

# FUERTE GRÔUP

HOTELS

## CSR Report 2017

*Caring for people and  
the environment*



# CONTENTS

0	About this report.....	03
1	Letter from the chair.....	04
	2 Our management approach .....	05
	3 Analysis of sustainable performance and 2017 objectives .....	03
	4 Fuerte Group Hotel as part of the society .....	26
	5 Environmental protection.....	45
6	Letter from the managing director .....	52
7	GRI table.....	53



## 0 ABOUT THIS REPORT

### SCOPE

The eighth edition of this report includes the main interactions between **Fuerte Group Hotels** and all of its stakeholders during the course of its activity throughout the 2017 financial year. In this sense, it should be emphasised that it includes interactions with players in different areas - mainly the social, environmental and economic dimensions of sustainability -, as well as a range of other associations and entities. It also describes the relevance of each of these stakeholders to the company's materiality matrix.

Its scope also includes assessments of the extent to which goals relating to the 10 principles of the **United Nations Global Compact** have been met, as well as of other activities related to **Sustainable Development Goals (SDG)**, which are detailed on the following pages.

### CONTENT AND CRITERIA

By referring to the different indicators that form part of the methodology proposed by version G4 of the "**Global Reporting Initiative**" (GRI), this report aims to show how all activities forming part of the hotel business have been carried out, in a context of sustainability.

Both the expectations of the company itself, as well as stakeholder involvement have served as a reference for tackling the challenges set for this new year and making the right decisions to meet the objectives that have been

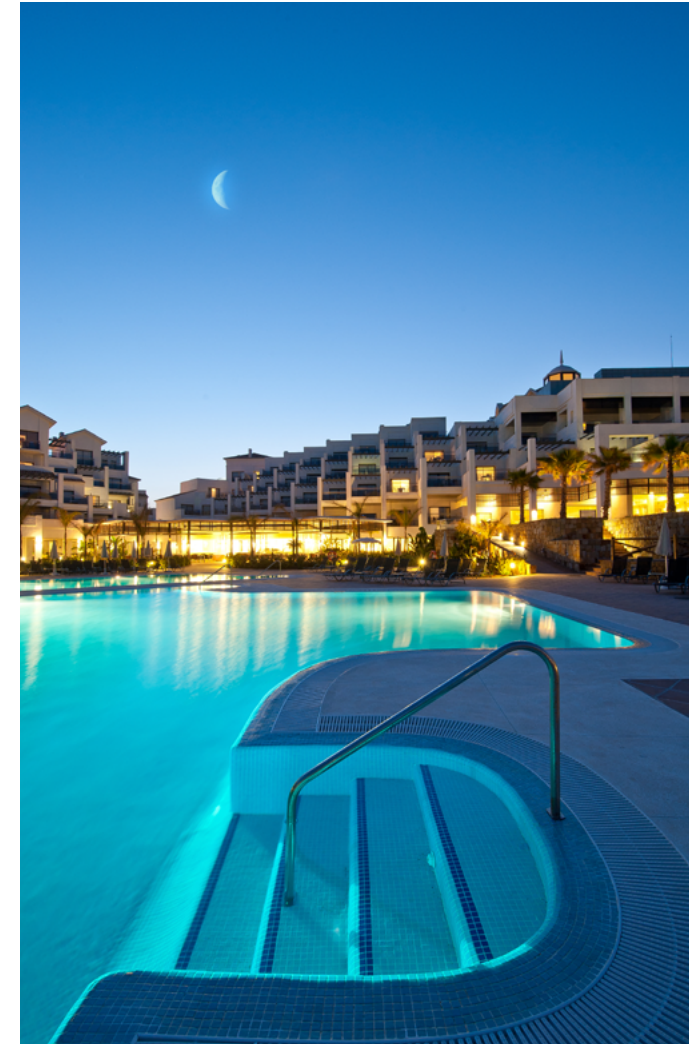
set. This is all thanks to the efforts and dedication of everybody forming part of the **Fuerte Group Hotels family**.

Furthermore, particular attention has been paid to publishing an extremely exhaustive report containing a range of different social, economic and environmental indicators reflecting this company's most significant aspects.

Lastly, materiality has been a key concept, involving an assessment of the influence of each significant aspect, an analysis of the group's stakeholder relationships and an appraisal of the economic, environmental and social impacts that these relationships have had.



Hotel Fuerte el Rompido - Beach



Hotel Fuerte Estepona - Facilities



## 1 LETTER FROM THE CHAIR

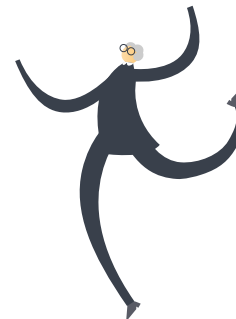
The year 2017 covered by this report will be remembered by all of us as a milestone in our history. The thing is you don't turn 60 everyday, particularly these days. Plenty of images came to mind when I looked back over **the evolution of Fuerte Group** during a tour around the exhibition that we put on at Fuerte Marbella to mark our **60th anniversary**: moments of our life as a family when my husband, José Luque Manzano, taught our 5 children that success is the result of effort and a job well done, interspersed with the tough challenges of day-to-day working life and with the good feeling of overcoming many different challenges, little by little.

Due to the new projects that we are going to tackle in **2018**, which will set a new course to allow the company to consolidate the business segmentation that is required by the 21st century tourism sector and by travellers of the future, I have an even stronger feeling that 2017 has been a watershed in our track record. A new generation is making its mark and my only hope is that they are able to prolong my husband's legacy with the sort of unity that we have enjoyed so far, in awareness of the fact that growth must go hand in hand with its corresponding aid to society. Because **Fuerte Group** is a family business that focuses on improving its surroundings and ensuring that everybody around us shares our good fortune, **thanks to the great work done by the Fuerte Foundation.**

2017 has also been important because many people have come to understand some things that were very clear to our company 20 years ago: **tourism is an industry that can and must grow in a sustainable manner**, with respect and care for the wonderful locations where it is practised. We started this at Fuerte Group Hotels in 1999 when we built the Fuerte Conil Costa Luz Hotel, and ever since this year we have continuously improved our practices to become **one of the Spanish chains that best conserves the environment.**

This is why we are so excited about the United Nations declaring 2017 as the **Year of Sustainable Tourism for Development**. This is an unprecedented international recognition and gives us even more encouragement to carry on doing things well. I trust that this is demonstrated on the following pages of this report.

**I hope you all enjoy reading it,**  
Mrs. Isabel García Bardón,  
Chair of Fuerte Group Hotels





# OUR MANAGEMENT APPROACH





OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION



## 2.1 WELCOME TO FUERTE GROUP HOTELS

### 2.1.1. COMPANY PROFILE

**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

**We Company** and the **Fuerte Foundation**. It currently runs six 4 star holiday hotels and 1 rental apartment complex, all located in Andalusia (in Malaga, Cadiz and

Huelva). One of these, **Amàre Marbella**, which belongs to the Amàre brand instead of Fuerte Hoteles, specialises in the sector of hotels recommended for adults.



### CORPORATE HEADQUARTERS:

Av. Puerta del Mar, 15  
29602 Marbella (Málaga)  
Tel. (press): (34) 952 92 00 36 Ext. 10701  
Email (press): [communication@fuerte-group.com](mailto:communication@fuerte-group.com)  
Internet: [www.fuertehoteles.com](http://www.fuertehoteles.com)  
Bookings: (34) 900 82 82 32





**OUR  
MANAGEMENT  
APPROACH**



**ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES**



**FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY**



**ENVIRONMENTAL  
PROTECTION**

## 2.1 WELCOME TO FUERTE GROUP HOTELS

### 2.1.2. MANAGEMENT APPROACH DESCRIPTION

“CARING FOR PEOPLE AND THE ENVIRONMENT”



#### Number of hotels

6 hotels owned by the group, and 1 rental apartments complex.



#### Number of rooms

1,630



#### Number of beds

3,677



#### Brands

Fuerte Hoteles and Amàre, the name used for establishments recommended for adults.



#### Total hotel revenue 2017

63.8 million euros.



#### Average occupancy 2017

79.59%



#### Average hotel workforce 2017

612 people, 10.2% higher than the previous year. In August: record hiring of 900 employees.

This increased hiring rate is due to the increased number of services offered to customers; these services are also being offered for a longer period during the year. 65% of the workforce is on permanent contracts. **67%** of workers who live in the town, and **33%** of other locations.



## 2.1 WELCOME TO FUERTE GROUP HOTELS

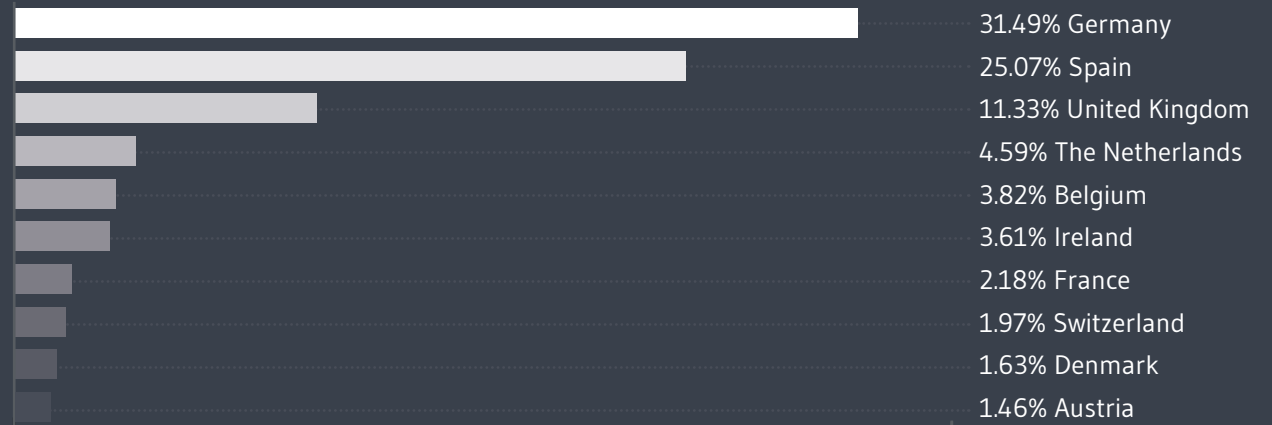
### PROVENANCE OF GUESTS 2017

As regards the nationalities of guests who stay at the different establishments, Germans are in the lead with 31.49%. Behind them are Spaniards, with 25.07% and the British market with 11.33%, followed by the Netherlands, with 4.59%; the Belgian market, with 3.82%, and the Irish market, with 3.61% and 2.18% respectively. Out of Spanish guests, around 19.61% are from Madrid; 12.10% from the Andalusian provinces of Seville, and 11.06% from the province of Malaga.



Hotel Amàre Marbella

### PROVENANCE BY COUNTRY (FFHH JAN-DEC 2017)



### PROVENANCE BY PROVINCE (FFHH JAN-DEC 2017)







OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 2.2 ORGANISATIONAL CHART AND GOVERNING BODIES

The **Board of Directors** is the highest governing body of the **El Fuerte Group**, of which Fuerte Group Hotels forms a part, and is made up of the **Luque-García family**, specifically Mrs. Isabel M<sup>a</sup> García Bardón and her 5 children.

Under the Board of Directors is an **Executive Committee** made up of 3 of the children: José, Salvador and Francisco Javier, the chair. It meets on a weekly basis to take major decisions for the El Fuerte Group.

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 strategic plan.

