

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

FUERTE GRÔUP
HOTELS

CSR REPORT
2015



Caring for people and the environment

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Report profile

Fuerte Group Hotels has been drawing up an annual Corporate Social Responsibility report since 2011, including all of the sustainability-related activities carried out during the financial year. Its main objective on the one hand is to communicate the company's achievements to its different stakeholders and, on the other, to measure the chain's performance for the purpose of extracting evaluations and setting new goals.

This, this report showcases all of the activities carried out throughout 2015; the participation of all Fuerte Group Hotels departments was necessary for this compilation.

The basic parameters recommended by the methodology of version G4 of the Global Reporting Initiative (GRI) guidelines have been followed to structure the report, as this is an often used international reference for drafting CSR reports. According to its recommendations, the report's data has been set out in a simple and intuitive way, based on 4 basic principles:

- **Stakeholder participation.**

Stakeholders have been identified, and it has been ensured that the content of the report meets their information needs and expectations.

- **The context of sustainability.**

The report's content revolves around sustainability, showcasing the commitments taken on by Fuerte Group Hotels in this field, and explaining everything that the company has done in this regard during 2015.

- **Materiality.**

The report also contains details of other economic, environmental and social aspects, provided along with plenty of information, data and figures, so that it is possible to assess the real performance of Fuerte Group Hotels, as well as the extent to which the targets set by the company at the start of the financial year have been met.

- **Exhaustiveness**

All of the data included this report have been collected and presented with the greatest possible rigour, thereby ensuring that the resulting report is a high quality tool for assessing the performance of Fuerte Group Hotels at the end of 2015.



1. Letter from the *chair*

As I write to you, I'm looking back on a year during which we have once again given the best of ourselves, with loving care, as a team united to go beyond excellence. Fuerte Group Hotels is more than any old company; it is part of a family - my family. This is why it is a source of enormous pride to me to present this report, showcasing the actions carried out within the framework of our Corporate Social Responsibility. With a focus on ensuring a minimal impact on the environment, promoting local cultures and economies, and setting our sights on employee welfare, guest satisfaction and the development of underprivileged groups.

GOALS ACHIEVED

2015 has been a key year in making progress with our environmental protection policies. We have launched a novel initiative in our chain, with the Fuerte El Rompido hotel being a pioneer in its application, consisting of compensating for all CO₂ emissions generated by its activities during this year. As a result, we have made this hotel the first "zero emissions" establishment out of those forming part of Fuerte Group Hotels. The entire compensation process and how it has been managed are detailed further on in this report.

Through innovation we are also continuing to improve our hotels' attributes and competitiveness, including a full redesign and change of philosophy of the hotel Fuerte Miramar (currently known as Amàre Marbella) in Marbella, to meet the needs of our adult guests. Fuerte Group Hotels thus joins this growing trend in the tourism sector and seeks to set itself apart by specialising in the increasingly demanding sector of couples, singles and groups, generally over 30, with grown-up children or no children, who want to enjoy an exclusive getaway with plenty of peace and quiet to switch off from the daily grind. Establishments recommended for adults create added value and improve the destination's range of offers, thereby following Fuerte

Group Hotels' trend of committing to responsible tourism, promoting brand Marbella and giving a boost to tourism and local trade.

Of no less importance is our incessant social-cultural work. Those who know me, know very well how involved I am in this area. Both the Fuerte Foundation, as well as efforts by the Horizonte - Hombre Project Association, Marbella - of which I am also the chairwoman - have been able to place particular emphasis on a range of different activities and campaigns related to preventing drug addiction among school aged children.

Similarly, service excellence continues to be one of the cornerstones on which we base guest satisfaction, one of the company's main strategic objectives. This is why the "Staging" project has been run this year, during which a range of quality standards have been defined, with the aim of exceeding our guests' expectations by offering them unique experiences.

FUTURE PERSPECTIVES

Today, we're looking to the future with the excitement of continuing our project to be a leading company in the responsible tourism sector, committed to innovation. This is why we'll continue with new challenges, such as signing up to the United Nations Global Compact and signing the World Tourism Organisation's (WTO) Code of Ethics, as well as promoting the new brand recommended for adults, Amàre.

With fondest regards,
Mrs. Isabel García Bardón,
Chair of the el Fuerte Group



«2015 HAS BEEN A KEY YEAR IN MAKING
PROGRESS WITH OUR ENVIRONMENTAL
PROTECTION POLICIES»

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Company structure and history

2.1. Structure of *Fuerte Group Hotels*

Fuerte Group Hotels is the hotel division of **El Fuerte Group**, an Andalusian family business group founded in 1957 by José Luque Manzano. The group also includes an agricultural operation company, Agrodesarrollo, the We Company business group and the Fuerte Foundation. Following the opening during the same year of the **Fuerte Marbella** hotel, the first hotel establishment to open in the centre of Marbella and the **Fuerte Hoteles** chain's first, the company continued to expand to achieve its current portfolio comprising six 4 star holiday hotels and 1 rental apartment resort, all located in Andalusia (in Málaga, Cádiz and Huelva). Towards the end of 2015 it launched a new hotel brand, Amàre, targeted at the adult market. Its first establishment was the refurbished Fuerte Miramar, which changed its name to become **Amàre Marbella Beach Hotel**.

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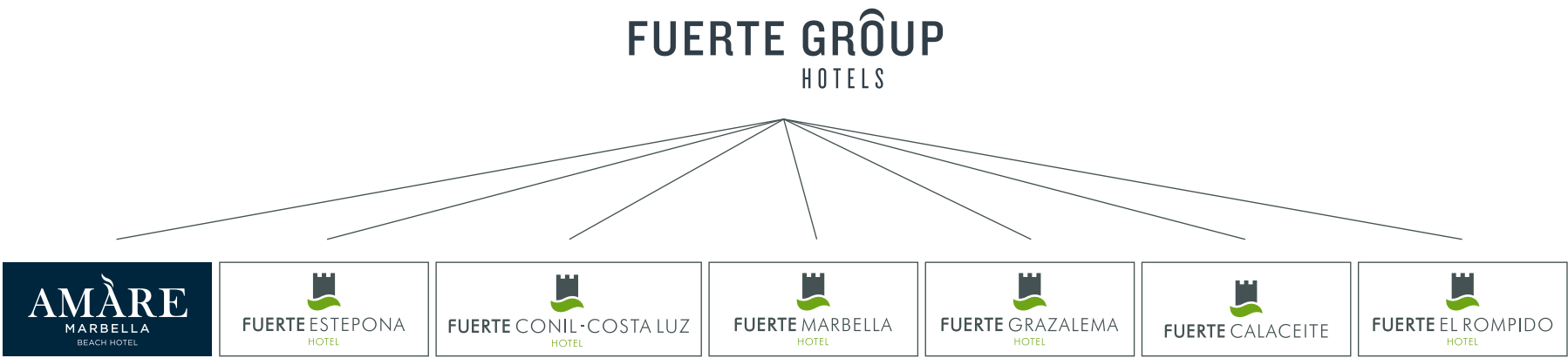

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2.2. Organisational chart and governing bodies

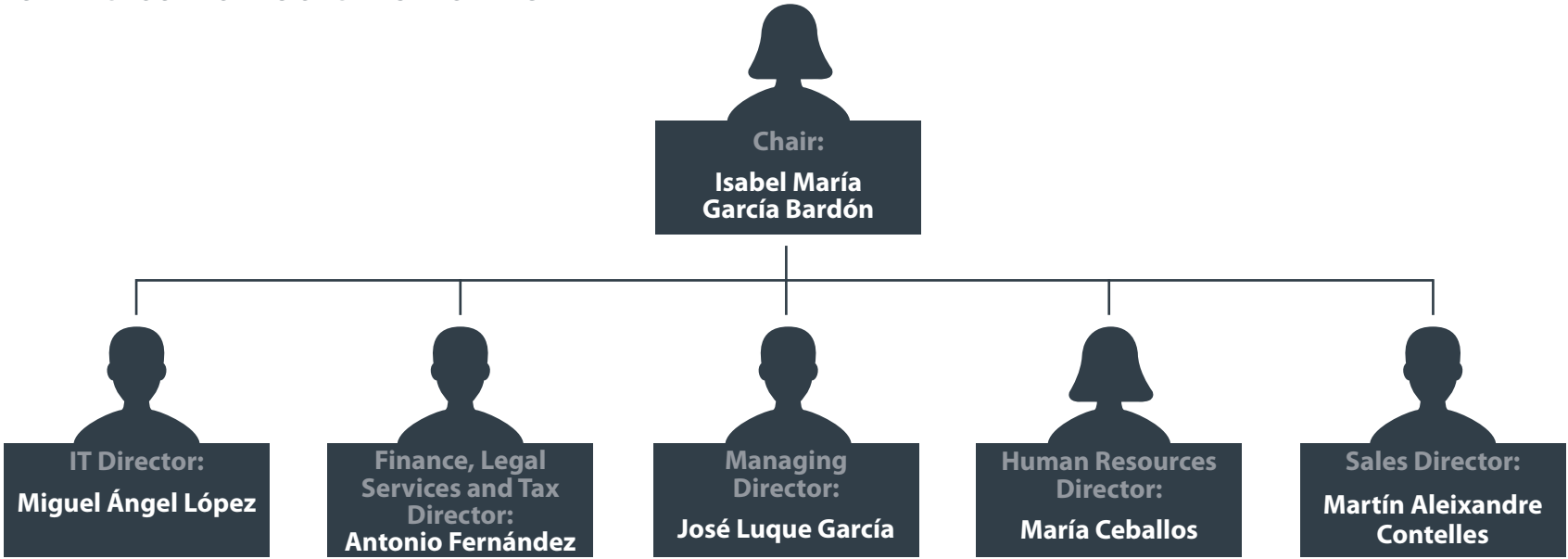
The Board of Directors is the highest level governing body of El Fuerte Group, of which Fuerte Group Hotels forms a part. It is led by Isabel M^a García Bardón as chair, and all of her children are members. Each of them is assigned a series of responsibilities aimed at ensuring that the company operates well and prospers.

Under the Board of Directors can be found the body known as the “Delegate Commission”. This commission is made up of 3 children of the Luque García family and meets on a weekly basis to agree on important El Fuerte Group decisions. Similarly, the Hotel Management Committee, made up of the directors of each area of Fuerte Group Hotels, is in charge of executing the general guidelines of the hotel division’s strategic plan.



Luque García Family.

FUERTE GROUP HOTELS ORGANISATIONAL CHART




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2.3. About **Fuerte Group Hotels** and its hotels

6 hotels and
1 apartments
complex

1.640
rooms

 **3.343**
beds

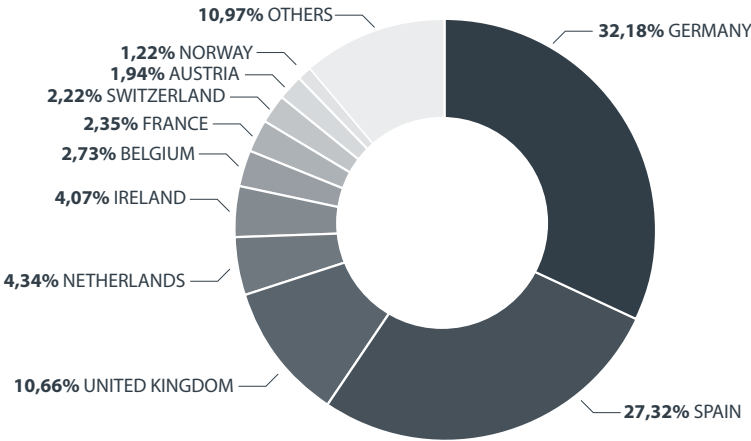
51 million euros,
12,53%
more than in 2014

620
people, of whom
90% are from the
provinces where
the hotels are
located.

ORIGINS OF GUESTS

As regards the types of guests who stay at the different establishments, up to 71% are from Spain, Germany and the UK; whereas the remaining 30% come mainly from the Netherlands, Ireland and Belgium, along with lesser numbers from other European countries.

Within Spain, over 20% are from Madrid and Barcelona; and 17% from the Andalusian provinces of Seville, Málaga and Cádiz, followed by other regions such as Asturias and the Basque Country.



