORACIÓN EMPRESARIAL

Ávoris Corporación Empresarial reaffirms its commitment to combating discrimination and sexual harassment through the consolidation and maintenance of its Sexual and Gender-Based Harassment Protocol. This protocol reflects the company’s zero tolerance towards any form of harassment—whether moral, sexual, or gender-based—and reinforces Management’s commitment to adopting preventive, response, and resolution measures in such cases.

The document establishes a clear framework for reporting and managing these situations, ensuring a safe and respectful working environment for everyone in the organisation. Its contents remain available on the employee portal, serving as an essential tool for integrating prevention, safety, and occupational health into the workplace.

4.5 Training and Development: The Key to Our Growth

At Barceló Group, we are committed to the continuous growth of our teams by providing training and development opportunities **throughout their entire career with the company**. From preparing employees for their first position to supporting their advancement into management roles, we offer structured programs tailored to the needs of each team, position, and function.

In 2024, employees across the Group participated in 11,371 training activities, totaling 586.535 hours of training—more than 20.000 hours above the previous year.

Training Hours by Gender and Job Category		2022		2023		2024	
Total		415,235		560,991		586,535	
By gender	Men	220,075	53%	274,886	49%	258,075	44%
	Women	195,160	47%	286,105	51%	328,460	56%
By Job Category	Management team	12,457	3%	16,830	3%	17,596	3%
	Middle Management	53,981	13%	78,539	14%	87,980	15%
	Core staff	348,797	84%	465,623	83%	480,959	82%

4.5.1 Training Management Approach

- Commitment to Training and Development at Barceló Hotel Group Across Different Levels**

Our **leadership development programs** are designed to strengthen leadership skills, tailored to the experience and expertise of our teams. Among these are the **Barceló Development Program (PDB)** and the **Management Development Program (PDD)**, which enable hotel managers to enhance and reinforce their key competencies. Additionally, we have developed the Area Directors Development Program (PDA), aimed at the company’s 17 area directors, and the **Corporate Development Program (PDC)**, targeted at the 18 Chiefs who are part of our team. Both programs drive the leadership model defined in 2024, ensuring business sustainability and meeting future challenges.

Furthermore, we offer **transversal training pathways** designed to align the company’s strategy and objectives in key areas such as cybersecurity. Complementing this, we develop annual **operational training** plans that respond to the needs identified in our hotels and contribute to the growth and specialization of technical and operational teams.

This comprehensive approach guarantees that every employee has access to the necessary tools for their personal and professional development, strengthening internal talent and ensuring the company’s long-term success.

- **Barceló Campus:** E-learning training is fully integrated into our corporate culture, facilitating the continuous development of our teams. Our learning platform, Barceló Campus, features an interface inspired by current streaming platforms, allowing for smooth navigation and an engaging user experience. Through Barceló Campus, our EMEA teams have access to a wide range of training content designed to enhance their skills and knowledge according to their job roles. This training offer is continuously expanded based on the organisation’s needs, aiming to strengthen essential competencies and support the professional growth of our teams. All content is available on both computers and mobile devices, ensuring flexibility and accessibility anytime and anywhere. Barceló Campus in 2024:

3,595 ¹⁰ employees trained	29,993 courses completed	16,803 ours of training delivered
4,021 training pathways completed	Average satisfaction rating of 4.75 ¹¹ (out of 5)	

- **Languages:** Through a new language training platform, we improve employee communication with an innovative online learning approach. This initiative strengthens talent retention, drives internationalisation, and promotes digitalisation, flexibility, and cultural change in learning.
- **Diversity, Equity, and Inclusion (DEI) Workshop:** Targeted at executive and middle management teams in hotels, this workshop aims to broaden leadership perspectives on DEI, foster inclusion within teams, and raise awareness about the importance of preventing and managing workplace harassment.

¹⁰ Employees who have completed at least one course in the past year

¹¹ The highest-rated training was the ESCI Code course, followed by Performance Evaluation and the Workday App: View Your Payslip.

- **Development Conversations:** As part of the rollout of our **competency and leadership model**, we have implemented the *EVA Development Conversations Workshop*, aimed at all managers. This training equips them with key tools to guide performance evaluations, ensuring behaviours align with our organisational culture.
- **Compliance:** This year, we have reinforced compliance training for executive teams to understand, implement, and manage our regulatory compliance programs, ensuring our organisation operates ethically, legally, and in accordance with our procedures.
- **Workday:** We have designed personalised training tailored to each role: employees, managers, and executives. The training is offered in multiple formats, including online courses on Barceló Campus, manuals, short sessions on Teams, and face-to-face workshops. Our goal has been to ensure efficient access and use of HR digital tools and to facilitate technological transition through flexible training adapted to each user's needs.

- **Ávoris Corporación Empresarial and Its Commitment to Training**

In 2024, Ávoris reinforced its commitment to training as a driver of growth and transformation within the company. To ensure equitable access to development opportunities, the company promoted learning programs and internal promotion initiatives, as well as training focused on equality and diversity.

This year, the **Ávoris Travel Academy** was consolidated on the employee portal, providing a space that integrates the latest training content related to tourism and allows professionals to continue growing in their areas of expertise. The most developed training areas in 2024 focused on **technology, sales, CSR, personal development, and well-being**, reflecting the strategic needs of the sector and internal talent.

Among the highlighted initiatives, the **"Female Empowerment"** course was launched, designed to strengthen women's leadership within the organisation. Additionally, as part of the **UN Global Compact Spain**, Ávoris participates in the **Gender Target Equality** programme, which helps companies advance towards genuine equality through analytical tools and strategic training.

In the field of diversity, the company renewed its commitment to the European Diversity Charter and promoted key training sessions such as **"Improve Your Intercultural Competence"** and **"Eliminate Bias. Embrace Differences"**, aimed at fostering a more inclusive environment.

- **Promoting Professional Development at Crestline Hotels and Resorts**

At Crestline Hotels & Resorts, training strategies are designed to strengthen the essential skills needed to fill key roles within the organisation. Learning is delivered through two main approaches: online training, including live or recorded sessions, and in-person training at hotels and corporate offices. These training sessions typically focus on four core areas: professional development, policy communication, regulatory compliance, and safety.

4.5.4 Internal Talent Development, Career Plans, and Promotion Policy

At Barceló Group, we are committed to equal opportunities and the professional development of our teams. All vacancies are made available to employees, fostering an environment based on meritocracy, where talent and effort are the main drivers of growth.

This approach strengthens talent retention, improves employee motivation, and promotes diversity and inclusion. By providing every employee with the opportunity to develop their career within the company, we build a more committed, prepared team aligned with our values.

In 2024, *Barceló Hotel Group* focused on four key areas to enhance professional growth and talent management:

- The **Individual Development Program (IDP)** is our strategy to ensure a clear and defined career path for assistant hotel managers from their entry into the company until they reach hotel management positions. This program includes a structured training itinerary, continuous evaluation, and personalized training, enabling participants to acquire the skills needed to assume roles of greater responsibility. Furthermore, the IDP promotes the development of a pipeline of assistant managers and deputy directors by identifying and preparing future hotel managers through strategic projects and rotations. This standardized training ensures the creation of versatile management profiles to meet the needs of the company's various properties.
- **Talent management for leadership** roles has been strengthened through the implementation of a model based on key competencies specific to the hotel sector. Additionally, the monitoring of the IDP allows for evaluating the operational progress of future directors and ensuring they advance in their development goals.
- At the corporate level, we have begun implementing a **talent management procedure**, establishing processes for identification and development within teams. Two pilot plans have been launched in **Global Digital Business and the commercial department**.
- Finally, **performance evaluation** has been integrated into Workday, providing a structured system for continuous monitoring of employee progress. Beyond measuring achievements and competencies, this tool fosters a culture of feedback among key groups, aligning performance with the competency model and company values. With this framework in place, future evaluations will be optimised, ensuring a comprehensive view of each collaborator's performance and development.

4.6 Quality Work Environment

At Barceló, we strive to create inclusive, safe, and motivating workspaces where every individual can grow professionally under equal conditions. Our commitment goes beyond regulatory compliance; we foster a culture of respect and shared responsibility, where both the company and its team contribute to generating a positive environment. Additionally, as a global company, we tailor our initiatives to the specific characteristics of each region, ensuring that our actions meet the unique needs of our teams in every country.

4.6.1 Health and Safety: Approach, Policies, and Management Mechanisms

With the aim of guaranteeing health and safety in the workplace, every year we continue to carry out a preventive occupational health campaign, conducting the appropriate medical check-ups for our employees:

	Aggregated scope					
	2022		2023		2024	
	% of the workforce with a Health and Safety clause over the total average workforce	% of the workforce with a Health and Safety clause over the workforce covered by agreement	% of the workforce with a Health and Safety clause over the total average workforce	% of the workforce with a Health and Safety clause over the workforce covered by agreement	% of the workforce with a Health and Safety clause over the total average workforce	% of the workforce with a Health and Safety clause over the workforce covered by agreement
Workforce with Health and Safety Conditions in Collective Agreement by Business Unit						
Ávoris	86%	100%	78%	100%	86%	100%

Crestline	0%	0%	8%	100%	0%	0%
EMEA Spain	100%	100%	100%	100%	100%	100%
EMEA International	26%	96%	21%	94%	14%	82%
LATAM	47%	91%	61%	95%	52%	93%
Total	56%	96%	61%	97%	59%	95%

In 2024, the percentage of employees covered by a health and safety clause relative to the average workforce has slightly decreased to 59%. This minor decline is primarily due to changes in LATAM and Crestline, although, as shown in the aggregated data, the overall reduction is not significant.

In Spain, the four specialities outlined in Law 31/1995 on the Prevention of Occupational Risks (Occupational Medicine, Industrial Hygiene, Workplace Safety, and Ergonomics and Applied Psychosociology) are supported by both in-house and external resources through various prevention services. These services are responsible for developing and ensuring the implementation of the company's health and safety policy, which applies to all employees, through two main areas of action:

- **Preventive action tailored to the nature of our business.** We carry out preventive measures adapted to our operations, including regular risk assessments of facilities, equipment and workstations. Based on these assessments, we plan preventive or corrective actions, provide training and information to staff, investigate incidents, and implement emergency and evacuation plans.
- **Health surveillance of employees.** We offer initial and periodic medical check-ups, ensure protection for vulnerable workers, and promote health through awareness campaigns and activities—encouraging a culture of prevention and healthy habits.

