

2014 CSR Report



FUERTE HOTELES



Caring for **people** and
the **environment**

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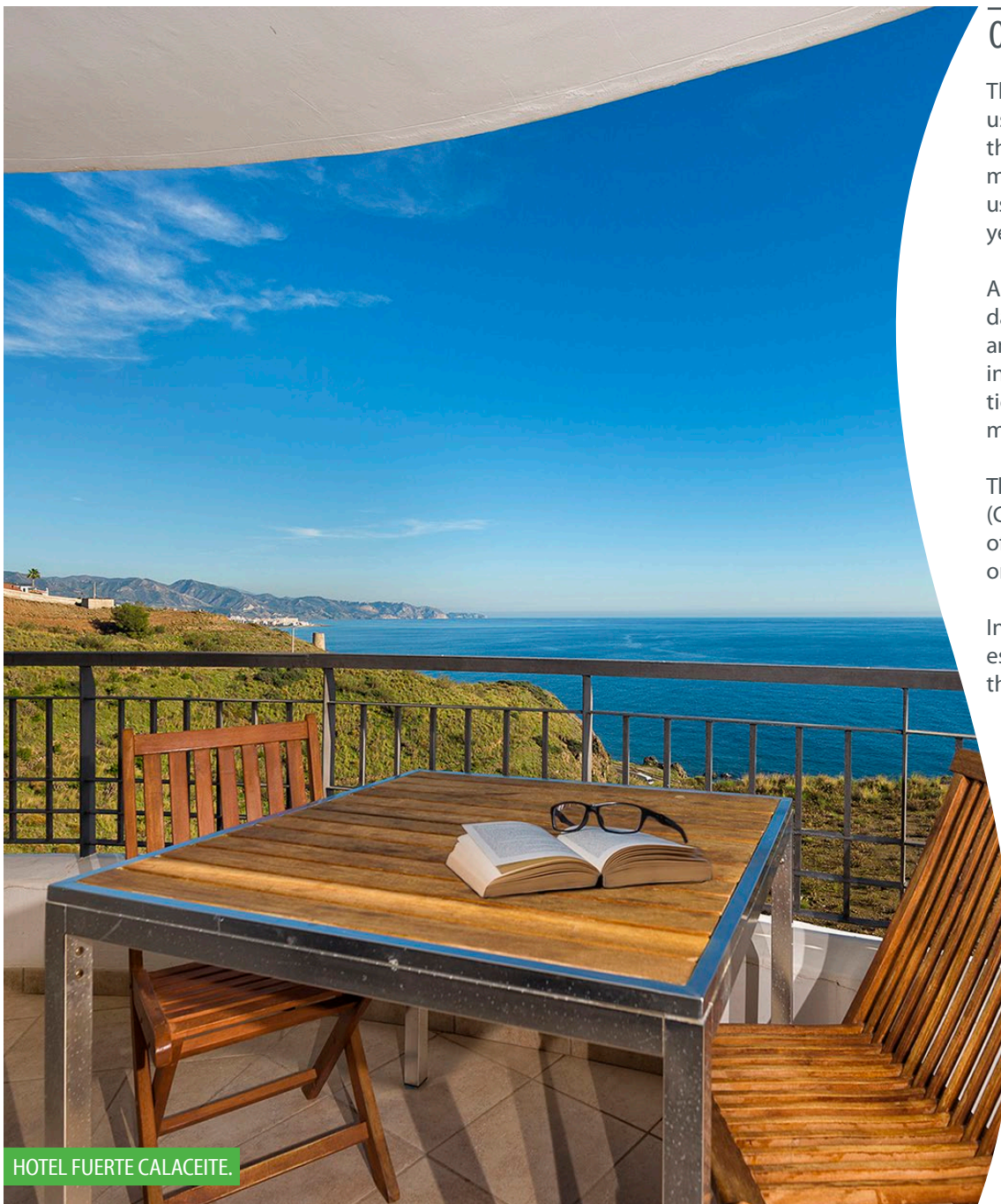
Once again, it gives us great pleasure to publish the new annual edition of our Corporate Social Responsibility report. This occasion represents the sixth consecutive year in which we have published the report; it serves as a reminder that by caring for the fine details and passionately and eagerly going about our business, we can achieve results that truly make a simple company (or hotel) feel proud about its undertakings.

These results are primarily attributable to our resolve that sustainable management is fully compatible with prosperous economic development, which not only encompasses agents themselves, but also the surrounding area and local community.

Over the coming pages, we will try to summarise our efforts to safeguard sustainable management, which represents a daily undertaking, and which has made 2014 a memorable year for everybody who has done their bit to ensure that each commitment we have made has been a success.

This report contains basic content and indicators set out in the G4 Guidelines of the Global Reporting Initiative (GRI), although they have not been externally verified. Furthermore, you can access the full report and previous editions in digital format, at <http://www.fuertehoteles.com/grupo-el-fuerte/turismo-responsable/>

HOTEL FUERTE ESTEPONA.



0. ABOUT THIS REPORT

The annual production of our Corporate Social Responsibility (CSR) report offers us the opportunity not only to highlight the sustainable activities undertaken over the course of the year, but it also helps us to set objectives, measure our performance and plan changes to implement improvements. Furthermore, it is a very useful tool when communicating these actions, challenges and achievements attained year after year to our interest groups.

All the company's departments are involved in the creation of the report, providing data, information and ideas, including both our central offices located in Marbella and the various hotels that have implemented the majority of the initiatives addressed in this document. Therefore, the scope of this report reflects Fuerte Hoteles in particular, whilst also extending to the Grupo El Fuerte central offices; it is here that many of the hotel management activities are undertaken.

The report has been produced pursuant to version G4 of the Global Reporting Initiative (GRI), guide; this instrument is an international benchmark for producing this type of report, and we believe that taking the guide into consideration is appropriate in order to safeguard the transparency and simplicity of the data on display.

In particular, the most recent version of the guide suggests following 4 points to establish the content of the report and we have sought to incorporate each one in the corresponding sections:

- **Participation of interest groups:** A specific section has been included to describe our main interest groups. Furthermore, throughout the document our interactions with these groups can be seen in the different initiatives undertaken.
- **Context of sustainability:** We have sought to indicate the context linked to the implementation of each of the activities set out in the report. By doing so, it is easy to ascertain the way in which they contribute to improvements in economic, environmental and/or social conditions.
- **Materiality:** The information provided addresses aspects that reflect the significant economic, environmental and social impacts of the company which, in turn, have the capacity to substantially influence the assessments and decisions of our interest groups.
- **Exhaustiveness:** Seeking to integrate the principles of scope, coverage and time in the report.

1. LETTER FROM THE PRESIDENT



Dear friends,

Once again I find myself writing the introduction to a report full of new actions and initiatives undertaken over the course of the past year. This year, despite the delicate financial situation in Spain, we have sought to underscore our commitment to the sustainability of all our decisions.

As a foreword, I can't help but mention our significant efforts to improve our communication regarding environmental issues related to our company to interested parties, such as the creation of the new, interactive environmental microsite, which provides information on all the sustainable initiatives undertaken at our hotels.

In short, this undertaking represents the sixth consecutive year in which we have published such a report, in which we address our approach and performance in terms of socio-cultural, environmental and economic aspects throughout 2014.

Macroeconomically speaking, tourism accounts for more than 11% of Spanish GDP and employs more than 11% of the active population (National Statistics Institute, 2013), in other words, approximately 2.5 million people. These figures reflect the responsibility of companies operating in this sector in terms of sustainable and continuous operations.

Finally, I would like to take the opportunity to thank our customers for the trust deposited in us; this can be seen in the high levels of loyalty that we have recorded once again. Also, I would like to thank all staff members that form part of this extended family for their work, efforts and excellent work. Without them, none of Fuerte Hoteles' achievements would have been possible

Faithfully,
Isabel M^a García Bardón,
Grupo El Fuerte President

“Believing that you can do something to improve the living standards in your family, surrounding area or region serves as inspiration to all human beings”

2. COMPANY STRUCTURE AND MANAGEMENT TEAM

The Board of Directors is the main governing body of Fuerte Hoteles, formed by members of the Luque-García family and presided over by Ms. Isabel García Bardón.

She is joined on the Board by most of her children: Isabel, José, Salvador, Javier and Victoria Luque García. All have the right to vote on this body, which meets on a periodic basis to make decisions as necessary.

Beneath the Board of Directors is the Executive Committee, formed by José, Javier and Salvador Luque, which meets on a weekly basis to control objectives. In turn, the Hotel Steering Committee, formed by the director from each department of Fuerte Hoteles, is tasked with implementing the general guidelines of the strategic plan.

PRESIDENT

Ms. M^a Isabel García Bardón

OPERATIONS AND COMMERCIAL DIRECTOR:

Mr. José Luque

IT DIRECTOR:

Mr. Miguel Ángel López

FINANCE, LEGAL AND TAX SERVICES DIRECTOR:

Mr. Antonio Fernández

HUMAN RESOURCES DIRECTOR:

Ms. María Ceballos

SALES DIRECTOR:

Mr. Martín Aleixandre Contelles

2.1. GRUPO EL FUERTE STRUCTURE

Grupo El Fuerte comprises several different divisions.

Led by the hotel side of the business (Fuerte Hoteles), the Group's head office is located in Marbella, which currently runs 7 establishments distributed across the region of Andalusia.



Grupo El Fuerte Head Office
El Fuerte s/n.
29602 Marbella, Málaga
Tel:: +34 952 92 00 36
www.fuertehoteles.com
tecma@grupoelfuerte.com

HOTELS: 6 hotels and 2 apartment complexes in Andalusia
AVERAGE NO. EMPLOYEES IN 2014: 540
TOTAL INCOME IN 2014: €46.65 million
SLOGAN: Caring for people and the environment.
PRESIDENT: Isabel M^a García Bardón
EXECUTIVE COMMITTEE: José, Salvador and Javier Luque García

1. FUERTE HOTELES

Fuerte Hoteles is a limited liability company founded solely with Andalusian capital, specialising in holiday travel and recognised for the sustainable management of its establishments across Andalusia:

HOTEL FUERTE MARBELLA

El Fuerte s/n.
29602 Marbella, Málaga. España
Tel: (+34) 952 86 15 00

HOTEL FUERTE MIRAMAR

Av de Severo Ochoa, 10.
29603 Marbella, Málaga. España
Tel: (+34) 952 76 84 00

HOTEL FUERTE ESTEPONA

Arroyo Vaquero Playa
Ctra. A-7 KM 150
29680 Estepona. Málaga. España
Tel: (+34) 952 80 80 20

HOTEL FUERTE GRAZALEMA

Baldío de los Alamillos
Carretera A-372 Km. 53. 11610
Grazalema. Cádiz. España
Tel: (+34) 956 13 30 00

HOTEL FUERTE CONIL - COSTA LUZ

Playa de la Fontanilla s/n
11140 Conil de la Frontera,
Cádiz. España
Tel: (+34) 95 644 33 44

HOTEL FUERTE EL ROMPIDO

Urb. Marina El Rompido
Carretera H-4111 Km. 8
21459 El Rompido, Huelva. España
Tel: (+ 34) 959 39 99 29

APARTAMENTOS FUERTE CALACEITE

Ctra. Nacional 340 A Km. 286,1 29793
Torrox Costa, Málaga. España
Tel: (+ 34) 952 52 79 06

2. AGRODESARROLLO

Olive tree holding in Estepa (Seville), which undertakes agrarian operations employing modern production techniques.
Calle Estepa 8
41564. Lora de Estepa. Sevilla.
Tel: (+ 34) 954 82 92 39

3. FUNDACIÓN FUERTE

Foundation that channels all the group's socio-cultural activities with a view to improving the social, economic and environmental conditions of the communities in which the company's businesses are located.
Avda. Duque de Ahumada, nº2 - B
Marbella. Málaga
Tel: (+34) 952 92 00 04
www.fundacionfuerte.org

4. WE COMPANY

Group of companies providing maintenance services and projects to hotels, comprising the We Project and We Resolve divisions.