### Hotel Management Committee



**Chair**  
Mrs. Isabel M<sup>a</sup> García  
Bardón



**General Management**  
Mr. José Luque  
García



**Chair of the  
Executive Committee**  
Mr. Javier Luque  
García



**IT Director**  
Mr. Miguel Ángel López  
Fernández



**Finance, Legal Services  
and Tax Director**  
Mr. Antonio Fernández  
Henares



**Human Resources  
Director**  
Mrs. María Ceballos  
Domínguez



**Sales, Marketing and  
Communication Director**  
Mr. Martín Alexandre  
Contelles



**OUR  
MANAGEMENT  
APPROACH**



**ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES**



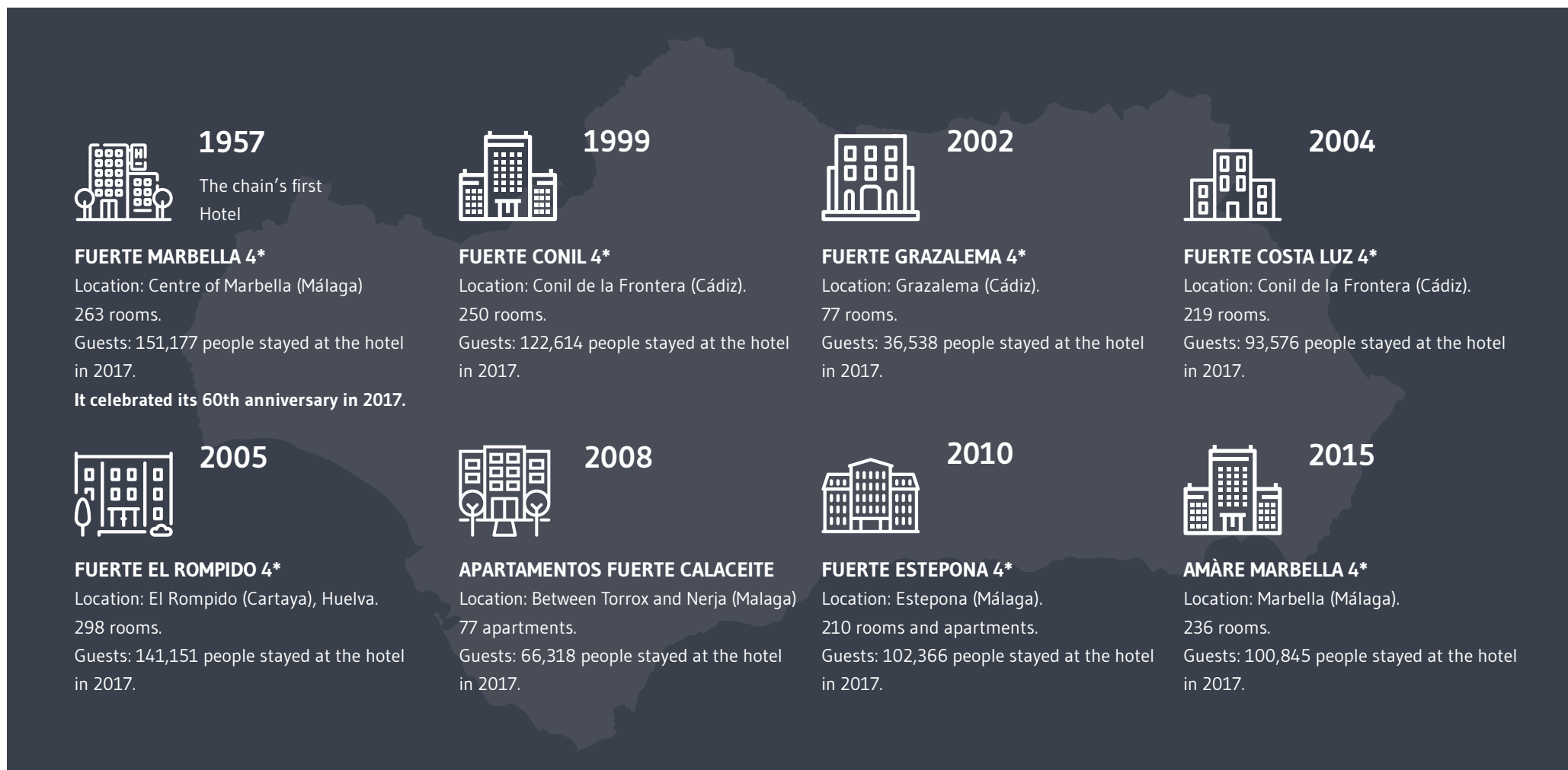
**FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY**



**ENVIRONMENTAL  
PROTECTION**

## 2.2 ORGANISATIONAL CHART AND GOVERNING BODIES

### 2.3.1. HISTORY OF FUERTE GROUP HOTELS





**OUR  
MANAGEMENT  
APPROACH**



**ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES**



**FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY**



**ENVIRONMENTAL  
PROTECTION**

## 2.4 2017, FUERTE GROUP HOTELS 60TH ANNIVERSARY YEAR

It has been a great honour for the chain, which was founded in 1957 by José Luque Manzano, to share its 60th anniversary year with the designation of 2017 as the International Year of Sustainable Tourism for Development. To celebrate, the company carried out several activities during the course of the year, including an exhibition on the group's history and a huge party at Fuerte Marbella, the group's first hotel, on the 7th of July anniversary of the opening of this establishment.

**Vídeo in Spanish**

**Vídeo in english**

In turn, the group's different hotels organised a range of different activities for their guests to mark this anniversary:



Hotel Fuerte Grazalema



Hotel Fuerte Estepona



Hotel Fuerte Conil-Costa Luz



Hotel Fuerte el Rompido

### 2.4.1. 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".*



## 2.5 STRATEGIC OBJECTIVES FOR 2018

Having analysed all of the 2017 results, **Fuerte Group Hotels** proposes the following **2018 strategic management objectives**:



### RESULTS FOCUS

This refers to objectives and topics relating to lowering costs by ensuring greater efficiency in operating and structural expenses, as well as by increasing revenue; it includes the following objectives:

1. Objectives relating to **price management** (in all channels).
2. Objectives relating to **increases in all sales** (rooms and extras), particular sales through direct channels.
3. Objectives relating to **improving the efficiency of structural expenses and hotel operating expenses**.



### GUEST FOCUS

This section considers objectives relating to striving for the sort of hotel experience that meets the real expectations of current guests. This can be done by taking the following objective into account:

1. Objectives relating to **levels of guest services, relationships and communication**, by all means available to the chain.
2. Objectives relating to **customer acquisition, loyalty and recommendations**.
3. Objective relating to gaining a good knowledge of aspects that current guests actually value.



### REPORT ON AND PROMOTE OUR UNIQUE IDENTITY AND CSR

This item encompasses all of the objectives that allow all of the unique attributes of Fuerte Hoteles and Amàre to be communicated off and on-line, such that the company gains high levels of off- and on-line traffic and conversion and maintains guest loyalty. The following objectives are proposed for this purpose:

1. Objectives relating to the **internal and external reporting of these matters to the main stakeholders**.
2. Objectives relating to **online visibility** (reputation+positioning).
3. Objectives relating to **brand recognition**.



### TALENT DEVELOPMENT

This chapter refers to the objectives that allow talent to be attracted, developed and retained through active measures to search for, promote and enhance moral and economic aspects of the intellectual and psychological capital of company employees and directors. Fuerte Group Hotels is taking on this challenge through the following objectives:

1. Objectives **aimed at discovering talent and facilitating greater personal fulfilment and involvement**.
2. Objectives relating to **improving leadership and teamwork**, as well as improving critical processes by training trainers.
3. Objectives that **seek to bolster the selection of human resources** based on suitable profiles, particularly for front line personnel.





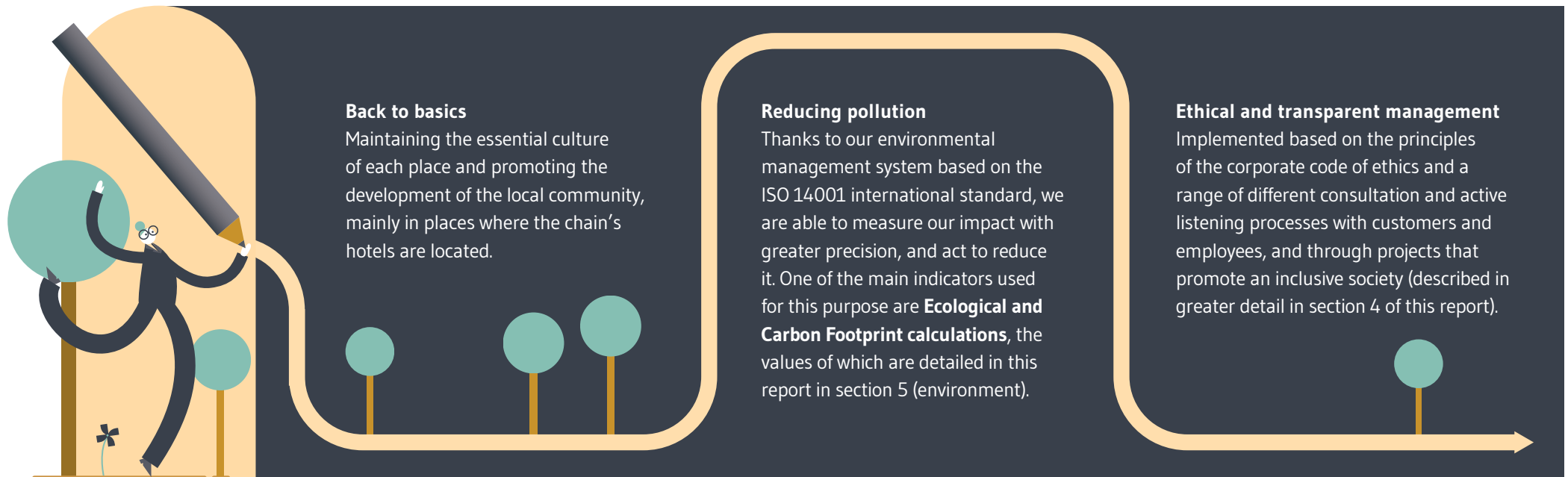
## 2.6 OUR SUSTAINABLE DEVELOPMENT MANAGEMENT

*Fuerte Group Hotels works with a sustainable business model that has become consolidated over more than 60 years by incorporating the main guiding principles of sustainable tourism into its management and performance*

Committing to a business model like this one involves implemented initiatives related to **Corporate Social Responsibility (CSR)** and the principles of responsible tourism, such that the entire company becomes impregnated with this philosophy, understands it and participates in the creation of changes and new opportunities, as well as in their transmission to all its stakeholders.

This sustainable development strategy can be associated with a simple phrase: **'ANYTHING THAT CAN BE MEASURED CAN BE MANAGED'**, meaning that tangible aspects are an essential part of its management.

### THREE ESSENTIAL ASPECTS STEM FROM THIS PREMISE:





## 2.6 OUR SUSTAINABLE DEVELOPMENT MANAGEMENT

### MANAGEMENT AND CERTIFICATION SYSTEMS



#### ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATION

The environmental management system applied in the chain's hotels has once again been examined by the prestigious accrediting organisation AENOR, which has verified all of the **environmental performance activities, processes and results** from the past year and has guaranteed compliance with applicable legislation. Environmental certificates have once again been obtained by all hotels where these audits have been conducted.

Among many other requirements, actions such as periodic inspections of atmospheric emissions are guaranteed, along with mandatory inspections of low and high voltage electrical installations, fuel tanks, waste water discharge authorisations, energy consumption controls and many more inspections to ensure that work is being done under minimum environmental parameters.



#### TRAVELIFE SUSTAINABILITY SYSTEM CERTIFICATE (GOLD)

This is one of the most important certificates for sustainable tourism in hotel accommodation, and it also has an international scope.

The Fuerte Conil, Fuerte Marbella and Fuerte El Rompido hotels have once again kicked off the year by renewing the highest level of this certification, which is awarded with a "Gold" distinction. Initiatives such as involving both guests and employees in beach cleaning at Fuerte Conil-Costa Luz have been recognised in the final assessment report as strengths.



#### ISO 9001 BASED QUALITY MANAGEMENT SYSTEM

The quality management model implemented in all Fuerte Group Hotels meets the ISO 9001 standard, which is currently the most recognised. Offering a service to the highest quality standards means being fully focussed on the requirements of external and internal guests, through a set of shared values, attitudes and behaviours that show the entire company's commitment to, and involvement in achieving increasingly ambitious goals.



# ANALYSIS OF SUSTAINABLE PERFORMANCE AND 2017 OBJECTIVES





## 3.1 2017, YEAR OF SUSTAINABLE TOURISM

The **United Nations** designated 2017 as the **International Year of Sustainable Tourism for Development**.

Throughout this period, the **World Tourism Organization** (UNWTO) has sought to increase the travel and tourism industry's awareness of and contribution to sustainable development.