4.6.2 Health and Safety in Figures

Absenteeism

Workplace absenteeism has a significant impact on the company, affecting both productivity and operational efficiency. It can also negatively influence team morale and the overall working environment. For this reason, at Barceló Group we continue to implement prevention and wellbeing strategies aimed at reducing absence rates and fostering a healthy, engaged workplace.

The absenteeism rate is calculated based on all processes and causes recorded throughout the year, in relation to the average workforce.

Absenteeism	Aggregated scope					
	2022		2023		2024	
	Hours	%	Hours	%	Hours	%
Total Absenteeism	2,467,382	3.34%	3,549,425	4.33%	3,960,300	4.63%

Distribution of absenteeism hours by gender and business area	Aggregated scope					
	2022		2023		2024	
	% Men	% Women	% Men	% Women	% Men	% Women
Ávoris	23.4%	76.6%	18.4%	81.6%	16.4%	83.6%
EMEA Spain	39.2%	60.8%	36.8%	63.2%	36.9%	63.1%
EMEA International	47.7%	52.3%	72.6%	27.4%	43.6%	56.4%
LATAM	42.4%	57.6%	40.9%	59.1%	37.8%	62.2%
TOTAL	40.6%	59.4%	38.6%	61.4%	35.0%	65.0%

The data reported excludes Crestline because the information systems at these hotels do not provide this information.

Distribution of absenteeism hours by reason and business area	Aggregated scope											
	2022				2023				2024			
	WA+OD+TD*	MAT+PAT	Unjust.	Other**	WA+OD+TD*	MAT+PAT	Unjust.	Other**	WA+OD+TD*	MAT+PAT	Unjust.	Other**
Ávoris	73.9%	23.6%	0.0%	2.5%	88.0%	11.3%	0.7%	0.0%	77.6%	19.7%	0.5%	2.2%
EMEA Spain	83.7%	7.3%	0.0%	9.0%	91.8%	6.4%	0.3%	1.6%	92.8%	7.2%	0.0%	0.0%
EMEA International	58.5%	15.4%	13.0%	13.1%	23.8%	5.9%	2.0%	68.3%	62.5%	22.3%	7.4%	7.8%
LATAM	54.0%	17.9%	20.5%	7.6%	48.1%	18.9%	24.2%	8.8%	43.1%	19.8%	24.2%	12.9%
TOTAL	67.7%	13.4%	10.7%	8.2%	69.9%	11.9%	9.9%	8.3%	72.8%	13.4%	8.8%	5.0%

The data reported excludes Crestline because the information systems at these hotels do not provide this information.

*WA: Work Accident, OD: Occupational Disease, TD: Temporary Disability, MAT-PAT: Maternity-Paternity.

**Paid leave and unpaid leave.

The main causes of absenteeism are workplace accidents, occupational illnesses, and temporary incapacity, accounting for 72.8% of total absenteeism.

Workplace accidents and occupational illnesses

Occupational Accidents and Illnesses	Aggregated scope								
	2022			2023			2024		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Accidents during the working day	911	415	496	1402	601	801	1357	605	752
Commuting accidents	421	217	204	462	215	247	506	248	258
Occupational illnesses	6	4	2	53	22	31	77	25	52

The data reported excludes Crestline because the information systems at these hotels do not provide this information.

In 2024, the number of workplace accidents during the working day fell slightly compared to 2023, from 1,402 to 1,357, although the figure remains high. Nearly 70% of work-related incidents in 2024 occurred during the working day, while 26.1% took place during commutes to or

from work (in itinere). Occupational illnesses accounted for 4% of total cases; however, their increase¹² compared to previous years highlights the importance of continuing to implement and strengthen preventive measures in occupational health.

Regarding the incidence rate, it should be noted that this represents the number of work-related accident cases per 1,000 average active employees. It is calculated by dividing the number of accidents that occurred during the working day by the total number of workers, and multiplying the result by 1,000.

The frequency rate corresponds to the number of cases occurring during the working day per million hours worked. It is calculated by multiplying the number of lost-time accidents by one million and dividing it by the total number of hours of exposure to risk by employees.

Lastly, the severity rate reflects the number of lost working days due to accidents during the working day per 1,000 hours worked, taking the total number of hours worked as the denominator.

Accident rates by gender:

With regard to the **incidence rate**, it should be noted that this represents the number of workplace accident cases during the working day per 1,000 active average employees. It is calculated by dividing the number of accidents occurring during working hours by the total number of employees, then multiplying by 1,000.

The **frequency rate** corresponds to the number of recorded cases during the working day per million hours worked. It is calculated by multiplying the number of lost-time accidents by one million and dividing by the total number of hours of employee exposure to risk.

Finally, the **severity rate** reflects the number of working days lost due to accidents occurring during the working day per 1,000 hours worked, using the total number of hours worked as the denominator.

Accident rates by gender:

	Aggregated scope														
	2022	2023	2024				2022	2023	2024				2022	2023	2024
Incidence rate	29.9	42.2	38.17	Frequency rate			13.1	18.5	16.86	Severity rate			0.4	0.4	0.4
Men	26.5	36.1	35.47	Men			11.5	15.6	15.41	Men			0.3	0.3	0.4
Women	33.4	48.3	40.7	Women			14.9	21.5	18.26	Women			0.4	0.5	0.5

The data reported excludes Crestline because the information systems at these hotels do not provide this information.

Involuntary Terminations

Employee terminations are a natural part of the employment cycle and may occur for a variety of reasons, some of which are beyond the company's control. In any case, managing them properly is essential to maintaining a positive work environment. A well-structured offboarding process, grounded in respect and transparency, not only eases the employee's transition but also strengthens both internal and external trust in the company. Furthermore, it provides an opportunity to analyze the causes of turnover and improve talent retention and development strategies. In 2024, we recorded a total of 2,997 involuntary terminations, representing a 4% decrease compared to 2023.

	Involuntary terminations by gender, professional category, and age range	Aggregated scope					
		2022		2023		2024	
Total		3,636		3,123		2,997	
By gender	Men	1,887	51.9%	1,735	55.6%	1,681	56.1%
	Women	1,749	48.1%	1,388	44.4%	1,316	43.9%
By professional category	Management team	44	1.2%	29	0.9%	29	1.0%
	Middle Management	229	6.3%	203	6.5%	292	9.7%
	Core staff	3,363	92.5%	2,891	92.6%	2,676	89.3%
By age range	Under the age of 30	1,422	39.1%	1,580	50.6%	1,514	50.5%
	Between the ages of 30 and 50	1,789	49.2%	1,349	43.2%	1,251	41.7%
	Over the age of 50	425	11.7%	194	6.2%	232	7.7%

4.6.3. Actions and Mechanisms to Promote Social Dialogue

Social dialogue is essential for fostering a collaborative work environment where open communication between the company and its employees is encouraged. It contributes to effective conflict resolution, enhances decision-making, and strengthens labour relations. Moreover, social dialogue facilitates the implementation of policies that benefit both employees and the organisation, resulting in increased productivity and overall well-being.

As a hotel group, we promote constant and effective communication with employee representative bodies. This collaboration is key to finding solutions and reaching agreements that are beneficial for both parties. Through this dialogue, we gain insight into the needs and concerns of our teams and take action accordingly, which helps improve their well-being and job satisfaction.

At Barceló Group, we firmly believe in the importance of maintaining open and ongoing communication with workers' representatives. Thanks to this approach, we have reached significant agreements, including negotiations with various works councils on matters related to union freedom and vacation entitlements. This dialogue process has been key to advancing solutions that benefit both parties.

% of Workforce Covered by Collective Agreement	2022	2023	2024	% of Workforce Covered by Collective Agreement	2022	2023	2024
Aruba	100%	100%	100%	Nicaragua	0%	0%	0%
Bulgaria	0%	0%	0%	Oman	0%	0%	100%
Cape Verde	-	-	19%	Portugal	78%	72%	77%
Colombia	-	-	0%	Spain	95%	92%	95%
Costa Rica	0%	0%	0%	Sri Lanka	0%	0%	0%

¹² The increase is explained by two main factors: on the one hand, improved monitoring of occupational health data, and on the other, the expansion of the list of conditions recognized as occupational diseases in some of the countries where the Group operates.

% of Workforce Covered by Collective Agreement	2022	2023	2024	% of Workforce Covered by Collective Agreement	2022	2023	2024
Cuba	-	-	0%	Thailand	-	-	0%
Czech Republic	0%	1%	0%	Tunisia	100%	-	0%
Dominican Republic	59%	59%	59%	Turkey	0%	0%	0%
Egypt	0%	0%	0%	United Arab Emirates	0%	52%	0%
El Salvador	0%	0%	0%	United Kingdom	0%	0%	0%
Germany	86%	78%	91%	United States	3%	8%	9%
Greece	100%	-	-	France	-	-	0%
Guatemala	100%	100%	100%	Colombia	0%	0%	0%
Hungary	0%	0%	0%	Slovenia	-	100%	100%
Italy	100%	100%	100%	Poland	-	0%	0%
Malta	-	0%	0%	India	0%	0%	0%
Mexico	51%	75%	59%	Indonesia	-	100%	100%
Morocco	0%	0%	0%	Maldives	-	0%	0%
				Total	59%	63%	61%

5. BLOCK V. WE ARE PROMOTERS OF WELL-BEING



Material topics: Customer care, contribution to healthy habits
GRI Content 3-3

Just as human activity modifies the characteristics of its environment, environmental factors also influence human health—either directly or indirectly. The interdependence between the two is increasingly relevant, in line with the *One Health* strategy promoted by the United Nations. A healthy environment is, therefore, a key factor in achieving better health outcomes.

In this context, the comprehensive care of our guests is the driving force behind the activity of Barceló Hotel Group, where we focus all our efforts on promoting the well-being of all individuals:

- Ensuring that our guests enjoy a happy and memorable experience.
- Contributing to the development of healthy habits.

5.1 Happy and memorable experience

We believe in innovation as a means to care for our teams and guests, enhancing their experience and well-being while contributing to our purpose of advancing toward regenerative tourism.

We work every day to offer our guests unique and personalized experiences that surprise them and help them create special moments, fully enjoying their stay at our hotels—with a strong commitment to respecting both the environment and the local community. This has been the core purpose of our company since its founding over ninety years ago.

5.1.1 Our Brands and Distinctive Concepts

All **Barceló Hotel Group** brands share the **Barceló ReGen** purpose: to build a more regenerative tourism model, maximizing our positive impact on society, contributing to a fairer development of both the local and global economy, and promoting the care of the planet and people. Each of our brands is guided by iconic operational standards structured around six key pillars: room, front desk, breakfast, Barceló ReGen, wellness, and Barcy Club. These standards define the elements that characterize our spaces and guest experiences.