Guests at the entrance of Hotel Fuerte Marbella.



Guests in the swimming pool at Hotel Fuerte Grazalema.



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2.4. History of **Fuerte Group Hotels**

1957
Fuerte Marbella
The chain's first hotel



- Location: Centre of Marbella (Málaga)
- 263 rooms and 4*
- Guests 2015: 145,223



1999
Fuerte Conil



- Location: Conil de la Frontera (Cádiz)
- 250 rooms and 4*
- Guests 2015: 118,974



2002
Fuerte Grazalema



- Location: Grazalema (Cádiz)
- 77 rooms and 4*
- Guests 2015: 32,285



2008
Fuerte Calaceite



- Location: El Rompido (Cartaya). Huelva
- 300 rooms and 4*
- Guests 2015: 108,271



2005
Fuerte El Rompido



- Location: Conil de la Frontera (Cádiz)
- 219 rooms and 4*
- Guests 2015: 83,051



2004
Fuerte Costa Luz



- Location: Between Torrox and Nerja (Málaga)
- 87 apartaments
- Guests 2015: 36,409



2010
Fuerte Estepona



- Location: Estepona (Málaga)
- 210 rooms and 4*
- Guests 2015: 89,307



2015
Amàre Marbella (Fuerte Miramar)



- Location: Centre of Marbella (Málaga)
- 226 rooms and 4*
- Guests: 90,242

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2.5. Group *principles and values*

MISSION

"To be a family company with a vocation for development, fundamentally oriented towards profitable hotel and property businesses, and committed to the responsible development of people and their surroundings. We strive for coherence between the business, the management team, and professionalism (policies) in the day-to-day running of the business and configuration of the institution".

VISION

"To be a company with renowned brands in the responsible accommodation sector, understood as an attitude of sensitivity towards people (shareholder, guest and employee satisfaction) and the surroundings (local community and the environment), with a presence in Spain".



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2.6. Strategic objectives

During 2015, Fuerte Group Hotels has run its whole range of different actions and initiatives, always taking the following objectives into account:



PROFIT ORIENTATED

As with any company wishing to achieve a certain level of profitability, throughout 2015 Fuerte Group Hotels sought to decrease costs by making savings on operational and structural costs. Fundamentally it increased its income thanks to optimal price management and promoting sales through direct channels.



GUEST ORIENTATED

Guests come first for Fuerte Group Hotels. As such, in 2015 it restated the commitment of all of its hotels to their guests, improving the following aspects:

1. Level of service, treatment and communication with guests.
2. Guest attraction, loyalty and recommendation.
3. Studying the true needs that current guests have when they stay at a holiday establishment.



PROMOTION OF A UNIQUE IDENTITY

The Fuerte Hoteles and Amàre brands have a series of unique attributes that must be showcased to gain even more loyalty from current guests and to attract new users. To augment this brand visibility and recognition, the chain has stepped up its online and offline communication activities, starting with hotel personnel and continuing with all of the group's other partners, suppliers and customers.



TALENT DEVELOPMENT

Fuerte Group Hotels is well aware of the value of its employees. One of the ways that it has shown this in 2015 was the application of measures, some of which are described below, aimed at developing and retaining talent:

1. The development of actions aimed at discovering talent and facilitating greater personal fulfilment and involvement.
2. The implementation of objectives related to improving leadership and teamwork, as well as improving critical processes by training trainers.
3. Setting targets aimed at strengthening the selection of human resources based on suitable profiles, particularly for front line personnel.



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2.7. Management systems

Fuerte Group Hotels uses 3 management systems to guarantee that its hotels meet the quality, sustainability and environmental friendliness commitments assumed by the chain.

TRAVELIFE SUSTAINABILITY IN TOURISM SYSTEM

The first of these is the assessment system proposed by Travelife, a leading management and certification company for tourism companies that are committed to achieving higher levels of sustainability. To gain certification, it is necessary to undergo an on-site audit to confirm the certification level (gold, silver or bronze, depending on the result of the assessment), and to assess a range of different aspects such as control over the consumption of energy and water, the use of renewable energies, waste management, employee treatment and the hotels' involvement in the communities where they operate, among other factors.

In 2015, Fuerte Marbella, Fuerte Conil - Costa Luz and Fuerte El Rompido were once again given very high scores and achieved the gold level.

**CERTIFICATION OF THE ENVIRONMENTAL MANAGEMENT SYSTEM AS
PER ISO 14001**

Fuerte Group Hotels bases its corporate environmental management system on the ISO 14001 standard, as it believes that it is a tool that ensures compliance with the environmental demands placed on it by the government, guests and society in general.

Its roll-out across all of the chain's hotels allows processes related to environmental friendliness to be identified and managed. It also promotes protection and the prevention of pollution, taking into account all of the different stakeholders.

It should be highlighted that throughout 2015 Fuerte Grazalema, Fuerte El Rompido and Fuerte Conil - Costa Luz all renewed their environmental management certificates after successfully passing the mandatory external audit conducted by the certifying entity AENOR.

QUALITY CONTROL BASED ON ISO 9001

Lastly, Fuerte Group Hotels uses a document control and quality monitoring system for its hotels and the company as a whole, based on the ISO 9001 Quality Management Standard. This demanding and exhaustive supervision supplements the use of other guest satisfaction and opinion control systems, such as the Review Pro tool.



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*Developed and future
products*

3.1. Fuerte El Rompido's CO₂ emissions compensation project

Although the hotel industry is one of the areas experiencing most evolution in the field of sustainability, hotels still generate emissions of carbon dioxide (CO₂), one of the main greenhouse gases (GG) on Earth. In the case of Fuerte El Rompido (Huelva), these emissions amounted to 995 tonnes of CO₂, caused mainly by the consumption of electrical energy and propane, the fuel used in the kitchens and for heating water.

As part of its environmental commitment, Fuerte Hotels Group has selected Fuerte El Rompido, located right in the middle of the Piedras River Wetlands and Flecha del Rompido - an area of outstanding natural beauty - to lead a pioneering initiative involving the hotel taking responsibility for all of its CO₂ emissions, neutralising them through a compensation project run in 2016 in Brazil, specifically in Belo Horizonte. For this purpose it worked in partnership with the ALLCOT Group, an international company that develops sustainable projects to compensate for carbon emissions.



HOW WAS THE PROJECT RUN?

Compensation was achieved through a project to remove greenhouse gases - specifically methane - from the atmosphere. The atmospheric pollution potential of this biogas is 21 times higher than that of CO₂. The Belo Horizonte landfill where the project was run was closed in 2007, but the vast majority of its waste - still emitting gases - was stored there.

Therefore, action was taken to collect the methane, eliminate its effects on the atmosphere, transport it and process it with the aim of producing clean electricity, which was then used for the organisation's own consumption and for injecting into the Brazilian national grid. As well as neutralising the carbon footprint of Fuerte El Rompido for 2015, this project also created economic and social benefits, as it gave work to people from the local community.

PROJECT DETAILS: Biogas from solid waste treatment, Belo Horizonte.




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3.2. Introduction of new plant species to the «Botanical Tour»

In 2015, the Fuerte Group Hotels establishments gave a boost to variety and biodiversity in their gardens, by aiming to introduce a range of different **native species**, such as the European Fan Palm (*Chamaerops humilis*) and the rose (*Rosa grandiflora*). Other genera were also planted which, despite not being strictly local, are interesting and representative of some areas of the south of Europe, such as the Queensland umbrella tree (*Schefflera actinophylla*) and the wild strawberry (*Fragaria vesca*).

To give guests and employees themselves information about the newly introduced species, the hotels designed informative posters, which are available in three languages. The gardens can be visited by individuals, or by participating in the “Botanical tour” activity, organised by the entertainment team as part of the **Fuerte Experiences** programme.

This entertainment programme also includes a range of other options, such as the “Responsible tour”, which also promotes environmental friendliness. During the tour, guides provide explanations to guests of the **main sustainable and energy efficiency measures** applied in hotels, and show them some specific examples in situ, such as the solar panels that have been installed; explanations are also given of how the swimming pool saline chlorination system and waste recycling and separation systems work.

Lastly, it is worth emphasising that the **Fuerte Experiences** selection also includes a range of initiatives aimed at raising awareness of *cultures and traditions* in areas where the hotels are located. Examples of these are *gazpacho* and *sangria* workshops, tastings of the region’s olive oils and wines, and guided tours around historical town centres.



Ecological Vegetable Garden (Fuerte El Rompido).



Explanatory signs in hotels.



Botanical Route (Fuerte El Rompido).


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3.3. Activities and events 2015

Furthermore, throughout 2015 Fuerte Group and its hotels organised other activities, all of which related to its sustainable development strategy, including management systems that guarantee minimal environmental impact; the promotion of local culture and economies; and a focus on employee welfare, guest satisfaction and the development of underprivileged groups.

PARTICIPATION IN THE WORLD SUMMIT ON SUSTAINABLE TOURISM - BASQUE COUNTRY 2015

Fuerte Group Hotels was selected to give a presentation on the implementation of its sustainable strategy, as a “corporate success story” at the **World Summit on Sustainable Tourism**, held in November 2015 in Vitoria-Gasteiz.

This event, organised by the Responsible Tourism Institute, the Global Sustainable Tourism Council (GSTC) and the Basque Tourism Agency (Basquetour); and with UNESCO as its main sponsor, with support from the World Tourism Organisation (WTO) and the United Nations Environment Programme (UNEP), was held as part of the XX Anniversary of the World Charter for Sustainable Tourism, with the aim of conducting an exhaustive analysis of the current status of sustainable tourism. The event showcased several success stories, such as that of Fuerte Group Hotels, aimed at adapting the Charter to the specific features of modern times, and spreading the word about best practices for developing viable solutions on different scales.

The Fuerte Group Hotels case study, presented by the group’s CSR and Environment Manager under the title “Fuerte Hoteles: Committed to sustainability”, showcased a compilation of the most significant measures in this field, applied throughout the company’s history.



Participation in the World Summit on Sustainable Tourism - Basque Country 2015.

COLLABORATION WITH THE GREENECONOMY MÁLAGA FORUM

Another initiative supported by Fuerte Group Hotels in 2015 was the launch of the **Greeneconomy** project, to implement the Málaga Sustainability Technology Centre, promoted by the Málaga city government and by the School of Industrial Organisation, in partnership with the consultancy company PwC and the University of Harvard

After being set several challenges, the participating companies suggested sustainability solutions and business models aimed at conserving the environment, improving efficiency in the consumption of natural resources, promoting social development and employment in the region, and the use of business practices compatible with responsible and balanced growth. Furthermore, this partnership also included holding meetings and attending round table discussions with other companies working in the tourism sector, to which each company, including Fuerte Group Hotels contributed their own perspectives.


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3.3. Activities and events 2015

ATTENDANCE AT THE GRAND COSTA DEL SOL HOTEL INDUSTRY DEBATE

José Luque, Managing Director of Fuerte Group Hotels, participated in this debate held in Málaga, attended by tourist sector directors from the Costa del Sol, to discuss the destination's strategies and modernisation, particularly regarding infrastructure, and the adaptation of establishments to the latest trends and new guest profiles. During his presentation, the managing director of the chain, which has 4 out of its 7 hotels along the Málaga coast, reminded those present of the need to set up constructive partnerships and proposals, and advocated public-private partnerships in tourism.



Grand Costa del Sol Hotel Industry Debate.

WORLD PADEL TOUR SPONSORSHIP

As part of Fuerte Group Hotels' commitment to promote sport, this year the group formed a partnership with the official sponsor of the "Cervezas Victoria Málaga Master" Padel tournament, held at the José María Martín Carpena Sports Arena in the Costa del Sol's capital. The tournament was a resounding success and brought together the highest number of participants seen all season, with 256 sportspeople.

ENVIRONMENTAL AWARENESS AT FUERTE CONIL - COSTA LUZ

During the month of May 2015, the hotel Fuerte Conil - Costa Luz welcomed 22 students from the Heliópolis School of Hospitality in Seville. As well as taking a tour of the hotel's facilities and learning about the operation of each area, they were able to learn firsthand about the sustainable measures implemented at the establishment, such as solar panels and the ecological kitchen garden. They were also told about other environmental initiatives, such as natural air conditioning and the use of ecological cleaning products, among other initiatives.

