



# ANNUAL REPORT 2021

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CORPORATE SOCIAL  
RESPONSABILITY REPORT

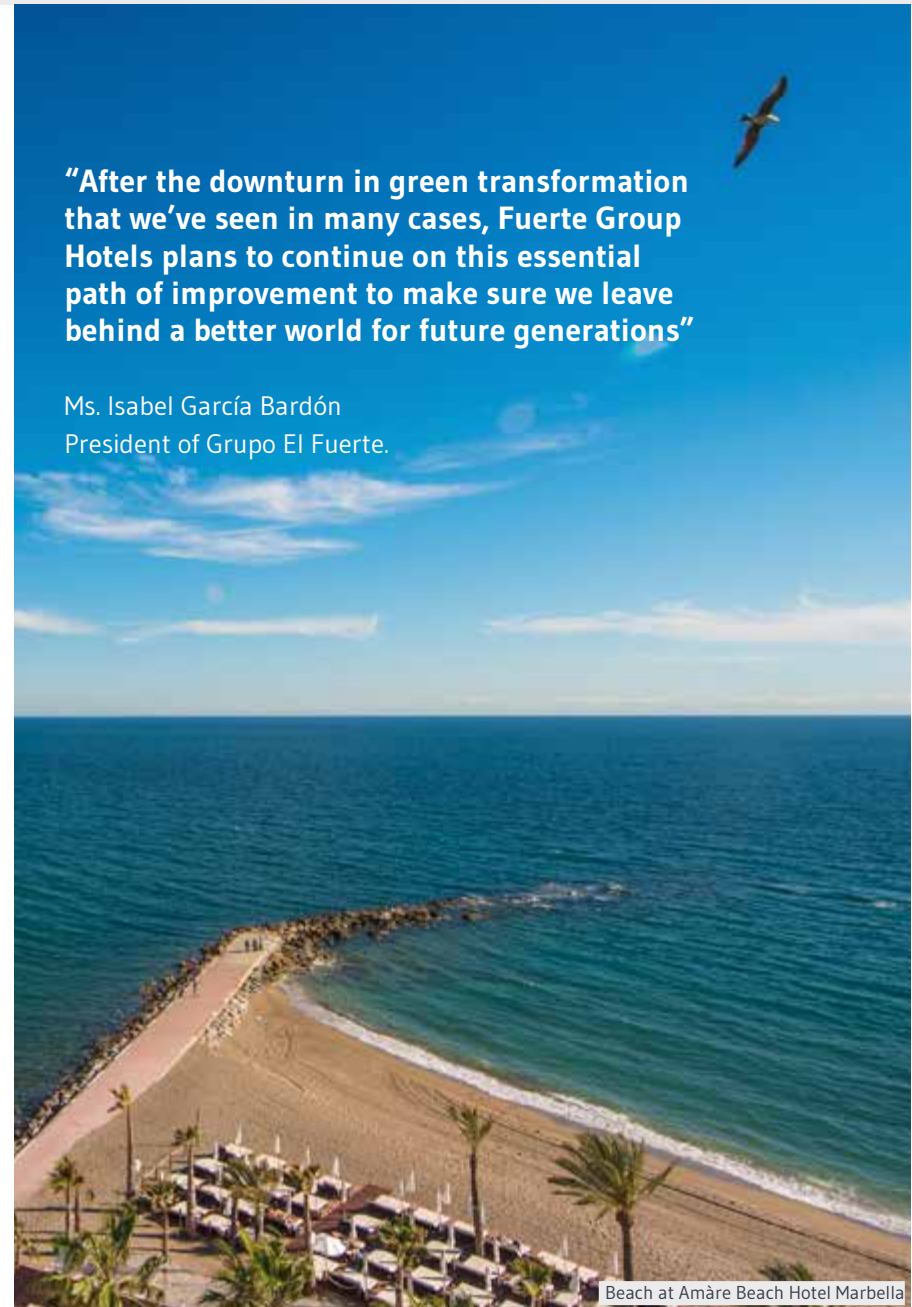
FUERTE  
GRÔUP  
HOTELS

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**“After the downturn in green transformation that we’ve seen in many cases, Fuerte Group Hotels plans to continue on this essential path of improvement to make sure we leave behind a better world for future generations”**

Ms. Isabel García Bardón  
President of Grupo El Fuerte.