More information about our brands is available at: <https://www.barcelo.com/en-us/our-brands/>

5.1.3 Enhancing the Guest Experience Through Digitalization

At **Barceló Hotel Group**, we rely on technology to create more personalized experiences for our guests, employees, collaborators, and partners. We are committed to a digital transformation that places people at the center of our strategy. To achieve this goal, we are implementing smart management systems and tools to measure our impact.

Key digital transformation projects include:

- **Barceló Experience Assistant (BEA):** our end-customer CRM based on Salesforce technology, implemented across all company hotels. BEA acts as a companion to our hotel teams, recognizing and understanding our guests, and enabling us to enhance their experience through greater personalization of their stay.
- **Barceló App – the hotel experience at your fingertips:** our guests can access up-to-date information about the hotel and book any on-site service, as well as activities at the destination (Barceló Experiences), directly from their smartphone, wherever they are.

Digitalization is also gaining traction at **Ávoris Corporación Empresarial**. Tools such as *Greemko*, *Jaggaer*, *Gladtolink*, and *Zendesk* are just a few examples of digital platforms that support the sustainability, procurement, and customer service departments, respectively, in managing their processes more efficiently.

5.1.4. Listening to our customers

At **Barceló**, we are committed to maintaining open and ongoing communication with our guests to better understand their needs and expectations. We strive to respond to these needs through a continuous improvement process, working collaboratively toward shared goals.

my Barceló is the **Barceló Hotel Group's** loyalty program, offering unique benefits to our most valued guests.

+5.3 million members in the *my Barceló* program (-0.2 million compared to the previous year due to data cleansing and optimization actions, such as removing inactive profiles)

In 2024, *my Barceló Benefits* was renewed with a focus on retaining high-value customers. This included adjusting tiers and introducing more ambitious criteria, as well as implementing downgrades to enhance segmentation. The private member area was optimized for a more intuitive

digital experience, now available through the app. Additionally, benefits were expanded through the integration of Barceló Experiences, offering exclusive advantages tailored to guest preferences.





MEASURING THE GUEST EXPERIENCE AT BARCELÓ HOTEL GROUP

A key aspect of continuously improving our guests' experience is measuring every interaction they have with **Barceló Hotel Group** throughout the entire *Customer Journey*.

At Barceló Hotel Group, the Net Promoter Score (NPS) is the main indicator used to assess guest experience, loyalty, and the likelihood of recommending our brand. This is a standardized metric, which facilitates tracking its evolution and comparing results across similar hotels and with competitors.

In 2024, we achieved an NPS of 54.3, more than 40 points above the industry average, which, according to a recent study by Qualtrics^{XM} Institute, stands at 10.

+102,000 Promoter Customers	
78% of hotels in the portfolio have an NPS above 40	
106 Barceló Hotel Group hotels received the 2024 Travellers' Choice Award from TripAdvisor, including 2 hotels recognized with the Best of the Best 2024 and Top Hotels 2024 awards.	
Top 5 Hotels by NPS	2024
Palacio Gran Vía, a Royal Hideaway Hotel	92
Royal Hideaway Corales Suites	86
Barceló Imagine	82
Barceló Cappadocia	81
Occidental Pamplona	79

Net Promoter Score (NPS) by brand 2024							
 ROYAL HIDEAWAY <small>LUXURY HOTELS & RESORTS</small>	78 (+3)	 Barceló <small>HOTELS & RESORTS</small>	57 (-1)	 Occidental <small>HOTELS & RESORTS</small>	49 (-2)	 allegro <small>HOTELS</small>	51 (=)

Barceló Hotel Group is committed to listening to its guests in order to identify areas for improvement and ensure memorable stays. Each year, we analyze over 1.7 million guest comments collected through satisfaction surveys and review platforms. Using artificial intelligence and data analytics, we evaluate strengths and improvement areas for each customer segment, identify emerging trends and needs, and assess the effectiveness of changes we introduce.

In addition, we offer digital communication channels and maintain direct contact through our teams, enabling guests to share any incident, suggestion, or feedback regarding any aspect of their stay. Any written complaint received from a guest generates a case file, which is reviewed by a specialized team to ensure a proper response is provided.

In 2024, Barceló Hotel Group received a total of 33,927 guest contacts¹³ (+30% compared to the previous year), of which 98% were resolved. The increase is due to greater use of our end-customer CRM (Bea) in hotels, as well as a higher number of properties adopting this tool in 2024 compared to 2023.

MEASURING THE CUSTOMER EXPERIENCE AT ÁVORIS CORPORACIÓN EMPRESARIAL

As in the hotel business, to understand our customers' experience with the various services, we send out surveys: in the retail vacation segment, at the end of the trip; in the corporate segment, to the travel manager; and in airlines, through the in-flight entertainment screens.

In 2024, the Medallia tool was implemented to measure the customer experience. The Net Promoter Score (NPS) is used as the main indicator to assess customer experience:

Net Promoter Score (NPS)	2022	2023	2024	
B travel	56	57	63	+6 vs 2023
BCD travel	57	61	63	+2 vs 2023
CATAI	34	40	47	+7 vs 2023
Halcón Viajes	52	52	59	+7 vs 2023
ECUADOR	65	62	70	+8 vs 2023

Just like at Barceló Hotel Group, at **Ávoris** we have digital channels available to receive feedback, suggestions, or complaints regarding our services or trips. Every written communication generates a case that is recorded in a centralized platform, analyzed by a specialized team, and the customer always receives a response.

Customer Cases Managed at Ávoris	Number of Cases		Resolution Rate	
	2023	2024	2023	2024
Airline	51,223	53,500	98%	99%
Other business areas	25,611	21,550	86%	97%

6. BLOCK VI. OUR COMMITMENT TO THE PLANET'S HEALTH



Material topics Climate change mitigation and adaptation, Biodiversity and ecosystems, Water and water resource management, Circular economy: consumption, waste generation and management, Economic performance

GRI Content 3-3, 201-2, 302-1, 302-3, 303-1, 303-3, 303-4, 303-5, 304-1, 304-2, 305-1, 305-2, 305-3, 305-4, 305-7, 306-3

6.1 Environmental Stewardship at Barceló

We have adopted sustainable practices to preserve the natural environment, including reducing our carbon footprint and managing resources responsibly. Our approach focuses on proactive action and continuous innovation to promote more sustainable and regenerative tourism.

6.1.1 Leaving a Better Planet Behind

Tourism is closely linked to the planet's natural wealth and biodiversity. More than half of travel demand is driven by the desire to explore nature, and in turn, tourism heavily depends on natural resources and ecosystems to deliver its services. Aware of the interdependence between

¹³ Complaints and claims

the well-being of people and the planet, Barceló ReGen aims to maximize the positive impact of our activity on society by embracing a regenerative tourism model.

In 2024, Barceló Hotel Group allocated €10.6 million (+34%¹⁴ vs 2023) to environmental risk prevention and environmental protection initiatives, including certifications, waste management, consumption digitalization, and audits. In addition, we invested over €225 million in hotel assets during the same period, representing an increase of approximately 20% compared to the previous year.

To reduce environmental risks, we follow a mitigation hierarchy:

- **Avoid:** We implement design criteria to minimize resource use.
- **Minimize:** We adopt energy efficiency measures, such as controlling exterior lighting.
- **Restore:** We carry out habitat restoration actions, such as beach cleanups.
- **Regenerate:** We invest in environmental improvements.

In addition to these measures, we have an environmental liability insurance policy totaling €20 million.

In 2024, we did not receive any fines or significant sanctions related to non-compliance with environmental laws or regulations.

Another initiative to control and minimize ESG risks in our business is the implementation of certifications:

• **CERTIFICATIONS IN BARCELÓ HOTEL GROUP:**

Certifications in hotels	2022	2023	2024
Barceló ReGen standards	-	-	4
Green Globe	16	11	11
Travelife	3	7	7
Other certifications endorsed by the GSTC	4	5	11
ISO 14001	3	3	3
TOTAL	26	26	36

As indicated in section 2.2.1, at Barceló Hotel Group we plan to implement our Barceló ReGen Standards—recognized by the GSTC and independently audited by Bureau Veritas—across all hotels in Spain by 2025.

Sustainable construction: BREEAM® (Building Research Establishment Environmental Assessment Methodology) is the world’s leading and most technically advanced method for assessing and certifying sustainability in building construction. Currently, 22 hotels (+4 compared to the previous year) hold BREEAM certification.

• **CERTIFICACIONES EN ÁVORIS CORPORACIÓN EMPRESARIAL:**

	ISO 14001	ISO 9001	ECOVADIS
Ávoris Retail Division SL (BCD, B Travel)	X	X	X
Sekai Corporate Travel SLU (BCD)	X	X	X
Viajes Halcón SAU (Halcón Viajes)	X	X	X
B Travel Turismo Accesible SAU (OPTEAM)	X	X	
Evelop Airlines SL (Iberojet)	X	X	
Autocares Iberobus SA (Iberobus)	X	X	
Sextante Viajes SL (RACC Travel)			X
Viajes Catai SA (CATAI)			X

The Ávoris headquarters in Madrid holds both BREEAM Gold and LEED certifications.

Ávoris group companies collectively hold a multisite ISO 14001 certification that covers the entire Group, with Iberojet and Iberobus maintaining separate certifications.

Iberobus is certified under ISO 39001:2012 and UNE 13816:2013 standards, with the scope being “Regular and charter passenger transport by road.”

Additionally, since 2017, Iberojet has been a member of the International Air Transport Association (IATA), and in 2018 it received the renewal of the IOSA (IATA Operational Safety Audit) certification granted by IATA, which was renewed again in 2022. This certification covers the provision of commercial air transport services for both passengers and cargo.

6.1.2 Prevention Principle in Hotel Design

In addition to complying with all applicable national, regional, and local regulations related to the design, development, and commissioning of each Barceló Hotel Group property, we define the required elements and facilities based on the following parameters: brand (Royal Hideaway, Barceló, Occidental, and Allegro), hotel type (urban, vacation, resort), and contract type (ownership, lease, management, or franchise).

We bring experience in technology, actions, and program development to deliver efficiency and sustainability solutions in both renovations and new hotel constructions. We create customized energy solutions that optimize long-term energy profitability in greenfield projects. Whether for newly built hotels or the adaptation or renovation of existing properties, we have defined 14 project templates that consolidate all construction and facility standards by brand. All this know-how is stored in a digital platform: Barceló Project Design Hub.