Edificio Berrocal, planta 1,3º A.
29602 Marbella, Málaga. España.
Tel: (+ 34) 952 868 696.
www.we-projectcompany.com

Head Office in Spain
Tel: (+ 34) 952 92 00 04
www.we-projectcompany.com

Offices in Jamaica
Tel: (+ 876) 953.93.88
www.we-projectcompany.com



2.2. MISSION AND VISION

GRUPO EL FUERTE MISSION

To be a family company focussing on development and fundamentally oriented towards the hotel business and rental properties, committed to the responsible development of people and its surroundings. We seek coherence between the business, management team, professional harmony (policies) in day-to-day undertakings and institutional set-up (governance).

FUERTE HOTELES VISION

To be a company renowned for undertaking responsible hotel operations, including a sensitive approach to people (shareholder, customer and employee satisfaction) and the environment (local community and the environment), with a presence in Spain.



VIEWS OF THE SIERRA DE GRAZALEMA NATURAL PARK FROM THE SWIMMING POOL AT HOTEL FUERTE GRAZALEMA.

2.3. THE COMPANY IN FIGURES

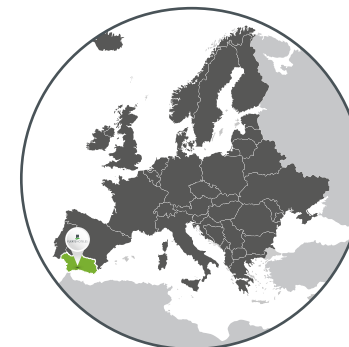
 **58**
years of
experience

 **6** hotels y
2 apartment complexes

 More than
688,804
customers

 More than
500
workers

 Total income of
€46,650,000



Fuerte El Rompido

- Cartaya, Huelva
- Opened in 2005
- 300 rooms
- 4 stars



Fuerte Grazalema

- Grazalema, Cádiz
- Opened in 2002
- 77 rooms
- 4 stars



Fuerte Estepona

- Estepona, Málaga
- Opened in 2010
- 210 rooms
- 4 stars



Fuerte Miramar

- Marbella, Málaga
- Opened in 2001
- 226 rooms
- 4 stars



Fuerte Calaceite Apartments

- Between Torrox and Nerja, Málaga
- Opened in 2008
- 87 apartamentos
- 3 keys



Fuerte Conil - Costa Luz

- Conil de la Frontera, Cádiz
- 4 stars

► Fuerte Conil

Firts hotel in Spain to receive certification for its Integrated Quality and Environment Management System.

- Opened 1999
- 250 rooms

► Fuerte Costa Luz

- Opened in 2004
- 219 rooms










Fuerte Marbella

- First hotel dedicated to holiday travel in Spain to receive ISO 9002 certification.
- Marbella, Málaga
- Founded by José Luque Manzano in 1957
- 263 rooms
- 4 stars



CUSTOMERS PER HOTEL 2014

	FUERTE CONIL-COSTA LUZ 193.057
	FUERTE MARBELLA 137.810
	FUERTE EL ROMPIDO 98.356
	FUERTE MIRAMAR 92.827
	FUERTE ESTEPONA 80.304
	FUERTE CALACEITE 57.699
	FUERTE GRAZALEMA 28.751

2.4. OUR SUSTAINABLE DEVELOPMENT STRATEGY

One of the main concerns in terms of sustainability in the hotel industry, in addition to the impact caused, is the reference regarding attempts to stand out and obtain competitive advantages by voluntarily implementing and raising awareness of systems to reduce the business' environmental impact. Thus, in terms of a hotel's environmental impacts, they can be minimised by following these basic approaches:

01

Introduction of accessible areas by sustainably planting native species to repopulate deforested or damaged regions, which can provide areas with value that would otherwise serve no purpose and would be of no interest to the community.

02

Water resource management It is impossible to deny that water is a dwindling resource, sensitive to contamination and waste. This pollution can generate very significant losses in terms of biodiversity, in addition to health problems for locals and tourists themselves. Efficient management of water resources is essential.

03

Solid urban waste, bottles, cans, paper, cardboard, plastic, vegetable oils and noise and air contamination are also impacts attributable to tourist operations and activities.

04

The local community and the development thereof, in addition to the promotion of traditions and local customer and the generation of local wealth.

05

Promotion of active tourism and the enjoyment of nature, focusing on the natural resources that surround the establishment and that can cause environmental damage, which calls for greater engagement from public administrations, private companies (hotel and tourism companies, in our case) and raising awareness amongst the public.



Based on the above guidelines, we have progressively improved our sustainable development strategy, based on the following principles:

IF YOU CAN MEASURE IT, YOU CAN MANAGE IT

Being responsible is much more than just a philosophy at Fuerte Hoteles. It goes beyond mere words, marketing and awards; it is a genuine objective and can clearly be measured applying efficiency indicators to sustainable management activities based on the following three main principles:

Returning to our origins.

Protecting the maintenance and development of our social and cultural environment.

Reducing pollution.

Responsibility that can be measured employing indicators regarding the environmental impact of our activities, such as our carbon or ecological footprint (amongst others).

Ethical and transparent management.

Striving to manage in an ethical and transparent way, by communicating feedback on customer satisfaction, the working environment and budgets.

2.5. DISTINGUISHING FEATURES OF FUERTE HOTELES



Corporate Social Responsibility



Traditional, healthy and ecological cuisine



Culture and leisure



Popular traditions



Participation in sports at the heart of nature



Responsible hotels
with a corporate social responsibility policy
implemented throughout its operations



'Fuerte Experiences' programme.
Complementary activities that ensure our guests
enjoy a unique experience



Warm and friendly service



Location



Hotels located close to protected natural areas in rural
settings and historic quarters in urban environments



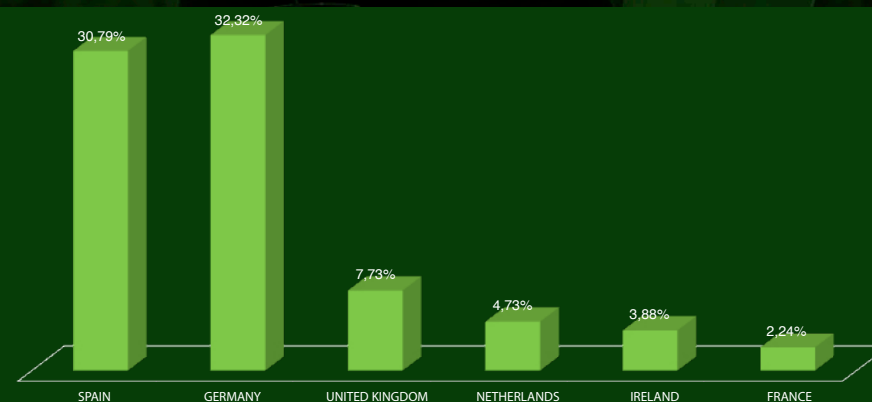
Close to the coast



Quality breakfasts

Our distinguishing features attract customers from around the world.

According to our statistical records, German, Spanish and British guests account for more than 70% of total customers. Analysing these customer profiles via our periodic surveys, we have been able to list and select the best elements to satisfy an ever-increasingly diverse public.



Origin of our guests by nationality in 2014.

2.6. STRATEGIC OBJECTIVES TO FULFIL OUR EXPECTATIONS

01

APPROACH
TO PROFIT

This heading refers to the objectives and topics related to decreasing costs by improving efficiencies in operational and structural expenditure, in addition to increasing income.

Objectives aimed at:

1. Price management (through all channels).
2. Increasing sales (rooms and add-ons) and, in particular, sales through our direct channels.
3. Improved efficiency in our structural costs and the operating costs of our hotels.

This heading addresses objectives related to offering an experience at our hotels that satisfy the expectations in terms of aspects genuinely appreciated by today's guests.

Objectives associated with:

1. Service levels, serving and communicating with customers using all channels available to us.
2. Attracting customers, ensuring they remain loyal and recommend our services.
3. Knowledge of aspects genuinely appreciated by today's guests.

02

APPROACH TO
CUSTOMERS

03

PROMOTING
OUR UNIQUE
IDENTITY

This heading encompasses all objectives that facilitate the communication of all Forte Hoteles' distinguishing features (both offline, but particularly online) in a way that the company witnesses higher levels of traffic and conversion (online/offline) and preserves customer loyalty.

Objectives aimed at:

1. Communication (internal and external) of these topics to our stakeholders.
2. Online presence (reputation+positioning).
3. Brand recognition.

This heading encompasses objectives that make it possible to attract, develop and retain talent via active search methods, promoting and morally and economically assessing the intellectual and psychological capital of employees and directors at the company.

Objectives targeted at:

1. Discovering talent and facilitating better personal involvement and fulfilment.
2. Improving leadership, teamwork and critical processes by educating trainers.
3. Strengthen the selection of human resources in line with suitable profiles, particularly in terms of first-line staff.

04

TALENT
DEVELOPMENT

3. INNOVATION IN 2014. NEW PROJECTS, NEW CHALLENGES

3.1. PIVESPORT SOCIAL INITIATIVE. Project to improve the conditions of children and families at risk of social exclusion.



HOTEL DIRECTORS AT THE GROUP WITH THE PRESIDENT AND CEO OF FUERTE HOTELES, HANDOVER CEREMONY TO THE DIRECTOR OF THE HORIZONTE PROYECTO HOMBRE PROJECT IN MARBELLA.

In terms of our support to the local community, this year we have tried to encourage our customers to get involved in a range of causes. In this regard, at the start of 2014 we decided to promote a social integration programme for underprivileged children: the PIVESPORT initiative.

To facilitate customer access to this information, a display stand was set up in each reception area explaining how customers could easily get involved by donating €1 at reception when settling the invoice for other services enjoyed.

The project has been undertaken by the Fuerte Foundation, under the slogan **“Euro-Responsible, 1 € is With Much More Than A +”**, with funds raised being allocated in full to finance the Pivesport initiative.

“A euro is very little to pay for solidarity and it allows us to directly contribute to improving the situation of children, adolescents and families at risk of exclusion”. President of Fundación Fuerte

In direct cooperation with the Horizonte Proyecto Hombre Association in Marbella and as part of the actions set out in our Corporate Social Responsibility plan, this project has also been backed by institutions such as Marbella City Hall, Onda Cero, Marbella C.F, Club de Waterpolo Marbella, the Marbella 24 horas newspaper and the Francisco Echamendi School in Marbella.

- > More than €17,000 raised
- > More than 1,000,000 customers made aware
- > More than 1,000 children helps
- > 6 participating hotels



Its main objective is to apply the educational potential of sports to impart ethical values and promote harmony, with a view to preventing addictions and violent conduct.

At the end of 2014, and thanks to the solidarity of our guests, Fuerte Hoteles handed over a cheque worth €17,000 to the Proyecto Hombre Association in Marbella; this amount was raised for the social integration program throughout the course of the year.