Beach at Amàre Beach Hotel Marbella

## About this report

### Scope and framework of the report

Fuerte Group Hotels brings you this 2021 **Corporate Social Responsibility (CSR)** report with the goal of setting out transparent information about the management of all the groups involved in our core business activities, as well as detailing how the group manages the associated business opportunities and risks across the areas that have greater impact on our management of the company and its ability to add value to society.

The information featured in this report covers the core business results of the hotels and establishments that form part of **Fuerte Group Hotels**, which include the registered FUERTE HOTELES and AMÀRE HOTELS trademarks.

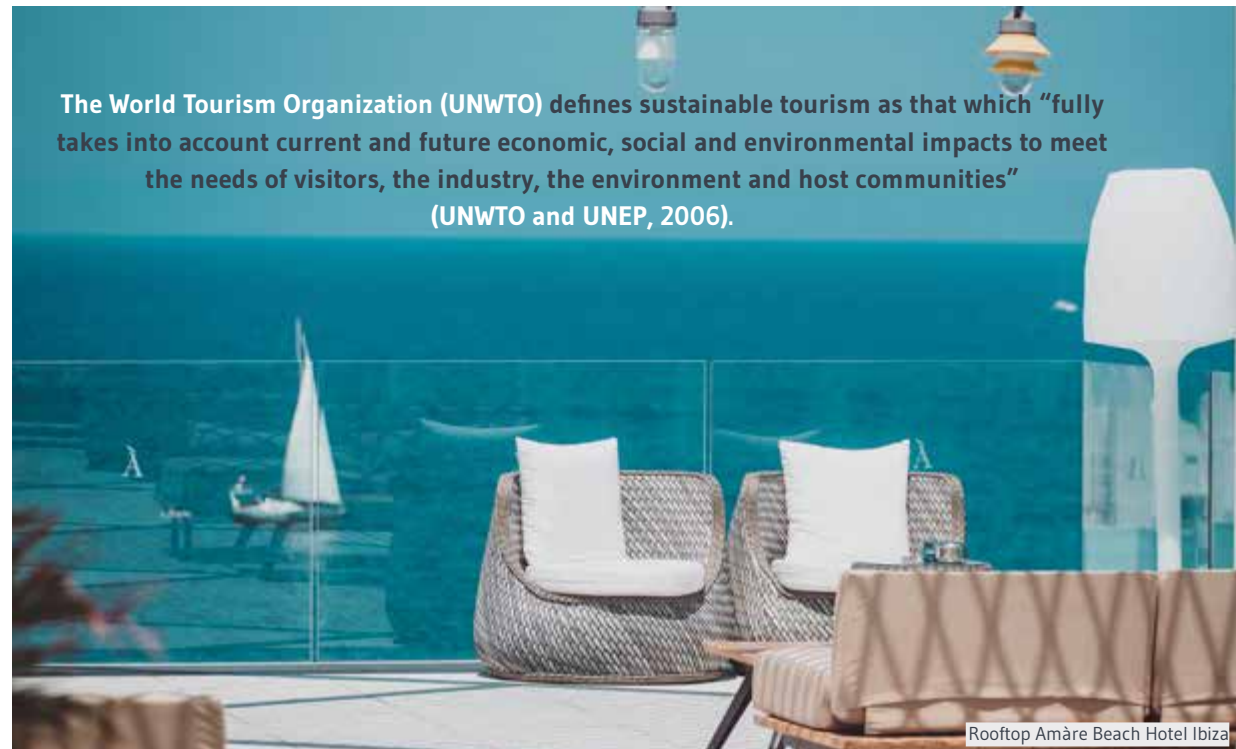
The locations of these branded hotels and their main features can be found in further detail in the relevant sections of this report. Additionally, the entire report features information about our strategies in fighting the current health crisis and its consequences, alongside our vision for the future and the key progress made.

It also includes a more detailed analysis of the progress made in terms of adherence to the ten principles outlined in the UN Global Compact and the alignment of the company's goals with the **17 Sustainable Development Goals (SDGs)**.

In reality, 2021 has been a difficult year in terms of producing reports related to the improvement of ratios and environmental, social and economic indicators compared to previous periods, much in the same way as 2020. This has been mostly due to the effects that the industry is still experiencing as a result of COVID-19, which has undoubtedly marked a time full of challenges.