To ensure our hotels are as efficient as possible and make more sustainable use of resources, we design our facilities with an environmentally conscious perspective:

- We reduce the use of diesel, fuel oil, and natural gas as much as possible, prioritizing electrification.
- We increase the use of on-site and off-site photovoltaic installations.
- We choose more efficient faucets that promote more sustainable water usage, reducing flow from 10 to 3.8 liters per minute.
- We prioritize locally sourced (kilometer-zero) materials and local elements in our interior design.

Likewise, in cases where light and/or noise pollution may occur, we implement measures to mitigate their impact on the surrounding environment.

6.2 Our Path Toward Net Positive

At Barceló, we recognize that the sustainability of our business cannot be understood without a clear strategy for advancing decarbonization and ultimately becoming a *net positive* company.

¹⁴ Due to the company's commitment to investing in energy efficiency initiatives.

6.2.1 Climate-Related Risks and Opportunities

To move forward with our climate action efforts, we identify the risks and opportunities associated with Barceló Group’s assets, following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and assessing them according to climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC).

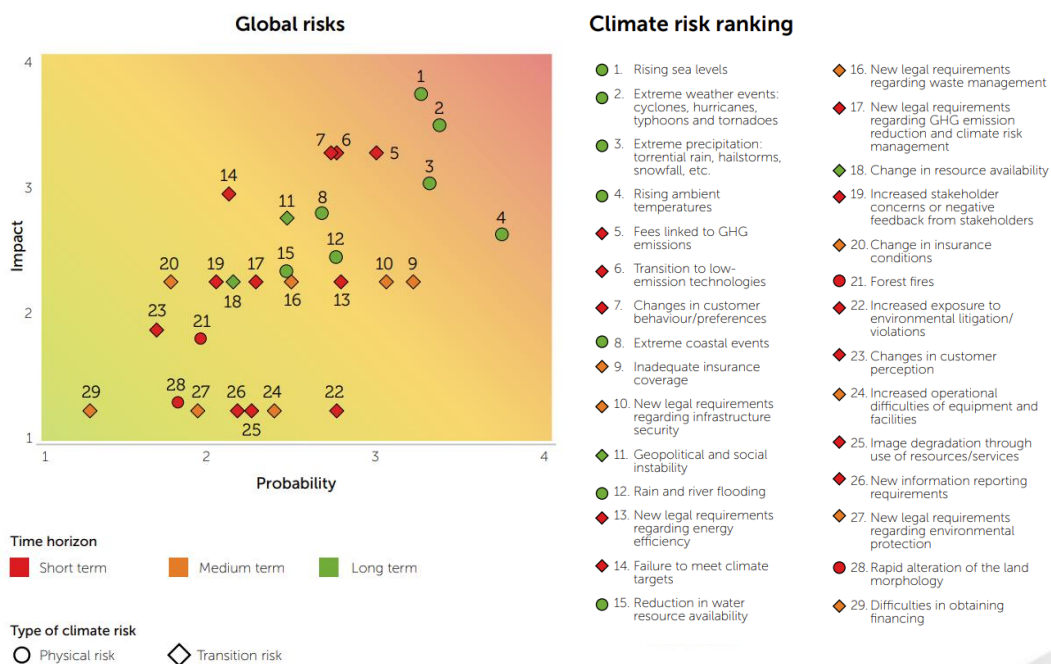
The identification and assessment of risks and opportunities includes the following phases:

1. Selection of the SSP2-RCP4.5 scenario, which forecasts a temperature increase between 1.7°C and 3.2°C and considers legislative commitments against climate change.
2. Geographic study and analysis of physical and transition risks in countries where Barceló operates.
3. Identification, assessment, and management of risks based on time horizon, probability, and impact.
4. Creation of a climate risk and opportunity matrix, based on severity.
5. Estimation of the economic impact of climate-related risks and opportunities, including associated costs and potential revenues.

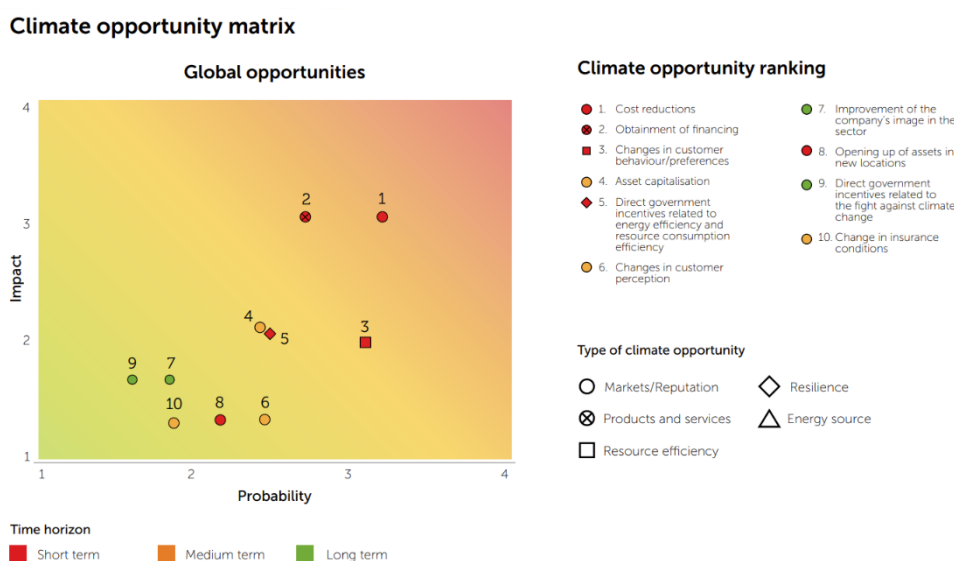
For the risk analysis, we considered physical risks (such as sea level rise, extreme weather events, and rising temperatures) and transition risks (such as carbon taxes, low-emission technologies, and shifts in customer preferences). We assessed the magnitude of these risks based on:

Time horizon for significant materialization of the risk		Probability of occurrence or likelihood of the risk or opportunity materializing		Potential impact — either inherent (i.e., the consequences if the risk materializes) or residual (taking into account the mitigation measures in place)	
Short term	0-5 years	Level 1	Unlikely	Level 1	Low impact
Medium term	6-15 years	Level 2	Possible	Level 2	Medium impact
Long term	16-30 years	Level 3	Likely	Level 3	High impact
Unknown	>30 years	Level 4	Certain or imminent	Level 4	Critical impact

We have identified a total of 29 climate-related risks—9 of which correspond to physical risks and 20 to transition risks.:



To develop the climate opportunity matrix, we used both external information sources and internal knowledge, applying the same methodology used for risk assessment.



6.2.2 Carbon Footprint of Barceló Hotel Group

With the ambition of becoming a company with a positive impact, we are making progress in defining our global carbon footprint as a key step toward setting reduction targets. To do so, we have calculated our emissions in accordance with the *Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard*, accounting as direct emissions 100% of the emissions from activities over which the company has financial control (owned hotels). Likewise, we account as indirect emissions those generated by assets over which we do not have financial control (leased and managed hotels).

To calculate our footprint, we included the greenhouse gas (GHG) emissions generated across all Barceló Hotel Group activities: CO₂, CH₄, N₂O, and HFCs associated with refrigerant leaks, according to:

- Scope 1: Direct GHG emissions from sources owned or controlled by us, mainly from fuel consumption (natural gas, propane, LPG, etc.).
- Scope 2: Indirect emissions from the generation of purchased electricity.
- Scope 3: Other indirect emissions resulting from our activities but originating from sources not owned or controlled by us. The categories identified as material for Barceló include:
 - Purchase of products, goods, and services (70% of Scope 3 emissions)
 - Fuel- and energy-related activities not included in Scope 1 or 2
 - Upstream transportation
 - Waste management
 - Business travel
 - Employee commuting
 - Upstream leased assets
 - Investments

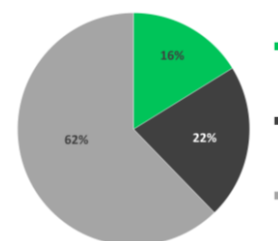
With the ambition of becoming a company with a positive impact, we are making progress in defining our global carbon footprint as a first step toward setting reduction targets. To this end, we have calculated our emissions in accordance with the *Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard*, accounting as direct emissions 100% of the emissions from activities over which the company has financial control (owned hotels). In turn, we account as indirect emissions those from assets over which we do not have financial control (leased and managed hotels).

To calculate our carbon footprint, we've included the Greenhouse Gas (GHG) emissions from all Barceló Hotel Group activities. This encompasses CO₂, CH₄, N₂O, and HFCs associated with refrigerant gas leaks, categorized as follows:

- Scope 1: Direct GHG emissions from sources we own or control, resulting from the consumption of fuels (natural gas, propane, LPG, etc.).
- Scope 2: Indirect emissions from the generation of purchased electricity.
- Scope 3: Indirect emissions that are a consequence of our activities but originate from sources not owned or controlled by us. The categories identified as material for Barceló are:
 - Purchase of goods and services (70% of Scope 3 emissions)
 - Fuel- and energy-related activities not included in Scope 1 or 2
 - Upstream transportation
 - Waste generation
 - Business travel
 - Employee commuting
 - Upstream leased assets
 - Investments

At Barceló Hotel Group, we have set the goal of reducing absolute Scope 1, 2, and 3 GHG emissions by 50% by 2030, using 2019 as the base year, and by 90% by 2040.

Carbon Footprint of Barceló Hotel Group (tCO ₂)	2022	2023	2024
Scope 1	52,503	50,877	91,557 ¹⁵
Scope 2 (market based)	96,322	107,187	121,080
Scope 2 (location based)	-	109,928	122,558
Scope 3	445,779	467,265	484,481 ¹⁶
TOTAL (market based)	594,604	625,329	697,118
Global Carbon Emissions Intensity (kgCO ₂ per stay)	30.3	29.1	29.8



To calculate part of our Scope 3 emissions, we used the spend-based calculation method, which estimates supply chain emissions based on the organisation's expenditure.

Our goal is to continue advancing in the definition of our transition plan to become a *net positive* company. To this end, throughout 2025 we will continue developing our decarbonization plan and defining specific targets for each hotel.