Donations are dedicated to funding different aspects of the programme, including: sports materials, transport costs for coaches and children when travelling to competitions.

The Vice President of the Horizonte Proyecto Hombre Association in Marbella and the chief coordinator of the Pivesport programme, Luis Domingo López, asserted that **“this contribution has been a huge boost for the programme. Thanks to this generosity, we will be able to start work outside our socio-educational insertion centres in Marbella (La Patera and El Ángel), as our economic restraints have been relaxed by the generosity of Fuerte Hoteles guests and the promotion work undertaken by the company’s management team”.**

Without a doubt, the initiative has been a huge success both in terms of the chain’s CSR policy and all those that have formed part of the project, whether in the developmental and promotion stages or through voluntary contributions.



IMAGES OF THE LOCAL BUFFET AT HOTEL FUERTE CONIL - COSTA LUZ.

3.2. REMODELLING OF THE BUFFET AREA AT FUERTE CONIL - COSTA LUZ TO PROMOTE LOCAL GASTRONOMY

In order to promote local gastronomy and the range of local products on offer, the 2014 hotel season started at Hotel Fuerte Conil - Costa de la Luz with the remodelling of its main dining area.

In addition to adding a bread oven and other home-made creations, all signs and the menu concept at this hotel in Cádiz were overhauled. Specifically, the hotel has committed to offering a full range of local, traditional dishes, reproducing the environment of a typical local market, with local gastronomy representing one of the main attractions for visitors to this town. The use of local products is also particularly noteworthy in the production of each dish, as more than 70% of suppliers are sourced locally.





Enebro Costero
Juniperus oxycedrus L. Subsp. *macrocarpa*
 Large-Berry Juniper • Küsten-Stech-Wacholder

Estado de protección: Especie catalogada por la Junta de Andalucía como "En peligro de extinción" (Especimen cedido a Fuerte El Rompido por cortesía de la Junta de Andalucía). Especie autóctona de las Costas de Cádiz y Huelva. Sus formaciones representan en muchos casos el ecosistema maduro de dunas y acantilados costeros. Ecológicamente hablando, el Enebro es una especie tolerante al estrés, está adaptada.

Conservation status: Species listed by the Andalusian Government Junta de Andalucía as "Endangered" (Specimen presented to Fuerte El Rompido by courtesy of the Andalusian Government). It is a native species of Cádiz and Huelva coasts. Its formations represent in many cases the mature ecosystem of coastal dunes and cliffs. In terms of Ecology, Juniper is a stress-resistant species; it is adapted to live in very hard conditions.

Schutzstatus: Die Pflanzenart wurde von der andalusischen Landesregierung als "vom Aussterben bedroht" eingestuft (Exemplar, das dem Hotel Fuerte El Rompido von der andalusischen Regierung zur Verfügung gestellt wurde). Bodenständige Pflanzenart der Küsten von Huelva und Cádiz. Ihre Formationen repräsentieren in vielen Fällen das reife Ökosystem der Dünen und den Klippen an der Küste.



Cuidamos de las personas y del medio ambiente

FUERTE HOTELES

3.3. PROJECT TO RENEW THE IDENTIFICATION SIGNS FOR PLANT SPECIES IN THE GARDENS OF ALL OUR HOTELS

At the start of 2014, a project was embarked upon to renovate all signs containing information about the plants in the gardens of each hotel. The image shows an example of this. Specifically, this sign identifies the protected prickly juniper species (*Juniperus oxycedrus* L. Subsp. *Macrocarpa*), located in the gardens of Fuerte El Rompido provided by the regional government, from whom authorisation was requested to plant this species, currently classified as an "endangered species" and endemic to the area around the hotel.

These signs are located throughout our establishments to provide our guests and employees with information; details are offered in three languages (Spanish, English and German). Furthermore, guests can enjoy a guided tour of some of our more interesting species as part of the Fuerte Experiences programme, through the "Botanical Tour".

3.4. INTERACTIVE MICROSITE FEATURING OUR ENVIRONMENTAL MEASURES

How does it work?

Based on the six areas below, this new microsite offers a virtual tour of the different parts of a hotel and the responsible measures that we can find by browsing each of them:

1. Hotel façade
2. Swimming pool and outdoor areas
3. Room
4. Bathroom
5. Ecological vegetable garden
6. Restaurant

In each section, users can see and interact with the icons that describe each of the measures employed by the chain, divided into the following groups:

- > Energy saving: Green icon
- > Water saving: Light blue icon
- > Waste and pollutants: Dark blue icon
- > Sustainable materials: Orange icon
- > People (social/cultural): Purple icon

As a result, inside any of our hotels' rooms, users can see that light fixtures are fitted with low consumption bulbs, equipment is efficient, double glazing is used, how sheets and towels are cleaned with the utmost respect for nature and how cleaning products are the least harmful possible.

Guests also have access to information on energy saving and efficiency measures in their room, in addition to details on the chain's commitment to awareness raising; however, this new website promotes the communication of sustainability measures employed by Fuerte Hoteles and does so in a much more attractive, participative and intuitive way. The site is targeted at guests, suppliers and employees.

This year, the chain has decided to make use of new technologies to disseminate all the environmental protection and awareness measures that it has employed for over 50 years as one of the main pillars of its approach to social responsibility.

The new site (click here for access) provides a graphic explanation of all guidelines so that both guests and suppliers are aware of the range of aspects considered in the daily operations of our hotels in terms of respect and care for the surrounding area.

Divided into six sections, the website details measures such as the integration of hotels in their surroundings (selective collection of waste, use of mineral paints on the façades, ecological waterproofing and use of renewable energies) or the application of ecological chlorination when cleaning the swimming pools.

It also covers innovative concepts employed at Fuerte Hoteles such as xeriscaping (water saving techniques employed during irrigation), which reduces impacts to a minimum. Additional concepts include minimising the consumption of raw materials (particularly hazardous substances), promoting recycling and selecting the most ecologically aware suppliers.



Virtual tour with measures highlighted to promote interactivity.

The challenge of presenting responsible guidelines employed at all the chain's hotels in a simple and visual way



Measures covered in a typical room.



Interaction on the website, showing an explanation of each measure.

3.5. VIDEO ON RESPONSIBLE TOURISM AT FUERTE HOTELES

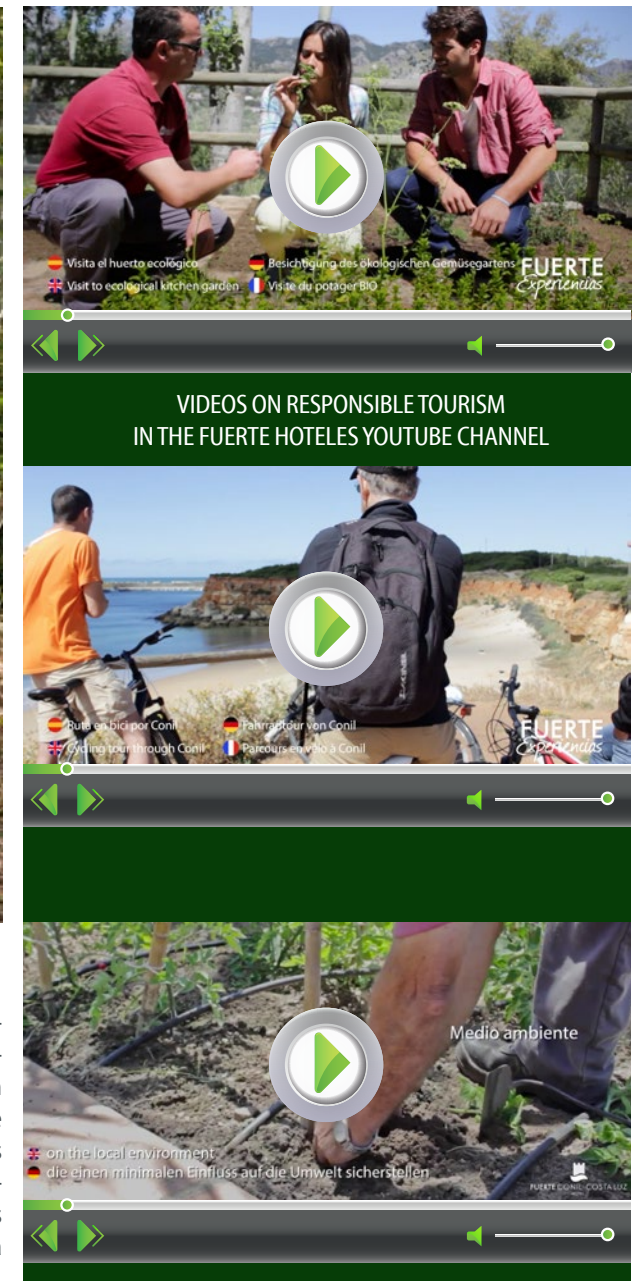


In line with our objectives to improve communications regarding our sustainability and energy efficiency measures, we have produced a brand new video about responsible tourism that offers a light-hearted and fun summary of this content, which is in constant rotation in the rooms at all hotels, on the environment channel specifically dedicated to this purpose.

With a view to reaching as wide an audience as possible, the video has been produced in three languages: Spanish, English and German: the three languages spoken by more than 80% of our guests. The video can also be found online, on our Youtube

channel in the aforementioned languages.

In short, by launching this video, we have fulfilled our objective to improve communications regarding our corporate social responsibility ventures. In this case, we are satisfied with the results obtained, as we believe that we have fulfilled the challenge of graphically representing most of the aspects linking the approach taken at Fuerte Hoteles to the philosophy of responsible tourism; more importantly, our customers can now understand how this relationship works and get a better idea of sustainable practices during their stay with us.



3.6. OTHER ONE-OFF PROJECTS

EXHIBITIONS FOR LOCAL ARTISTS

During 2014, with a view to supporting local culture, Fuerte El Rompido has successfully played host to two exhibitions featuring artists from the region.

On the one hand, in the first half of July, Susana Cárdenas showed her work "Entre Selvas y Peces" ("Between Forests and Fish"). On the other, during the second half of the same month, the work of Luis Giménez, in the form of "Mis Colores" ("My Colours") was shown for the first time.

HOST OF THE IST "MANOS UNIDAS" CHARITY EVENT



On 4 July 2014, Fuerte El Rompido hosted the first large-scale charity event in Cartaya (Huelva), with a view to raising funds to finance social and solidarity projects to assist underprivileged individuals.

The charity event included local works of renowned local artists. Specifically, guests were treated to a variety of different acts: an exhibition of paintings by Susana Cárdenas, the piece painted live during the event by local artist Juan Galán, which was later raffled off amongst attendees, and

the unique "photobooth" donated by local artist Manu Díaz, who collaborates with Manos Unidas, in addition to a bric-a-brac stand, which the majority of funds raised being donated to the host charity.

INTEGRATION OF PEOPLE AT RISK OF SOCIAL EXCLUSION AT FUERTE EL ROMPIDO



The Gypsy Secretariat Foundation Huelva, through the ACCEDER Employment Scheme concluded a range of training initiatives at our hotel that had been run in collaboration with our company in July. Pass certificates were awarded to 15 people who have received training in a variety of different job roles, such as: receptionists, waitresses, kitchenhands, housekeeping staff, masseurs and maintenance staff. Fuerte el Rompido served as the training centre, offering up our facilities and team of professionals to increase the professional qualification of those using the ACCEDER scheme.

The outcome of this collaboration can be seen in the four direct hires made by Fuerte el Rompido and two other companies in the industry, who are also co-collaborators in the ACCEDER Employment Scheme.