This decision is a really important milestone, since it coincides with the international community's adoption of the new 2030 Agenda and the **Sustainable Development Goals** (SDG). In this sense, tourism figures prominently in three of the SDG: **Goal 8**: promote sustained, inclusive

and sustainable economic growth, full and productive employment and decent work for all; **Goal 12**: Ensure sustainable consumption and production patterns, and **Goal 14**: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Fuerte Group Hotels has not had to make much of an effort to take on board the premises proclaimed by international institutions, as the development of sustainable tourism and alignment with the SDG form the basis of the company's day-to-day management at all levels.



Hotel Amàre Marbella - Beach

## 3.2 COMMITMENT TO THE 10 PRINCIPLES OF THE GLOBAL COMPACT

### THE UNITED NATIONS GLOBAL COMPACT

As part of the commitment to the Global Compact and its 10 principles that was taken on and subscribed to by Fuerte Group Hotels two years ago, the company's senior management uses this section to assess and analyse compliance with each of the targets that have been set.

The aim of reporting progress with each of these principles is to publicise the company's efforts to implement them, as well as ensuring the continuation of the principle of transparency regarding the implementation and effectiveness of these actions.

Supporting these principles relating to human rights,

occupational rights, environmental protection and the fight against corruption is very important to Fuerte Group Hotels, as they coincide with the principles and values of its own corporate culture. In addition, its business model based on sustainable management greatly facilitates compliance with the proposed goals in this area.

This Progress Report can also be viewed on the Global Compact website:  
<https://www.unglobalcompact.org/participation>

Table 18 contains a joint analysis of the objectives and actions carried out by the company in line with these ten principles and, in turn, establishes a relationship with the corresponding SDGs.







## 3.2 COMMITMENT TO THE 10 PRINCIPLES OF THE GLOBAL COMPACT

THE 10 PRINCIPLES ARE DEFINED IN THESE 4 AREAS AND ARE REPRESENTED THROUGHOUT THIS REPORT:



### HUMAN RIGHTS

**Principle 1.** Businesses and human rights

**Principle 2.** Human rights abuses



### LABOUR

**Principle 3.** Businesses and freedom of association

**Principle 4.** Businesses and forced and compulsory labour

**Principle 5.** The abolition of child labour

**Principle 6.** Discrimination in employment



### ENVIRONMENT

**Principle 7.** Businesses and the environment

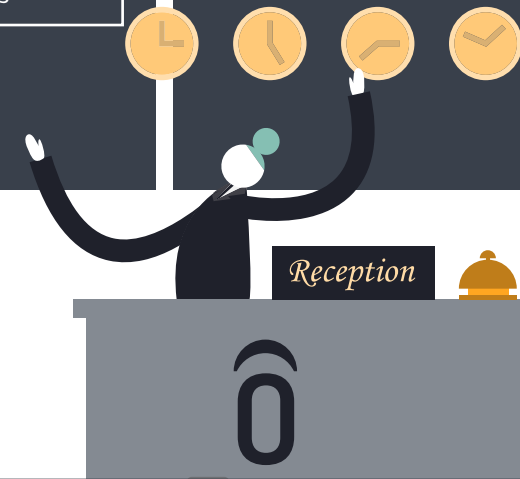
**Principle 8.** Initiatives for environmental responsibility

**Principle 9.** Diffusion of environmental technologies



### ANTI-CORRUPTION

**Principle 10.** Businesses and corruption, extortion and bribery





## 3.3 SDG: GLOBAL GOALS, LOCAL ACTIONS

The **SDG** identify the major challenges faced by humanity, such as hunger, poverty, inequality, access to water, energy and climate change.




Since the **United Nations** approved these SDG and drafted the **2030** Agenda for Sustainable Development in 2015, internal planning work has

been done at Fuerte **Group Hotels** to contribute to its commitment. This is the second year running that each sustainable action is being assessed from this point of view.

Therefore, one of the most important points during this period of integrating the **SDGs** into

the management of **Fuerte Group Hotels** can be identified as reporting and communicating the goals and how they have been related to and implemented in each process. Some of these actions in this regard are described in item 3.4, and their integration analysis is detailed below:

### 2017 GOALS COMPLIANCE ASSESSMENT

2017 GOALS COMPLIANCE ASSESSMENT	2017 OBJECTIVE	DESCRIPTION	COMPLIANCE ASSESSMENT
	Publication of the Global Compact Progress Report (which forms part of the Sustainability Report from this year onwards).	This can be consulted in the 2016 CSR Report and in this document.	✓
17 SDGs 	Raising awareness of the United Nations Sustainable Development Goals. Establish a reporting plan and a list of activities focused on the different scenarios laid down in the 17 SDGs.	Carried out through different initiatives: <ul style="list-style-type: none"> <li>• Social network campaigns</li> <li>• Interactive SDG infographic (see description in section 3.4)</li> </ul>	✓
Principle 1 SDG 4 	Continue with the <b>One Responsible Euro</b> Programme to support Pivesport in 2017.	The continued in 2017, consisting of a voluntary donation of 1 euro per stay at the chain's hotels, which raised more than €17,000.	✓
Principle 8 SDG 12 	Improve the local purchasing rate when compared to the previous year.	0.63% improvement when compared to the previous year. Emphasis should be placed on a range of different activities to promote local products, such as wine tastings at Fuerte Grazalema from wineries such as Federico Schatz to promote	✓



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES







FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 3.3 SDG: GLOBAL GOALS, LOCAL ACTIONS

2017 GOALS COMPLIANCE ASSESSMENT	2017 OBJECTIVE	DESCRIPTION	COMPLIANCE ASSESSMENT
		wine from Ronda and other activities such as Fuerte El Rompido's participation in the tuna route, as part of activities in partnership with the Huelvamarinera.es product club	✓
Principle 8 SDG 12, 13  	Savings of at least 1% when compared to the previous year in the following environmental indicators: water (litres/guest), electricity (kWh/guest), diesel (litres/guest) and propane (kg/guest).	Reductions of 3.05% and 6.2% in electricity and diesel consumption, respectively, have been achieved (at Fuerte Hoteles establishments, not including Amàre).  A slight increase has been seen throughout the chain in all other consumption indicators, when compared to the previous year. The main causes were breakdowns related to water supply installations and higher than expected propane consumption due to tests on burners.	50% achieved
Principle 8 SDG 7 	Replacement of current bulbs in the bar area at the Fuerte Conil Costa Luz Hotel, and fluorescent tubes in the car park and access corridors with LED bulbs.		✓
Principle 8 SDG 13 	The installation of a new program on the heating control computer at El Rompido, so that the heating/air conditioning turns on smartly when required by the outside temperature, thereby adapting the system to energy needs at any given time.		✓



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES

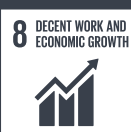


FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 3.3 SDG: GLOBAL GOALS, LOCAL ACTIONS

2017 GOALS COMPLIANCE ASSESSMENT	2017 OBJECTIVE	DESCRIPTION	COMPLIANCE ASSESSMENT
Principle 8 SDG 12		<p>"De La Tierra" project at Fuerte Grazalema, refurbishing the restaurant to implement the philosophy of organic and ecological food from local suppliers.</p>	✓
Principle 8 SDG 12		<p>Complete refurbishment of the Fuerte Marbella Beach Club and improvements to the beach restaurant at Fuerte Conil-Costa Luz and Fuerte El Rompido, to place greater emphasis on local ingredients and suppliers, as well as on new healthy recipes.</p>	✓
17 SDG		<p>Training for employees on CSR measures implemented at the hotels, as well as confirmation of the commitment to meet the Sustainable Development Goals.</p> <p>A training session was run at Fuerte Grazalema by the sustainability manager, for the entire management team. An e-postcard campaign was also run for all chain employees.</p>	✓
SDG 8		<p>Promotion of high quality employment: SDG 8 special attention paid to new technologies and equality.</p>	✓





## 3.3 SDG: GLOBAL GOALS, LOCAL ACTIONS

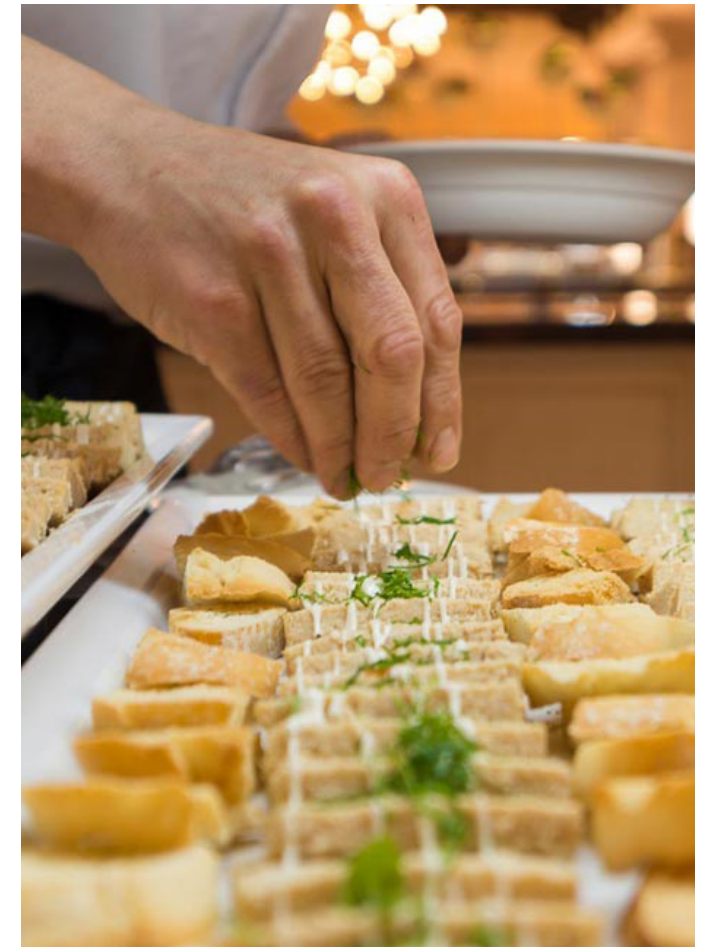
It was possible this year to increase **employee numbers at all centres**; the overall increase was **10.2% more than the previous year**.

	Employees 2016	Employees 2017	
	TOTAL	TOTAL	INCREASE
Fuerte Marbella	131.0	144.9	10.6%
Amàre Marbella	92.0	102.6	11.6%
Fuerte Conil-Costa Luz	122.5	132.4	8.0%
Fuerte Grazalema	19.1	19.2	0.4%
Fuerte el Rompido	57.4	73.7	28.4%
Fuerte Estepona	48.6	51.4	5.7%
Aptos Fuerte Calaceite	3.1	3.2	2.0%
Oficinas Centrales	82.0	85.0	3.6%
<b>TOTAL</b>	<b>555.7</b>	<b>612.3</b>	<b>10.2%</b>

### REPOSITIONING OF CULINARY OPTIONS

Many of the chain's hotels have repositioned the range of food available at its main restaurants, introducing themed menus and redecorating their facilities. As part of this, Fuerte Grazalema's "De La Tierra" restaurant has committed to cuisine based on local "OKM" products, seeking to place emphasis on the value of native and local products, while promoting a healthy and balanced diet.

The "El Buche" restaurant at Fuerte Conil-Costa Luz has opted for Andalusian and regional cuisine, with Almadraba tuna being the star product; the "Dos Faros" restaurant at Fuerte El Rompido has included specialties from Huelva's rich cuisine, and the "Soleo Marbella" restaurant at Fuerte Marbella has become one of Marbella's best beach clubs, with a menu combining classic dishes such as rices and the famous Malagan espetos (sardine skewers) with innovative fusion and haute cuisine creations.



Hotel Fuerte Conil-Costa Luz



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 3.3 SDG: GLOBAL GOALS, LOCAL ACTIONS

### ASSOCIATED COMMUNICATION CAMPAIGNS

In 2017, Fuerte Group Hotels used its main social networks to promote its commitment to the 17 SDGs upheld by the Global Compact.