PARTNERSHIP WITH THE HOMBRE PROJECT

In June 2015, in partnership with the Fuerte Foundation, the hotel Fuerte Conil - Costa Luz received a by 130 children from several different schools in the area, who participated in the prevention open days organised on a regular basis by the Hombre Project Association.

In addition to the speakers, the highlight of the day was when some children were encouraged to say a few words about the open days and what they had learned. The objectives were met to the full satisfaction of all of the event's organisers and participants, as they were able to contribute proposals and ideas.

PARTNERSHIP WITH THE MIGUEL ÁNGEL JIMÉNEZ CHARITY GOLF TOURNAMENT - MARBELLA HOMBRE PROJECT

In September 2015, Fuerte Group Hotels participated in the organisation of the tenth edition of the "Miguel Ángel Jiménez-Hombre Project" Charity Golf Tournament, held at Málaga's Aloha Golf Club with the aim of raising funds to allow the association's vital social work to continue.


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PARTNERSHIP WITH THE X "MIGUEL ÁNGEL JIMÉNEZ - HOMBRE PROJECT" PRO-AM CHARITY GOLF TOURNAMENT

One month later, the installations of the Guadalhorce Golf Club hosted another charity tournament to raise funds for the Hombre Project, and Fuerte Group Hotels once again participated as a sponsor. On this occasion, representatives of the Málaga Hombre Project, the La Caixa Foundation, Málaga's City Government and the Guadalhorce Golf Club awarded prizes to participants.

SPONSORSHIP OF THE IV SUMMER CONCERT

The IV Summer Concert of the School of Music of the Santa María de la Victoria Teaching Diocesan Foundation was held in the middle of July. This event was sponsored by Fuerte Group Hotels and the Fuerte Foundation, among other entities.

This concert has already become a classic part of welcoming summer to Marbella, creating a magical ambience in the plaza in front of the parish church of Nuestra Señora de la Encanación, and giving both residents and visitors to the city the opportunity to enjoy a very interesting cultural event.

ORGANISATION OF THE HORIZONTE ASSOCIATION'S CHARITY DINNERS

There is no doubt that one of the most important events for the Fuerte Foundation is the annual Anniversary Dinner of the Marbella Horizonte Association-Hombre Project, of which Isabel García Bardón is also the chair.

This special evening brings together founders, partners, family members of users, employees and volunteers, with the aim of raising funds to cover the expenses of maintaining the association's programmes, such as support apartments, therapies, addiction treatments and other initiatives run year round.

PARTICIPATION IN THE HORIZONTE ASSOCIATION'S CHARITY FLEA MARKETS

For 25 years, the Horizonte Association-Hombre Project (a Fuerte Foundation partner) has been organising charity flea markets run by volunteers. They are organised on the first Sunday of the month, every two months, in La Alameda park in Marbella. The profits earned are one of the association's main sources of income, and they are used to cover the expenses of the main programmes that are run and the personnel that run them. Many visitors find out about the work done by the association and the resources that it offers. In October 2015, this event collected the largest amount of money seen all year.

HOLDING OF THE I "DRESS THE TREES WITH CROCHET" COMPETITION

The Fuerte El Rompido hotel ran this novel initiative in partnership with the Cartaya Local Government and the Reina Sofía Housewives' Association, with the aim of promoting the participation of local communities in furthering their culture and traditions. For the first edition of this competition, participants were given two months to knit or crochet their decorative creations, with their own choice of design. Hotel guests voted for the winning creations and the hotel director, Tomeu Roig, took charge of the prize-giving ceremony.




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3.4. Improvements to hotels



Integral Redesign of the Fuerte Miramar Hotel

In 2015, Fuerte Group Hotels embarked on the renovation of the then Fuerte Miramar (now Amàre Marbella) hotel, located right on the beach front, with the aim of changing its image and concept to bring its focus more onto adult guests. The idea was to specialise in the increasingly demanding sector of couples, singles and groups - generally over 30, with or without children, who seek out peace, quiet and exclusiveness to switch off from their daily lives.

One of the most significant aspects of the transformation made to this well-known hotel was the incorporation of **Amàre Club**, made up of three spaces: Amàre Lounge, Amàre Beach and Amàre Pool, combining a swimming pool, sun-bathing area, lunge, beach restaurant and a large area of Bali beds to guarantee relaxation, pleasure and fun in exclusive surroundings. In this regard, it is worth emphasising that over 20 local companies from the province were contracted to carry out the remodelling of the establishment. This met the objective of Fuerte Group Hotels to give a boost to the economy and create jobs in regions where its hotels are built.

The new hotel was presented in 2015 and formally opened in February 2016, following the launch of the new brand for hotels recommended for adults, Amàre.




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Creation of separate areas of adults and families at Forte El Rompido

Another hotel that, in 2015, committed to new trends on the market, involving specialisation, was Forte El Rompido (Huelva).

This hotel's facilities were refurbished to create two clearly differentiated areas: one for adults and the other for families, thereby improving the experiences of both types of guests.

More specifically, the children's paddling pool was refurbished in the families area, with new slides and aquatic installations; a new park known as Forti Multiaventura was installed, with swings, a double zip line and climbing nets for the bravest youngsters. In turn, the new adults area was designed around an original bay-shaped swimming pool, surrounded by a natural grass sunbathing area and wooden deck, with an area of shade provided by trees and with views over the area of natural beauty.

Lastly, more improvements were implemented throughout the establishment to make sure that guests can rest well, such as the addition of toppers in rooms to improve mattress comfort, as well as Nordic duvets and second pillows.



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Improvements at Fuerte Marbella

As part of an ongoing commitment to improve the quality of Fuerte Marbella's installations, 2015 saw its Beach Club being redesigned to incorporate a modern Mediterranean-inspired style; a work created by Colombian artist Sandra Hoyos - based in Conil de la Frontera for over than 15 years, was added inside. The work is a sculpture made from polypropylene and recycled objects, representing an allegory of a bench of fish. All suppliers were local.

A cosy terrace with sea views has also been built, where guests get the feeling that they can touch the sea with their fingertips. The wood used for both the structural base and the wooden furniture on this Sea Terrace by the main swimming pool comes from several local suppliers who hold wood certificates; the wood itself comes from forests where selective felling is practiced.



Expansion of the amount of healthy and local cuisine on offer

With the aim of revamping the cuisine served around the hotels' outdoor swimming pools, in 2015 a new menu was launched for sunbed areas, including new healthy dishes, and traditional dishes from the local area.


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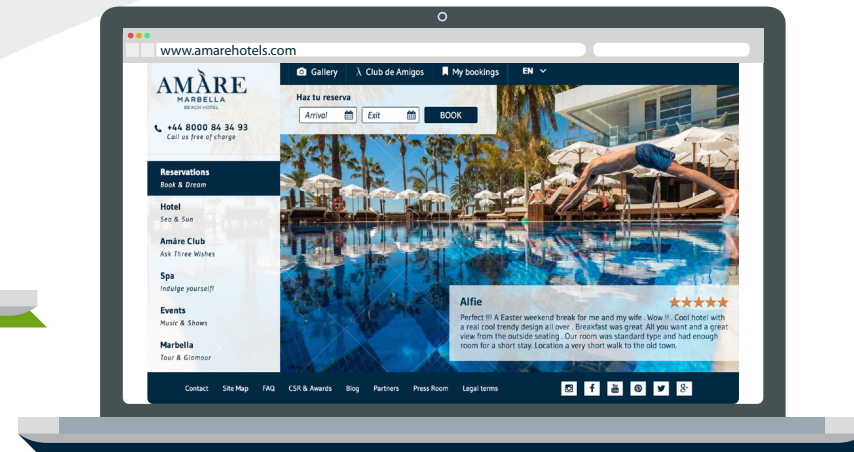
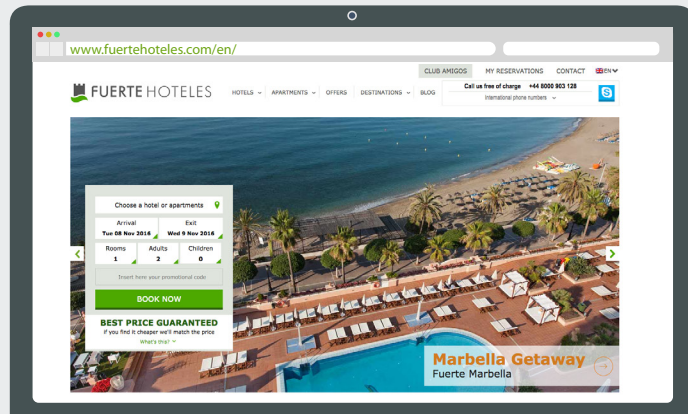

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3.4. Improvements to hotels



Launch of a new Fuerte Hoteles and Amàre Website

As well as investing in refurbishments of some of its facilities, Fuerte Group Hotels took advantage of 2015 to improve the commercialisation of its hotels, boosting online sales and improving the hotels' visibility by creating the new corporate website **www.fuertehoteles.com**

A cleaner and more modern design was chosen, and greater emphasis placed on high quality images, allowing more intuitive browsing. At a technical level, the content manager was improved by replacing the one that had been designed ad hoc for another with open source code, allowing greater flexibility when it comes to making changes to its content, structure and design. Furthermore, the desktop website was integrated with the mobile website, to improve search engine positioning.

The booking engine was changed to allow users to access all products and rates more clearly, as well as to allow room bookings to be accessed 50% faster.

At the same time as the creation of the new Amàre brand, focusing on the adult market, the company launched **www.amarehotels.com**, which came online toward the end of 2015. The website focused on transmitting the experiences that guests can have at the hotel, through a very visual design with high quality images and videos.

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3.5. 2016 Objectives

At the end of 2015, Fuerte Group Hotels set itself the following objectives for 2016:



1. COMMITMENT TO, AND SIGNING OF THE UNITED NATIONS GLOBAL COMPACT AND THE WORLD TOURISM ORGANISATION'S SUSTAINABLE TOURISM CHARTER

One of the main objectives of Fuerte Group Hotels for 2016 was the chain joining the commitment of the United Nations Global Compact, a voluntary initiative whereby companies commit to adapting their strategies and operations to a series of ethical principles in line with the Sustainable Development Goals (SDG). These ethical principles are grouped into four main themed areas:

human rights, occupational rights, the environment and combating corruption

Another of the firm's objectives was signing up to the World Tourism Association's Global Code of Ethics for Tourism, a fundamental framework of reference for responsible and sustainable tourism, based on a set of principles laid down as a guide for the main tourist development players. Its main purpose is to help to maximise the benefits of the sector, while in turn minimising possible negative consequences for the environment, cultural heritage and companies around the world.



OPERATIONAL IMPROVEMENTS AT FUERTE MARBELLA

In turn, Fuerte Marbella was the hotel chosen by the chain to lead a project to renew breakfast buffets in 2016. The aim is to champion a "Whole Food" market aesthetic, which is very much in line with tastes of the high purchasing power market, which is sensitive to presentations of more natural "Healthy Food" products. Another new feature is salad show cooking. This initiative also includes an

increase in the number of cereals on offer, from 6 types to 20, which are presented in loose format with a wide variety of nuts, honey and dried fruits; more variety has been introduced into breads, cheeses and milks, the new selection of which includes full fat milk, skimmed milk, lactose free milk, soy drink, chocolate soy drink and almond milk.




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3.5. 2016 Objectives

3



SUSTAINABILITY TRAINING IN HOTELS

Given the corporate philosophy of Forte Group Hotels, based on the application of principles of responsible tourism, it is particularly necessary for the chain's partners to be aware of the most important concepts, values and actions carried out by the chain in this field, to ensure that they can get involved in its activities and gain a better understanding of the company's management model. Therefore, specific training has been planned for 2016, based on the understanding of the sustainability policy, efficiency and carbon footprint reduction measures, and the future challenges that may arise in this area.