PROJECT TO CLEAN THE BEACHES AND GARDENS AROUND EL ROMPIDO



Before the start of the summer season, Cartaya Town Hall organises a project to clean the coastline, with Fuerte El Rompido trying to collaborate each year. However, on this occasion, the hotel was operating minimum services as it was closed for the season and so our employees could not participate as they had done in previous years; nonetheless, we offered our support by donating the bin bags needed as part of this task (around 600 units).

RELATIONS WITH COMPANIES COMMITTED TO THE SOCIAL INTEGRATION OF PEOPLE WITH DISABILITIES

Grupo Flisa is the network of industrial laundrettes and textile hire created in 1990 by Grupo Fundosa, the company that the ONCE Foundation promotes to create stable, quality employment for people with disabilities.

Flisa laundrettes are special employment centres, which employ more than 3,000 workers, of which more than 87% have disabilities. At Fuerte Hoteles, we have chosen this company as our laundrette service provider; it currently supplies all the chain's hotels in terms of industrial laundrette services.

CONCLUSION OF THE HORIZONTE ASSOCIATION COURSE: DRUG ADDICTION PREVENTION WORKSHOPS

The conclusion of the drug addiction prevention workshops in the school and family environment organised by the Horizonte Association on a periodic basis each year was held this year at Fuerte Conil - Costa Luz.

This prevention scheme has been run at various schools in the surrounding area of our hotel in Cádiz; its main objective is to organise education workshops, as part of which both information on addictions and the promotion of protection factors which make it possible to overcome risk situations are addressed. Therefore, we have had the pleasure of organising a social project that directly helps to improve the conditions and values of the local community in cooperation with this association.

PROMOTION OF LOCAL ART AND ECONOMY IN MARBELLA

Each week, a bric-a-brac market is held in the hotel's lobby. The hotel dedicates a space to local craftsmen and 10% of proceeds are donated to the Fundación Fuerte for allocation to its social projects.

3.7. NEW PROJECTS AND IMPROVEMENTS SCHEDULED FOR 2015

Información Responsable Responsible Information Verantwortungsbewusste Information

A Cereales que contienen gluten Cereals contains gluten Glutenhaltiges Getreie	H Frutos de cáscara Nuts Schalenfrüchte (Nüsse)
B Crustáceos Crustaceans Krebstiere	I Apio Celery Sellerie
C Huevos Eggs Eier	J Mostaza Mustard Senf
D Pescado Fish Fisch	K Granos de sésamo Sesame seeds Sesam
E Cacahuètes Peanuts Erdnüsse	L Dióxido de azufre y sulfitos Sulphur Dioxide Sulfit-Schwefeldioxid
F Soja Soya Soja	M Moluscos Molluscs Weichtiere
G Lácteos Dairy Milch produkte	N Altramuzes Lupin Lupine

CARDS IDENTIFYING ALLERGENS

By approving EU Regulation No. 1169/2011, European lawmakers have sought to facilitate information regarding dishes containing allergens to ensure the public knows what they can and cannot eat. As a result, and with a view to making life as easy as possible for those with food intolerances or allergies, we will be embarking upon a project to redesign our menus in the near future.

The regulation makes establishments directly responsible for food information

that must be provided to consumers in terms of allergens.

As the regulation comes into force in December 2014, Forte Hoteles has decided to get a head start by adapting the menus in our bar and restaurant in order to identify all possible allergens that may be found in the dishes we serve.

Furthermore, since 2012, all our hotels have offered a special menu to guests suffering gluten-related disorders

after much debate, we finally have a successful candidate.

Fuerte Miramar will redefine its services to cater to single travellers, couples and groups under the Amàre Club concept.

Specially recommended for guests seeking an exclusive, peaceful environment in which to relax with their partner or have fun with friends, the establishment will boast a new concept in accommodation designed for romantic getaways and as a meeting place to get to know new people.

providers of materials and services and from the Málaga region (including construction materials, light fittings, hardware, glassware, etc.) have been involved in the project. As a result, we have benefited from advantages such as a more personal and flexible service, thus obtaining much more efficient and sustainable results. By doing so, we have enjoyed the advantages offered by recruiting local suppliers, such as:

- Obvious savings in terms of transport, given the relatively shorter distances.
- Common political and tax interests.



AMÀRE CLUB

In 2014, we set ourselves a considerable challenge. We considered launching a strong product with an excellent location, for a specific target audience and,

Recruitment of local suppliers

One particularly noteworthy aspect of this initiative is the number of local suppliers involved. Throughout the construction and refurbishment process, a total of 22

- Better communication and better service, in addition to a better technical exchange and reduction of production times.
- Better public relations with the local economy.

3.8. CSR OBJECTIVES

Amongst our strategic objectives for the coming year, our dedication to improving our communications is particularly noteworthy; as a result, one of the initiatives that will be particularly important is the proposal to increase the dissemination of our sustainable activities through a new communication plan that will include both national and international means, in addition to use of social networks.

Furthermore, socio-cultural aspects remain key in terms of the company's sustainability policy. Led by the Fuerte Foundation, it is estimated that 12 cultural and local community support projects will be undertaken over the course of the coming year.

On the other hand, with a view to harnessing the efficiency of our hotels, the following improvements have been proposed:

- Installation of a new salt chlorinator in the small pool at Fuerte Conil - Costa Luz to continue using common salt as a natural chlorinator and thus limit hazardous waste.
- Installation of a frequency converter on the cold water pressure kit at Fuerte Conil – Costa Luz, to save electricity.
- Installation of 40 LED outdoor lights.



GARDEN AREAS AND SWIMMING POOL AT HOTEL FUERTE CONIL - COSTA LUZ.

4. RELATIONS WITH INTEREST GROUPS



Ready to offer the best of ourselves.

Once again, Forte Hoteles has once again reaped the rewards of ensuring its management activities are wholly transparent: the trust bestowed in the company by groups with which it works. Thus, the company has an excellent capacity to generate value in cooperation with and on behalf of these groups, in addition to converting these links into a solid service guarantee and mutual benefits in all contact between groups.

When selecting interest groups with which to work, the company rigorously assesses each one, particularly when dealing with other companies, from whom its requirements include, but are not limited to, measures that are respectful of the environment, implementation of ethical and responsible initiatives and, as goes without saying, mutual respect as part of collaborations.

Surveys, writing communication and different consultancy methods are applied to select interest groups that best adapt to the company's philosophy.

RESTAURANT AND RECEPTION EMPLOYEES AT HOTEL FUERTE CONIL - COSTA LUZ.

4. RELATIONS WITH INTEREST GROUPS

1. Business associations

- **HORECA** hotel industry employers association in the province of Cádiz since 1977.
- **AEHCOS**, or the Association of Hoteliers of the Costa del Sol, since its foundation in 1977.
- **CIT Marbella** (Centre for Tourism Initiatives in Marbella) since its foundation in 1989.
- **Andalusian Association of Family Companies** (since 1989), of which it was one of the more than 90 founding members.
- **Cátedra Empresa Familiar** (Chair of Family Companies - San Telmo), since 2000.

2. Specialist forums, universities and technological centres:

- Specialist forums on quality management, the environment, marketing, energy efficiency, tourism, etc.
- Universities: conferences at different universities, such as the University of Málaga.

3. Local community

- **Public:** Fuerte Hoteles is committed to the development of residents in the areas in which its hotels are located, promoting their cultural values.
- **Workers:** when hiring new starters, the chain's recruitment policy gives preference to residents of the town in which the corresponding hotel is located.

01 SOCIAL ASPECTS OF BUSINESS RELATIONS

02 ECONOMIC ASPECTS OF BUSINESS RELATIONS

- **Public Sector:** Town halls, provincial councils and regional and central governments.
- **Partner companies:** commercial relations with tour operators and other travel agencies worldwide, in addition to the providers of products and services required to operate in the tourism sector.
- **Shareholders**
- **Suppliers**

03 ENVIRONMENTAL ASPECTS OF BUSINESS RELATIONS

- **Non-profit associations:** WWF Spain: Participation in 'Earth Hour' and +Árboles Foundation.
- **Public and customers:** As part of its management, Fuerte Hoteles addresses the promotion of activities that are respectful of the environment and contribute to the development of the community in which its hotels are located.
- **Workers:** 90% of our workers are locals and are involved in all our sustainability policies.
- **Suppliers:** We ask all our suppliers to sign an environmental good practice and respect policy prior to inclusion in our database (see paragraph "6.3 Environmental assessment of suppliers" of this report).

LIST OF CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES IN 2014



SOCIAL INITIATIVES

Social benefits for employees of Grupo El Fuerte and tools to organise development actions in the local community.

INTERNAL ACTIONS

- Cheque upon marriage of employees.
- Assistance purchasing school books.
- Assistance paying for daycare.
- Continuous training.
- Advances and loans to staff.
- Discounts on accommodation, and services at the chain's hotels for employees.
- Diversity management.
- Gender equality.
- Working environment surveys.
- Performance assessments and development reviews.

EXTERNAL ACTIONS

- Social and cultural projects of the Fundación Fuerte.
- Integration of groups at risk of social exclusion.
- Management of social networks.
- EuroResponsible Project.



ENVIRONMENTAL INITIATIVES

Actions targeting the reduction of our environmental impact

INTERNAL ACTIONS

- Use of bioclimatic and environmental construction techniques.
- Energy efficiency.
- Savings manual.
- Calculation and monitoring of consumption and impact indicators (carbon and ecological footprint).
- Management and separation of waste at the source.
- Control of emissions into the atmosphere.
- Control of spillages.
- Procurement policy containing sustainable criteria.
- Innovation in 2014.

EXTERNAL ACTIONS

- Promotion of local and seasonal gastronomy.
- Transparency and communication: Information for customers at reception and on the Fuerte Hoteles website regarding environmental aspects (energy consumption, carbon and ecological footprint, etc.).
- FUERTE EXPERIENCES responsible activities scheme.
- Environmental protection activities.
- Active promotion of sustainable development.



ECONOMIC INITIATIVES

Main strategic measures to manage the business whilst facilitating sustainable management.

INTERNAL ACTIONS

- Economic performance programmes and policies: good governance.
- Implementation of procedure management systems.
- Identification and dialogue with interest groups.
- Implementation of economic, internal customer-satisfaction and sustainability indicators.
- Responsible marketing.

EXTERNAL ACTIONS

- Promotion of local and seasonal gastronomy.
- Transparency and communication: Information for customers at reception and on the Fuerte Hoteles website regarding environmental aspects (energy consumption, carbon and ecological footprint, etc.).
- FUERTE EXPERIENCES responsible activities scheme.
- Environmental protection activities.
- Active promotion of sustainable development.

5. SOCIO-CULTURAL COMMITMENTS

5.1. LABOUR AND DIGNIFIED EMPLOYMENT PRACTICES

EMPLOYMENT DATA

At Fuerte Hoteles, we are aware that the quality of our teams makes the difference and that they are the key to excellence in the workplace. That's why in addition to a strong professional and academic profile, we seek the values and skills that best adapt to the culture and strategic direction of the company from our candidates.

EMPLOYMENT CLIMATE

We ask all our employees to fill in an employment climate survey, regardless of their position and department. This survey is carried out twice a year and the data is pooled and analysed on a periodic basis.