"Partnerships to achieve the goals". To ensure that our #sustainabledevelopment agenda is effective, we need to work with all the stakeholders with whom we interact to establish inclusive partnerships based on principles and values aimed at the well being of people and the planet. At Fuerte Hoteles, one of the objectives of the communication plan that we have developed is the promotion of these 17 SDGs".

As regards #UN #SDG13: "Climate action", we know that a change in attitude is necessary to slow down the current global warming trend. It is urgent to adopt measures to combat climate change and its effects. Therefore, at Fuerte Group Hotels we perform monthly measurements and work day in, day out to improve our efficiency and reduce our carbon footprint as much as possible

#sustainabledevelopment #DaleValorATuViaje



Communication campaign - 'Dale valor a tu viaje'

### THE CAMPAIGN IN FIGURES:



#### Number of interactions

1.983 interactions in spanish.  
241 interactions in english.



#### Total scope

75.068 Spanish speakers.  
19.957 English speakers.



#### Impressions

95.553 in spanish.  
29.091 in english.



**Interactions:** actions taken by users in relation to the post, in this case shares + likes + comments.

**Scope:** number of people who viewed the post.

**Impressions:** number of times that the post appears and is displayed.



## 3.4 IMPROVEMENT ACTIONS IN HOTELS RELATING TO THEIR CSR POLICIES

Throughout 2017, **Fuerte Group Hotels** has implemented a range of improvements at its various establishments, relating to its **CSR policy**. The most significant were:



### 1. BOLSTERING OF WELLNESS PROGRAMMES

Creation and implementation in the hotels of the new “Naturalness” concept as a result of applying a healthy living philosophy to travel, including sport and leisure experiences in unique natural surroundings into the holiday schedules of guests, and selecting rich and balanced cuisine with low calorie intake. This action went hand in hand with the refurbishment of Spas at the different hotels, the marketing of which has been entrusted to renowned Spanish and International brands such as Germaine de Capuccini (AMB), Natura Bissé (FC-CL), thalgo (FES) and Skeyndor (FER).

In turn, Amàre Marbella also gave a boost to its wellness programmes by creating an offer known as a “Detox Plan”, in which it suggests that guests combine a relaxing stay with practising healthy activities such as cycling and yoga; a hotel Spa treatment combined with access to the hydrotherapy circuit and eating low calorie food.



### 2. INSTALLATION OF DEFIBRILLATORS IN ALL HOTELS

Fuerte Group Hotels is committed to guest safety and has become the first Andalusian chain to install defibrillators in all its hotels, and to offer basic life support and AED training so that its employees can use the new equipment if required. In addition, the Marbella-based group wanted to acquire the most modern and technologically equipment, and became the first Spanish hotel company to acquire and install ZOLL AED PLUS defibrillators in all its establishments; these are the only defibrillators that offer real help when performing resuscitation.



## 3.5 2018 OBJECTIVES

Thanks to accumulated experience regarding the use of parameters and techniques to achieve the continuous improvement of sustainable development processes and results, every year Fuerte Group Hotels takes on the exciting challenge of ensuring that its corporate social responsibility response is increasingly ambitious and in line with Global Compact and Sustainable Development Goal principles.

A series of objectives have thus been established in line with the main trends and current needs for 2018. Achieving these will require the commitment of the company and support from all stakeholders with which it has relationships:



**Raise awareness:** develop campaigns and communication tools to allow people to identify with the goals proposed by the United Nations in their **SDGs**.

13



**Climate change:** reduction in the corporate carbon footprint by 1% when compared to the previous year. **ODS 13**

8



**Promotion of high quality employment** and improved indicators to use employment as an integrating element. **SDG 8**



**Partnerships:** creation of partnerships with public-private entities such as NGOs, universities, the public sector and other companies to contribute to protecting the environment, diminishing inequalities and reducing poverty. **SDG 17**



Publication of the 2018 **Global Compact Progress Report** (forming part of the annual Sustainability Report).



Continue publicising the United Nations Sustainable Development Goals through the chain's different channels of communication.



Continue with the **One Responsible Euro Programme** to support Pivesport in 2018. (**SDG 4**)



Improve the local purchasing rate when compared to the previous year. **SDG 2**



Contract a **100% green energy electricity** supply for all hotels. **SDG 7**



Launch the project entitled "Spanish Fir Improvement and Conservation Partnership" to protect the Spanish fir. The aim of this initiative is to improve and conserve the Spanish fir and all elements in its ecosystem; to prevent the risk of fire in the area and physically provide information about it through videos that will be screened at the chain's hotels to raise awareness among visitors and promote the sort of tourism that respects nature. **SDG 15**



Continue with the range of training provided to employees on CSR measures implemented at the hotels, as well as with the commitment to meet the Sustainable Development Goals. (continue the e-postcard campaign).



Continue with efforts to fight inequality in society: Develop projects run by the Fuerte Foundation in this sense, in line with **SDG 5** (gender equality) and **SDG 10** (reduced inequalities).





## 3.6 AWARDS AND RECOGNITIONS

In 2017, the **Marbella Old Town Association of Traders and Professionals** (Acoprocamar) awarded the "Innovation prize" to **Fuerte Group Hotels** for the Amàre project. In addition, **the group's hotels won a further 22 recognitions.**

### FUERTE GRAZALEMA | 1 PRIZE:

- Hotel recommended by HolidayCheck

### FUERTE GROUP HOTELS | 1 PRIZE:

- Innovation prize for the Amàre project



### FUERTE MARBELLA | 3 PRIZE:

- TUI Environmental Champion
- TUI Top Quality.
- Hotel recommended by HolidayCheck



### FUERTE ESTEPONA | 3 PRIZE:

- Hotel recommended by HolidayCheck
- Tripadvisor Certificate of Excellence
- TUI Top Quality

### FUERTE EL ROMPIDO | 4 PRIZE:

- TUI Environmental Champion.
- Hotel recommended by HolidayCheck
- TUI Top Quality
- SICTED tourism destination quality certification

### AMÀRE MARBELLA | 5 PRIZE:

- Highly Commended in the Best Hotel Category at the Marbella
- TUI Top Quality Award
- TripAdvisor Certificate of Excellence
- Loved by Guest Award from Hoteles.com
- Travel Republic Hotel Award with a guest opinion score of 9.3

### FUERTE CONIL – COSTA LUZ |

7 PRIZE:

- TUI Environmental Champion
- ReThink Hotel Prize, as it is considered one of the best 10 hotel sustainability and refurbishment projects to be implemented during 2017
- Internationally recognised Travelife GOLD certificate for accommodation and hotels
- TripAdvisor Eco-Leaders
- Hotel recommended by HolidayCheck
- TUI Holly Awards
- TUI Top Quality



# FUERTE GROUP HOTEL AS PART OF THE SOCIETY





## 4.1 A COMPANY THAT CARES FOR PEOPLE

Right from its inception, **Fuerte Group Hotels** has demonstrated that people are at the heart of the organisation, and that you have to start by taking care of yourself if you want to take good care of guests. This is why the chain places such an emphasis on employee well-being and training. All of the company's human resources policies are aimed at attracting, analysing, improving and retaining talent in the company.

### 4.1.1. WORKING ENVIRONMENT

Three working environment and confidence surveys were run in 2017. The results were better than 2016 in almost all of the analysed centres and the objective of maintaining a satisfied employee percentage of 80% has been exceeded at practically all of the centres.

**Similarly, emphasis should be placed on actions carried out by hotels such as Amàre Marbella to motivate employees. Each year, a competition is run among members of the dining room team to select the cocktails that will be on the menu for the next season. Everybody feels very proud of this activity, and it increases their feeling of belonging and involvement.**

### SATISFIED EMPLOYEE PERCENTAGE

	2016	2017	Variación
Fuerte Marbella	78.5%	77.77%	-1%
Amàre Marbella	83.2%	84.17%	1%
Fuerte Conil-Costa Luz	81.5%	80.23%	-2%
Fuerte Grazalema	90.3%	91.87%	2%
Fuerte el Rompido	79.8%	81.10%	2%
Fuerte Estepona	72.6%	76.40%	5%
Oficinas Centrales	83.7%	85.70%	2%

### 4.1.2. PERFORMANCE ASSESSMENT

Fuerte Group Hotels' assessment system is a key instrument in the company's growth and development process, as it allows the contribution of each employee to meeting the chain's objectives, as well as their personal growth, to be analysed. Both factors serve as motivation and allow personal improvement goals to be set.

Managers and heads of department perform assessments of the personnel working under them at the end of the season; employees also complete surveys to rate the performance of their respective managers. In 2017, 80% of the contracted workforce participated in the performance assessment.







## 4.1 A COMPANY THAT CARES FOR PEOPLE

### 4.1.3. WORKFORCE STABILITY

In 2017, **Fuerte Group Hotels' workforce increased by 10.2%** when compared to 2016, with an average of 612 employees and as many as 900 during the month of August. This was possible thanks to an increase in services provided at some hotels, and services offered for a longer period of time. Furthermore, economic stability has led to an across-the-board increase in employee length of service, which in the case of some hotels like Fuerte Marbella is around 12 years, and close to 9 years in the corporate offices.

### 4.1.4. OCCUPATIONAL RISK PREVENTION

**Fuerte Group Hotels** has a well defined **Occupational Risk Prevention Policy**, the aim of which is to avoid damaging the health and safety of workers and third parties staying at the group's different facilities. Within this, the company carried out the following actions during 2017:

▷ Risk assessment of the floor assistant position at Fuerte Marbella, due to an expansion of the position's duties and responsibilities.

▷ Renewal of personal and collective protective equipment at all work centres at the start of the season.

▷ Coordination meetings with managers from each department, during which information is provided about corporate risk prevention obligations.

▷ Definition of the protocol for taking action in the event of situations of harassment in the workplace at Central Services and the Fuerte Marbella hotel, for implementation during February 2018.

▷ Meetings with the health and safety committees to analyse accident rates and establish the preventive actions required to reduce these values.

▷ Basic level training for all directors and middle managers, particularly those who are new to the company.

▷ Specific training provided to each employee, based on the risk assessment of each position.

**344** people  
have participated  
in these types of  
training activities.

**1,185.5**  
with teaching  
hours

### AVERAGE LENGTH OF TIME WITH THE COMPANY (YEARS)

	2016	2017
<b>Fuerte Marbella</b>	9.1	<b>11.86</b>
<b>Fuerte Conil - Costa Luz</b>	7.56	<b>10.89</b>
<b>Amàre Marbella</b>	7.22	<b>8.38</b>
<b>Fuerte Grazalema</b>	7.4	<b>7.80</b>
<b>Fuerte el Rompido</b>	7.65	<b>7.80</b>
<b>Fuerte Estepona</b>	2.02	<b>4.25</b>
<b>FUERTE GROUP</b>	7.65	<b>8.74</b>



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.1 A COMPANY THAT CARES FOR PEOPLE



Hotel Amàre Marbella - Verité restaurant

### 4.1.5. TRAINING PLAN

Employee needs arising from the occupational profiles of their respective positions are taken into account when drawing the group's annual training plan, depending on the strategic objectives that are defined. In this sense, the biannual performance assessment allow the chain to detect needs for training with the aim of improvement. In 2017, the company invested 148,365.73 euros (6% higher than in 2016) in training 853 people, of which 61% were men and 39% women. In terms of time, this represented 15,144 teaching hours, 20% more than in 2016; and an average of 25 hours of training per employee per year, 3 hours more than in 2016.