6.2.3 Carbon Footprint of Ávoris Corporación Empresarial

At Ávoris, Scope 1 emissions are primarily generated by fuel consumption from **Iberjet** aircraft (99%) and **Iberobus** buses (0.8%). In 2024, Iberjet did not exceed the emission allowances allocated under current legislation.

Scope 2 emissions originate from electricity consumption in Ávoris Corporación Empresarial's offices and travel agencies. Since 2023, the Gremi Fusters headquarters has been using electricity backed by renewable origin guarantees and promoting self-consumption, with nearly 400 solar panels installed on its rooftop.

Finally, Scope 3 emissions refer exclusively to those generated from business travel by all Ávoris entities in 2024. As in previous years, we plan to offset these emissions (20,531 tCO₂) through support for various compensation projects (reforestation, promotion of renewable energy, etc.), with a priority on projects located in the Balearic Islands, and if not feasible, elsewhere in Spain.

In line with this commitment, 391.2 tCO₂ of Scope 3 emissions from corporate travel in 2023 were offset through a reforestation project in Concello de Cerdedo-Cotobade, Pontevedra, registered with MITECO and accredited by CO2 Revolution.

Ávoris aims to expand the calculation of its Scope 3 emissions, which currently only includes business travel.

Carbon Footprint of Ávoris Corporación Empresarial (tCO ₂)	2022	2023	2024
Scope 1	230,204	245,048	256,861

¹⁵ The increase in Scope 1 emissions is primarily due to higher HFC emissions from refrigerant gas top-ups in air conditioning equipment at our Latin American hotels, which account for over 44% of emissions in this scope.

¹⁶ The increase in Scope 3 emissions is mainly due to the calculation of emissions from category 2, as well as adjustments and improvements in the calculation methodology.

Scope 2 (market based)	1,401	813	935 ¹⁷
Scope 3	1	1,051	20,531 ¹⁸
TOTAL	231,606	246,912	278,698

Ávoris is currently working on setting greenhouse gas reduction targets for 2030 and 2040.

99% of the emissions from direct energy consumption correspond to kerosene consumption by **Iberojet** aircraft. The increase in emissions is directly linked to the number of flights and passengers transported, as well as the launch of new routes (Bangkok, Orlando, Santa Clara, and Honduras). In 2024, the emission intensity ratio stood at 0.40 tCO₂ per passenger transported, representing a 15% decrease compared to the previous year.

To advance in its decarbonization efforts, Ávoris signed an agreement with Repsol to use SAF (Sustainable Aviation Fuel). In 2024, it acquired the equivalent of 2% of the fuel required for the Madrid–Costa Rica route. Additionally, Iberojet uses artificial intelligence and data analytics to optimize fuel consumption, improving efficiency and reducing environmental impact.

In addition to CO₂ emissions, the combustion of Jet A1 fuel in **Iberojet** aircraft has also resulted in the emission of nitrogen oxides (NO_x) and sulfur oxides (SO_x):

	2022	2023	2024
t NO _x	1,139	1,216	1,281
t SO _x	72	76	80

Iberojet minimizes noise impact by complying with aviation regulations, reducing the use of auxiliary power units, and adhering to established flight paths. In addition, the Airbus A350-900 generates less noise and is more fuel-efficient.

6.2.4 Energy Optimization at Barceló Hotel Group

Through its Barceló ReGen strategy, **Barceló Hotel Group**, promotes energy optimization and the transition to clean technologies to reduce its environmental footprint and foster sustainability across its operations.

Our energy management system aims to efficiently manage energy consumption as part of our commitment to achieving net positive. In 2024, we implemented a series of measures enabled by a total investment of approximately €5.4 million—64% more than the previous year, mainly due to our increased commitment to installing renewable energy systems in our hotels.

Key measures implemented include:

- In our hotels, energy managers optimize energy use, promoting savings and efficiency, improving competitiveness, and contributing to the regeneration of the natural environment.
- We carry out strict monitoring and control of energy consumption through a digital platform that centralizes all meters and enables continuous analysis. We compare consumption data, analyze per-stay ratios, and benchmark between similar hotels. In addition, monthly Energy Monitoring Committees are held in each hotel to evaluate compliance with energy-saving measures.
- We continue with the ABC Project, an initiative aimed at ensuring all our hotel assets reach at least a Class C energy rating by 2027. Energy certification indicates a building's efficiency on a scale from A (highest efficiency) to G (least efficient).
- We have prioritized the identification of hotels with potential for renewable energy installations. In total, we now operate 89 renewable energy systems (photovoltaic, solar thermal, geothermal, biomass, or aerothermal) across 62 of our hotels.
- 100% of the electricity supplied to our hotels in Spain comes from green energy, representing over 145 million kWh (29% of **Barceló Hotel Group's** total electricity consumption).
- In our effort to engage guests in our regenerative journey, we have increased the number of hotels equipped with electric vehicle charging stations by 15%, reaching 79 hotels with a total of 270 charging points.
- We are progressively replacing fossil fuels with more sustainable alternatives (e.g., at Hotel Canfranc Estación, a Royal Hideaway, which became a 100% electrified hotel following its renovation).
- We are also implementing efficient lighting and energy consumption measures, such as:
 - LED lighting in 84% of the hotels in the portfolio.
 - Motion sensors and timers installed in over 60% of hotels.
 - Installation of more efficient equipment.
 - Operational improvements, such as optimizing lighting schedules or assigning rooms based on occupancy levels. We also emphasize the awareness and engagement of our teams and guests, who are key stakeholders in our journey toward more conscious and responsible energy use.

Energy Consumption by Source	2022	2023	2024	
	Consumption (MWh)	Consumption (MWh)	Consumption (MWh)	Energy Intensity (kWh/stay)
Electricity	440,478	467,403	500,828	21.4
Natural Gas	65,064	60,421	71,547	9.3
LPG	57,529	56,443	63,219	8.7
Gas Oil	55,130	57,428	80,556 ¹⁹	6.1
Propane	45,274	47,247	47,807	4.9
TOTAL	663,475	688,942	763,957	32.7²⁰

6.2.5 Energy Optimization at Ávoris Corporación Empresarial

In 2024, **Ávoris** implemented the Greemko platform to monitor electricity, fuel, paper, and other resource consumption (such as water, natural gas, and waste).

Regarding energy use, **Ávoris** primarily relies on three sources of energy: aviation kerosene, diesel fuel for buses, and electricity for offices and travel agencies.

Aviation kerosene (Jet-A1) is used by the airline Iberojet. It is estimated that fuel accounts for around 47% of the direct costs of an airline. Kerosene consumption at Iberojet depends on the number of flights, the distance traveled, and the number of passengers carried. In 2022, the

¹⁷ Location-based emissions: 1,086 tCO₂.

¹⁸ The difference from the previous year is primarily due to the update of DEFRA emission factors.

¹⁹ The increase in diesel consumption compared to the previous year is due to two factors: the addition of a new hotel in the Maldives and electricity grid outages in Mexico, which led to a greater reliance on diesel fuel. Additionally, as a result of our internal control processes, we have updated the 2023 diesel consumption figure to 59,580 MWh.

²⁰ The energy consumption intensity has slightly increased compared to the previous year (32.1 in 2023, representing a 1.9% increase).

Energy Efficiency Program was launched to reduce more than 500 tons of fuel and 1,500 tons of emissions through the implementation of measures such as applying optimal speed on all flights and planning dynamic flight routes—that is, using air routes that save time and fuel through the use of PBN (Performance Based Navigation) and CDA (Continuous Descent Approach) trajectories during the final phases of flight.

Aviation kerosene consumption	2022	2023	2024
Jet-A1 (MWh)	867,420	915,284	959,999
kg Jet-A1 per passenger	165	150	128

The significant reduction in the fuel consumption ratio is due to several factors:

- The implementation of energy efficiency policies that improve in-flight efficiency and consequently reduce fuel consumption.
- The deployment of *SkyBreathe* by OpenAirlines, a software solution that supports more efficient fuel usage.
- A significant 23% increase in the number of passengers during the year.

Diesel consumption for Iberobus buses: Route and logistics optimization, as well as preventive fleet maintenance, allow us to ensure efficient consumption. In addition, the use of the *AdBlue* additive helps us neutralize nitrogen oxides by up to 90%.

In 2024, Iberobus continued with the renewal of its coach fleet, incorporating four new vehicles equipped with the most advanced safety and comfort systems, while also having a reduced environmental impact. These new coaches are fitted with engines that comply with the Euro 6 Step E standard and integrate emission control technologies such as Selective Catalytic Reduction (SCR), Exhaust Gas Recirculation (EGR), Diesel Particulate Filters (DPF), and Diesel Oxidation Catalysts (DOC).

	2022	2023	2024
Diesel consumption (L)	914,221	897,985	850,363
Liters of diesel per kilometer traveled	0.32	0.33	0.34

Electricity in Offices and Travel Agencies: For the remaining activities and businesses of *Ávoris*, the primary energy consumption is electricity in offices and travel agencies. In 2024, a total of 6,373 MWh were consumed, which is consistent with the previous year:

	2022	2023	2024
Electricity in Offices and Travel Agencies (MWh)	9,139	6,285	6,373

6.3 Circular Economy and Waste Management

Circular economy and waste management are key in regenerative tourism, as they promote resource reuse, waste reduction, and environmental conservation. These strategies benefit the planet and offer savings opportunities, creating synergies among different stakeholders for a more sustainable and responsible model.

6.3.1 Circular Economy and Waste Management

To achieve the transition towards a regenerative growth hotel model, it's crucial to have a circular value chain where the waste we generate becomes new resources. A clear example of this commitment is the reuse of organic waste to generate compost for fertilizing hotel gardens and green areas. In 2024, we generated over 118,000 kg of compost and estimate to have avoided sending about 400,000 kg of organic waste to landfills (according to efficiency ratios published by Ecoembes).

To mitigate the impact of waste, we've implemented several initiatives: waste separation at the source to facilitate recycling, digitalization of waste management in all hotels in Spain for better monitoring and evaluation, and identification of opportunities for reusing municipal solid waste.

Main types of waste generated in our hotels:

The waste assimilated to urban waste includes paper and cardboard, glass, packaging, organic waste, and residual fraction. This waste is mainly generated in food and beverage outlets. Additionally, we generate other waste such as vegetable oil (in kitchens), pruning waste (in green areas), construction and demolition waste (in works and renovations), and furniture and fixtures (in this case, we prioritize donation to local entities and associations). Regarding hazardous waste, although the quantity generated is not significant compared to the total, it's segregated and managed according to the legal requirements of each region.