	2011	2012	2013	2014
Fuerte Marbella	72,4%	76,3%	75,5%	74,9%
Fuerte Miramar	74,5%	77,3%	79,6%	83,5%
Fuerte Conil - Costa Luz	74,7%	78,0%	75,5%	78,7%
Fuerte Grazalema	87,6%	83,8%	85,9%	87,6%
Fuerte El Rompido	66,9%	66,5%	76,9%	75,0%
Fuerte Estepona	81,1%	71,5%	81,3%	80,0%
Oficinas Centrales	74,8%	71,0%	77,7%	81,1%



WORKFORCE STABILITY DATA

	2013	2014	2013	2014	2013	2014
Hotel Fuerte Marbella	10,49	10,09	8,28%	8,18%	7,7	16,4
Hotel Fuerte Conil - Costa Luz	4,76	4,65	5,88%	5,19%	12,16	5,5
Hotel Fuerte Miramar	7,36	6,49	6,52%	5,22%	14,5	4,66
Hotel Fuerte Grazalema	5,34	6,37	0,00%	9,92%	0	5
Hotel Fuerte El Rompido	3,88	6,43	7,13%	8,84%	21,33	24
Hotel Fuerte Estepona	1,42	1,7	0,00%	13,19%	0	15,28
FUERTE GROUP (OFICINAS CENTRALES)	5,35	5,39	1,36%	0.00%	7	0

> According to the survey, the average satisfaction rate of employees at Fuerte Hotels is **80,11%**

AVERAGE TIME OF SERVICE:
Average time of service of employees at the company, measured in years.

ACCIDENT RATE:
Indicates the number of staff on leave per thousand workers exposed. Accident rate = (No. of accidents generating leave/total workforce) x 100,000.
Source of information: yearly Fremap accident rate report.

AVERAGE OCCUPATIONAL ACCIDENTS:
Indicates the average duration of leave caused by occupational accidents (in days).

- > **8,122**
training hours
- > **€102,233.86**
invested in training
- > **326** employees
have accessed training

SOCIAL IMPROVEMENT PLAN

As always, people are at the heart of the company's management policies. And as it goes without saying, employees play one of the most roles in this regard.

According to the Annual MetLife Report on Employee Benefits Trends, employees that confess to being very satisfied with the benefits offered by their company are three times more likely to say that they are very satisfied in their current roles and are more loyal to their company. In our experience,

this translates into a better working environment, better productivity and an above average time of service. To attain this improvement in employee satisfaction, the company offers different incentives such as helping with the costs of daycare, assistance paying school books, discounts for private healthcare and advances and loans to employees, amongst others. Furthermore, staff members, in addition their families and friends, enjoy discounts on different services offered by the group.



CHILD CARE
€28,864.88



SCHOOL BOOKS
€7,192.66



MARRIAGE
€2,208



**ADVANCES
AND LOANS**
€101,622.25



TRAINING INITIATIVES

TRAINING PROGRAMME AT FUERTE HOTELES

The objective of this programme is to promote the professionalism and knowledge of employees, improving the ability of employees at work, acquiring and updating knowledge, skills and competencies. In this regard, continuous training plans have been established to adapt to the specific needs of individuals that form part of our group.

Types of training:

- Answering and handling phone calls. Call quality
- Bartendering
- Waitering
- Cocktail making
- New culinary techniques, food presentation and buffet decoration
- Advanced oenology
- Oenology: wines, liqueurs and spirits
- Head of housekeeping English
- Maitre d'
- Office programmes

DEVELOPMENT PROGRAMME

Our development programmes consist a series of initiatives targeted at members of management and staff with a view to promoting personal/professional growth and talent at the company, focussing on the development of the knowledge and organisational and management skills needed to manage teams. Fuerte Hoteles is aware of the value of its staff and is concerned for developing its talent by providing training to individuals whose aim it is to improve professionally.

Types of training:

- Personal development and leadership
- Resolution group

REGULATORY TRAINING SCHEME

- Applicator of plant protection products
- Building energy efficiency certificate
- Hygiene and health control of installations against Legionnaires' disease
- Prevention of occupational hazards
- Food safety and hygiene

DIGNIFIED EMPLOYMENT AND VALUES: OUR CODE OF ETHICS

Each year, Fuerte Hoteles reviews and ensures that our evolution and development remains faithful to the most fundamental principles of mutual respect and tolerance.

We seek to offer a high-quality, professional service whilst committing to our behavioural standards and principles that guarantee, by means of an overall vision of our interest groups, responsibility in the actions that we take.

To this end, Fuerte Hoteles applies its Code of Ethics (based on one of the most recognised standards in the world, the Universal Declaration of Human Rights made by the United Nations in 1948), through which we transmit and promote the fundamental values of the company:

1. We're here to make sure our clients are satisfied.
2. It's the people who are most valued in our company.
3. By respecting the environment we show our respect for others.
4. Where there are good bosses, there are good employees.
5. We all have the ability to improve as people and as professionals and if this is the case, it will be good for our work.
6. Participation and fair treatment encourage commitment to the company.
7. Being responsible means following regulations, procedures and objectives.
8. Diversity is one of the main sources of wealth, and respect for diversity means healthy, mature relationships.
9. Good behaviour should be publicly acknowledged, used as an example and should always be strived for.
10. Discretion increases trust, improves relationships and strengthens our image.
11. An organisation's strength depends a great deal on the loyalty of its staff.
12. The separation of personal and professional within the company is better for work.



5.2. LOCAL COMMUNITY, CULTURE AND SOCIETY. THE EFFORTS OF THE FUNDACIÓN FUERTE

> Fundación Fuerte Mission

The Fundación Fuerte seeks to promote the sustainable development of individuals (children, adolescents and families) at risk due to physical and/or cultural shortfalls in both Spain and those countries where the board of trustees believes it is beneficial, with preference given to places in which Fuerte Hoteles are located. This mission is undertaken by means of assistance with or generation of projects that seek to comprehensively improve living conditions: education, accommodation and/or human development.

> Fundación Fuerte Vision

To be a non-profit organisation that serves to promote assistance projects for children, adolescents and women. In terms of culture, promoting all local art forms, pursuing, wherever possible, greater awareness of sustainability.

As the main criterion for committing to the development of the local community by undertaking socio-cultural projects, the Fundación Fuerte prioritises locations in which the company's establishments are located; in doing so, it lays the bases of the company's commitment to local development and improving living conditions in these locations.



FUNDACIONFUERTE

During 2014, the Fundación Fuerte embarked upon a total of 16 projects:

1- YOUNG PEOPLE'S PROFESSIONAL TRAINING PROGRAMME - KINGSTON, JAMAICA

Run by Sister Anne, this initiative was undertaken in Jamaica, where Grupo El Fuerte runs one hotel, although it is not owned by the Group.

This development programme targeted at young people centres on professional training and a literacy project at the St. Anne's primary school in Denham Town in Kingston, Jamaica. Its main objectives are to reduce illiteracy rates, increase cultural knowledge, offer employment training and prevent delinquency.

Investment by the Fundación Fuerte: €6,500

2- DRUG ADDICTION PREVENTION PROGRAMME WITH STUDENTS AT PRIMARY EDUCATION CENTRES IN TORROX (MÁLAGA)

During February 2014, drug addiction prevention workshops were held with Year 6 students at the CEIP Mare Nostrum, Colina del Sol, El Morche, CEIP El Faro and CEIP Los Llanos schools, and Year 5 students at CEIP Mare Nostrum, with a total of 140 of the towns students in attendance.

The objectives of the programme were to: promote the maturity process to

make students capable of overcoming challenges and highlighting each person's control over his/her surroundings; strengthen the senses of belonging and relationships with basic references points at this age: family and school; promote healthy lifestyles that do not involve drug consumption.

Activities were run by Asociación Fortaleza de la Axarquía (AFAX) Proyecto Hombre, with whom Torrox Town Hall entered into a collaboration agreement to run said programme.

Investment by the Fundación Fuerte: €3,300

3- DRUG ADDICTION PREVENTION WORKSHOPS IN THE SCHOOL AND FAMILY ENVIRONMENT (PROYECTO HOMBRE CÁDIZ)

Given the dangerous decrease in the age at which youths start to consume addictive substances in recent years, mainly tobacco and alcohol, the Fundación Fuerte believes it is essential to interact with youths at this age, providing information and encouraging them to reflect on their own actions to raise awareness of the risks associated with both legal and illegal drugs.

Schools are an essential and effective space in which to address these issues, given that they serve as a meeting point between students, parents and teachers.

In addition to the school environment, the

family plays an essential role in terms of prevention, as it is a reference space for youths in which the most important education of all is imparted. Families are responsible for transmitting values, rules, customs, beliefs and behavioural patterns; they represent a reference in terms of support, dispute resolution and health protection.

To this end, prevention activities have also focussed on the family environment of youths.

Investment by the Fundación Fuerte: €5,500

4- IX PRO-AM GOLF TOURNAMENT, MIGUEL ÁNGEL JIMÉNEZ



Golf tournament organised by international golfer Miguel Ángel Jiménez in collaboration with Málaga City Council, la Caixa and the Guadalhorce golf club which was first organised seven years ago and serves to raise funds for prevention programmes in local schools in order to provide residents of Málaga with the tools to prevent the appearance of dangerous behaviour in terms of addictions.

Investment by the Fundación Fuerte: €3,000

5- FREE TIME SOCIO-EDUCATIONAL AND PREVENTIVE ACTIVITIES PROGRAMME AT THE CIS

Socio-educational integration centres (CIS) were created by the Horizonte Association in 1986, as a result of the knowledge and experience of its members in terms of drug addiction. The association has been working since 1982 with individuals living with drug addictions and quickly detected to need to avoid this problem. The solution was to create a prevention programme that would stop or reduce the appearance of dangerous behaviour amongst youths.

Investment by the Fundación Fuerte: €10,000

6- YEARLY HORIZONTE DINNER

Between April and May, the Horizonte Association organises a charity dinner on a yearly basis at Hotel Fuerte Marbella, to commemorate the anniversary of its foundation. In 2014, Horizonte celebrated its 32nd birthday.

The yearly dinner is one of the most important events on this association's calendar and represents a meeting point for members, volunteers, collaborators, friends of the association, families of programme users, workers at the association, etc.

The objective is to raise funds to cover the costs generated by running programmes over the course of the year (Base Programme, Treatment Support Accommodation, Prevention Programmes, etc.).

Furthermore, it represents the perfect occasion to attract new members and volunteers and to disseminate the important drug addiction prevention work undertaken by the Horizonte Association in a more direct way.

Investment by the Fundación Fuerte: €9,500

7- CHARITY BRIC-A-BRAC SALES RUN BY THE HORIZONTE ASSOCIATION

In order to raise fund for its addiction preventing programmes, the association has organised six charity bric-a-brac sales in Marbella over the course of 2014.

These events are organised and attended exclusively by voluntary staff at the association, who man the different stalls from 9 am to 9 pm (12 hours of volunteering plus the time to assemble and dismantle the stalls)

Investment by the Fundación Fuerte: €4,950

8- HORIZONTE FLAT MORTGAGE

The aim of this initiative is to accommodate addicts undergoing therapy provided by the Horizonte Association. Followers of the programme that stay in the flat during the initial therapy and reinsertion stages lack economic means and family support. The flat is a very important alternative to facilitate the attendance of these individuals at therapy and group sessions; furthermore, it is an alternative for individuals who cannot rely on family or friends for follow-up.

The Fundación Fuerte provides support in order to fund the upkeep of the flat and pay the mortgage.

Estimated annual budget: €4,092

9- MANAGEMENT MEETING OF THE HORIZONTE ASSOCIATION

Over the course of the year, around 48 management meetings are held, in which work undertaken and the difficulties encountered at each of the centres are addressed.