**The World Tourism Organization (UNWTO) defines sustainable tourism as that which “fully takes into account current and future economic, social and environmental impacts to meet the needs of visitors, the industry, the environment and host communities” (UNWTO and UNEP, 2006).**



Rooftop Amàre Beach Hotel Ibiza

## About this report

### Sustainability issues

In 1999, the Global Code of Ethics for tourism was approved by the **UNWTO** in Santiago de Chile. In Article 3, denominated as **“Tourism, a factor of sustainable development”**, it states that “all of those involved in the tourism industry in all its forms have the duty to safeguard the environment and natural resources, in the context of healthy, constant and sustainable economic growth that is capable of satisfying the needs and aspirations of present and future generations in equal measure”.

This means that all of those involved in offering goods and services pertaining to tourism have a non-negotiable **responsibility** to make a difference.



Fuerte Conil Resort Gardens

**Fuerte Group Hotels has taken the important decision to focus its current and future efforts** on this industry-wide call to make action plans and policies more environmentally friendly. Furthermore, it is important to note that our **Corporate Social Responsibility** Director ensures that environmental regulations are continuously updated to ensure stringent compliance with all applicable legislation.

### Stakeholders and material issues

We have included this information in two separate sections (see sections 1.3 and 1.6 of this report) with the objective of giving more thorough information.



### Thorough reporting

Based on **Global Reporting Initiative (GRI) methodology**, the report has been prepared following the outlined GRI standards throughout the whole report.

You can also find a **summary table** at the end of the report that sets out the **main indicators** through which we intend to continue enhancing the evolution of our company’s commitment to transparency.

**Non-financial information** pertaining to Fuerte Group and its subsidiaries is also detailed in a separate report which has been subjected to strict auditing in accordance with current regulations. The prestigious consulting firm **UHY Fay & Co** performs exhaustive audits on our reporting processes every year



## Letter from the president

When I take a look back at the past few years, it seems that the world has changed so much since 2020 and has not stopped challenging us to go further. However, since we founded **Fuerte Group** in 1957, we have always striven for values that represent effort, courage and determination and these attitudes form part of who we are. We have used this strength to overcome many recent obstacles, meaning a return to the sought-after normality that now seems so valuable.

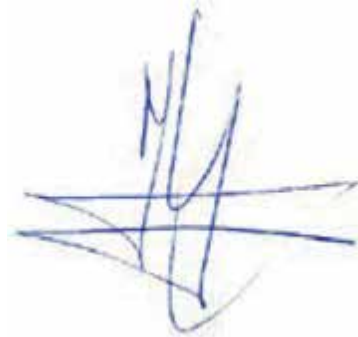
We finish 2021 with a feeling of sincere gratitude that comes from a sense of achievement in recovering 65% of our business compared to our 2019 figures. I write you this letter in 2022 with a feeling of cautious optimism about our excellent opportunities for the year ahead.

It certainly seems that this first part of the 21st century has been taken over by the speed that technology has brought to all areas of our lives, meaning that changes often happen from one day to the next and flexibility is a prerequisite for adapting as a successful business.

However, we always combine these changes with another value that characterises Fuerte Group Hotels, which is the conviction that the firm can grow further by putting empathy into what we do so that wealth can be shared and the most vulnerable can be supported.

These partnerships become a reality through the work of our Fundación Fuerte, supporting causes close to our hearts. Additionally, our role as members of the United Nations Global Compact broadens our focus to the entire international community, and to the goal shared with the rest of the members of this alliance in supporting the integration of the **17 Sustainable Development Goals (SDG)** in all of our work.

After the slowdown in the green transformation brought on as a consequence of the pandemic, all of us at Fuerte Group Hotels are dedicated to continuously promoting these initiatives and creating the best world for future generations.



**Isabel García Bardón,**  
President of Fuerte Group Hotels




“The world has changed so much since 2020 and has not stopped challenging us. However, since we founded **Fuerte Group** in 1957, we have always striven for values that represent **effort, courage and determination** and these attitudes form part of who we are. We have used this strength to overcome many recent obstacles.

## 01. General Overview



### 1.1 Our responsible business model

**Fuerte Group Hotels** is the hotel division of the El Fuerte group, an Andalusian family business founded in 1957 by Don José Luque Manzano. The chain currently consists of **6 4-star holiday resort hotels and 2 rental apartment complexes**, all of which are located in the provinces of Malaga, Huelva and Cádiz; and on the Balearic island of Ibiza, which is home to the **Amàre Beach Hotel Ibiza**.