4



RENOVATION OF THE RANGE OF FOOD ON OFFER FOR PEOPLE WITH GLUTEN INTOLERANCES

Fuerte Conil - Costa Luz has been selected to renew its range of food on offer, adapted to meet the needs of people with gluten intolerance. New gluten free products have been incorporated and menus have been adjusted to cater for other possible allergies. This initiative has also been tested in the chain's hotels and corporate offices, where employees with these intolerances are offered alternatives to ensure that they eat properly, subject to a request to the staff kitchen.

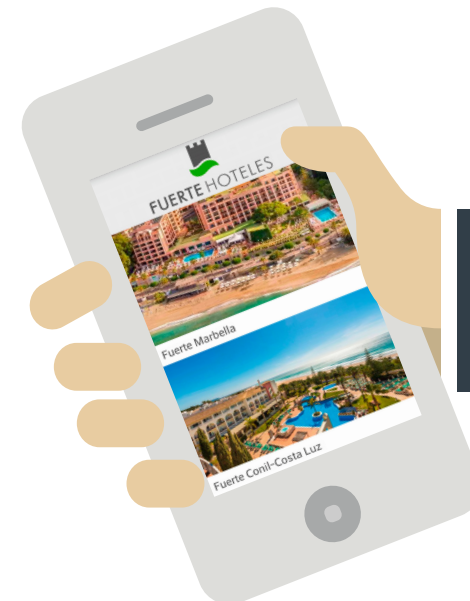


5



LAUNCH OF A MOBILE APP

Following improvements made in 2015 with the launch of the aforementioned websites, Forte Group Hotels plans in 2016 to launch a mobile app to allow guests to manage their stay from their own mobile devices, allowing hotels to maintain the most fluid and direct communication possible with them. It will include information about services, facilities and the destination, as well as promotions and special offers for guests.



6



MORE REFURBISHMENTS

Lastly, the chain plans to carry out some improvement work in its installations, including redesigning the Exclusive Lounge at Forte Marbella, a meeting point for the most important guests at this emblematic Marbella hotel. It also intends to expand its Sea Terrace, from where the best sunsets can be enjoyed. Similarly, improvements will be made to rooms at Forte Conil - Costa Luz and Amàre Marbella, and to bathrooms at Forte El Rompido.



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4

***Stakeholder
relationships***

4. Stakeholder relationships

This section provides fully transparent details of relationships maintained by Fuerte Group Hotels throughout 2015 with all of its stakeholders. In this regard, it is worth placing emphasis on the fact that partner companies have been selected following a rigorous examination process aimed at choosing those that best suit the company's values and philosophy. All partner companies are required to be environmentally friendly and to develop socially responsible and respectful practices.

4.1. Corporate relationships, associations, forums

In the area of corporate relationships, associations and forums, Fuerte Group Hotels and its hotels maintain a rich network of partners and collaborators in both socio-economical and environmental areas, with whom it participates in different types of events, presentations and agreements.



ECONOMIC RELATIONSHIPS

- **Government:** Fuerte Group Hotels is committed to good relationships between public and private institutions, and it maintains contacts with local governments, councils, Andalusia's regional government and central government.
- **Partner companies:** in order to run a successful hotel business, Fuerte Group Hotels works on a very intense basis with different agents in the sector, such as tour operators and Spanish and international travel agencies, as well as with other suppliers of services and products necessary to carry out tourism activities.
- **Shareholders.**
- **Suppliers:** as already mentioned elsewhere in this report, in its commercial relationships Fuerte Group Hotels gives priority to local suppliers.



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4.1. Corporate relationships, associations, forums



ENVIRONMENTAL RELATIONSHIPS

- **Not-for-profit associations:** Fuerte Group Hotels works closely with environmental NGOs such as WWF Spain, with which it has participated in several awareness campaigns such as the “Earth Hour”, and with others such as the +Árboles Foundation.
- **Citizens and guests:** As part of its management policy, Fuerte Group Hotels includes the promotion of environmentally friendly activities that contribute to the development of communities where its hotels are located. It invites guests at all of its hotels, and residents in areas where its hotels are located to participate in these activities.
- **Employees:** all of this is only possible thanks to the involvement of all of the company’s employees, 90% of whom are from the local area, in the company’s sustainability policies.
- **Suppliers:** before being able to work with Fuerte Group Hotels, the company requires all of its suppliers to sign a statement that they will follow environmental best practices. This is a small action that has a knock-on effect on local economies and their environmental policies.



Fuerte Experience of the responsible tour of Fuerte Grazalema.



Fuerte Experience of a bike ride at Fuerte Conil - Costa Luz.


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4.1. Corporate relationships, associations, forums



SOCIAL RELATIONSHIPS

1. BUSINESS ASSOCIATIONS

- **HORECA** (Cádiz province hospitality sector federation): members since 1977.
- **AEHCOS** (Costa del Sol Association of Hotel Businesses): members since it was founded in 1977.
- **CIT Marbella** (Marbella Centre for Tourism Initiatives): members since it was founded in 1989.
- **Andalusian Family Business Association**: Fuerte Group was one of over 90 founding members in 1989.
- **Family Business Chair (San Telmo)**: present since the year 2000.
- **Huelva Hotel Owners' Association**: members since 2005.

2. SPECIALISED FORUMS, UNIVERSITIES AND TECHNOLOGY CENTRES

- **Specialised forums** on quality management, the environment, marketing, energy efficiency, tourism and other subjects, such as FITUR Green, Green Economy and the Málaga forum of socially responsible companies.
- **Universities**: participation in conferences given at a range of different university centres, and accepting graduate traineeships for students from the universities of Málaga and Cádiz at the chain's establishments.

3. LOCAL COMMUNITY

- **Citizens**: Fuerte Group Hotels contributes to the socio-economic and cultural development of the destinations where its hotels are located. It strives to promote local customs and traditions and gives priority to suppliers from the local area when contracting, to promote the local economy.
- **Employees**: when recruiting personnel to the workforce, the chain's hiring policy gives priority to people from districts where its establishments are located. The aim of this is to create jobs and, as a result, to improve the living conditions of inhabitants of these destinations.



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4.2. Guests relationships

Guests are the cornerstone of Forte Group Hotels, and serve as a framework for the company's strategic lines. Both the most important decisions and the smallest details alike are decided on based on a single objective: ensuring that hotel guests have unique experiences that exceed their expectations. Therefore, it is necessary to get to know guests well, identify their tastes and needs and maintain a very fluid relationship with them, both prior to their arrival at the hotel, during their stay and when they are on their way home. The chain achieves all of this by following the procedures described below.

PRODUCTION SHEETS AND "HOME IS WHERE THE HEART IS"

Another action implemented by Forte Group Hotels in 2015 to improve relationships with guests was to improve training given to its employees, based on the idea of making excellence in guest services one of our maximum priorities. One of the tools used by the managers of each department was providing "Production sheets" to the personnel working under them. These sheets contain dynamic and creative messages designed to promote best practices when communicating and dealing with the customer.

This initiative was strengthened with another measure known as "Home is where the heart is", consisting of distributing posters around staff areas with guest comments, congratulations and phrases communicating the company's critical points, which use motivating terms such as "affection", "courtesy" and "respect".




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4.2. Guests relationships

OPINION/QUALITY INDICES

To get to know guests staying at the hotels better, Fuerte Group Hotels uses a range of different tools such as online satisfaction surveys, which are sent to guest email addresses after check-out, mystery guest audits, and some opinion measurement programmes. All of these create indicators and indices that provide very valuable information about guest needs. The results that have been obtained allow decisions to be made to improve the services that are on offer, and to quickly deal with the most urgent requests.

GUEST SATISFACTION

The chain uses all the information it collects to analyse levels of guest satisfaction with each hotel department. Based on this, it profiles its activities with the aim of continuing to make improvements to these figures. Data from 2015 show a clear improvement when compared to data obtained during the same period of the previous year.

BOOST TO SOCIAL NETWORKS AND THE CORPORATE BLOG

These days, social networks are a basic and very useful tool for maintaining relationships with different stakeholder groups, particularly with guests. They can be used to publish news about the group and its hotels, mainly on topics such as responsible tourism, leisure, the environment and cuisine.

In 2015, one of the most used channels in this regard was the corporate blog. With an average of 3 articles per week, it saw 392,129 views, representing an increase of over 242% when compared to 2014.

In addition, during this same period Fuerte Group Hotels improved its presence on the most popular social networking sites, achieving a significant increase in its number of followers.

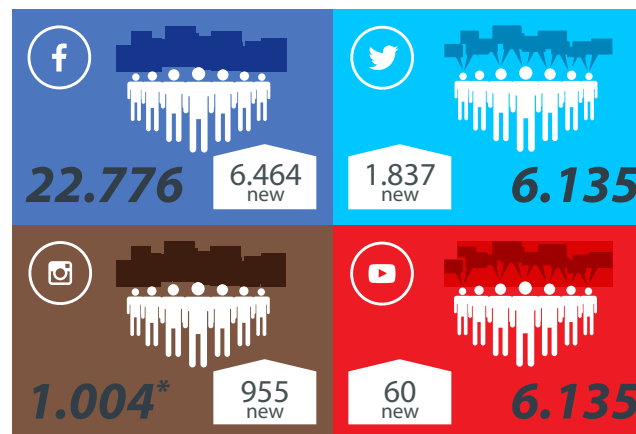
Our guests say...

In 2015, there were 2000 more guest opinions recorded when compared to the previous year. The results that have been collected show that ratings improved, both in the online reputation index, which achieved a value of 89.20%, and the net promoter score, with an improvement of over 7 points.

Quality	2014	2015
No. of opinions about the chain:	7.341	9.531
Online reputation index:	88,30%	89,20%
NPS		
(Net Promoter Score)*	47,04%	53,76%

*The net promoter score represents the percentage of promoters (people who, with a likelihood of 9 or 10 out of 10 would recommend the business) minus the percentage of detractors (those that would recommend it with a score lower than 6).

Data source: Review Pro



Profile created in October 2014.



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4.3. Relationships with the *local community*

In 2015, Fuerte Group Hotels maintained its commitment to the economic and cultural development of the districts where its activities are located. It also continued with efforts to contribute to this progress through a range of different activities, mostly channelled through the Fuerte Foundation, an organisation that constantly runs social and cultural projects with a range of different objectives.

PROMOTION OF LOCAL ART

During 2015, Fuerte Group Hotels continued to develop one of the sustainable development commitments that it has assumed, namely the promotion of local culture and traditions. In close partnership with the different communities where the establishments are located, the hotels provided facilities to be used for putting works by local artists on exhibition. The hotels also served as exhibitors, as they are largely decorated with regional handicraft products. For example, Huelva-based architect Yolanda Trillo exhibited her collection of works entitled “Invisible Cities” at Fuerte El Rompido in October 2015.

HIRING OF LOCAL WORKERS

The main way in which Fuerte Group Hotels supports local development is through its hiring policy, thanks to which 90% of company employees come from the towns where the hotels are located.

Furthermore, for the purpose of motivating them and making them part of this big family, creating even closer links with the local community, every six months staff working for the hotels and the corporate area select the “Best employees”, a high value recognition, as it is the result of votes from all colleagues.

AGREEMENTS WITH LOCAL SUPPLIERS

Another of the means used in 2015 by Fuerte Group Hotels to bring dynamism to the local economy was the forming of more partnerships with local suppliers. However, despite priority being given to this aspect, it was very much taken into account that all suppliers must meet a series of ethical and environmental requirements set out in the Fuerte Group Hotels code of ethics.



Employees of Hotel Fuerte Conil - Costa Luz.


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4.4. Consultation processes

As previously mentioned, Fuerte Group Hotels uses a range of different tools to find out the opinions about the company of different groups of stakeholders, as well as their ratings. Therefore, as well as using the surveys mentioned in section 4.2, social networks and direct interactions with guests, surveys are also carried out with both direct suppliers and hotel employees.

In this sense, it is worth placing emphasis on the “Solution groups” present in different departments of the hotels, made up of personnel who stand out due to their good performance. These work groups met three times in 2015, and their conclusions and discussions were taken into account for the management of different areas of their respective centres, particularly regarding matters related to problems that they detected themselves. As well as identifying and solving problems, this has achieved greater employee awareness of the company’s fundamental values.