In tonnes	2022	2023	2024
Residual fraction	29,268	29,815	30,586
Organic fraction	9,584	9,926	8,918
Glass	3,343	3,286	3,477
Paper and cardboard	2,166	2,083	2,368
Packaging	1,353	1,039	1,075
Used cooking oil	197	255	310

In 2024, the waste generation intensity per stay stood at 2 kg/stay, achieving a 7% reduction compared to the previous year's data. Furthermore, we continue to make progress in collecting data on hazardous waste generation, noting an insignificant quantity:

En toneladas	2023	2024	En toneladas	2023	2024
Waste electrical appliances	14.8	22.6	Absorbent material	8.1	8.8
Paint and varnish containers	16.3	18.7	Batteries and accumulators	4.9 ²¹	5.7
Chemical product containers	14.8	12.8	Fluorescent lamps	5.1	4.7

Elimination of Single-Use Plastics: We continue to make progress in eliminating single-use plastics across our hotels. We've removed plastic bags and straws, replacing them with eco-friendly alternatives and offering amenities only upon request. We've also replaced individual small bathroom bottles with 300 ml ecopump dispensers, reducing over 3.7 million containers annually in EMEA and preventing 43,000 kg of CO₂. Additionally, we're working with suppliers to minimize plastics in packaging and collaborating with brands committed to sustainability.

In 2024, *Ávoris Corporación Empresarial* took a significant step in improving its environmental monitoring processes, consolidating a system for the management and control of waste generated in its operations through the Greemko platform. This platform has provided more precise data on paper and cardboard as well as packaging and plastic generation. Throughout 2024, employee awareness campaigns were developed, focusing on correct waste segregation.

²¹ The 2023 figure has been corrected due to an identified error in unit conversion. The previously corrected total battery data was 8T.

Waste Assimilated to Urban Waste (Kg)	2024
Paper and cardboard	4.795
Mixed packaging and plastic	1.230

Hazardous Waste (Kg)	2024
Ink and toner cartridges	14
Electrical and electronic equipment	30
Fluorescent lamps	1

Eurest, the catering service provider at the corporate headquarters in Mallorca, is aligning with a model of responsible consumption through its [Bumeran initiative](#), which aims to reduce single-use plastics.

6.3.2 Consumption of Other Resources

We are continuously seeking sustainable alternatives to the primary products utilized across our hotels.

Paper Consumption: We are investing in technology to reduce paper usage, enhance efficiency, and personalize our guests' digital experience.

Paper Consumption (in Kg)	2022	2023	2024
Paper consumed at Barceló Hotel Group	210,032	225,347	210,051
Paper consumed at Ávoris Corporación Empresarial	4,634	61,824	66,432

The observed reduction in paper consumption at **Barceló Hotel Group** is partly due to the implementation of awareness measures regarding the consumption of this raw material, as well as the increased use of digital tools.

As for paper consumption at **Ávoris Corporación Empresarial**, the increase is mainly due to the 4% growth in the number of offices within the Viajes Halcón retail network.

Prevention of Food Waste²²

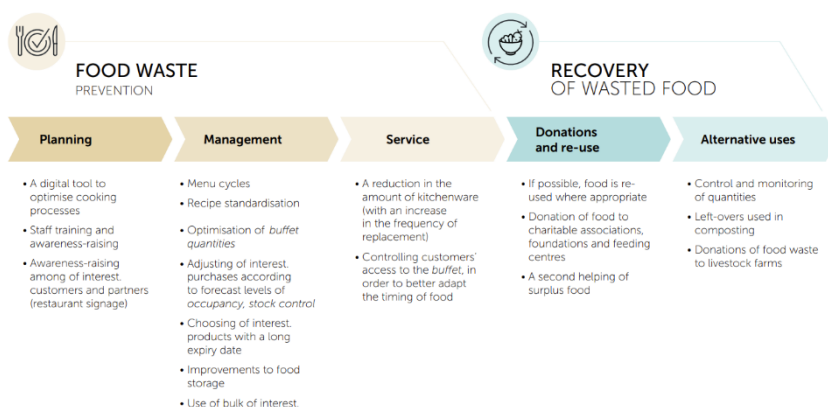
In alignment with the new requirements of the Spanish law on the prevention of food loss and waste, we have made progress in recent years in implementing initiatives aimed at preventing food loss and waste. This progress begins with identifying the points in our operational processes where such losses occur. The initiatives we have implemented are summarized in the following chart:

As part of the actions to prevent food waste listed in the preceding chart, we are continuing to implement a **digital tool** in our hotels for optimizing kitchen processes. This tool significantly reduces waste by standardizing recipes (digitalizing ingredient lists and products) and improves the planning of services and tasks based on customer needs and volume.

Furthermore, we continue to strengthen our partnership with Too Good To Go, committing to valuing surplus food by helping hotels reduce their CO₂ footprint and collaborating with the local community by offering healthy food. In 2024, 20 hotels avoided 6,709 kg of waste (+8% vs. 2023), reducing 18,114 kg of CO₂ and saving over 5,400 m³ of water.

Uniforms with More Sustainable Fabrics: Garments are manufactured using recycled cotton and polyester, incorporating recycled PET fibers. This process reduces CO₂ emissions by 75% and contributes to the circular economy. The fabric holds Global Recycled Standard (GRS) certification, ensuring it is derived from recycled plastic bottles and cotton, free from toxic additives, and managed with proper wastewater treatment. Additionally, it guarantees decent working conditions in the textile factories.

Use of Environmentally Friendly Products²³: Currently, 10% of the products utilized possess a sustainability certification, and approximately 50% of cleaning products are environmentally friendly.



6.4 Conscious Management of Water and Water Resources

Water is a vital resource, and its responsible management is crucial for the tourism sector. In this regard, **Barceló Hotel Group** has implemented water efficiency measures to mitigate any negative impact and manage this resource more responsibly in our operational locations, particularly in water-stressed areas.

6.4.1 Water Management

At our hotels, we use water for human consumption, irrigating green areas, and swimming pools. We implement several measures to manage this resource responsibly:

- We monitor water consumption using a technological tool that centralizes data, enables comparisons, and optimizes its management.
- In 2024, we invested over €630,000 in water efficiency improvements across more than 80% of our hotels. These enhancements include flow reducers, faucet sensors, pool optimization, and water reuse systems.
- In hotel design and renovation, we prioritize the reuse of rainwater and greywater for irrigation, saving 2.6 million m³ in 2024. We also adapt green areas with native plants that require less water. Throughout 2024, we reused 17.5% of our total water consumption.
- Awareness measures: We promote reduced water consumption through signage, staff meetings, reviews of best practices, and guest awareness campaigns. We tailor these measures to the water stress levels of each location.

To further reduce water consumption and optimize cleaning processes without affecting service quality or guest satisfaction, we've reviewed the daily linen and towel cleaning standard in our Spanish hotels. We now inform guests that linens won't be changed unless requested. However, linens will always be changed if they're not in optimal condition, and for long stays, we establish a minimum change frequency of every seven days.

²² Food waste is not considered a material issue for Ávoris Corporación Empresarial due to the nature of its core business activities.

²³ These data are not comparable to previous years due to improvements in reporting systems and indicator calculation methodologies.

Total Water Consumption by Source (thousands of m ³)	2022	2023	2024
Groundwater	9,813	9,809	8,792 ²⁴
Municipal supply	4,184	4,689	4,586
Desalinated water	1,840	1,778	925 ²⁵
Other sources ²⁶	-	479	710 ²⁷
TOTAL	15,837	16,754	15,013
m ³ /stay	0.81	0.78	0.64

The reduction in water consumption indicates a positive impact from our management and control initiatives.

Ávoris exclusively consumes municipal water. In 2024, consumption reached 90 thousand m³, representing a 15% increase compared to the previous year.

6.4.2 Water Discharge

Water used in hotels is discharged into public sewage systems, septic tanks, or the sea after purification, in compliance with current regulations. In urban hotels, consumption and discharge volumes are similar, whereas in resort hotels, a larger difference exists due to the irrigation of green areas.

6.5 Commitments to Biodiversity Protection

The 2022 COP15 adopted the Global Biodiversity Framework, aiming to halt and reverse biodiversity loss by 30% across the planet and degraded ecosystems by 2030, and to achieve harmonious coexistence with nature by 2050. This framework includes 23 targets, notably requiring companies to assess and report on their biodiversity impacts and progressively reduce negative ones. This milestone reinforces our commitment to regenerative tourism, prioritizing the preservation and recovery of biodiversity in our destinations. Our sustainable initiatives, such as ecological hotel design and efficient resource consumption, contribute to this objective, in addition to implementing specific actions for natural environment protection.

6.5.1 Enhancing the natural environment

Our goal is, on one hand, to raise awareness of the richness of nature and ecosystems, and on the other, to foster respect and care for them. This is a fundamental aspect of the customer experience at our hotels.

Barceló Tenerife, located in the San Blas Environmental Reserve, promotes the conservation and sustainable use of the natural environment. It has implemented a recovery plan for the reserve with improvements in accessibility, irrigation, and educational spaces. Additionally, it promotes sustainable activities through the "Esculdi" program, which combines Canarian essence and culture with responsible leisure, including botanical and astronomical routes, and local markets.

Furthermore, several hotels such as Allegro Cozumel, Occidental Cozumel, and Occidental Costa Cancún regularly organise clean-ups of beaches and surrounding areas with both guests and employees. Notably, our Barceló Cabo de Gata hotel collaborated in the clean-up of El Toyo beach in Cabo de Gata, as part of the Sun&Blue congress held at the same hotel in November 2024.

6.5.2 Protection of Flora and Fauna

- We promote the planting of native plant species to protect the ecosystem and reduce water consumption.
- In hotels located in turtle nesting areas, we monitor and care for nests, adapting hotel operations during the nesting season.

Turtle Conservation and Preservation Programs: The Occidental Cozumel, Allegro Cozumel, and Riviera Maya hotels, located in the Cozumel Reefs National Park, develop marine turtle conservation programs with the objective of increasing their population by 10% annually. These programs include staff training, nest tagging and monitoring, guest and collaborator awareness, and beach clean-ups before the nesting season. Moreover, Barceló Hotel Group and Ávoris Corporación Empresarial remain signatories of the Pacte Blau Balear, an initiative by Marilles Foundation to promote the conservation of the Balearic Sea. This pact promotes five key commitments: creating a network of marine sanctuaries, recovering vulnerable habitats and species, ensuring sustainable fishing, improving water quality, and allocating at least 1% of the public budget to marine conservation²⁸.