### TRAINING ACTIVITY




ACCIÓN FORMATIVA	ATTENDEES	TOTAL HOURS
Basic level performance training	5	150
Emergencies and evacuation drill	174	174
Specific risks of each position	113	441.5
Basic life support and defibrillator operation	52	416
<b>TOTAL GENERAL</b>	<b>344</b>	<b>1,181.5</b>

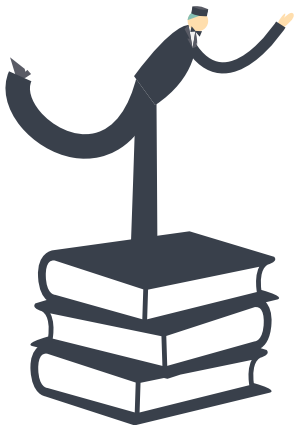
EMPRESA	2016	2017	DI+MI	PB
Calaceite Apartaments	-	25	9	16
Fuerte Conil - Costal Luz	2,038	4,098	775	3,323
Fuerte el Rompido	961	1,797	317	1,480
Fuerte Estepona	593	988	451	537
Fuerte Grazalema	201	422	244	178
Fuerte Group	3,626	3,389	1,933	1,456
Fuerte Marbella	1,375	1,685	1,090	595
Amàre Marbella	3,347	2,741	793	1,948
<b>TOTAL HORAS OF TRAINING</b>	<b>12,141</b>	<b>15,144</b>	<b>5,612</b>	<b>9,532</b>
<b>TOTAL INVESTEMENT*</b>	<b>139,088.82 €</b>	<b>148,365.73 €</b>		

\* Total amount posted in the group's training accounts during the year



## 4.1 A COMPANY THAT CARES FOR PEOPLE

	2016	2017
 <b>No. OF PEOPLE WHO HAVE ACCESSED TRAINING</b>	775	853
 <b>MEN</b>	56%	61%
<b>WOMEN</b>	44%	39%
 <b>Average hours of training per year, per employee, broken down by sex and work category</b>	22	25
<b>TOTAL HORAS</b>	12,141	15,144
<b>No. of EMPLOYEES (Annual average)</b>	556	612



Hotel Amàre Marbella - Massage therapist



## 4.1 A COMPANY THAT CARES FOR PEOPLE

By type, the training activities run by Fuerte Group Hotels in 2017 fall into 4 different categories:



### 1. TRAINING PROGRAMMES

These programmes aim to promote employee professionalism and qualifications, to improve employee on-the-job training, and to acquire or update knowledge, skills and competences.

#### COURSES

- New mobile apps for Fuerte Hoteles and Amare wine and spirits list
- Wine and spirits list
- Moët Champagnes
- Amare cuisine new dishes
- Cuisine: Corporate coffee shop, buffet creation
- Specific professional skills for reception
- Cost control
- Complementary Aesthetics
- Excel (basic, intermediate and advanced)
- Food and beverage management expert
- Production sheets
- Housekeeping
- Google apps
- Marketing and market research
- Guest experience & cross-selling
- Management control
- Masterclass with David Rios
- Dinning masterclass with Koldo Royo
- Kitchen masterclass with Oriol Balaguer
- Training methodology
- Our critical point standars
- Language level improvement programme
- Social networks - general group strategy and specific strategy for Fuerte Hoteles and Amàre.
- Corporate social responsibility
- Revenue management y tourism marketing
- Dinning room: knowledge of menus and dish creation
- Spa centre treatments

### 2. DEVELOPMENT PROGRAMMES

Development programmes consist of a group of initiatives aimed at management personnel and employees, which encourage personal/professional growth and talent in the company. These programmes cover the development of competences, and organisational and management skills, which are a necessary part of team management.

#### COURSES

- Leadership development
- San Telmo institutecontinuity programme
- Personal Growth in work teams

### 3. STATUTORY TRAINING

Statutory training is aimed at obtaining appropriate authorisations and certificates for the products and services offered by the El Fuerte Group, guaranteeing that work processes are carried out according to current legislation on occupational safety, food hygiene and technical certifications, among other legislation.

#### COURSES

- Training for performing basic level functions (ORP)
- Emergencies and evacuation drill
- Food hygiene
- Specific risks of each position (ORP)
- Food self - control systems
- Basic life support and defibrillator operation.





## 4.1 A COMPANY THAT CARES FOR PEOPLE

### 4. PROFESSIONAL SKILLS AND CRITICAL POINT STANDARDS PROJECT

This is a training project aimed at offering training and supervision to personnel from the dining room and reception departments at Fuerte Conil Costa Luz, for the purpose of developing their professional skills and adapting them to the corresponding professional certification and to the company's culture and strategic project. Particular emphasis is placed on training on critical point standards.

#### COURSES

- Professional skills for dining room personnel
- Professional skills for reception room personnel
- Our critical point standards



Hotel Fuerte Conil-Costa Luz

#### 4.1.6. AGREEMENTS WITH EDUCATION CENTRES

Fuerte Group Hotels has agreements and partnership programmes with different Spanish and international universities, schools and institutions to encourage practical internships for hospitality students, to create a closer relationship between universities and professional

environments and to give students their first jobs. In 2017 the chain worked with 59 education centres and awarded internships to 120 students, of whom 24% were hired at the end of the training period, thanks to the policy of attracting talent.

#### 4.1.7. INTEGRATION OF PEOPLE AT RISK OF SOCIAL EXCLUSION INTO THE JOBS MARKET

In turn, Fuerte El Rompido and Fuerte Conil-Costa Luz have participated in several occupational integration programmes for people at risk of social exclusion, with associations such as the Romany Secretariat, the Chiclana

and Huelva Red Cross, the Valdocco Foundation and Gades Women. Thanks to them, around 25 people have been given the opportunity to receive hospitality training, and 24% of them have gone on to work at the aforementioned hotels.



Hotel Amàre Marbella - Verité restaurant



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.1 A COMPANY THAT CARES FOR PEOPLE

### PROJECTS OF INTEGRATION OF PEOPLE AT RISK OF SOCIAL EXCLUSION INTO THE JOBS MARKET

PROJECT	ORGANISATION	HOTEL	No. OF STUDENTS
'Learn by working', employment integration plan for vulnerable groups, and groups at risk of social exclusion	Romany Secretariat	FUERTE EL ROMPIDO	16
'Learn by working', employment integration plan for vulnerable groups, and groups at risk of social exclusion	Chiclana Red Cross	FUERTE CONIL-COSTA LUZ	1
Social and occupational inclusion of women with special needs	Gades Women	FUERTE CONIL-COSTA LUZ	1
Don Bosco 'Young inclusion' project	Valdocco Foundation	FUERTE EL ROMPIDO	2
Programme for the 'Empowerment and monitoring of employment for women in social difficulty, employment plan'	Huelva Red Cross	FUERTE EL ROMPIDO	5
<b>TOTAL STUDENTS</b>			<b>25</b>

PERCENTAGE OF CONTRACTED STUDENTS:

**24%**

#### 4.1.8. SOCIAL IMPROVEMENTS PLAN

The social improvements plan is aimed at people on the workforces of companies that form part of the El Fuerte Group. In addition to aid for day-care, school books, weddings and advance payments and loans, another advantage that all group workers have,

regardless of their type of contract, is being able to enjoy the services offered by the hotels with a significant discount.



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES







FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.1 A COMPANY THAT CARES FOR PEOPLE

2017 SOCIAL IMPROVEMENTS PLAN		
	2016	2017
 DAYCARE	16,144.08 €	20,652.62 €
 SCHOOL BOOKS	4,494.98 €	5,184.94 €
 MARRIAGE	2,208.00 €	3,417.24 €
 ADVANCES AND LOANS	64,522.99 €	95,080.18 €









# 124.334,98 €

In 2017, **Fuerte Group Hotels** assigned a total of 124,334.98 euros to its social improvement plan, 30% more than in 2016.

## 4.2 CODE OF ETHICS AND COMMITMENT TO DIGNIFIED WORK

**Fuerte Group Hotels** has a code of ethics that 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.
-  There are good employees and good managers.
-  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.





## 4.2 CODE OF ETHICS AND COMMITMENT TO DIGNIFIED WORK



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.

## 4.3 STAKEHOLDER RELATIONSHIPS

Throughout 2017, Fuerte Group Hotels maintained a close relationship with its different stakeholders. An honest, transparent, sustainable and demanding partnership including:

### SOCIAL RELATIONSHIPS

#### 1. Business associations

- **HORECA:** the chain has been part of the Cadiz province hospitality sector trust since 1977.
- **AEHCOS:** Fuerte Group Hotels is a member of the Costa del Sol Association of Hotel Businesses, created in 1977. In June 2017, in its capacity as a founding partner, the chain was invited to participate in the event to celebrate the entity's 40th anniversary, and in the X AEHCOS Award ceremony.
- **CIT Marbella:** The group has been a member

of the Marbella Centre for Tourism Initiatives since it was founded in 1989.

- Founding member of the Andalusian Family Business Association, since 2001.
- Member of Cátedra Family Business (San Telmo) since the year 2000.
- Members of the Huelva Hotel Owners' Association since 2005.

#### 2. Specialised forums, universities and technology centres

Fuerte Group Hotels has participated in different specialist forums throughout 2017 on quality management, the environment,

marketing, energy efficiency and tourism, among other topics. It has also worked in partnership with several universities, such as Malaga University, giving lectures.

#### 3. Local community

- **Citizens:** Fuerte Group Hotels ensures the development of inhabitants of the places where its hotels are located, by attempting to promote their cultural values.
- **Employees:** the chain's employment policy gives priority to contracting people from the areas around where the hotels are located.



Aehcos awards - 2017



## 4.3 STAKEHOLDER RELATIONSHIPS

### ECONOMIC RELATIONSHIPS

- **Government:** Fuerte Group Hotels is committed to good relationships with public and private institutions, and it maintains contacts with local governments, councils, Andalusia's regional government and central government.

- **Partner companies:** right from the start, Fuerte Group Hotels has worked very intensely 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:** With the aim of promoting the development of areas where its hotels are located, Fuerte Group Hotels gives priority to local suppliers when it comes to commercial relations.

### RELATIONSHIPS IN THE ENVIRONMENTAL SCOPE

- **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:** Fuerte Group Hotels acts as an advisor to guests and surrounding communities when it comes to promoting environmentally friendly activities.

- **Employees:** all company employees, 67% of whom are people from local areas, are involved 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.

### MATERIALITY

The identification of the 14 sustainable aspects of most importance to the company and its stakeholders has been reviewed according to the analysis conducted during the previous year. Given that work is currently being done to compile a larger sample from stakeholders, including more precise results, material aspects remain the same, although their significance could change for the next report.





## 4.3 STAKEHOLDER RELATIONSHIPS

The areas and points included in the materiality matrix are still:

### ECONOMIC

- 1 Financial results.
- 2 Innovation.
- 3 Good governance and transparency.
- 4 Quality of guest service.

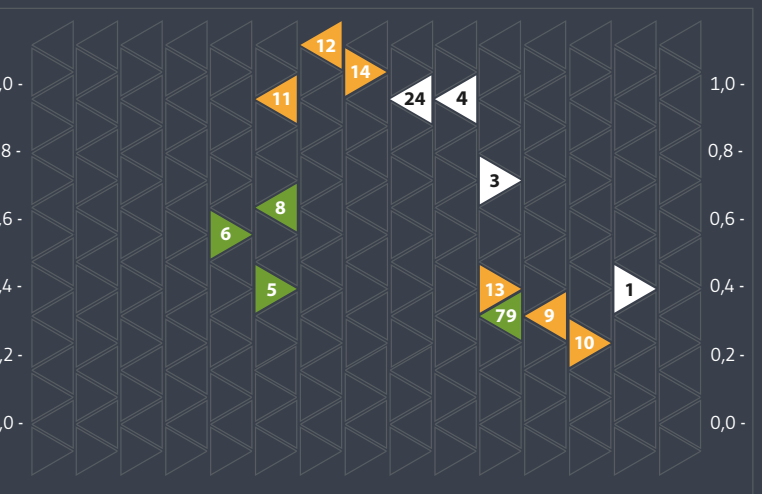
### ENVIRONMENT

- 5 Waste.
- 6 Water consumption and management.
- 7 Energy efficiency.
- 8 Climate change-carbon footprint reduction.

### NUMBER

- 9 Working environment.
- 10 Occupational health & safety.
- 11 Respect for human rights.
- 12 Support for the local community (society and culture).
- 13 Education and training.
- 14 Stakeholder relations.

Relevance for  
the stakeholder  
relations



External impacts: social, environmental and economic

### GUEST RELATIONSHIPS

For Fuerte Group Hotels, knowledge of guest options and their satisfaction rates are a major source of information to confirm whether the chain is on the right track, or whether it is necessary to adopt a type of corrective measure; this also forms part of the Fuerte Group Hotels strategic plan.

### KNOWLEDGE OF GUESTS

The aim of the Fuerte Group Hotels Friends Club loyalty programme, which has over 70,000 members, is to enhance guest satisfaction and trust, as well as to keep learning about them in order to offer them friendlier service and increasingly personalised experiences.