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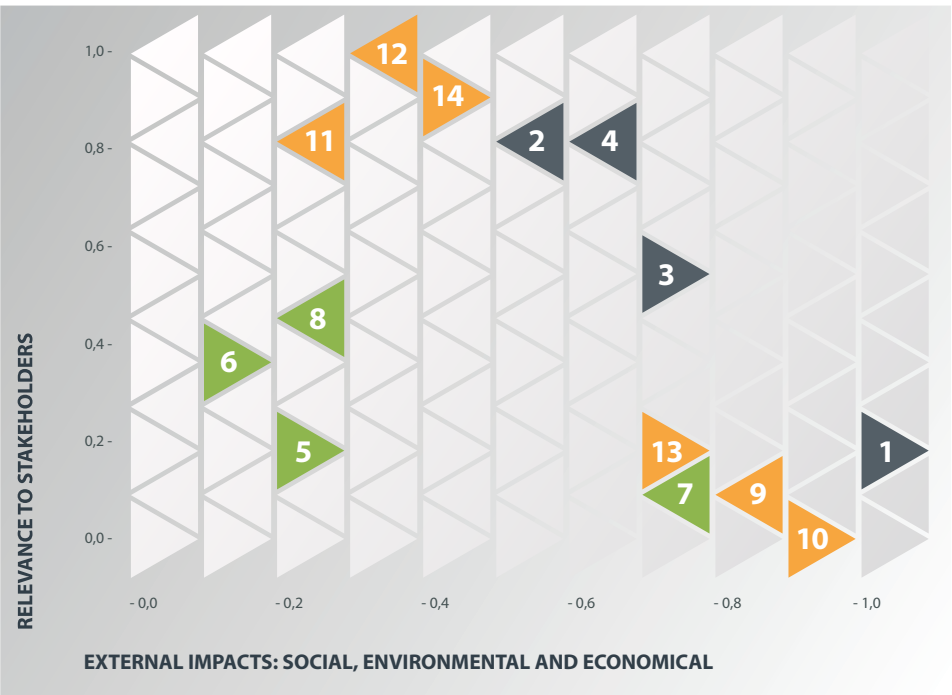
4.5. Materiality Matrix

The materiality analysis is the method chosen to highlight, using graphics, aspects that are relevant to Fuerte Group Hotels' stakeholders, and to relate them to the importance that the company places on these issues. In this way, it is possible to confirm whether or not the expectations of different groups are being met.

This relationship is shown on a matrix. The recommendations of version G4 of the Global Reporting Initiative (GRI) were followed to create this resource. The 14 aspects of most relevance to the company were first identified (see table to the left). These aspects are prioritised on the horizontal axis of the matrix, representing their relevance from lowest to highest (the highest is furthest to the right), based on their economic, social and environmental impacts. The vertical second axis shows the influences of these aspects - from highest to lowest - mainly on stakeholders, always based on the performance of Fuerte Hotels Group.

An example is the specific case of aspect number 12 (local community support); it can be interpreted as having greater importance on the vertical axis, that is regarding its influence over stakeholder groups, as it is located at the highest possible point; conversely, it is of medium importance on the horizontal axis, representing the company's external impact in terms of this aspect.

 ECONOMICAL
1.- Financial results.
2.- Innovation.
3.- Good governance and transparency.
4.- Guest service quality
 ENVIRONMENTAL
5.- Waste.
6.- Water consumption and management.
7.- Energy efficiency.
8.- Climate change-carbon footprint reduction.
 SOCIAL
9.- Working environment.
10.- Occupational health and safety.
11.- Respect for human rights.
12.- Local community support (society and culture).
13.- Training and education.
14.- Relationships with stakeholders.




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4.6. Social, environmental and economic *initiatives*



- Wedding cheque.
- Assistance with purchasing school books.
- Assistance with childcare payments.
- Continuous training.
- Advances and loans to personnel.
- Employee discounts on accommodation and services at the chain's hotels.
- Diversity management.
- Gender equality.
- Working environment surveys.
- Performance assessments and development conversations.



- Bio-climatic and environmental construction
- Energy efficiency studies.
- Calculation and monitoring of consumption and impact indicators (Ecological Footprint and Carbon Footprint).
- Management and separation of waste at origin.
- Control of atmospheric emissions.
- Pilot "zero emissions" hotel trial at Forte El Rompido.
- Discharge control.
- Procurement policy with sustainable criteria.
- Innovation 2014.



- Economic performance programmes and policies: good governance.
- Periodic audits of account management.
- Application of procedural management systems.
- Application of economic, internal guest satisfaction and sustainability indicators.
- Responsible marketing.

- Social and cultural projects run by the Forte Foundation.
- Integration of groups at risk of social exclusion.
- Social networking management.
- "Euro-responsible Project", in receptions of establishments, making voluntary guest contributions possible

- Promotion of local and seasonal cuisine.
- Transparency and communication: guest information in hotel receptions and on the Forte Hoteles website about hotel consumption and impacts.
- FUERTE EXPERIENCES responsible activities programme.
- Activities for conserving surrounding areas.
- Active promotion of sustainable development.
- Raising awareness and promotion of sustainable management at different forums and conferences.

- Social and cultural projects run by the Forte Foundation.
- Integration of groups at risk of social exclusion.
- Identification of, and dialogue with economic stakeholders.

INTERNAL FACTORS (within Forte Group Hotels)

EXTERNAL FACTORS (related to the local community)



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5

Social actions and commitments

5. Social actions and commitments

As previously mentioned, the philosophy and values of Forte Group Hotels include a strong commitment to environmental friendliness and the economic and social development of communities where the group's hotels are located, among both establishment employees and residents in surrounding areas.

5.1. Caring for people

This is the motto of Forte Group Hotels. It refers to the friendly service offered to guests which, according to several different sources of information such as surveys, social networks and other media, if one of the main significant values identified by guests and other stakeholders; it also refers to the good working environment inside the hotels, without which it would not be possible to provide such a high quality service. To achieve this occupational harmony, it is necessary to offer a range of satisfactory working conditions, and to promote a sense of belonging to Forte Group Hotels and the shared use of a single corporate culture based on sustainable management.

Figures obtained in 2015 for different parameters that measure working conditions show how the satisfaction of Forte Group Hotels' employees, whose managers are all from Andalusia, and all other employees, 90% of whom are from areas around our hotel locations, has increased compared to 2014.

AVERAGE LENGTH OF TIME WITH THE COMPANY (YEARS)

	2014	2015
Fuerte Marbella	10,09	10,60
Fuerte Conil - Costa Luz	4,65	4,95
Amàre Marbella (Forte Miramar)	6,49	6,80
Fuerte Grazalema	6,37	6,8
Fuerte El Rompido	6,43	7,04
Fuerte Estepona	1,70	2,35
FUERTE GROUP	5,39	8,14

During 2015 it was possible to improve the average amount of time that employees remain at most centres. This directly affects workforce stability data and offers the benefits only provided by consolidated and experienced teams.

INCIDENT RATE*

	2014	2015
Fuerte Marbella	8,18%	13,33%
Fuerte Conil - Costa Luz	5,19%	5,55%
Amàre Marbella (Forte Miramar)	5,22%	7,05%
Fuerte Grazalema	9,92%	0,0%
Fuerte El Rompido	8,84%	1,69%
Fuerte Estepona	13,19%	8,97%
FUERTE GROUP	0,0%	0,0%

*INCIDENCE RATE. Indicates the number of people having to take time off work, for every thousand exposed people. Incidence rate = (No. of accidents involving time off / total workforce) x 1,000,000.



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5.1. Caring for *people*

PERFORMANCE ASSESSMENTS

All employees are assessed periodically, with the aim of maintaining desired levels of service quality and dedication. Employee qualities are emphasised during the assessment, and they are given recommendations and advice on how to improve any necessary aspects. Each head of department talks individually to their employees in order to, among other aspects, recognise their merits and the effort they put into their work. It is a constructive activity looking towards the future performance of each team.



AVERAGE OCCUPATIONAL ACCIDENTS*

	2014	2015
Fuerte Marbella	16,40	15,75
Fuerte Conil - Costa Luz	5,50	13,50
Amàre Marbella (Fuerte Miramar)	4,66	11,12
Fuerte Grazalema	5,0	0,0
Fuerte Costa Luz	--	--
Fuerte El Rompido	24,0	3,0
Fuerte Estepona	15,28	7,75
FUERTE GROUP	0,0	0,0

*AVERAGE OCCUPATIONAL ACCIDENTS.
Average duration of time off due to accidents

5.2. Working environment

Fuerte Group Hotels carries out surveys of its working environment twice per year. All staff participate in these surveys and suggest improvements. These contributions help to analyse the results and improve working conditions, depending on the possibilities existing at any given time. Data collected at the end of 2015 show improvements at almost all centres, with the exception of Hotel Fuerte Miramar, which suffered a decrease of 3.4 percentage points, and Fuerte Estepona, with a 0.8 point reduction compared to the previous year.

WORKING ENVIRONMENT RESULTS

	2014	2015
Fuerte Marbella	74,9%	77,4%
Amàre Marbella (Fuerte Miramar)	83,5%	80,1%
Fuerte Conil - Costa Luz	78,7%	79,9%
Fuerte Grazalema	87,6%	89,3%
Fuerte El Rompido	75,0%	77,6%
Fuerte Estepona	80,0%	79,1%
Central Offices	81,1%	82,4%
We Resolve	74,1%	76,2%


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5.3. Training

TRAINING PROGRAMMES

According to the principles set out by the Human Resources area of Fuerte Group Hotels, the different types of ongoing staff training courses that are run aim to raise levels of employee professionalism and qualifications, by means of programmes to improve on-the-job training, through acquiring or updating knowledge, skills and competences. The following programmes were run in 2015:

- Tax and accounting advice.
- Amàre production cooking.
- Amàre cocktail making.
- Financial controller.
- Critical standards.
- Guest management and CRM.
- Guest credit management.
- Time management.
- Effective stock management in the company.
- English.
- Maitre.
- Garden maintenance.
- Office software: Advanced Excel.
- Small events organisation and protocol.
- Photoshop.
- Revenue management.
- Sommelier.
- Themes of stones, bricks and wood.
- Germaine de Capuccini treatments.
- Up selling and cross selling.

DATA

	INVESTMENT IN TRAINING PROGRAMMES 2015	105,489 €	2015
		102,233 €	2014
	TIME DEDICATED TO TRAINING	12,302 Hours	2015
		8,122 Hours	2014
	TRAINING ATTENDANCE	689 Assistants	2015
		326 Assistants	2014

DEVELOPMENT PROGRAMMES

Development programmes are initiatives aimed at management and base personnel. They promote personal and professional growth, and well as talent within the company. These programmes cover the development of competences and organisational and management skills, which are a necessary part of team management. The following development programmes were run in 2015:

- Personal development and leadership.
- Solution group.

REGULATORY TRAINING

This final section includes some training activities that are necessary to ensure that the products and services offered by Fuerte Group Hotels are the result of work processes carried out in accordance with current legislation on occupational safety, food hygiene and technical certifications, among other aspects. The following regulatory training programmes were run in 2015:

- Training for performing basic level functions.
- Hygiene-sanitary maintenance of facilities where there is a risk of legionnaires' disease.
- Specific risks of each job.
- Food safety and hygiene and allergens.