Furthermore, quarterly meetings are held, in which statistical data concerning therapy programmes for the last quarter is analysed.

Fundación Fuerte Investment: allocation of meeting rooms at Hotel Fuerte Marbella to hold these meetings

10- COLLABORATION AGREEMENT BETWEEN THE FOUNDATION OF THE SPANISH CONTEMPORARY ENGRAVING MUSEUM IN MARBELLA AND FUNDACIÓN FUERTE

Under this agreement, the Fundación Fuerte has absorbed the accommodation costs of artists and other figures related to the activities undertaken at the Spanish Contemporary Engraving Museum, offering up rooms at Fuerte Miramar and Hotel Fuerte Marbella.

Investment by the Fundación Fuerte: €2,500

11- ÓRGANO DEL SOL MAYOR FRIENDS ASSOCIATION

As part of this association's activities, musical culture is both promoted and disseminated by means of periodic organ concerts using the instrument that gives its name to the entity, in addition to works to restore, preserve and improve the Órgano del Sol Mayor.



In terms of the mission and vision of the Foundation, the subsidy awarded to this specific association forms part of the framework to promote local culture, as it is based in Marbella, where the head office of Fuerte Hoteles and two of the chains hotels, Fuerte Marbella and Fuerte Miramar, are located.

Investment by the Fundación Fuerte: €9,466

12- COLLABORATION BETWEEN THE + ÁRBOLES FOUNDATION - ARBORETUM MARBELLA, "THE PEOPLE'S FOREST" AND FUNDACIÓN FUERTE

According to the association itself, an "arboretum is a living collection of trees and other woody plants in a single space with its own research, exhibition and conservation services".

Through this project, the Arboretum of offers information on different elements related to nature, biodiversity, sustainability, the environment, fair trade and other activities that are organised at the heart of nature and open to the public of all ages.

Once upon a time, there was a place called **Arboretum Marbella**.

It was a forest created for and by the people. It was full of native species and those who visited this place recalled having learned to love, respect and care for nature there.

This space promoted the conservation of biodiversity in the area, the restoration of natural habitats and environmental awareness.

Here, you could even plant your own tree!

13- COLLABORATION AGREEMENT BETWEEN THE SANTA MARÍA DE LA VICTORIA DIOCESAN FOUNDATION AND FUNDACIÓN FUERTE

The main objective of this venture is to ensure the enrolment at school of children from the most remote and underprivileged areas of the province of Málaga, in which illiteracy rates were extremely high; this Foundation started its efforts in 1992.

To fulfil this mission, specific training had to be offered to teachers capable of performing their professional duties and their evangelisation tasks. It is within this framework that the Fundación Fuerte believes its support is necessary in the form of an annual donation, thus helping to maintain this important work for the local community.

Investment by the Fundación Fuerte: €3,000

14- "IMPULSA EN FEMENINO" PROJECT TRAINING

This initiative involves project development and support training women concerning the use of new technology. Specifically, it targets women aged between 40 and 60, who are considered as most in need of training in this area.

The Fundación Fuerte has looked to collaborate once more with the Arboretum de Marbella project, donating funds just as it has done since its creation in 2012.

Investment by the Fundación Fuerte: €2,500



"La vida es un viaje de contacto y retirada"

El CÓMO vivimos tiene muchísima más importancia que el CUÁNTO

Los beneficios obtenidos en esta conferencia se destinarán al proyecto de la Asociación Horizonte, "PIVESPORT", para educar a través del deporte a los niños de su Centro de Inserción Socioeducativo (CIS) de El Ángel.

Conferenciante: Mabel Cuevas Gómez
Fecha y hora: 23/05/2014 a las 20:30h
Lugar: Hotel Fuerte Marbella - Salón Sevilla
Precio: 10 euros

Invitamos a colaborar económicamente con "PIVESPORT", proyecto elegido por Fundación Fuerte, que educa en "valores", a niños de El Ángel (Marbella).

Cuenta Corriente: La Caixa ES90 2100 2231 32 0200340510

CONFERENCE PROGRAMME FLYER.

15- PIVESPORT CHILDREN'S SOCIAL SUPPORT PROJECT

Given the great importance that we have given to this project over the past year, we have dedicated a special section to this initiative with more detailed information, which can be found in the innovation section of this report.

16- CICLO 3 CONFERENCES TO FUND THE PIVESPORT PROJECT

Coordination of three conferences held over the course of the year to raise the funds for the Pivesport initiative (described in the Innovation section of this report).

6. COMMITMENT TO THE ENVIRONMENT

Caring for **people** and
the **environment**

6.1. REGULATORY COMPLIANCE AND PROJECTS

Following the principles established by the United Nations in the 1992 Rio Declaration on Environment and Development, Fuerte Hoteles maintains and renews its constant commitment to caring for the environment.

In addition to mandatory compliance with laws applicable to the company, the chain is committed to going one step further in terms of sustainable management and once again, it has been recognised by the prestigious certification body, AENOR, thanks to its Environment Management System, which is governed by ISO 14001.

IMPACT MANAGEMENT

Resources are controlled by applying an in-house method that provides the group's hotels with the information need-

ed to ascertain its impact and identify points for improvement through its carbon and ecological footprint.

These indicators analyse consumption trends per client in terms of water (litres), electricity (kWh), propane (kg) and diesel (litres), which are the elements that primarily affect the environmental impact of hotels.

Fuerte Hoteles uses these indicators to calculate its ecological footprint, or, the number of biologically productive hectares (stated in m²) needed by the hotel to maintain its level of consumption and parallel levels of water; and the carbon footprint, which indicates the level of

CO₂ that we release into the atmosphere as a result of hotel operations, stated in tonnes or kilogrammes of CO₂ per customer.

01 PROYECT

Research on energy savings and production. Proposal, study and implementation and monitoring of measures both in terms of investment and operations to reduce the energy costs at our hotels (water, electricity, gas, diesel and telephone)

ACTIONS UNDERTAKEN OVER THE COURSE OF THE YEAR at all hotels:

- > Daily monitoring of consumption and contrasting information against the consumption baseline set out.
- > Receipt of a warning by production managers at hotels regarding deviations from the baseline to take corrective action.

02 PROYECT

Creation of an environmental microsite in order to create a tool that facilitates and simplifies communication with customers, employees and other stakeholders in terms of environmental action taken by hotels. (see special section about this project on page 14).

OTHER ACTIONS AND ENVIRONMENTAL PROJECTS UNDERTAKEN

1. In order to celebrate World Environment Day, on 5 June, Fuerte Conil - Costa Luz, Fuerte Grazalema and Fuerte El Rompido included a greater range of ecological activities in their entertainment schedule.
2. Raising awareness amongst customers and staff regarding our environmental measures by developing the new environmental signage in common areas of the hotels.
3. Amongst our "Fuerte Experiences" for customers, in addition to responsible and botanical tours, other activities are included concerning local gastronomy and direct contact with nature.

4. Availability of electric bicycle and car services to customers at Fuerte El Rompido.
5. Planting of species that are endemic to the area, such as the prickly juniper and toadflax at Fuerte El Rompido. Furthermore, at the same hotel, a small, home-made greenhouse has been built to harness seeds and nurture plants from the hotel's garden. All the material used to construct the greenhouse is recycled material and treated waste.

6.2. ENVIRONMENTAL INDICATORS

> CONSUMPTION

Data per guest
(calculated annually)

	ELECTRICITY (kWh/guest)	DIESEL (l./guest)	PROPANE (kg/guest)	WATER (m ³ /guest)
FUERTE MARBELLA	15.34	0.8	0.11	0.18
FUERTE EL ROMPIDO	12.36	*	0.47	0.24
FUERTE CONIL- COSTA LUZ	12.04	0.49	0.1	0.27
FUERTE GRAZALEMA	15.57	0.86	0.12	0.25
FUERTE MIRAMAR	13.95	0.57	0.06	0.12
FUERTE HOTELES	13.85	0.68	0.17	0.21

* Fuerte El Rompido does not use diesel fuel, its boilers only use propane.

> RECYCLING

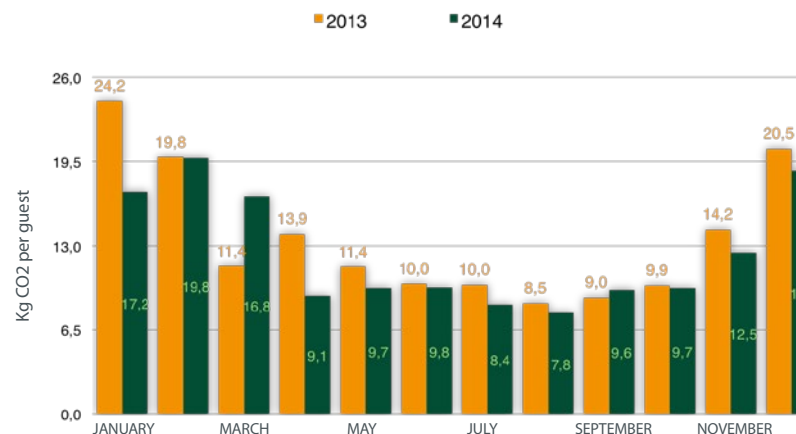
By recycling, we seek to effectively recover all or part of the different raw materials used at our hotels. Our figures are as follows:



> CARBON FOOTPRINT

The illustration shows the reduction recorded in several important months during 2014 compared to the previous year, with notable drops in April, July and August. The data corresponds to average carbon footprint data for the chain's hotels.

This year has seen a drop of 8.55% compared to the average for the previous year.



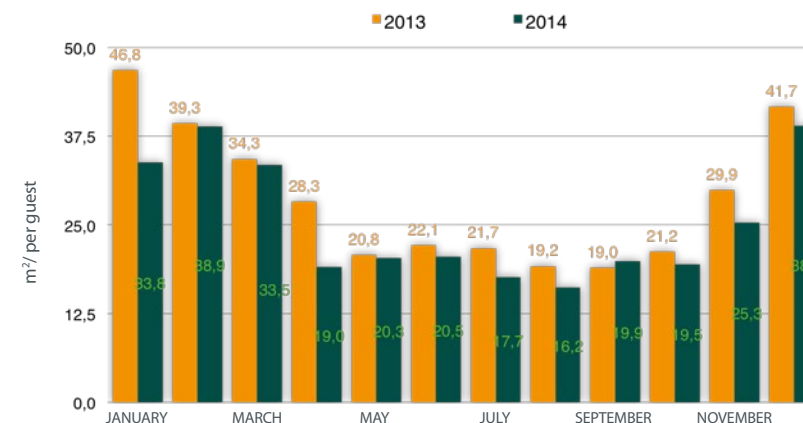
ECOLOGICAL IMPACT IN FIGURES

In line with our slogan "what gets measured, gets managed", we continue to measure each of our environmental implants in order to propose solutions and mitigate them insofar as possible. Thus, during 2014, the measures implemented have led to a reduction in water consumption of 0.2% and power consumption of 5.57%. In addition, CO₂ released into the atmosphere by the group's seven hotels has represented 13.56 kg/CO₂ per stay, which once again demonstrates the chain's exemplary performance in terms of greenhouse gases released into the atmosphere.

> ECOLOGICAL FOOTPRINT

As can be seen, the evolution of the chain's ecological footprint follows the same pattern as the illustration above regarding CO₂ emissions per guest. The data corresponds to average carbon footprint data of hotels.