The more nights they stay per year, the more advantages they get, such as late check outs, free use of Spa hydrotherapy circuits and superior category room upgrades, among other benefits; they also take part in prize draws for free stays.



Hotel Amàre Marbella - Bike rides



## 4.3 STAKEHOLDER RELATIONSHIPS

### 1. Guest satisfaction

The chain gets data from the following sources to calculate **guest satisfaction rates** for each department:

- **Online surveys** sent to the guest's email address after check out.
- The **online reputation of the hotels**: analyses of ratings collected from travel communities, specialist websites and social networks, among

other channels.

- **Mystery Guest audits.**

These sources have been used to calculate guest satisfaction data for 2017, which shows an improvement in almost all aspects when compared with data obtained during the same period of the previous year.

### 2. Quality control tools

The use of "guest intelligence" tools such as Review Pro, which brings together all online reputation data with information obtained from direct guest surveys, allows technicians to generate indexes that reflect guest satisfaction levels. And, most importantly, the fact that data is received continuously means that it is possible to act immediately whenever any problematic situation has to be resolved.

**Fuerte Group Hotels guests** gave fewer opinions about the chain during 2017, but the group's online reputation index remained at the previous year's levels.



### RESULTS OF SURVEYS TO MEASURE CUSTOMER SATISFACTION

	2016	2017
Reception (%)	93.1%	96%
Room cleaning (%)	91.9%	93%
Location (%)	89.4%	89.4%
Gastronomy (%)	88%	88.8%
Price-Quality (%)	84.7%	83.8%
Entertainment (%)	82.4%	83.1%

### QUALITY

	2014	2015	2016	2017
<b>No. of opinions about the chain</b>	7,341	9,531	10,975	7,475
Data source: Review Pro				
<b>Online reputation index</b>	88.30%	89.20%	90.00%	90.00%
Data source: Review Pro				
<b>NPS (Net Promoter Score)</b>	47.04%	53.76%	95.30%	92.40%



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION



## 4.3 STAKEHOLDER RELATIONSHIPS

### 3. Use of social networks

In 2017, Fuerte Group Hotels maintained its growth rate in almost all profiles on the main social networks. A highlight is an invitation from Facebook to Fuerte Group Hotels, to participate in the 2017 Annual SME Forum in Madrid, as it considers the chain as one of “15 incredible businesses that use Facebook

in innovative ways to reach out to local and global customers”. In addition, the group has reached an agreement with this social network to analyse perspectives and best practices, to set up networks with other business, participate in different presentations and meetings and contribute to the development of the Facebook platform for companies, among other activities.

#### Social networks

Accumulated data	2014	2015	2016	2017
Facebook	16,312	22,776	29,231	38,685
Twitter	4,298	6,135	7,161	7,564
Instagram	49	1,004	1,948	2,614

## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

### 4.4.1. PROJECTS DEVELOPED BY FUERTE GROUP HOTELS AND ITS HOTELS

As part of its objective to forge closer relationships with local communities where the group’s hotels are located, and for the purpose of partnering with other types of cultural, educational

and social projects related to the chain’s principles and values, Fuerte Group Hotels and its establishments participated in the following events that took place throughout 2017.

#### CULTURAL AREA

**1. On 28 August,** Fuerte Conil-Costa Luz, in partnership with the Fuerte Foundation, organised a music recital in Santa Catalina Church in Conil de la Frontera.

**2. In terms of cuisine,** Fuerte Conil-Costa Luz aimed to promote wine tourism in the area by organising a bicycle tour that starts from the hotel and takes guests to the Sancha Pérez Winery. As well as discovering a wealth of different environmental features during the 40 minute journey, upon arrival participants enjoy a tasting of Cadiz wines and olive oils, as well as a tour around the facilities.

**3. With the same objective** of promoting local cuisine, Fuerte Conil-Costa Luz participated in organising orchard (March) and tuna (May) tours, working with other restaurants in the area to showcase some of the Cadiz region’s best products.



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

**4. From 28 July to 15 August**, Fuerte El Rompido hosted an exhibition of paintings of El Rompido, created by a local artist.

**5. On 16 August**, Fuerte El Rompido played host to famous chefs from the restaurants Guatiné and Almenta in Huelva, giving guests at the hotel the opportunity to taste their specialities. This initiative formed part of the "Chef Check In" project, organised at a provincial level to showcase the culinary excellence of the Huelva region.

**6. Fuerte El Rompido** taught its guests traditional olive picking methods, through an activity involving collecting fruits from the establishment's olive trees.

**7. Between September and 11 November 2017**, part of the facilities of **Amàre Marbella** were decorated with large format photos by local fashion photographer Alberto Zaldívar, filling lifts, stairways and the hotel's spectacular **Belvue Rooftop Bar terrace** with colour.



Hotel Amàre Marbella - Exhibition of Alberto Zaldívar



Hotel Amàre Marbella - Belvue Rooftop Bar

**8. Fuerte Marbella** participated in the campaign run by the Government of Andalusia's Ministry of Agriculture, Fisheries and Rural Development to promote Andalusian agricultural and fishery products among international tourists. For 6 days during the month of December, the hotel included olive oils from 3 of the 12 Andalusian designations of origin in its breakfasts, and offered tastings of 4 wines from Andalusia's 4 wine designations of origin during 3 lunches and 3 dinners.

**9. Fuerte Grazalema** also aimed to promote local products by hosting tastings of wines from the **Friedrich Schatz winery**, from the Sierras de Málaga Designation of Origin, as a Fuerte Experience to be enjoyed during high season.

**10.** In partnership with the Fuerte Foundation, **Fuerte Grazalema** sponsored the **Grazalema Basketball Club** in 2017, particularly promoting this sport among girls from the municipality and, in general, encouraging healthy habits.



Hotel Fuerte Grazalema - Vineyards of Friedrich Schatz





OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

### EDUCATIONAL AREA

1. Fuerte El Rompido represented Fuerte Group Hotels at the International **Climate Change Congress**, held in Huelva between 10 and 12 May, and gave a presentation on the chain's environmental policy.



2. Representatives of the chain attended the **II Open Innovation Meeting held in Huelva** on 14 July 2017. This networking meeting featured over 60 companies linked to the "Andalusia Getting Started" network. On 29 September, Amàre Marbella also took part in a networking event that set "Marbella for life" in motion, to publicize the destination and strengthen relationships between the different companies operating in the city.



3. **Fuerte Group Hotels** contributed to the programme run by the UN in relation to the **International Year of Sustainable Tourism for Development**. Led by the Spanish Global Compact Network and the Tourism Organisation, and under the title of "Responsible Tourism, everybody's commitment", Fuerte Group Hotels came together with a range of companies to share experiences relating to meeting different SDGs and **implementing best corporate responsibility practices**. On 19 September, World Tourism Day, the project was publicised through an e-publication and several testimonial videos.

4. **Fuerte El Rompido** participated in the "European Platform for Roma Inclusion", through a partnership project run by the Romany Secretariat Foundation, thanks to which 16 ethnic Romany people received hospitality training. This event took place in Brussels on 27 and 28 November.

5. In October 2017, students from the Atalaya School of Hospitality in Conil de la Frontera visited the facilities of the Fuerte Conil-Costa Luz hotel with the objectives of learning about the working methodology of a hotel with several points of sale, applying their theoretical knowledge and gaining firsthand experience of departmental operations and the coordination that this requires.

6. In 2017, **Fuerte El Rompido** invited primary school students from El Rompido school to visit its facilities.

7. **Fuerte El Rompido** organised a workshop to teach children staying at the establishment how to use recycled cardboard to make birdhouses.



Hotel Fuerte Conil-Costa Luz - Facilities





## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

### SOCIAL AREA

**1. The Fuerte Conil - Costa Luz hotel** helped with the organisation of the VII Kids' Party of the Conil Association for the Integration of Disabled People (AHINCO), held on 22 October 2017, by donating 2 Spa access vouchers as raffle prizes

**2. Fuerte Group Hotels** participated as a sponsor of the **III La Mafia Charity Golf Championship** that was played on 6 and 7 October at the Zaudín Golf Club in Seville. The raised funds were donated to the Alberto Contador Foundation, whose main purpose is the fight against strokes.



Ronan Keating - Solidarity Tournament - Global Gift Foundation

**3.** It also supported a golf tournament on 4 November, sponsored by **the Global Gift Foundation** and singer **Ronan Keating**, who also gave an acoustic concert after the event's closing dinner, as well as playing in the competition. **The Amàre Marbella hotel** helped with the organisation by providing accommodation to most of the celebrities who participated in the different events. The funds raised were donated to different charity organisations in the area and to the **Irish Marie Keating Foundation**, which supports people suffering from cancer and their families.

**4. El Victoria and Albert Museum fue el lugar elegido por el Club de la Prensa londinense para celebrar su Gran Baile Solidario**, que en 2017 tuvo lugar el 12 de octubre y en el que el hotel Amàre Marbella puso su pequeño grano de arena cediendo gratuitamente una estancia de 2 noches para 2 personas. La recaudación de esta gala se destina a periodistas que están pasando por dificultades y a sus familias.

**5.** Amàre Marbella also contributed to a charity event run by The FA Autumn International on 14 November at London's Wembley Stadium to raise money for the Bobby Moore Foundation that fights against cancer and supports research into bowel cancer, which is the second deadliest in the United Kingdom. Its contribution consisted of the donation of a 2 night half board stay for 2 people, which was one of the raffle prizes awarded to people who attended the event.



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

### 4.4.2. PROJECTS CHANNELLED THROUGH THE FUERTE FOUNDATION

Most of the **social and cultural projects** organised by **Fuerte Group Hotels** during 2017 were channelled through the **Fuerte Foundation**, a not-for-profit entity that focuses on **helping people at risk of social exclusion**, organising cultural events and environmental awareness campaigns. In 2017 it **invested 86,856.25 euros** in the following projects:

#### CULTURAL AREA

**1. Contemporary Spanish Engraving Museum Foundation:** donating accommodation to celebrities and artists invited by the museum. **Donation: 2,500 euros.**

**2. Friends of the Sol Mayor Organ Association:** organising 3 concerts per year at Christmas, Easter and summer, at the Parish of Ntra Sra. de la Encarnación, and maintenance of the Sol Mayor organ that is located inside the parish church. **Donation: 8,000 euros.**

**3. Santa María de la Victoria band:** support given to train members of this group to consolidate the high quality of their performances. **Donation: 3,000 euros.**

**4. Local artists Antonia López and Marife Núñez:** donation of spaces at Fuerte Marbella to host an art exhibition of contemporary paintings, photographs, engravings and sculptures. **Donation: 882 euros.**

**5. Brotherhood of Nuestro Padre Jesús Cautivo, Nuestra Señora de la Encarnación and Santa Marta San Lázaro and María de Marbella:** showcasing the cultural significance of Easter Week in Marbella. **Donation: 2,000 euros.**

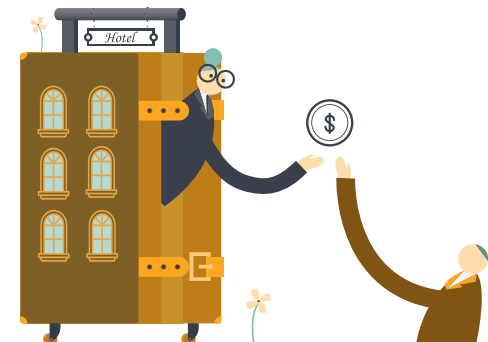
#### EDUCATIONAL AREA

**1. Hermana Anne School in Kingston (Jamaica):** support provided to teachers by purchasing “tablets” for the school’s children. **Donation: 2,500 euros.**

**2. “Feminine Impulse” training for women:** creation of a workshop for unemployed women, to enhance their skills when using new job seeking technologies. **Donation: 2,400 euros.**

**3. Marbella Activa:** financial support for the publication of a book entitled “Marbella, naturally”, to be distributed among school-age children in the area. **Donation: 4,094 euros.**

**4. Marbella Activa.** Development of the “Discover Marbella and San Pedro”, which has 11 games that combine fun with learning about the history of Marbella, its heritage and cultural identity. **Donation: 300 euros.**