6.5.3 Establishments Located Near or Within Protected Areas²⁹

None of Barceló Hotel Group's hotels are located within a protected natural area.

16 hotels (11% of our portfolio) are situated near a high-value protected natural area:

País	Number of hotels	Country	Number of hotels
Spain	10	Cape Verde	1
Mexico	1	Costa Rica	1
Dominican Republic	1	Egypt	1
Aruba	1		

²⁴ The reduction compared to the previous year is primarily due to limitations in extraction in Mexico.

²⁵ The reduction compared to the previous year is attributable to improvements in the reporting system and indicator calculation.

²⁶ Other sources include tanker trucks or water from irrigation communities.

²⁷ The increase compared to the previous year is due to the inclusion of purchased water under "other sources" this year, whereas in previous years, some hotels incorrectly categorized it under groundwater due to data interpretation errors.

²⁸ This does not include expenses related to infrastructure for water improvement and purification.

²⁹ Ávoris Corporación Empresarial does not have any offices in a protected area. For the calculation of Barceló Hotel Group hotels located near a high-value natural area, the tool www.protectedplanet.net was used, considering the hotel's area of influence (between 1 and 4km) and whether the hotel is in an urbanized area.

As in previous years, we are committed to publishing information and data that reflect our performance and evolution in environmental, social, and personnel-related aspects, our business ethics, and the main challenges and opportunities we face. This report provides accurate, detailed, clear, comprehensible, and reliable information on the management of the most relevant issues (for the Company and stakeholders) of Barceló Group in 2024. For us, it serves as a key communication channel with all our stakeholders.

Report Preparation Criteria

This **Non-Financial Information Statement (NFIS)** is part of the Consolidated Management Report for the 2024 financial year of Barceló Corporación Empresarial, S.A. It addresses the requirements of Law 11/2018 of December 28, 2018, which amends the Commercial Code, the revised text of the Capital Companies Act approved by Royal Legislative Decree 1/2010 of July 2, and Law 22/2015 of July 20, on Audit of Accounts, regarding non-financial information and diversity.

In preparing this report, we have followed the requirements established in Law 11/2018. It has also been prepared in reference to the **Global Reporting Initiative (GRI)** Standards. Annex II provides a correlation between the two. Furthermore, the European Commission's Guidelines on non-financial reporting (2017/C 215/01) derived from Directive 2014/95/EU have been taken into account.

Following the GRI Standards, the content included in this NFIS complies with the principles of comparability, materiality, relevance, and reliability, with the information provided being accurate, comparable, and verifiable.

This report and previous ones are available on the group's website: www.barcelogrup.com.

Scope and Information Coverage

For this report, we've taken a global business approach to its scope and perimeter. This means we've consolidated all data from the Group's two business divisions: Barceló Hotel Group, which includes owned, leased, and managed hotels, and all business areas of Ávoris Corporación Empresarial.

We've excluded environmental and Human Resources data for hotels in Tunisia due to partial control over their management.

For environmental indicators, data from unbranded hotels are excluded as they are in the process of implementing Barceló Hotel Group's standards. We also exclude data from Crestline hotels due to limitations in data access, and from hotels that have been operating in the chain for less than six months. Furthermore, environmental data from hotels that operated during the year but left the portfolio within the reporting period are not included, again due to limited access to management data.

For Human Resources indicators, data related to Cuba are excluded because of the unique characteristics of employee contractual management in that country. Additionally, certain Crestline data (identified throughout the report) are excluded as these hotels' information systems do not allow us to obtain such information. There may also be other specific, ad-hoc exclusions for certain indicators or information, which are noted within the report.

Finally, economic data are consolidated following the consolidation principles defined in the Barceló Group's 2024 Consolidated Accounts.

Verification

To ensure the transparency and reliability of our information, we subject the Non-Financial Information Statement (NFIS) to independent external verification. The 2024 non-financial information, detailed in Annex II, has been verified by Ernst & Young (EY).

ANNEX II: Relationship between Requirements of Law 11/2018 and Global Reporting Initiative (GRI) Standards

CONTENT LAW 11/2018		CONTENT GRI	LOCATION
COMPANY OVERVIEW			
BUSINESS MODEL	Brief description of the business model (business environment, organisation, and structure)	2-1 Organisational details	1.1. The Barceló business model 1.3. Organisational Structure and Corporate Governance
		2-2 Entities included in the sustainability reporting boundary	
		2-9 Governance structure and composition	
		2-11 Chair of the highest governance body	
2-13 Delegation of responsibility for managing impacts			
Geographic presence and markets in which it operates	2-6 Activities, value chain, and other business relationships	1.1.2. The Barceló business model 1.3. Organisational Structure and Corporate Governance	
Organisation's objectives and strategies	2-23 Commitments and policies	1.1.2. The Barceló business model 1.2.4. Strategy and Expansion of Barceló and Ávoris 1.5. Ethical Commitments in Business Development 2.2. Barceló ReGen	
Key factors and trends that may affect its future development	2-6 Activities, value chain, and other business relationships	1.5. Ethical Commitments in Business Development 1.4.2. Risk Management 2.1. Tourism Facing the Challenges of the 21st Century 6.2. Our Path Toward Net Positive	
	2-23 Commitments and policies		
	201-2 Financial implications and other risks and opportunities arising from climate change		
MATERIALITY	Reporting framework used for non-financial information	2-2 Entities included in the sustainability reporting boundary	Annex I. WHAT OUR SUSTAINABILITY REPORT COVERS?
		2-3 Reporting period, frequency, and point of contact	
		2-4 Information updates	
		2-5 External verification	
	Materiality	2-29 Approach to stakeholder engagement 3-1 Materiality assessment process 3-2 List of material topics	
POLICIES			
A description of the policies applied by the group regarding these matters, which shall include:	Due diligence procedures applied for the identification, assessment, prevention, and mitigation of significant risks and impacts, as well as verification and control measures, including actions taken	2-23 Commitments and policies	1.5. Ethical Commitments in Business Development
		2-24 Incorporation of commitments and policies	
	Key performance indicators of policy implementation that allow for monitoring and evaluation of progress	2-23 Commitments and policies 2-24 Incorporation of commitments and policies	2.2.2. Contribution to the SDGs through Barceló ReGen 1.4.2. Risk Management 3.4 Fundación Barceló 4.3.3. Work-Life Balance and the Right to Disconnect
RISKS			
Risks	Main risks related to these matters linked to the group's activities, including, where relevant and proportionate, its business relationships, products, or services that may have negative effects in these areas, and how the group manages such risks, explaining the procedures used to identify and assess them in accordance with national, European, or international reference frameworks for each topic	201-2 Financial implications and other risks and opportunities resulting from climate change	1.4.2. Risk management 1.5. Ethical commitments in business development 6.2. Our Path Toward Net Positive
INFORMATION ON ENVIRONMENTAL ISSUES			
Environmental management	Current and foreseeable effects of the company's activities on the environment and, where applicable, on health and safety	3-3 Managing material facts	BLOQUE VI. Our commitment to the planet's health
	Environmental assessment or certification procedures		6.1. Environmental stewardship at Barceló
	Application of the precautionary principle		6.1. Environmental stewardship at Barceló
	Resources allocated to the prevention of environmental risks Amount of provisions and guarantees for environmental risks		BLOQUE VI. Our commitment to the planet's health 6.1.1. Leaving a better planet behind
Pollution	Measures to prevent, reduce, or remediate carbon emissions that seriously affect the environment (including noise and light pollution)	3-3 Managing material facts	6.2. Our path toward Net Positive 6.2.4. Energy optimization at Barceló hotel Group 6.2.5. Energy optimization at Ávoris Corporación Empresarial
		302-3 Energy intensity	
		305-1 Direct GHG emissions (Scope 1)	
		305-2 Indirect GHG emissions from energy generation (Scope 2)	
		305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	
Circular economy and waste prevention and management	Prevention, recycling, reuse, other forms of recovery, and waste disposal measures	2-23 Commitments and policies 306-2 Management of significant waste-related impacts	6.3. Circular economy and waste management
	Actions to combat food waste	3-3 Managing material facts 306-1 Waste generation and significant waste-related impacts	6.4.2. Consumption of other resources
	Sustainable use of resources	Water consumption and water supply in accordance with local constraints	303-1 Interaction with water as a shared resource 303-5 Water consumption
Consumption of raw materials and measures taken to improve the efficiency of their use		3-3 Management of material topics 303-1 Interaction with water as a shared resource	6.4.2. Consumption of other resources
Direct and indirect energy consumption		302-1 Energy consumption within the organisation	6.2.4. Energy optimization at Barceló Hotel Group 6.2.5. Energy optimization at Ávoris Corporación Empresarial
Measures taken to improve energy efficiency		302-1 Energy consumption within the organisation	6.2.4. Energy optimization at Barceló Hotel Group 6.2.5. Energy optimization at Ávoris Corporación Empresarial
Climate change	Key elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces. Measures taken to adapt to the consequences of climate change.	305-1 Direct GHG emissions (Scope 1)	6.2.2. Carbon footprint of Barceló Hotel Group 6.2.3. Carbon footprint of Ávoris Corporación Empresarial
		305-2 Indirect GHG emissions from energy generation (Scope 2)	
		305-3 Other Indirect GHG Emissions (Scope 3)	
		305-4 GHG Emissions Intensity	
Biodiversity protection	Measures taken to preserve or restore biodiversity	201-2 Financial implications and other risks and opportunities arising from climate change 305-4 GHG Emissions Intensity	6.2.2. Carbon footprint of Barceló Hotel Group 6.2.3. Carbon footprint of Ávoris Corporación Empresarial
		304-1 Owned, leased, or managed operational centres located within or adjacent to protected areas or areas of high biodiversity value outside protected areas	
	Impacts caused by activities or operations in protected areas	3-3 Managing material facts 304-2 Significant impacts of activities, products, and services on biodiversity	
Information on social and employee-related matters			
Employment	Total number and distribution of employees by gender	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by country
		401-1 New employee hires and employee turnover	
	Total number and distribution of employees by age	2-7 Employees	
		401-1 New employee hires and employee turnover	
Total number and distribution of employees by country	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by country	
	401-1 New employee hires and employee turnover		
Total number and distribution of employees by professional category	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by job category	
	401-1 New employee hires and employee turnover		