Specifically, in 2014, this indicator was reduced by 11.89% compared to average levels for the previous year.





6.3 ENVIRONMENTAL ASSESSMENT OF SUPPLIERS

Respect for the environment is an important criterion for Fuerte Hoteles when it comes to selecting a supplier, as can be seen in annex V of the corporate procurement policy.

So much so that before working with a supplier approved by the company, the former must accept and commit to a range of **environmental conditions for suppliers of goods**:

- > Cleaning and ultimately removing debris, packages, wrapping, rubbish, scrap and all types of waste generated in the place of work.
- > Appropriate handling and storage of chemical products and goods or hazardous waste.
- > Signage of disposal areas with a particular environmental impact.
- > Prevention of leaks, spills and contamination of the soil, drains and waterways, prohibiting all uncontrolled spills.
- > Use of closed, labelled containers and drums in good condition.
- > Separation of waste generated.
- > Prohibition on uncontrolled fires, flushing and dumping.
- > Prevention regarding the release of dust and other substances when transporting materials.

Furthermore, it has been established that contractors shall undertake to provide information to Grupo El Fuerte immediately regarding any environmental incident caused by commissioned works.

In the event of a breach of any of these conditions, Grupo El Fuerte may even terminate the work or service, with any resulting losses borne by the Contractor.

Finally, it must be mentioned that said document contains a section on ethical and social aspects that the company establishes in line with its **Corporate Social Responsibility**.

7.COMMITMENT TO SUSTAINABLE ECONOMIC MANAGEMENT

7.1.OUR FIGURES

Both money spent by tourists and the investments made by the different providers of tourism products and services generate a range of economic activities that diversify the local economy.

This aspect is vitally important to maintain the progress of any sustainable business, as it represents its survival and continuity.

To draw up the following economic indicators, data has been drawn from the organisation's audited financial statements; said audits were undertaken by external firms in order to verify our management activities.

Based on statements made by the World Tourism Organisation (WTO), it is possible to divide the range of positive impacts of tourism into: balancing payments, creating employment, catalysing business operations, improving and redistributing income. The following table shows the main economic performance figures for 2014:

HOTEL BUSINESS PROFIT AND LOSS ACCOUNTS AND ADDITIONAL ACTIVITIES AT FUERTE HOTELES <small>(THOUSANDS OF EUROS)</small>	2013	2014
Net turnover	39.862	44.613
Other operating income	1.846	2.037
Total income	41.708	46.650
Provisioning	4.878	5.090
Staffing costs	10.329	10.658
Other operating costs	16.134	19.154
Income from disposals and other income	472,8	-2.953
EBITDA	10.839,8	8.795
Depreciations	5.162	4.441
EBIT	5.677,8	4.354
Financial income	-1,6	-1.350
EBT (Earnings before tax)	5.676,2	3.004

Income from the hotel business and additional operations, with income and expenditure for all hotels and apartments, with the exception of Forte Estepona (given its management approach).

NET TURNOVER

Increase in the company's turnover or business volume compared to the previous year.

2014 44.613

2013 39.862

EBT

Earnings before taxes.

2014 3.004

2013 5.676

EBITDA: EARNINGS BEFORE INTERESTS, TAXES, DEPRECIATIONS AND AMORTIZATIONS

EBITDA measures the company's capacity to generate profit considering solely its production activities.

2014 8.795

2013 10.840

EBIT: EARNINGS BEFORE INTERESTS AND TAXES

2014 4.354

2013 5.678

7.2. QUALITY AND CUSTOMER SATISFACTION



SURF CLASSES AT FUERTE CONIL - COSTA LUZ.

In the section on the quality of our services, we fully agree with the assertion of the Spanish Institute of Tourism Studies in its article on measuring hotel guest satisfaction in that “hotel businesses must be capable of adapting to transformations in the environment, defining strategies that make it possible to improve competitiveness, attaining qualitatively and quantitatively optimum occupancy rates”.

We could say that this statement represents the basis on which the company’s quality policies are supported to

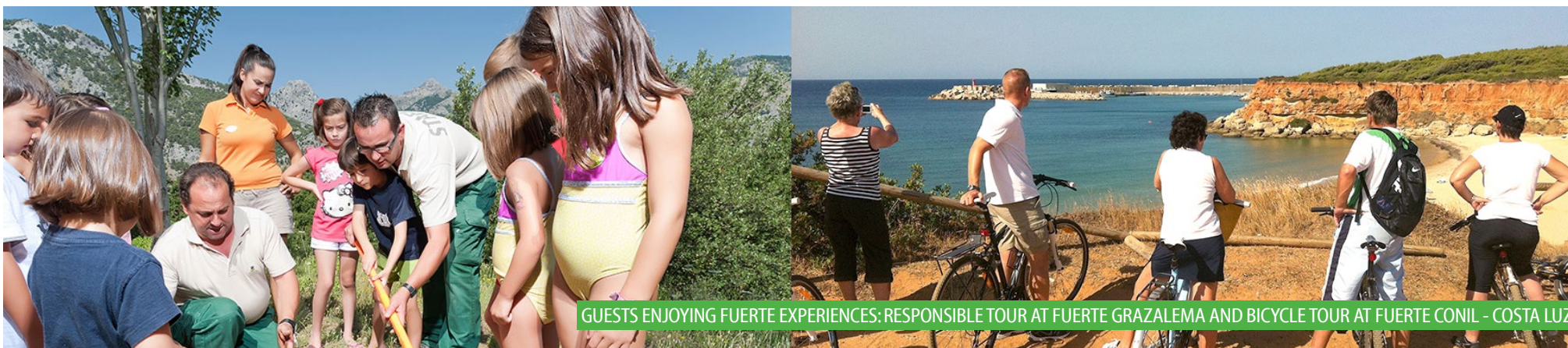
generate maximum quality services for the customer.

Furthermore, creating added value is an ever-present challenge in our management tool. Not only do we seek to offer accommodation to our guests, we aim to give them a little something extra: a quality experience based on elements that set us apart from the rest. Fuerte Hoteles has no intention of backing down in terms of creating new formulas that serve to maintain its competitive edge by improving the quality of the service offered. Standing

out on account of the high levels of quality offered is, without a doubt, a guarantee of success for a hotel business like ours.

Therefore, we take feedback from our customers very seriously and employ all methods possible to remain attentive to any suggestions and comments received.

Thus, we take into account and measure three important aspects using all the tools available:



GUESTS ENJOYING FUERTE EXPERIENCES: RESPONSIBLE TOUR AT FUERTE GRAZELEMA AND BICYCLE TOUR AT FUERTE CONIL - COSTA LUZ.

1. SATISFACTION OF OUR CUSTOMERS

To calculate customer satisfaction rates by department, the following sources have been used:

- Online surveys sent to customers via email following check-out
- Online reputation (scores attributed on travel forums, specialist websites, social networks, etc.)
- Mystery guest audits

Customer satisfaction by department

	2013	2014
Reception	90%	91,3%
Housekeeping	89,3%	90,4%
Location	89,4%	89,1%
Gastronomy	85,6%	85,9%
Price/quality ratio	82,9%	82,9%
Entertainment	81,5%	81,2%

2. QUALITY CONTROL TOOLS

By using measurement tools, such as ReviewPro or surveys received directly from our customers, our experts are capable of generating scores and indicators; constantly controlling these variables is of great assistance in the decision-making process in terms of innovation or improving services. Thus, the company receives a constant supply of up-to-date information; as a result, response times for certain needs or requests made by guests can be decreased to wholly satisfying levels.

No. opinions about the chain	7,341
Source of data: Review Pro	
Online reputation:	88.3%
Source of data: Review Pro	
NPS (Net Promoter Score)	47.04%
Source of data: internal satisfaction surveys	

“For years now, we have invested in innovation in terms of our online presence, with a view to improving and increasing interactions with our public, responding to our customers via social networks”. José Luque García, CEO at Fuerte Hoteles

3. USE OF SOCIAL NETWORKS TO DIRECTLY INTERACT WITH OUR CUSTOMERS AND INTEREST GROUPS

Social networks continue to represent one of the cornerstones of our efforts to disseminate and interact with all our interest groups. Such is the case that according to the study published in “The Luxonomist” by Fernando Gallardo, hotel critic for El País newspaper, Fuerte Hoteles was the most influential Andalusian hotel chain on Twitter in 2014. In addition, the “Top Hotel Brands in Spain” report also ranks the chain 15th in terms of Spanish hotels with the greatest influence on the social network.

As a result, in 2014 the appearance and

content of the chain’s blog was renewed, which jumped from 32,735 to 114,595 visits. Users that discover Fuerte Blog when searching for inspiration for Responsible Tourism weekend breaks in Andalusia, have access to information on local gastronomy, the environment and leisure, in addition to other topics.

Cumulative data for 2014 (number of followers)

	2013	2014
Facebook	11.871	16.312
Twitter	3.420	4.298
Youtube	115	200
Instagram	Sin perfil	*49

* profile created in October 2014

7.3. RELATIONS WITH LOCAL SUPPLIERS



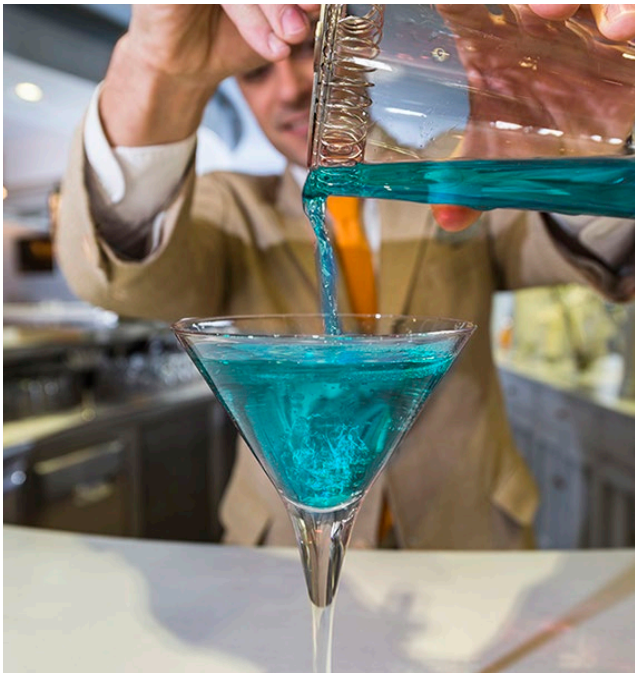
The constant evolution of the tourism industry is producing continuous demand for local goods and services, which we believe should be met by cooperating with local companies wherever possible, feasible and sustainable.

Thanks to our vast experience, we have witnessed the importance of two key elements to safeguard the feasibility of a productive local procurement policy: on the one hand, a firm commitment from larger companies to the development of the area in which they operate, as is the case of our company. On the other hand, the perspective that the local market also offers beneficial conditions to companies in addition to options to preserve their competitive edge.

“Joint growth ensures local development”

In short, local sourcing should lead to the generation of profits for both parties, which will lead to a sustainable economic model for both businesses. Based on these assertions, as part of its procurement policy, Fuerte Hoteles has provided for the ability to make adjustments to favour the incorporation of local suppliers insofar as possible, with a view to maximising its contribution to local development. It is against this backdrop that we assert that “joint growth ensures local development” (Mendoza Vargas, 2007).

To fulfil this objective, the methodology applied by Fuerte Hoteles seeks to prioritise local suppliers, with a clause having been established in the corporate procurement policy. Specifically, it establishes that encouragement must be given to ensuring that at least 50% of total purchases for each centre are made from local suppliers. This figure is analysed by the procurement department on a periodic basis with a view to maintaining the level established.