# 86,856.25 €

Were invested in 2017 by **Fuerte Group Hotels**, to  
**help people at risk of social exclusion.**



OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 4.4 LOCAL COMMUNITY SOCIAL AND CULTURAL PROJECTS

### SOCIAL AREA

**1. Hombre Project Torrox:** drug addiction prevention programme with primary school students from the municipality of Torrox. **Donation: 3,000 euros.**

**2. CES Jerez Foundation - Cádiz Hombre Project:** programme to prevent addictions and the problematic use or abuse of technologies in the school, family, community and work environments. **Donation: 5,300 euros.**



Fuerte Group Hotels - Donations for Hombre project

**3. Malaga Hombre Project:** sponsorship of the Miguel Ángel Jiménez PRO-AM charity golf tournament held at the Guadalhorce Golf Club in Malaga. **Donation: 3,000 euros.**

**4. Horizonte Association:** support provided to the association's socio-educational integration centres that run training, leisure and free time, and promotion and awareness activities for children between 4 and 14 years old. **Donation: 5,000 euros.**

**5. Horizonte Association:** contribution to organising the anniversary dinner that the association holds every year to celebrate its anniversary and raise funds for its operation. **Donation: 7,000 euros.**

**6. Horizonte Association:** help with setting up several charity flea markets that the association hosted in Marbella during 2017. The funds raised were donated for the operation of the entity and to cover the cost of maintaining its different programmes. **Donation: 3,600 euros.**

**7. Horizonte Association:** mortgage payment for a department used by the association to take in drug addicts in the early stages of the therapy and reinsertion programme, who lack financial means and family support. **Donation: 4,092 euros.**

**8. Asociación Horizonte:** realización de todas las labores de mantenimientos en los pisos y dependencias de la asociación por parte de la empresa We Resolve del Grupo El Fuerte. Donación: **1.500 euros.**

**9. Horizonte Association:** donation of the use of Fuerte Marbella's halls to allow the association's directors to hold year-round meetings to monitor the different projects that are underway. **Donation: 700 euros.**



Fuerte Group Hotels donates € 17,000

**10. Horizonte Association:** assistance with the "PIVESPORT" Programme to Integrate Ethical and Social Values through Sport", run at sport schools and clubs to instil positive values and healthy habits among children, teenagers and young people. Fuerte Group Hotels funds its participation through the "Responsible Euro" campaign, consisting of a voluntary donation of 1 euro per stay at the chain's hotels. **Donation: 17,000 euros.**

**11. "Hermanitas de los pobres" old people's home in Ronda:** help covering bills for bread eaten during the year. **Donation: 400 euros.**

**12. Good Shepherd Foundation:** contribution to funding the Hope Health Clinic that opened its doors on 17 October 2017 in Montego Bay (Jamaica). **Donation: 3,500 euros.**

**13. Luis Amigo home:** help to between 100 and 125 children in need from District V in the City of Manila (Philippines) who live in very difficult circumstances, to give them a chance at a better future. **Donation: 3,000 euros.**

# ENVIRONMENTAL PROTECTION





## 5 ENVIRONMENTAL PROTECTION

A **Sustainable Hotel** attempts to carry out its activities while attempting to **reduce its associated environmental and social impacts**, and continuously monitors its

environmental aspects and influence on its surrounding local community, allowing it to detect any deviations and plan objectives to be met and improved upon.

Establishments that form part of **Fuerte Group Hotels** can be considered as such because they implement best practices such as the following:

1 Thermal insulation of buildings to avoid energy losses.

2 Use of solar energy.

3 Automated lighting, low consumption and LED type lighting, timers in common areas and installation of solar powered street lights.

4 Taps fitted with flow reducers and dual flush WC cisterns.



5 Specific waste management procedure.

6 Ecological kitchen gardens provided at each hotel.

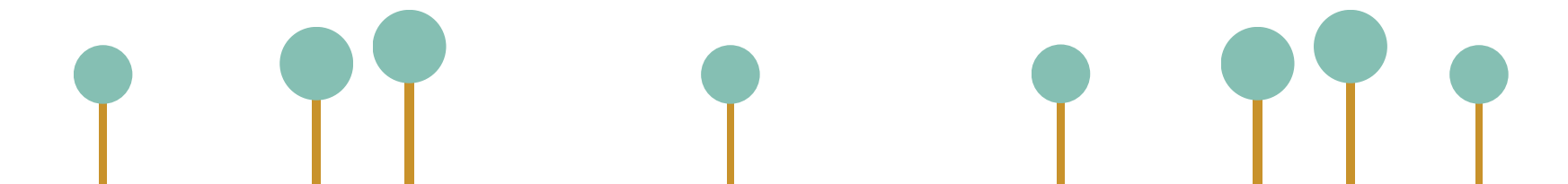
7 Use of environmentally friendly cleaning products.

8 Social projects for people at risk of social exclusion.

9 Priority given to local products.



**Click here** for a virtual tour of the sustainability measures that have been applied, where icons can be found that describe improvements made by the chain to each environmental aspect.





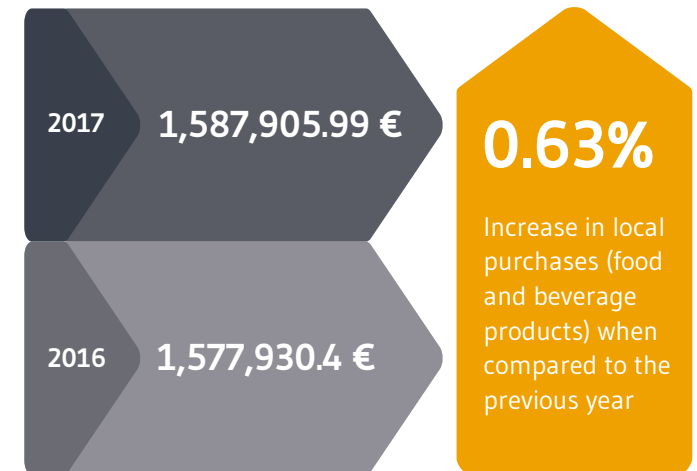
## 5.1 LOCAL PURCHASES AND ENVIRONMENTAL ASSESSMENT OF SUPPLIERS

**Fuerte Group Hotels** continued to support suppliers from areas where its hotels are located during 2017, and promoted the consumption of local products through activities such as wine tastings run by **Fuerte Grazalema** in conjunction with the **Federico Schatz Winery**, and through the participation of **Fuerte El Rompido** and **Fuerte Conil-Costa Luz** in a range of different promotional activities related to tuna, one of the region's most popular dishes, with a centuries-old traditional fishing system.

This aspect is of particular relevance to the group's supply chain, where the commitment to promoting mutually **beneficial relationships with the local**

**community** is put into practice. In this sense, the company's procurement policy includes the premise of giving priority to supplies from local suppliers wherever possible.

However, it should be emphasised that Fuerte Group Hotels performs a suppliers environmental assessment of all companies who wish to supply a product or service to the company. One of the requirements for being included on the Fuerte Group Hotels' suppliers database is filling in a preliminary questionnaire, stating that the company in question respects certain environmental criteria in its management.

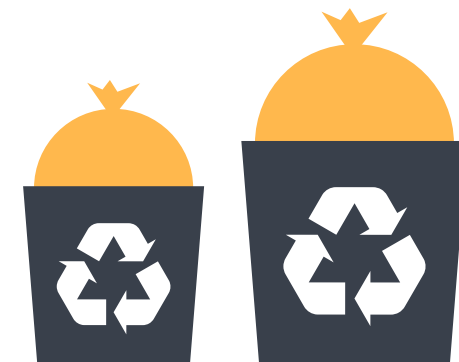


## 5.2 WASTE MANAGEMENT

The size of the **group's hotels** and the constant flow of guests generate a considerable volume of waste - mostly urban waste (paper and cardboard, glass, packaging, aluminium, etc.). Waste considered as hazardous is also produced, and is treated according to an internal procedure to ensure its optimal management.

Waste management starts with a careful separation at source, thanks to the awareness of personnel working at each establishment. This is why it is essential for

recycling to be included in the routine as something natural in everybody's daily activity, from the staff canteen to cleaning of corridors and the swimming pool area where guests relax.





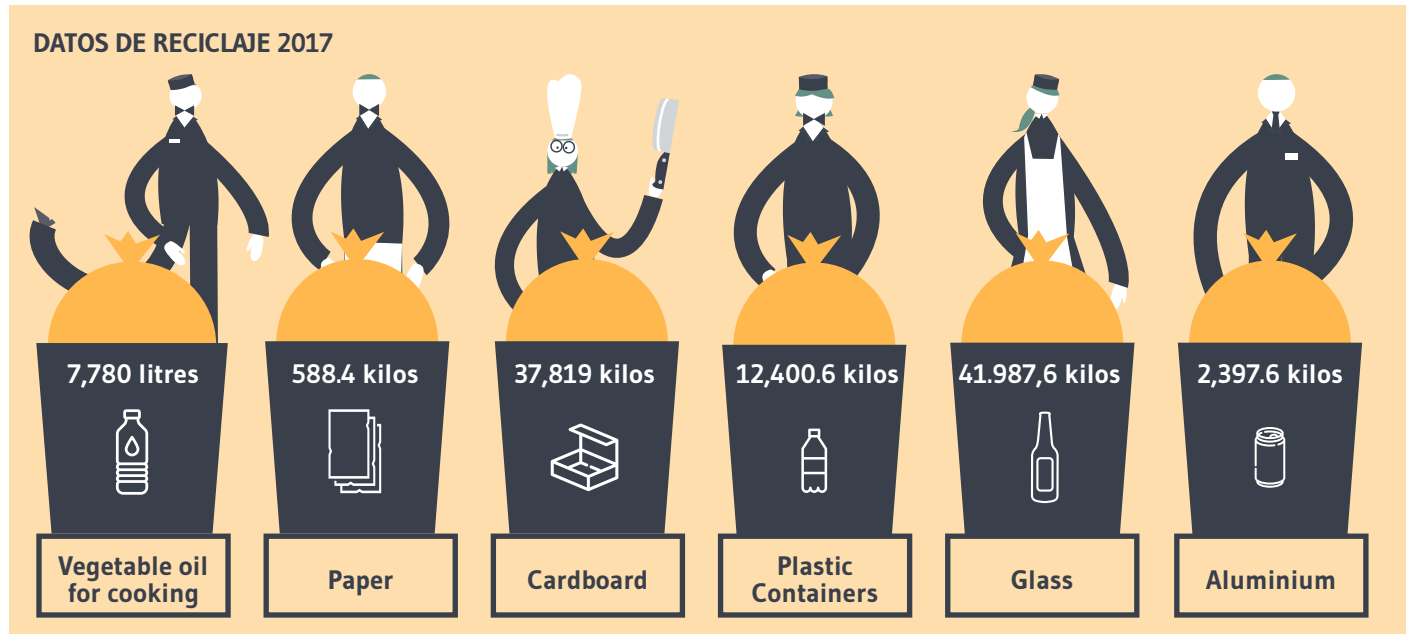


## 5.2 WASTE MANAGEMENT

In addition to employees from all departments and suppliers, guests also actively collaborate by separating their waste in waste bins provided in common areas of the hotels.

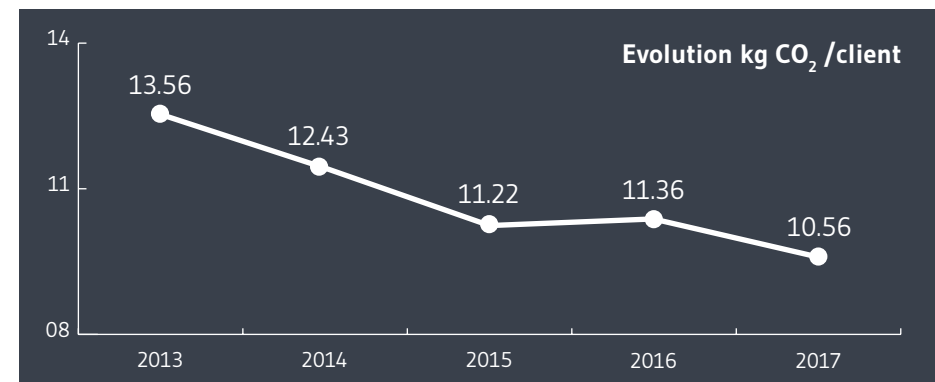
As part of this objective, one of the company's operating procedures (specifically POE\_43 "Waste Management") sets out guidelines for the correct management of all potentially recyclable or reusable waste, on the one hand, and urban and hazardous waste, which is managed according to regulations, on the other.