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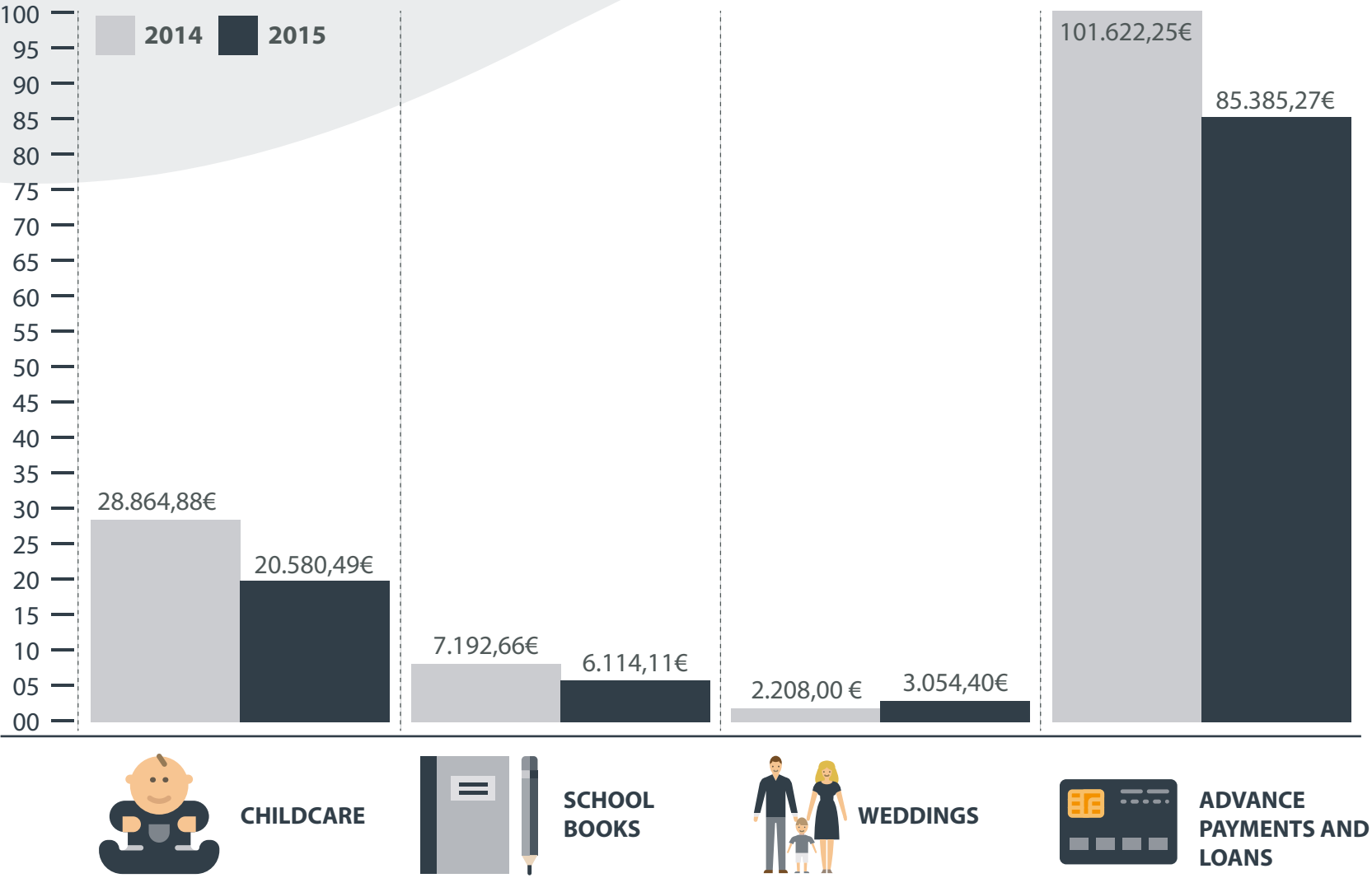
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5.4. Social improvements plan

Fuerte Group Hotels has put an assistance plan in place, aimed at promoting their welfare and commitment of. In 2015, the budget assigned to these benefits was in excess of 115,000 euros.



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5.5. Code of ethics and commitment to **dignified work**

The code of ethics of Fuerte Group Hotels must be followed by all employees who form part of the company.

	We exist to satisfy our guests.
	People are the fundamental value of our company.
	By being environmentally friendly, we show our respect for others.
	Where there are good managers, there are good employees.
	We all have the ability to become better people and professionals. If this happens it will be good for our work.
	Participation and fair treatment encourage commitment to the company.
	Being responsible means following standards, procedures and objectives.
	Diversity is one of the main sources of richness; respect for diversity leads to healthy and mature relationships.
	Good conduct must be recognised publically and held up as an example using all available means.
	Discretion increases trust, improves relationships and strengthens our image.
	An organisation's strength depends to a great extent on the loyalty of its personnel.
	The separation of personal and professional matters within the company will allow us to carry out our work.



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5.6. Social and cultural projects. Local community

The Fuerte Group Hotels' motto "Caring for people" also reflects the interest shown by the company over almost 60 years in the welfare of the communities where its hotels are located, particularly that of vulnerable groups.

TRAINING PROGRAMME FOR THE INCLUSION OF VULNERABLE GROUPS

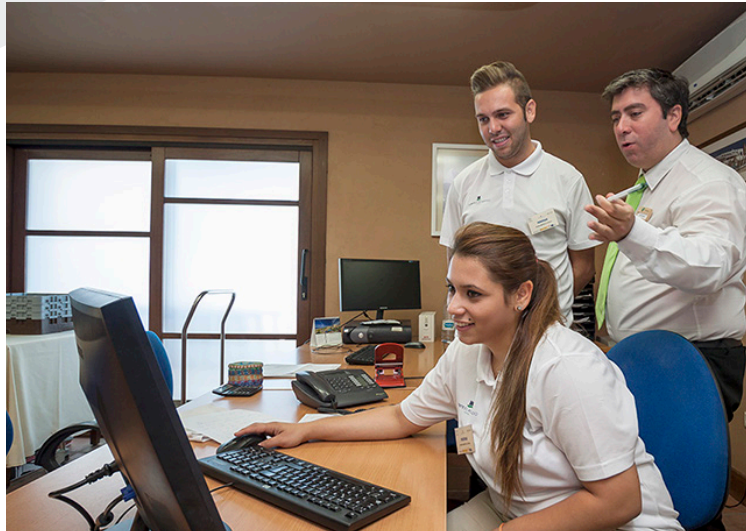
In this regard, during 2015 Fuerte Group Hotels continued its partnership with the Gitano Secretariat Foundation, through the ACCEDER programme, to provide practical training to young people between 18 and 30 years of age, with an interest in working in the hospitality and tourism sector. On this occasion, Fuerte El Rompido was the hotel chosen for running practical training, and to provide resources for a learning and implementing attitudes, habits and skills for exercising a professional and acquiring real practical experience.

A total of 15 participants took part in this work experience in skills related to the essential functions of a hotel, such as reception, facilities maintenance, kitchen and restaurant operations, the Spa and housekeeping. Once the practical training was complete, the participants were added to a job exchange for vacancies that may open up in the future, and 5 people were hired by the hotel.

SPECIFIC FUERTE FOUNDATION PROJECTS RUN WITH FUERTE GROUP HOTELS

As in past years, Fuerte Group Hotels continues its commitment to the local community, not just by promoting the employment of local workers, but also by running social insertion projects, mainly through the Fuerte Foundation. As part of this, partnerships are promoted **with social and cultural associations, to encourage the education and training of**

children and young people from Málaga, Cádiz and Huelva. In addition, the foundation also runs social projects in other countries where it has relations, such as Jamaica.



"Learn by working" project at Fuerte El Rompido.

Programme for the prevention of drug addiction at school and in the family

Developed in 2015, this programme focused on transmitting values, social rules and customs to young people, with the aim of preventing drug addictions in families and at school. The programme was run in Jerez de la Frontera, a district of Cádiz that in 2015 had an unemployment rate of 36.37%, one of the highest in Andalusia. This rate means that young people are highly vulnerable, so the aim of the programme was to get ahead of the problem. The project consisted of running school workshops and sessions with families to provide information about problems associated with drug addiction, and to encourage attitudes that allow risky situation to be tackled head-on.


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5.6. Social and cultural projects. **Local community**

Programme of activities in socio-educational integration centres

This programme was run in the district of Marbella, where the Horizonte Association set up one of its Socio-educational Integration Centres (SICs). The programme, which was launched in 2011 and ended in 2015, aimed to prevent drug addiction by getting ahead of the problem and preventing the appearance of behaviours that could lead to the risk of drug addiction among children and young people. Workshops were run to teach values, combat bad habits of consuming addictive substances and to encourage the social and emotional development of families.

Another of the programme's aims was to raise awareness among the population of the social inequalities that exist in the district, while raising funds to cover the maintenance expenses of other programmes run by the association such as rehabilitation support apartments, therapies, addiction treatments, etc.

PIVESPORT Project

Development was started on the Pivesport project, mentioned in section 3.3 of this report, in 2014 and it continued in 2015, thanks to the partnership between the Fuerte Foundation and Fuerte Group Hotels.

Partnership with the Contemporary Spanish Engraving Museum Foundation in Marbella

The Fuerte Foundation has been working with the Contemporary Spanish Engraving Museum Foundation since 1994, by offering accommodation at Fuerte Marbella for artists and other figures who are invited by the museum to participate in the different activities that it organises, such as exhibitions, talks and prize-giving ceremonies.

Support for the Santa María de la Victoria School of Music (Málaga)

Another project supported by the Fuerte Foundation in 2015 was the one presented by the "Santa María de la Victoria" Teaching Diocesan Foundation, which promotes musical education among children from the province of Málaga.

The project consisted of sponsoring and organising different activities at the Encarnación Church in Marbella and at the "City Walls Summer Concerts", held outside the main parish church.

It also involved the participation of the same students in the Christmas organ music concert, organised in partnership with the Friends of the Sol Mayor Organ Association (AAOSM), and in some mini-concerts held at Fuerte Marbella.

Marbella Arboretum: Agreement with more trees

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

In partnership with the Marbella Local Government, the Fuerte Foundation provided support to educational aspects of this project, consisting of an awareness and training programme for school pupils and citizens, as well as the recovery of a degraded zone.

Participants actively contributed by planting native species from the Mediterranean zone.



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5.6. Social and cultural projects. **Local community**

Conference and art exhibitions. University of Málaga (UMA) local industrial heritage open days

With the aim of raising the local population's socio-cultural awareness about the area's industrial heritage, the Fuerte Foundation sponsored 2 open days organised by the UMA's Department of Modern and Contemporary History at the Fuerte Marbella hotel, under the titles of "The sugar industry heritage of Marbella and San Pedro de Alcántara", and "Steelworks and mining in Marbella".

The same hotel was selected as a venue for another interesting exhibition by Ricardo Alario, entitled "Marbella and the Cable Tower. Something very local".

Donation of gift vouchers

The Fuerte Foundation collaborated with several charity events organised by the Spanish Cancer Association and the Fundatul Golf Tournament, by awarding several gift vouchers for accommodation or Spa treatments at hotels belonging to the Fuerte Group Hotels chain.

INTERNATIONAL FUERTE FOUNDATION PROJECTS

Support for the Santa Anne primary school.

This project was run in the neighbourhood of Denham Town, one of the most violent areas of Kingston, Jamaica's capital. Faced with low literacy levels, particularly among children from the most violent communities, the aim was to promote access to a literacy programme at the primary school and professional training, for children between 12 and 14 years of age.



Isabel at the Motego Bay Medical Center Foundation.

Montego Bay Medical Center Foundation

Montego Bay is the fourth most populous city in Jamaica. Here is found the Buen Pastor (Good Shepherd) Foundation, which mainly offers general medical services, optician services, minor surgery, patient rehabilitation and drug addiction prevention. The Fuerte Foundation gave financial support for the construction of several classrooms which will be used for providing training on health and preventing the consumption of addictive substances.

Publication of the Fuerte Foundation Projects Report 2011-2015

All of these projects, as well as those run since 2011, were included in the actions report, published by the Fuerte Foundation at the end of 2015.


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6

Environmental actions and commitments

6. Environmental actions and commitments

Throughout 2015, Fuerte Group Hotels maintained its commitment to environmental friendliness, and continued to apply sustainable management principles to its business. The different activities carried out in this regard are detailed below..

6.1. Caring for the *environment*



USE OF MORE ECOLOGICAL AND EFFICIENT EQUIPMENT

- Use of drip irrigation and micro-aspiration systems.
- Use of mineral-based paints on façades.
- Installation of double glazing and thermo-acoustic windows.
- Installation of water saving devices to taps.
- Use of low energy appliances.
- Use of cooling gases that do not damage the ozone layer.
- Installation of partial flush cisterns.
- Installation of air conditioning shutdown sensors on windows.
- Use of solar panels to heat water.
- Use of dusk-to-dawn lights in outside areas.
- Chlorination of swimming pools using saline electrolysis and mineral salt.
- Use of detergents and cleaning products that are either ecological or that have Environmental Management certificates.