TOTAL PURCHASES FROM LOCAL SOURCES (FOOD AND DRINK)

2011	1.868.569€
2012	1.421.865,43€
2013	1.190.492,06€
2014	1.224.692,36€

Although the company makes a considerable number of purchases from local suppliers, following a couple of years in which slight decreases were recorded in purchase levels (see 2012 and 2013 in the illustration), **there was an increase in this investment in 2014, with a year-in-year increase of 2.79%**

7.4. MANAGEMENT SYSTEMS



RECEPTION AT HOTEL FUERTE ESTEPONA.

QUALITY MANAGEMENT SYSTEM BASED ON ISO 9001

In terms of the hotel industry, it is easy to understand that quality represents a fundamental element to competitiveness and that it is not only essential to retaining a position of corporate leadership; however, quality also plays an essential role in terms of profitability.

It is on these grounds that we consider that maintaining the highest levels of quality represents a permanent objective of our management approach; as a result, our actions are guided by a quality management system based on ISO 9001.

Thanks to the information provided by the range of tools we use to assess customer experience and their perception of the quality of our services, we can offer a made-to-measure product.

Furthermore, this system represents a constant commitment to continuous improvement; Fuerte Hoteles believes this is a highly effective method, as it orients the company's entire structure based on a series of procedures that focus on obtaining the highest level of customer satisfaction and in terms of other relationships with stakeholders.

ISO 14001 CERTIFICATION OF OUR ENVIRONMENTAL MANAGEMENT SYSTEM

Fuerte Hoteles has continued to receive ISO 14001 certification from AENOR for its environmental management approach in recent years, which asserts that the philosophy employed at all the group's facilities promotes the protection of nature and strives to reduce our environmental impacts.

Employing these management systems offers several advantages, especially at a competitive level, given that both customer satisfaction and resource-saving and minimising environmental impacts are unwavering points of reference in our daily activities.

This year, the environmental management systems at Fuerte Conil-Costa Luz, Fuerte Grazalema and Fuerte El Rompido have been audited (although the same system is applied throughout all the chain's establishments); their certification was renewed thanks to the action undertaken to constantly improve energy saving indicators, initiatives to care for the environment and their commitment to raising awareness, amongst other factors.





8. ACKNOWLEDGEMENTS 2014

Fuerte Hoteles started the year receiving new international acclaim thanks to high levels of satisfaction recorded by its customer; this accolade can be added to those received at the end of the previous year. Specifically, it was the 2014 HolidayCheck Award awarded by the HolidayCheck website in recognition of the most popular hotels based on the scores granted by readers. This was the first in a series of honours and recognitions that underscore the reputation of the chain, as shown in this document.

Responsible tourism recognition

This recognition is attributable to the initiatives undertaken, such as launching an electric car hire service, the rational and efficient use of resources, the use of renewable energies or the integration of groups at risk of social exclusion that the chain promotes in the surrounding area covered in the CSR report for each year, in addition to the new environmental information portal opened this year.



TUI

German tour operator TUI has once again ranked Fuerte Hoteles as one of the hotel chains most committed to the environment, awarding the company with the 2014 TUI Environmental Champion (TUI Umwelt Champion) prize. Once again, the most recognised establishments have been Fuerte Conil - Costa Luz, Fuerte El Rompido and Fuerte Marbella.

“Once again, the most recognised establishments have been Fuerte Conil - Costa Luz, Fuerte El Rompido and Fuerte Marbella”.

Hotel Fuerte Conil-Costa Luz has received the TUI Holly award, having been chosen as one of the hundred best hotels in the world. This major international award, granted by TUI, is a result of the satisfaction surveys completed by thousands of tourists.

TRAVELIFE GOLD AWARD

The Travelife Sustainability System is a form of recognising sustainability that assesses a wide variety of sustainability criteria in great depth. In recent years, it has become an “Umbrella System” that measures how sustainably aware and actively committed a company is.

In this context and following a rigorous audit, Fuerte Conil - Costa Luz, Fuerte El Rompido and Fuerte Marbella have all recently received the Travelife Gold 2014 environmental award, obtaining the maximum score from this consultancy firm made up by the most important tour operators in Europe, such as TUI, Thomas Cook, Thomson, Kuoni, Neckermann and Direct Holidays”.

TRIPADVISOR

Fuerte Hoteles received the TripAdvisor Certificate of Excellence® 2014 for all its establishments. Including the Beach Restaurant Grill at Fuerte Miramar and the Beach Restaurant Grill at Fuerte Marbella. This acknowledgement is received by tourist establishments who have been awarded the highest scores by users of one of the biggest travel websites in the world. TripAdvisor GreenLeaders.

Fuerte Hoteles has received further recognition thanks to its Corporate Social Responsibility programme. Three of its establishments (Fuerte Conil-Costa Luz, Fuerte El Rompido and Fuerte Grazalema) have been awarded the highest category under the recently launched TripAdvisor GreenLeaders programme, launched by the world’s most important travel website on 29 July 2014 in Spain.

ZOOVER AWARD

Zoover International, one of the main independent travel opinion websites in Europe, has awarded Fuerte Estepona, Fuerte Marbella, Fuerte Conil Costa Luz and Fuerte Calaceite with its ‘Zoover Recommended’ certificate in 2014.

HOLIDAYCHECK

Fuerte Hoteles has once again received the prestigious HolidayCheck TopHotel award in 2014, which recognises the world’s most popular hotels based on the opinions and positive feedback of customers on the HolidayCheck website. Fuerte Conil-Costa Luz and Fuerte Estepona both received this recognition. Furthermore, the rest of the chain’s establishments, Fuerte Marbella, Fuerte Miramar (also in Marbella), Apartamentos Fuerte Calaceite (between Nerja and Torrox), and Fuerte El Rompido have received the HolidayCheck Quality Selection award in 2014, granted to hotels that stand out on account of the positive feedback from customers.

BOOKING.COM

Additionally, Fuerte Hoteles received the Award of Excellence from Booking.com in recognition of its position as one of the best scoring chains amongst users of its website, the world’s top online accommodation reservation website. This award is granted by Booking to hotels with an average score of more than 8. Guests left an average score of more than 8.4 on the website in terms of the price/quality ratio, location, comfort, staff, cleanliness in addition to the facilities and services offered by the six hotels in the chain.

CEHAT

This year, Fuerte El Rompido received the third prize for CSR in the Hotel Industry from the InterMundial group and the Spanish Confederation of Hotels and Tourism Accommodation (CEHAT); this award recognises establishments that stand out on account of their action in the field of Corporate Social Responsibility.

MOST INFLUENTIAL ANDALUSIAN HOTEL CHAIN ON TWITTER IN 2014

Furthermore, Fuerte Hoteles has been judged the most influential Andalusian hotel chain on Twitter in 2014, according to a study published in The Luxonomist by Fernando Gallardo, hotel critic for El País. Furthermore, the report entitled ‘Top Hotel Brands in Spain’ ranks the chain 15th in terms of Spanish hotels with the greatest influence on the social network from amongst the country’s 140 establishments.

9. FAREWELL FROM THE CEO CHALLENGES AND OBJECTIVES FOR THE COMING YEAR



“Responsible tourism,
quality and transparency
in our management
approach remain key to
development and survival”

Our Corporate Social Responsibility policy centres around innovation, as part of which we implement new environmental measures and actions each year as part of our firm commitment to saving both energy and other natural resources. We seek to improve the quality of life of those living close to our hotels with recruitment policies that incorporate people at risk of social exclusion or by means of employment and training programmes.

Through the action undertaken, as can be seen in our social and environmental projects, the success of which genuinely delights us, we have been able to round off yet another year of happiness, as social support programmes such as Pivesport, not only involve the local community as direct beneficiaries, but they entail significant effort and enthusiasm from a wide range of people and organisations who participate voluntarily towards a common good.

Furthermore, we have renewed our commitment to the promotion of local gastronomy and culture over the past year, in addition to the customs and traditions of the area in which our hotels are located. Work continues on the process to improve our menus and signage to provide a culinary and cultural offer that is befitting of the region in which we operate.

We take great pleasure in sharing our values with ever-increasingly conscientious guests. According to the latest TripAdvisor survey undertaken in 2014 by tourists from the United Kingdom, Germany, France, Spain and Italy (countries that account for almost 85% of our customers), more than 26% respondents chose ecologically sustainable trips. The survey also reveals, as was the case the previous year, that there is still a notable lack of the information offered in terms of sustainable practices employed.

To this end, our strategic objectives for the coming year include implementing improved signage and other informational elements to help guests become fully submerged in our responsible approach, in addition to increasing communication regarding our sustainable action via a communication plan drawn up both for national and international audiences, including use of social media.

At Fuerte Hoteles, we are fully convinced that we are approaching a turning point in terms of the mentality of travellers; as a result, we must continue to invest in innovation to respond to new needs and remain competitive, whilst acting in the best interests of efficiency and sustainability.

Faithfully,
José Luque García
Chief Executive Officer

10. TABLE OF GRI INDICATORS

The following table provides a summary of GRI indicators, which offer information on the economic, environmental and social impacts and development of Fuerte Hoteles during 2014 in terms of material aspects.

BASIC GENERAL CONTENT

G4-1, G4-2	Strategy and analysis	4, 5
G4-3	Name of the organisation	5
G4-4	Most important brands, products and services	5
G4-5	Location of the organisation's head office	5
G4-7	System of ownership and legal status	5
G4-9, G4-31	Profile of the organisation	5
G4-18	Material aspects and coverage	2, 3
G4-24	Participation of interest groups linked to the organisation	19, 20
G4-28, G4-29		
G4-30, G4-33	Profile of the report	2
G4-38	Governance	4, 5
G4-56	Code of Ethics	24

CATEGORY: FINANCE

G4-DMA	Guidelines. Information on our management approach	31
G4-EC1	Direct economic value generated and distributed	31
G4-EC9	Percentage of expenditure that corresponds to local suppliers in locations with significant operations	34

These material aspects mainly concern elements that reflect our main economic, environmental and social impacts, or those that we believe have a significant influence on the assessments and decisions of our interest groups.

CATEGORY: ENVIRONMENT

G4-DMA	Guidelines: General information on our management approach	28
G4-EN3	Internal energy consumption	29
G4-EN6	Reduction of energy consumption	29
G4-EN8	Total water extraction	29
G4-EN15	Direct greenhouse gas emissions	29
G4-EN19	Reduction of greenhouse gas emissions	29
G4-EN23	Total weight of waste handled, per type and handling method	29
G4-EN27	Mitigation of the environmental impact of products and services	29
G4-EN32	Percentage of new suppliers subject to assessment regarding environmental criteria	30

CATEGORY: SOCIAL PERFORMANCE

G4-LA1	Total number and rate of hires and average staff rotation	22
G4-LA2	Social benefits for employees working full time	23
G4-LA3	Return-to-work rates	22
G4-LA9	Average training hours per employee per year, broken down by gender and job role	23
G4-LA11	Percentage of employees receiving regular performance assessments and professional development, broken down by gender and job role	23
G4-DMA	General information on our management approach: LOCAL COMMUNITIES	24
G4-SO1	Percentage of operations in which development programmes and local community participation and impact assessments have been employed	25
G4-PR5	Results of surveys to measure customer satisfaction	33



FUERTE HOTELES

Caring for **people** and
the **environment**