**Waste generated by the hotels is selectively separated by personnel before being handed over to authorised management companies for recycling or reuse:**



## 5.3 ENERGY EFFICIENCY AND ECOLOGICAL AND CARBON FOOTPRINTS

This graph shows **the evolution of the average of the carbon footprint indicators between 2013 and 2017**, on which the trend can be seen. **This year is particularly notable, as a record low in the group's history has been achieved.**







## 5.3 ENERGY EFFICIENCY AND ECOLOGICAL AND CARBON FOOTPRINTS

It is fortunate that the hotel sector's concern for the environment and sustainability in general is nothing new. **The Sustainable Tourism Charter** was signed as early as April 1995, during the **World Conference on Sustainable Tourism**, laying groundwork of great importance for the sector.

In the specific case of climate change, **Fuerte Group Hotels** has worked hard to develop a **Carbon Footprint** calculation methodology adapted to suit the operation of its hotels, based on a series of principles that allow precise knowledge to be gained of the level of its impacts.

Monitoring environmental indicators, as well as water,

propane, diesel and electricity consumption indicators, primarily, means that the evolution of this company's carbon footprint can be tracked and monitored in real time. The carbon footprint is the impact of the day-to-day operations of the group's hotels, expressed as a quantity of greenhouse gases per guest.

**Collateral benefits** have also been achieved thanks to this monitoring process, such as:



► The application of best practices, along with cost savings.



► Progress with corporate knowledge of the topic of sustainability.



► The contribution of content to make it easy to inform guests and all other stakeholders of the company's sustainability efforts.



Hotel Fuerte el Rompido - Beach

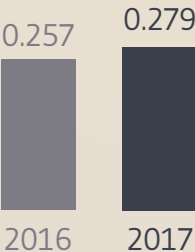
# ENVIRONMENTAL MANAGEMENT IN FIGURES

## ENERGY CONSUMPTION

Average Fuerte Group Hotels

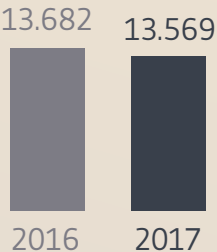
### NET WATER m<sup>3</sup>/client

7.97% ↑



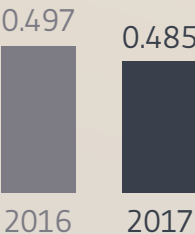
### ELECTRIC ENERGY kwh/client

0.83% ↓



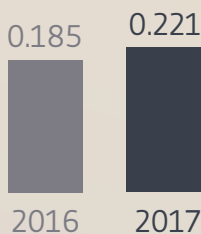
### DIESEL litres/client

2.41% ↓



### PROPANE kg/client

16.29% ↑

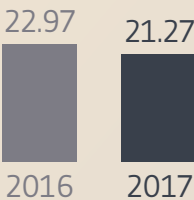


## ECOLOGICAL FOOTPRINT

m<sup>2</sup>/client

7.41% ↓

In 2017 our average ecological footprint has increased slightly compared to the previous year. Although the increase does not even represent a full percentage point, we can find as factors responsible for the increase in customers experienced this year, which have been almost 33,000 customers more than last year, which has inevitably influenced the consumption of resources.



### ECOLOGICAL FOOTPRINT FOR HOTEL 2017 m<sup>2</sup>/client

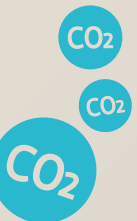
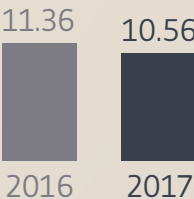
El Rompido	19.89	
Conil-Costa Luz	18.56	
Grazalema	22.48	
Marbella	22.72	

## CARBON FOOTPRINT

kg/client

7.05% ↓

As for the carbon footprint, the deviation from last year has been minimal. Very similar to what happened in the analysis of the ecological footprint. It could be said that we have practically maintained the footprint per customer ratio at the lowest levels in our history, taking into account that the increase in customers compared to last year has been more than remarkable.



### CARBON PRINT FOR HOTEL 2017 kg/client

El Rompido	9.21	
Conil-Costa Luz	8.69	
Grazalema	11.01	
Marbella	10.72	

Calculations from the hotels with certification.



## 5.4 ENVIRONMENTAL OBJECTIVES FOR 2018. BEST PLANNED TECHNIQUES

**Fuerte Group Hotels** exhaustively controls energy consumption and analyses any deviations that may arise. Furthermore, specific energy saving objectives are established (mainly for electricity, propane and water),

which also complies with requirement 4.3.3 of the UNE-EN ISO 14001 standard. Taking into account the optimisation of the hotel facilities, these objectives have been set as follows for the coming year:

### INDICATOR REDUCTION:

⚡ Electricity: **1%**  
🛢 Diesel: **0.5%**

👤 Propane: **0.5%**  
💧 Water: **0.5%**

Below can be found a description of the best planned **techniques for achieving these objectives in the hotels:**

♦ **Installation of LED** type fluorescent lights in staff common rooms, the staff canteen and machine rooms.

♦ Conducting technical studies on separating **solar panel heat** recovery circuits, and replacing domestic hot water mixing valves. If found to be efficient at the facilities of **Fuerte Group Hotels**, they will be installed.

♦ The installation of **air curtains** to doors leading from the two restaurants to the terraces, to avoid air conditioning losses at Fuerte Conil - Costa Luz.

♦ **The promotion of sustainable Fuerte Experiences** ([fuertehoteles.com/grupo-el-fuerte/fuerte-experiencias](http://fuertehoteles.com/grupo-el-fuerte/fuerte-experiencias)) such as the Responsible Tour, bike routes, trekking routes, etc.

♦ Rotation of native crops in the ecological kitchen gardens

♦ **In gardening:** biological control of pests and parasites: use of cochineal to attack aphids instead of phytosanitary products and other insecticides.

♦ **Outdoor solar powered street lights:** installation following a pilot test next year at Fuerte El Rompido.

♦ Replacement of the lit sign at the entrance to Fuerte El Rompido, with **LED lighting**.

♦ Replacement of traditional lighting in lifts with **LED type lighting**.

♦ Following a visit by a landscape gardener hired by the company, reforestation will be carried out each year with native plants in identified zones of each hotel's gardens.

♦ Replacement of swimming pool shower taps with **automatic push buttons to decrease water consumption** at Fuerte Grazalema.



Hotel el Rompido - Installation of solar streetlights



## 6 LETTER FROM THE MANAGING DIRECTOR

**2017 was a record breaking year for Spanish tourism.** It was another year full of joy **thanks to the good times that our sector is experiencing**, partly due to its role that we are playing as a refuge destination, caused by the instability seen in many North African and Mediterranean Basin countries, which used to be major competitors.

However, it is far from free of charge to keep this joy going, as these destinations will recover sooner or later and we will have to be really competitive so that the **80 million tourists who chose us in 2017 will continue to do so**. This is not done from one day to the next, as it requires time and investment.

This is very clear to us at **Fuerte Group Hotels**, and we have started working on it. As well as improving our facilities and developing more personalised services broken down by types of guests, **we have increased our training budget by 6%**, as we are sure that we don't want the talent that we have in the country to escape. Because in the end our guests, who for yet another year running have expressed high levels of satisfaction, have much better memories of people than the facilities themselves. This is what tourism is all about. **It is an industry of people who provides services to other people.**

However, for all of this to work we need to all be on the same page. Private companies and public

institutions need to work together to improve quality and sell experiences beyond simple trips, while avoiding overcrowding of destinations, **promoting training and guaranteeing environmental friendliness**. Hotel companies and holiday rentals all need to play by the same rules.

If we do all this without any further delay, we will be able to position the tourism industry as one of the main driving forces of our economy, but not by chance, rather than on its own justified merit. **The value of effort that Fuerte Group Hotels has always instilled in us.**

**D. José Luque García,**  
**Managing Director of Fuerte Group Hotels**



D. José Luque García - Managing Director





OUR  
MANAGEMENT  
APPROACH



ANALYSIS OF SUSTAINABLE  
PERFORMANCE AND  
2017 OBJECTIVES



FUERTE GROUP HOTEL  
AS PART  
OF THE SOCIETY



ENVIRONMENTAL  
PROTECTION

## 7 GRI INDICATORS TABLE

Below are the GRI indicators (version G4) present in the report along with their location in it.

INDICATOR	DESCRIPTION	PG.	INDICATOR	DESCRIPTION	PG.
GENERAL BASIC CONTENT			GENERAL BASIC CONTENT		
<b>G4-1, G4-2</b>	Strategy and analysis.	4, 12-14	<b>G4-18</b>	Material aspects and boundaries.	37
<b>G4-3</b>	Name of the organisation.	6	<b>G4-24</b>	List of stakeholder groups engaged by the organization.	35, 36
<b>G4-4</b>	The primary brands, products, and services.	6, 10	<b>G4-28, G4-29, G4-30, G4-33</b>	Basis for selecting these stakeholders.	3
<b>G4-5</b>	The location of the organisation's headquarters.	6	<b>G4-31</b>	Contact point for questions regarding the report.	6
<b>G4-7</b>	The nature of ownership and legal form.	6	<b>G4-34</b>	Description of the governance structure of the organisation.	9
<b>G4-9</b>	The scale of the organisation (number of employees, services that it offers, operations, sales and net revenue).	7	<b>G4-37</b>	Consultation between stakeholders and the highest governance gobierno en cuestiones económicas, ambientales y sociales.	35 to 39
<b>G4-10</b>	Description of the workforce.	7	<b>G4-38</b>	Governance.	9
<b>G4-15</b>	Charters, principles, or other initiatives to which the company subscribes.	16-20	<b>G4-56</b>	Code of ethics.	34, 35
<b>G4-16</b>	Associations to which it belongs, makes contributions or participates in governance or projects.	35, 36			





INDICATOR	DESCRIPTION	PG.
<b>ECONOMIC INDICATORS</b>		
<b>G4-EC1</b>	Direct economic value generated and distributed.	7
<b>G4-EC9</b>	Percentage of expenditure on local suppliers in locations with significant operations.	47
<b>ENVIRONMENTAL INDICATORS</b>		
<b>G4-EN1</b>	Materials by weight or volume.	50
<b>G4-EN2</b>	Percentage of recycled input materials used.	48
<b>G4-EN3</b>	Energy consumption within the organisation.	50
<b>G4-EN6</b>	Reduction of energy consumption.	50
<b>G4-EN7</b>	Reductions in energy requirements of products and services.	51
<b>G4-EN8</b>	Total water withdrawal by source.	50
<b>G4-EN15</b>	Emisiones directas de gases de efecto invernadero	50
<b>G4-EN19</b>	Direct greenhouse gas (GHG) emissions.	48, 50
<b>G4-EN23</b>	Total weight of managed waste, by type and treatment method.	48
<b>G4-EN27</b>	Mitigation of the environmental impact of products and services.	49 to 51

INDICATOR	DESCRIPTION	PG.
<b>SOCIAL INDICATORS</b>		
<b>G4-DMA</b>	General information about the management approach: LOCAL COMMUNITIES.	24 to 44
LABOUR PRACTICES AND DECENT WORK:		
<b>G4-LA1</b>	Total number and rates of new employee hires and employee turnover.	28
<b>G4-LA2</b>	Benefits provided to full-time employees.	34
<b>G4-LA9</b>	Average hours of training per year per employee by gender, and by employee category.	30
<b>G4-LA10</b>	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	31
<b>G4-LA12</b>	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	32, 33
COMPANY:		
<b>G4-SO1</b>	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	40 to 44
<b>G4-SO2</b>	Operations with significant actual or potential negative impacts on local communities.	39
PRODUCT RESPONSIBILITY:		
<b>G4-PR5</b>	Results of guest satisfaction surveys.	38



# FUERTE GRÔUP

HOTELS