GREENER INSTALLATIONS

- Minimisation of the effect on the landscape with the introduction of native plant species.
- Use of local architectural styles.
- Installation of tiled floors with a thermo-regulation function.
- Creation of ecological kitchen gardens.

GOOD HABITS

- Application of ecological criteria when selecting suppliers.
- Running training courses on sustainability and the environment.
- Exhibition of charts showing consumption and carbon and ecological footprints in the hotel receptions.
- Distribution of posters for raising environmental awareness in common areas of establishments.
- Cleaning of sheets and towels only when requested by guests.
- Natural ventilation provided by the building's architecture.
- Composting.



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ENVIRONMENTAL MANAGEMENT IN FIGURES

CARBON FOOTPRINT

Kg CO₂/Guest

Fuerte Group Hotels average

2014	2015
12,43	11,22

Change between 2014 and 2015 **-9,72%**

Average by hotel

FER*	19,04	
FCCL*	9,24	
FG*	10,59	
FM*	11,55	
AMBH*	10,93	

In 2015, a 9.72% reduction was seen in the chain's average footprint when compared to the previous year, with this being a net difference of over one kg of CO₂ per guest staying at the hotel. We use this indicator to express our impact, based on kg of carbon dioxide emitted by our activity, per guest.

Ecological footprint

m²/Guest

Fuerte Group Hotels average

2014	2015
25,29	23,00

Change between 2014 and 2015 **-9,15%**

Average by hotel

FER*	39,94	
FCCL*	19,47	
FG*	22,10	
FM*	23,44	
AMBH*	21,83	

A reduction in the ecological footprint has also been seen in 2015, specifically 9.15% less than the previous year. Fuerte Conil-Costa Luz is the hotel that has achieved the lowest figure for this indicator, this year. This indicator helps us to objectively learn about our impact, so we can find out about our evolution based on the efficiency measures that we implement.

(*) **HOTELS:** FER (El Rompido), FCCL (Conil-Costa Luz), FG (Grazalema), FM (Marbella) y AMBH (Amàre Marbella Beach Hotel (Fuerte Miramar)).

RECYCLED WASTE

Fuerte Group Hotels Average



GLASS
Tonnes

2015
41,4



PAPER AND CARDBOARD
Tonnes

2015
28,2



VEGETABLE OIL
Litres

2015
2.650



PLASTIC
Kilograms

2015
6.459



ALUMINIUM CANS
Kilograms

2015
474,6

ENERGY CONSUMPTION

Fuerte Group Hotels Average

DIESEL
Litres/Guest

2014	2015
0,55	0,50

Change between 2014 and 2015 **-9,08%**

Data grouped for all hotels with the exception of FER, as this hotel does not use diesel as a fuel. This indicator was reduced by 9.08% during 2015, thanks to consumption reduction and operational efficiency measures that were applied.

PROPANE
Kg/Guest

2014	2015
0,17	0,18

Change between 2014 and 2015 **3,35%**

A 3.35% increase in propane consumption was seen in 2015 when compared to the previous year; this data stands in contrast to the decrease seen in the other fuel used by the hotels, diesel, but the change has been almost imperceptible in terms of the final "carbon footprint" indicator.

ELECTRICITY

Kwh/Guest

2014	2015
13,80	13,86

Change between 2014 and 2015 **0,40%**

Consumption of electricity has remained practically constant, with this indicator only changing by less than half a percentage point when compared to the previous year.

WATER CONSUMPTION

Litres/Guest

2014	2015
204	199

Change between 2014 and 2015 **-2,41%**

When compared to the previous year, water consumption has decreased in 2015 by 5 litres per guest, meaning that the desired effects of our efforts to reduce our water footprint have been achieved.

6.3. *Procurement policy and environmental assessment of suppliers*

As previously commented, the premise of including caring for the environment in all areas of Forte Group Hotels' operations also affects the corporate procurement policy, as a series of ethical and environmental requirements have been put in place, that must be taken into account when selecting any type of product or service. These requirements include, for example, the use of ecological products for cleaning, and avoiding plastic containers and the consumption of paper with chlorine as much as possible.

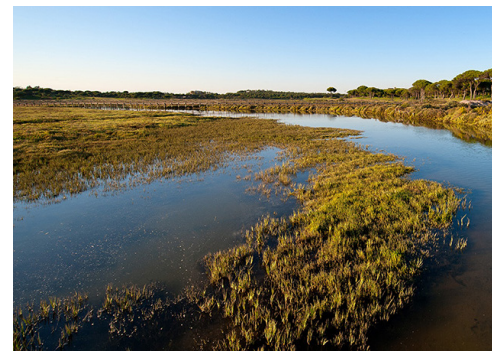
Furthermore, all suppliers wishing to work with Forte Group Hotels must first sign an environmental friendliness and best practices statement. This statement also includes a section on social aspects (human rights and ethics); suppliers must also guarantee that they comply with current legislation on environmental damage and waste segregation. Similarly, suppliers must undertake to immediately inform the company of any environmental incidents that occur during its activities, or during the course of the work that they do. In the event of any breach of the signed conditions, the company reserves the right to possibly terminate the existing agreement upon becoming aware of the information in question.

6.4. *Facilities located in protected or high value areas*

A large proportion of the Forte Group Hotels establishments are located very close to the area of influence of protected areas. Therefore, the chain places great importance on the environmental integration of activities carried out by its hotels, avoiding the impacts that could be caused by its activities as much as possible.

Although all of the chain's hotels take special care, there are two that take extra precautions, as they are located alongside parks of high ecological value. These hotels are Forte Grazalema (Cádiz), located in the Sierra de Grazalema Natural Park - a place of great interest due to its vegetation, water courses and geology; and Forte El Rompido (Huelva), located close to the Piedras River Wetlands and Flecha del Rompido Areas of Outstanding Natural Beauty, an area of wetlands of great environmental value at the mouth of the Piedras River, and a stop-off point on the migration routes of many bird species.

To preserve these areas, hotels inform their guests of the unique features of these protected areas, and give advice on how to keep the environment intact should they wish to visit these areas of outstanding natural beauty.



Piedras River Wetlands
(Forte El Rompido)



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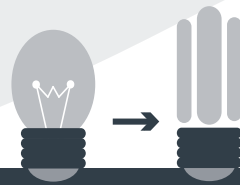


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6.5. Energy efficiency and decreasing pollution

Throughout 2015, Fuerte Group Hotels continued to apply a range of different measures aimed at obtaining greater energy efficiency and, particularly, reducing pollution caused by the hotels.

1. ENERGY EFFICIENCY



REPLACEMENT WITH LED LIGHTS

During this financial year, the Fuerte Grazalema hotel replaced all lighting outside and at the entrance to the establishment, as well as lighting inside lifts, with LED lights. In the rest of the chain's establishments, the changeover to efficient lighting is taking place gradually, by replacing any burnt conventional bulbs with LED lights.

MOTION DETECTORS

In 2015, Fuerte Marbella installed motion detectors in some corridors to decrease electricity costs.

INSTALLATION OF MORE EFFICIENT MACHINERY

In this regard, emphasis should be placed on the fact that Fuerte Marbella installed an ECO 370 model ecological washing unit, while Fuerte El Rompido replaced its gardening tools (lawn mower and leaf blower) with low noise emission tools, thereby reducing levels of noise pollution and affording guests more peace and quiet.



2. DECREASING POLLUTION



INSTALLATION OF NEW SALINE CHLORINATORS

Traditional chlorine-based chemical products for swimming pools are polluting, and they also generate hazardous waste. This is why Fuerte Group Hotels decided to fit saline chlorinators to the three swimming pools that still did not have them: the paddling pool at Fuerte Conil and 2 Jacuzzis at Fuerte El Rompido.

LARGER BICYCLE FLEET

Another ecological commitment made by Fuerte Group Hotels in 2015 was to promote sustainable mobility and to encourage its use among hotel guests by talking up its health benefits, as well as its contribution to decreasing gases that pollute the atmosphere, such as CO₂ from normal vehicles. For this reason, it has increase the fleets of bicycles available at some of the chain's establishments.




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6.6. *Environmental educational activities carried out in 2015*

During 2015, Forte Group Hotels participated in a range of different initiatives aimed at raising awareness among employees and guests about the importance of environmental friendliness. The main initiatives were:

EARTH HOUR

A regular feature in recent years, in 2015 Forte Group Hotels once again joined this WWF initiative in defence of the environment. The chain's hotels participated by switching off their lights for one hour, using candles instead. The main objective of this well-established project was to raise awareness among guests and employees of the importance of saving energy.

WORLD ENVIRONMENT DAY

As part of events to mark World Environment Day, on the 5th of June, Forte Conil-Costa Luz, Forte Grazalema and Forte El Rompido added additional ecological activities to their usual entertainment programmes. Children at Forti Club benefitted the most, as they were able to participate in activities and workshops related to recycling.



This is how we celebrated World Environment Day at Forte El Rompido.


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6.7. *Environmental objectives for 2016. Scheduled improvements*

At the end of 2015 and looking towards 2016, Fuerte Group Hotels plans to implement a range of different proposals related to its environmental commitment; the most important initiative is its incorporation into the United Nations Global Compact. However, plans are also in place to meet the following objectives:

1. Membership of the United Nations Global Compact and signing of the World Tourism Organisation's Charter for Responsible Tourism:	Include the Sustainable Development Goals as part of the company's strategy, and in responsible communications and activities.
2. Renewal of CSR information signs:	Renewal of signs related to CSR to make them more noticeable, to attract attention and provide information about Fuerte Group Hotels' values to guests. These communications will cover subjects such as the promotion of renewable energies, culture and local cuisine.
3. Replacement of all remaining traditional bulbs with LED type lighting:	Transition to LED type low consumption lighting in places where traditional lighting can still be found: outside areas and lifts at Fuerte El Rompido, the restaurant and guest corridors at Fuerte Grazalema, and the entire outside area of Fuerte Conil - Costa Luz.
4. Energy efficiency in lifts:	In addition to installing LED type bulbs, the aim is to improve the efficiency of lifts at Fuerte El Rompido by implementing a system that automatically turns their lighting off and on. This helps to decrease unnecessary spending on electricity when the lifts are not in use.
5. Energy saving in kitchens:	At Fuerte Grazalema, the installation of a timer to extraction hoods in the kitchen, to prevent them from being left on for longer than necessary, with the corresponding energy savings.
6. Improvements to the efficiency of cooling plants:	Modification of the energy saving consignment so that the cooling plants start up on fewer occasions. The pilot trial will be run at Fuerte Conil - Costa Luz.
7. Improvements to the efficiency of cooling plants:	Installation of an air curtain in the cold room at Fuerte Grazalema, to avoid temperature losses caused by the constant opening of the door, thereby conserving the energy expended by the evaporator.



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*Sustainable **economic** management*

7. Sustainable economic management

As commented throughout this report, Fuerte Group Hotels has implemented sustainable management in all of its business areas, including the economic area and procurement department. Below can be found details of the economic results obtained at the end of 2015, as well as some of the actions carried out to contribute to improving local economies, giving priority to contracting companies from the regions where the chain's hotels are located.

7.1. Economic figures of Fuerte Group Hotels

Statement of results, hotels and supplementary activities at Fuerte Hoteles (thousands of euros)

	2014	2015
Net turnover	44.613	51.003
Other operating revenue	2.037	2.624
TOTAL REVENUE	46.650	53.627
Supplies	5.090	6.260
Staff expenditure	10.658	11.664
Other operating expenditure	19.154	20.679
Results of disposals and other results	-2.953	1.133
EBITDA ¹	8.795	16.157
Amortisation	4.441	4.428
EBIT ²	4.354	11.729
Financial result	-1.350	-855
EBT (Resultado antes de impuestos)	3.004	10.874

EBITDA: Earnings before Interest, Taxes, Depreciation and Amortization
EBIT: Earnings before Interest and Tax.