	Total number and distribution of employment contract types	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of permanent contracts by gender	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of permanent contracts by age	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of permanent contracts by professional classification	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of temporary contracts by gender	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of temporary contracts by age	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of temporary contracts by professional classification	2-7 Employees	4.2. Key figures. Heading: Workforce distribution by type of contract
	Annual average of part-time contracts by gender	2-7 Employees	4.2. Key figures. Heading: Breakdown of the part-time workforce
	Annual average of part-time contracts by age	2-7 Employees	4.2. Key figures. Heading: Breakdown of the part-time workforce
	Annual average of part-time contracts by professional classification	2-7 Employees	4.2. Key figures. Heading: Breakdown of the part-time workforce
	Number of dismissals by gender	401-1 New employee hires and employee turnover	4.6.2. Health and safety in figures: Involuntary terminations
	Number of dismissals by age	401-1 New employee hires and employee turnover	4.6.2. Health and safety in figures: Involuntary terminations
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	Pay gap	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Average annual remuneration by gender	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Average annual remuneration by age	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Average annual remuneration by professional category	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Remuneration for equivalent jobs or company average	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Average annual remuneration of board members (including variable pay, allowances, severance payments, contributions to long-term savings plans, and any other compensation) by gender	405-2 Ratio of base salary and remuneration of women compared to men	4.3.2. Remuneration and pay gap
	Average annual remuneration of executives (including variable compensation, per diems, severance payments, contributions to long-term savings plans, and any other benefits), broken down by gender.	2-18 Performance evaluation of the highest governance body	
		405-2 Ratio of base salary and remuneration of women to men	4.3.2. Remuneration and pay gap
	Implementation of work-life balance policies	3-3 Management of material topics 401-2 Benefits for full-time employees not provided to part-time or temporary employees	4.3.3: Work-life balance and the right to disconnect
	Employees with disabilities	405-1 Diversity in governance bodies and employees	4.4. Barceló Group: un equipo diverso e intergeneracional
Work organisation	Organisation of working time	3-3: Management of material topics 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.3.3: Work-life balance and the right to disconnect
	Number of hours of absenteeism	2-7: Employees	4.6.2. Health and safety in figures. Heading: Absenteeism
	Measures to facilitate work-life balance and promote shared responsibility between both parents	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.3.3: Work-life balance and the right to disconnect
Health and safety	Occupational health and safety conditions	3-3: Managing material facts 403-1: Occupational health and safety management system 403-2: Hazard identification, risk assessment, and incident investigation 403-3: Occupational health services 403-4: Worker participation, consultation, and communication on occupational health and safety	4.6.1: Health and safety: approach, policies and management mechanisms
	Number of occupational accidents by gender	403-3: Occupational health services 403-10: Work-related ill health	4.6.2: Health and safety in figures: Workplace accidents and occupational illnesses
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	Severity rate by gender	403-3: Occupational health services 403-10: Work-related ill health	4.6.2: Health and safety in figures: Workplace accidents and occupational illnesses
	Occupational diseases by gender	403-3: Occupational health services 403-10: Work-related ill health	4.6.2: Health and safety in figures: Workplace accidents and occupational illnesses
Social relations	Organisation of social dialogue, including procedures for informing, consulting, and negotiating with employees	3-3: Management of material topics 403-4: Worker participation, consultation, and communication on occupational health and safety	4.6.4: Actions and mechanisms to promote social dialogue
	Percentage of employees covered by collective agreements, by country	2-30: Collective bargaining agreements	4.6.4: Actions and mechanisms to promote social dialogue
	Overview of collective agreements, particularly in the area of occupational health and safety	403-4: Worker participation, consultation, and communication on occupational health and safety	4.6.4: Actions and mechanisms to promote social dialogue
	Mechanisms and procedures implemented by the company to promote employee involvement in company management, in terms of information, consultation, and participation	403-4: Worker participation, consultation, and communication on occupational health and safety	2.4: Stakeholder engagement 4.6.4: Actions and mechanisms to promote social dialogue
Formation	Policies implemented in the area of training	3-3: Management of material topics 404-2: Programs for upgrading employee skills and transition assistance programs 404-3: Percentage of employees receiving regular performance and career development reviews	4.5: Training and development: the key to our growth
	Total number of training hours by professional category	404-1: Average hours of training per year per employee	4.5.1: Training management approach
Universal accessibility for people with disabilities	Universal accessibility for people with disabilities	3-3: Managing material facts 405-1: Diversity of governance bodies and employees	1.5: Ethical commitments in business development 3.1.2: Support for employability and labour market inclusion 4.4: Barceló Group: a diverse and intergenerational team
Equality	Measures adopted to promote equal treatment and opportunities between women and men	3-3: Management of material topics 405-1: Diversity of governance bodies and employees	4.4.1: Equality and inclusion at Barceló Hotel Group 4.4.2: Equality at Ávoris Corporación Empresarial
	Equality plans (Chapter III of Organic Law 3/2007, of March 22, for the effective equality of women and men), measures adopted to promote employment, and protocols against sexual harassment and gender-based harassment	3-3 Management of material topics 404-1: Average hours of training per year per employee	4.4.1: Equality and inclusion at Barceló Hotel Group 4.4.2: Equality at Ávoris Corporación Empresarial
	Measures adopted to promote employment	405-1: Diversity of governance bodies and employees	3.1.2: Support for employability and labour market inclusion 4.3.1: Conditions that help attract and retain talent
	Protocols against sexual harassment and gender-based harassment	405-1: Diversity of governance bodies and employees	4.4: Barceló Group: a diverse and intergenerational team
	Integration and universal accessibility for people with disabilities	3-3: Managing material facts	1.5: Ethical commitments in business development 3.1.2: Support for employability and labour market inclusion 4.4: Barceló Group: a diverse and intergenerational team

	Policy against all forms of discrimination and, where applicable, diversity management	3-3: Managing material facts	4.4: Barceló Group: a diverse and intergenerational team
Information on respect for human rights			
Information on the respect for human rights	Implementation of due diligence procedures in the area of human rights	2-23: Policy commitments	1.5.3: Barceló values and culture 4.4: Barceló Group: a diverse and intergenerational team
	Prevention of human rights violations and, where applicable, measures to mitigate, manage, and remedy potential abuses	2-23: Policy commitments	1.5: Ethical commitments in business development
	Reports of human rights violations	406-1: Incidents of discrimination and corrective actions taken	1.5.1: Corporate culture and compliance
	Promotion and compliance with the provisions of the ILO's fundamental conventions related to the respect for freedom of association and the right to collective bargaining	2-23: Policy commitments 406-1: Incidents of discrimination and corrective actions taken	4.6.4: Actions and mechanisms to promote social dialogue
	Elimination of discrimination in employment and occupation	2-23: Policy commitments	4.4: Barceló Group: a diverse and intergenerational team
	Eradication of forced or compulsory labour	2-23: Policy commitments 406-1: Incidents of discrimination and corrective actions taken	1.5: Ethical commitments in business development
	Effective abolition of child labour	2-23: Policy commitments	1.5: Ethical commitments in business development
Information related to the fight against corruption and bribery			
Fight against corruption and bribery	Measures adopted to prevent corruption and bribery	2-23: Policy commitments	1.5.1: Corporate culture and compliance 1.5.3: Barceló values and culture
		205-2: Communication and training about anti-corruption policies and procedures	
		205-3: Confirmed incidents of corruption and actions taken	
	Measures to combat money laundering	2-23: Commitments and policies 3-3: Management of material topics	1.5.1: Corporate culture and compliance
		205-2: Communication and training about anti-corruption policies and procedures	
205-3: Confirmed incidents of corruption and actions taken			
Contributions to foundations and non-profit organisations	2-28: Membership of associations 201-1: Direct economic value generated and distributed	3.1.1: Investment in local communities 3.4: Barceló Foundation	
Information about the company			
Company commitments to sustainable development	Impact of the company's activity on employment and local development	203-1: Infrastructure investments and services supported	1.2.1: Creating shared value 3.1: Development of local communities in our destinations 3.2.1: Responsible procurement at Barceló Hotel Group
		203-2: Significant indirect economic impacts	
	Impact of the company's activity on local populations and the territory	2-29: Approach to stakeholder engagement	1.2.1: Creating shared value 3.1.1: Investment in local communities 3.2.1: Responsible procurement at Barceló Hotel Group
		204-1: Proportion of spending on local suppliers 413-1: Operations with local community engagement, impact assessments, and development programs	
	Relationships with local community stakeholders and forms of dialogue with them	2-28: Membership associations 2-29: Approach to stakeholder engagement 413-1: Operations with local community engagement, impact assessments, and development programs	2.4: Stakeholder engagement 4.6.4: Actions and mechanisms to promote social dialogue
Partnership or sponsorship actions	2-28: Membership of associations 201-1: Direct economic value generated and distributed 413-1: Operations with local community engagement, impact assessments, and development programs	3.1.1: Investment in local communities: Sponsorships 3.4: Barceló Foundation 4.3.5: Corporate volunteering and other initiatives	
Subcontracting and suppliers	Inclusion of social, gender equality, and environmental issues in the procurement policy	308-1: New suppliers that were screened using environmental criteria	3.4: Barceló Foundation 3.2.1: Responsible procurement at Barceló Hotel Group 3.2.2: Responsible procurement at Ávoris Corporación Empresarial
		414-1: New suppliers that were screened using social criteria	
	Consideration of suppliers' and subcontractors' social and environmental responsibility in business relationships	308-1: New suppliers that were screened using environmental criteria	3.2: From supply chain to value chain
		414-1: New suppliers that were screened using social criteria	
Monitoring and audit systems and their results	308-1: New suppliers that were screened using environmental criteria 414-1: New suppliers that were screened using social criteria	3.2: From supply chain to value chain	
Consumers	Measures to protect consumer health and safety	3-3: Managing material facts	BLOCK V. WE PROMOTE WELL-BEING
	Complaint systems	3-3: Managing material facts 418-1: Substantiated complaints concerning breaches of customer privacy and loss of customer data	1.5.1: Culture and compliance 5.1.3: Enhancing our customers' experience through digitalization 5.1.4: Listening to our customers
	Complaints received and their resolution	3-3: Management of material topics 418-1: Substantiated complaints concerning breaches of customer privacy and loss of customer data	1.5.1: Culture and compliance 5.1.4: Listening to our customers
Fiscal Information	Earnings by country	207-4: Country-by-country reporting (2019)	1.2.3: Tax information
	Taxes paid on earnings	207-4: Country-by-country reporting (2019)	1.2.3: Tax information
	Public subsidies received	201-4: Financial assistance received from the government	1.2.3: Tax information