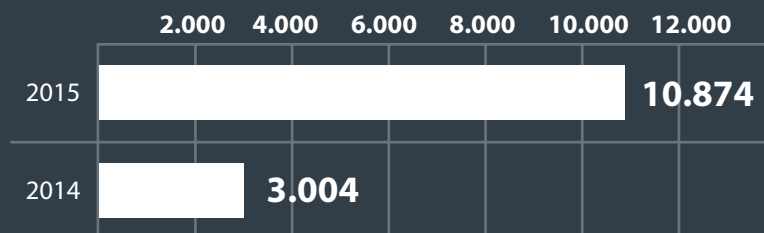
Net Turnover

Increase in the company's turnover when compared to the previous financial year.



EBT

Earnings before Interest and Tax.



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7.2. Investments in purchasing from **local suppliers**

CAs part of the commitment to local development and sustainable tourism, and according to the Fuerte Group Hotels procurement policy, throughout 2015 the company continued to make the necessary adjustments to stimulate a greater volume of local suppliers. One of the company's strategic objectives is to increase purchases from local suppliers to a minimum of 50% of the total volume of purchases made by each centre.

With this sustainable business model, the company seeks to establish mutually beneficial relationships; on the one hand, it gains more competitive development, and on the other it gives an economic boost to the districts where it runs its activity. This also helps to decrease CO₂ emissions, as goods transport routes are shorter.



Fuerte Group Hotels' ***investment in purchases***

Since 2013, the amount invested by Fuerte Group Hotels in purchasing from local food and drink suppliers has seen a notable positive increase, in 2015 alone increasing by 15.94% compared to the investment made in 2014.


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7.3. Prizes and recognitions

All of the activities described throughout this report have directly or indirectly paid off, due to their contribution to winning major awards, presented to the group's different hotels, mainly in recognition of their quality and commitment to sustainable tourism. Some of the most significant are listed below: on the one hand, it gains more competitive development, and on the other it gives an economic boost to the districts where it runs its activity. This also helps to decrease CO₂ emissions, as goods transport routes are shorter.

TUI ENVIRONMENTAL CHAMPION AWARD 2015

In 2015 the German tour operator once again rewarded Fuerte Group Hotels' commitment to sustainability, by giving awards to three of the chain's hotels: Fuerte Marbella, Fuerte El Rompido and Fuerte Conil - Costa Luz, which earned this recognition for the fourteenth year running. When it comes to presenting this major award, which places Fuerte Group Hotels among the top 100 most sustainable, responsible and environmentally friendly hotel changes in the world, the best rated aspects were the initiatives carried out within the framework of its CSR policy, as well as raising awareness of them among different stakeholders; the implementation of environmental management systems to guarantee a minimal impact on the environment; promoting the local economy and participating in a range of different charity activities.

TUI TOP QUALITY 250 AWARD

Fuerte Conil - Costa Luz and Fuerte Marbella were the chain's two hotels to receive the award that this prestigious tour operator gives to the 250 hotels rated highest by guests in the world; Fuerte Conil-Costa Luz, in particular, was rated among the top 100 hotels.

TUI HOLLY AWARDS 2015

In 2015, for the eleventh time the Fuerte Conil - Costa Luz hotel was a deserving winner of this prize, awarded based on opinions written by TUI guests about more than 10,000

hotels with which this German tour operator works. To win this award, the hotel did exceptionally well with room comfort and cleanliness aspects, food and service quality and the environmental measures that it applies.

HOLIDAYCHECK AWARD

Fuerte Conil - Costa Luz and Fuerte Estepona received this prize, making Fuerte Group Hotels one of the best rated chains by users of the HolidayCheck travel website, a leader in the German speaking market. The hotels were rated 5.3 and 5.2 out of 6, respectively - two of the best ratings in the company for these awards.

RETHINK HOTEL PRIZE - FITUR

Fuerte El Rompido was one of 10 winners at the II Edition of these awards, organised by the Habitat Futura Group and TSMEDIA, with the involvement of the Secretary of State for Tourism, the Spanish Climate Change Office at the Ministry of Agriculture, Food and the Environment, and the Institute for Energy Diversification and Saving at the Ministry of Industry, Energy and Tourism.

These prizes, which recognise Fuerte El Rompido as one of the top 10 hotels in Spain in terms of hotel sustainability and refurbishment, were awarded during the International Tourism Fair in Spain (FITUR) at the start of 2016, during which the ten winning cases were revealed.



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7.3. Prizes and recognitions



José Luque, managing director, collecting the Rethink Hotel award.

“ORBITZ WORLDWIDE BEST IN STAY ELITE AWARD 2015”

Fuerte Miramar (now Amàre Marbella) received this award in the category “Best in Stay Elite 2015”, in the Costa del Sol hotels category. The Orbitz Best In Stay 2015 awards are given to establishments that, based on opinions of OrbitzWorldwide brand guests, are given the highest ratings at the group’s top 125 destinations.

“LEARN BY WORKING” AWARDS

Fuerte El Rompido was given this recognition as a result of the work that it does in partnership with the Gitano Secretariat Foundation (described in item 5.6 of this report), to promote learning and job placements among young people between 18 and 30 years of age. The prize giving ceremony was re-transmitted by the programme Aquí hay trabajo (There’s work here), on television channel 2 TVE.



Hotel directors with their respective awards.

THOMAS COOK PROVEN QUALITY

Fuerte Conil - Costa Luz was awarded a “Proven Quality” seal by the Thomas Cook Group, one of the largest tour operators in the world. This quality seal is only awarded to a small number of hotels and tourist establishments. Its aim is to show guests the high quality of services on offer, classified as high level, with very good guest services and very few complaints, and that are considered as the best in their category at the destination.

TRIPADVISOR CERTIFICATE OF EXCELLENCE

For another year running, TripAdvisor has awarded this certificate to Fuerte Conil - Costa Luz. It is awarded by this reviews website in recognition of accommodation and restaurants given the best ratings by tourists. The certificate also recognises the quality of businesses that consistently offer a superior service.

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8.1. Farewell

2015 has been a year full of new developments for Forte Group Hotels, most of which have been summarised in this report. What's more, thanks to the energy and enthusiasm of the team of professionals that work alongside me, we have achieved solid economic results that demonstrate that we have known how to harness the strong performance recorded by the tourism sector in Spain. Turnover at the end of 2015 came to €51 million, 12.53% up on 2014.

2016 will be remembered as the year in which our new brand, Amàre, focusing on an adult audience was launched. In just one year, this initiative has established itself in the Lifestyle hotels market recommended for adults, whilst exceeding our expectations in terms of service, quality and profitability.

Furthermore, we can be proud of our renewed commitment to the environment, after joining the Spanish Network for the United Nations Global Compact, the world's largest Sustainable Development and Corporate Responsibility initiative. As part of this initiative, 13,000 businesses have committed to a better world in which poverty is a thing of the past, in which prosperity is a reality and in which the planet's health is preserved.

As 2017 approaches, we expect it will represent a milestone in the chain's history, as we will celebrate the 60th anniversary of the creation of Forte Group Hotels,

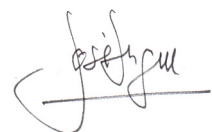
«WE CAN BE PROUD OF OUR RENEWED COMMITMENT TO THE ENVIRONMENT, AFTER JOINING THE SPANISH NETWORK FOR THE UNITED NATIONS GLOBAL COMPACT, THE WORLD'S LARGEST SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY INITIATIVE. AS PART OF THIS INITIATIVE, 13,000 BUSINESSES HAVE COMMITTED TO A BETTER WORLD IN WHICH POVERTY IS A THING OF THE PAST, IN WHICH PROSPERITY IS A REALITY AND IN WHICH THE PLANET'S HEALTH IS PRESERVED»

following the launch of Forte Marbella, the first hotel to open its doors in the heart of Marbella's old town.

Although time is on our side, we're already preparing a list of commemorative activities: in addition to parties and environmental events, which will also coincide with the International Year of Sustainable Tourism for Development in 2017, this list will include a significant improvement in our most emblematic facilities with a view to updating them and satisfying the needs of 21st century travellers.

The key to Forte Group Hotels as a company is anchored in a wonderful team, comprising a Board of Directors that leads the various key departments of this company, in addition to a wholly professional management team and a workforce that ensures the satisfaction of our customers. And at the head of it all is my mother, Isabel M^a García Bardón, our Chairwoman.

José Luque García
CEO of Forte Group Hotels



Annex GRI Indicators

The following table features the description and location of the indicators, based on version 4 of the Global Reporting Initiative (GRI), that appear in this report. Next to each description is the code of each indicator used for reports following the GRI G4 standards.

Indicator	Description	Reference (page)
BASIC GENERAL CONTENT		
G4-1, G4-2	Strategy and analysis.	11
G4-3	Name of the organisation.	6
G4-4	Most important brands, products and services.	6
G4-5	Location of the organisation's head office.	6
G4-7	System of ownership and legal status.	6 y 7
G4-9	Organisational scope (number of employees, services offered, operations, sales and net income).	3 y 52
G4-10	Description of the workforce.	8
G4-15	List of external charters, principles or initiatives that the company adheres to.	23
G4-16	List of associations to which it belongs and contributes or collaborations in terms of governance or projects	26
G4-18	Material aspects and coverage.	3
G4-24	List of interest groups linked to the organisation.	26, 27 y 28
G4-25	Criteria for selecting said interest groups.	26-34
G4-28, G4-29 G4-30, G4-33	Profile of the report.	3
G4-31	Contact details concerning the report's contents.	6
G4-34	Description of the organisation's governance structure.	7
G4-37	Query process amongst stakeholders and the governing body on economic, environmental and social matters.	26-34
G4-38	Governance.	3
G4-56	Code of Ethics.	40

Indicator	Description	Reference (page)
ECONOMIC INDICATORS		
G4-DMA	Guidelines. Information on our management approach.	6 y 7
G4-EC1	Direct economic value generated and distributed.	52
G4-EC6	Percentage of senior managers from the local community in which significant operations are carried out.	36
G4-EC9	Percentage of expenditure that corresponds to local suppliers in locations with significant operations.	53
ENVIRONMENTAL INDICATORS		
G4-DMA	Guidelines. Information on our management approach.	44-50
G4-EN1	Materials by weight or volume.	46
G4-EN2	Percentage of recycled material used.	46
G4-EN3	Internal energy consumption.	46
G4-EN6	Reduction of energy consumption.	46
G4-EN7	Reduction of the energy requirements related to products and services.	46
G4-EN8	Total water extraction.	46
G4-EN15	Direct greenhouse gas emissions.	46
G4-EN19	Reduction of greenhouse gas emissions.	46
G4-EN23	Total weight of managed waste, by type and treatment method.	46
G4-EN27	Mitigation of the environmental impact of products and services.	44-50
G4-EN32	Percentage of new suppliers examined based on environmental criteria.	47



THE COMPANY
AND ITS HISTORY



PROJECTS AND
OBJECTIVES



STAKEHOLDERS



SOCIAL
COMMITMENTS



ENVIRONMENTAL
COMMITMENTS



ECONOMIC
MANAGEMENT

Annex GRI Indicators



Indicator	Description	Reference (page)
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SOCIAL INDICATORS

G4-DMA	General information about the management approach: LOCAL COMMUNITIES.	36
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Working practices and dignified rights:

G4-LA1	Total number and rates of new employee hires and average employee turnover.	36
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G4-LA2	Benefits provided to full time employees.	39
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G4-LA3	Return to work and retention rates.	36
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G4-LA9	Average hours of training per year per by gender and by employee category.	38
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G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	38
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G4-LA12	Composition of governance bodies and breakdown of employee per employee category according to gender, age group, minority group membership and other indicators of diversity.	7
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Indicator	Description	Reference (page)
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Human rights:

G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	31
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Society:

G4-SO1	Percentage of operations with implemented local community engagement impact assessments and development programs	31
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G4-SO2	Operations with significant actual or potential negative impacts on local communities.	41-43
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Product responsibility:

G4-PR5	Results of surveys measuring customer satisfaction.	30
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THE COMPANY
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PROJECTS AND
OBJECTIVES



STAKEHOLDERS



SOCIAL
COMMITMENTS



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