 **Sede: Marbella - Contacto (prensa):**  
communication@fuerte-group.com

**Fuerte Group Hotels**



6

Hotels

2

Apartment complexes

2.061

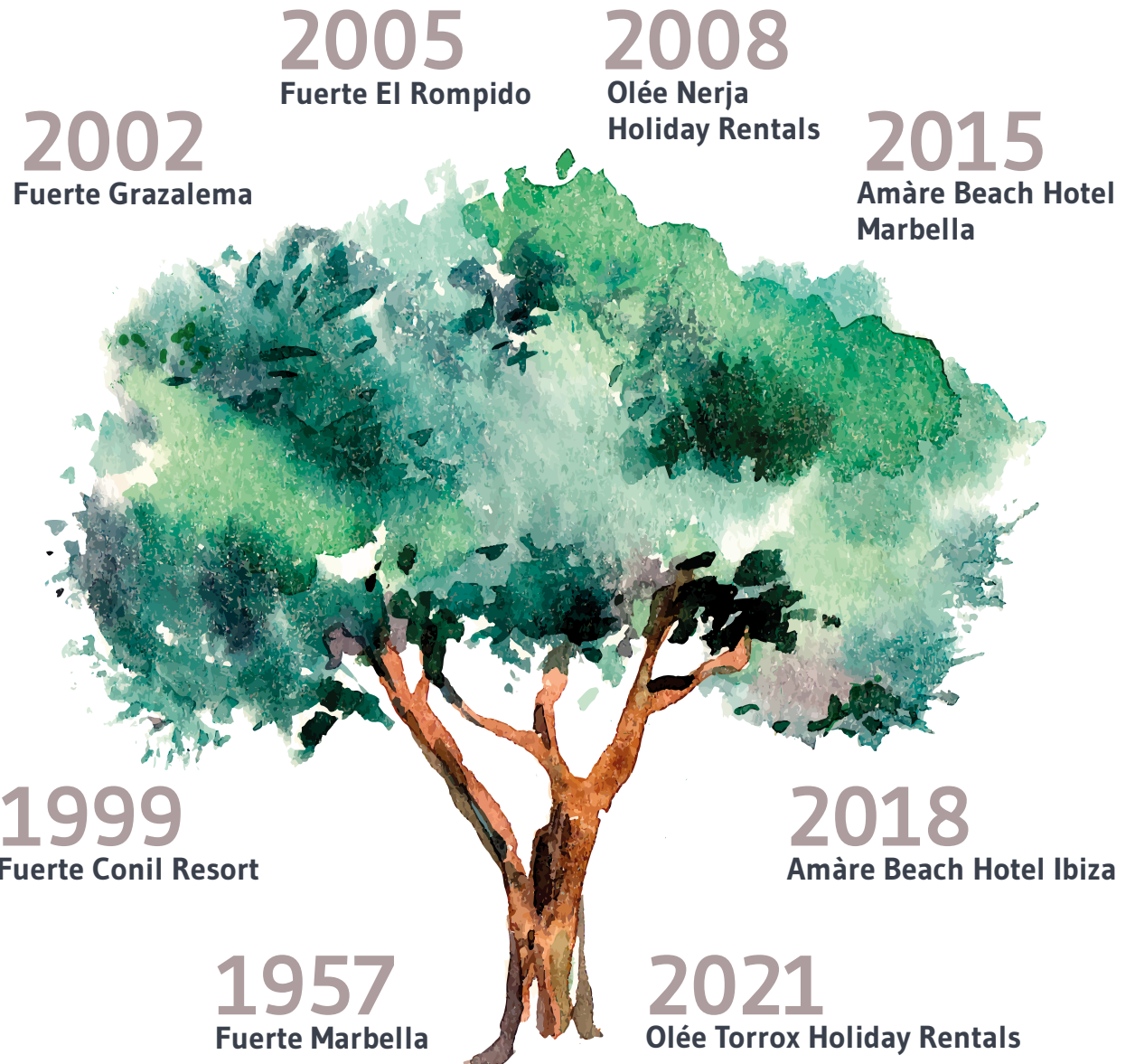
Rooms

4.890

Beds







# FUERTE GRÔUP

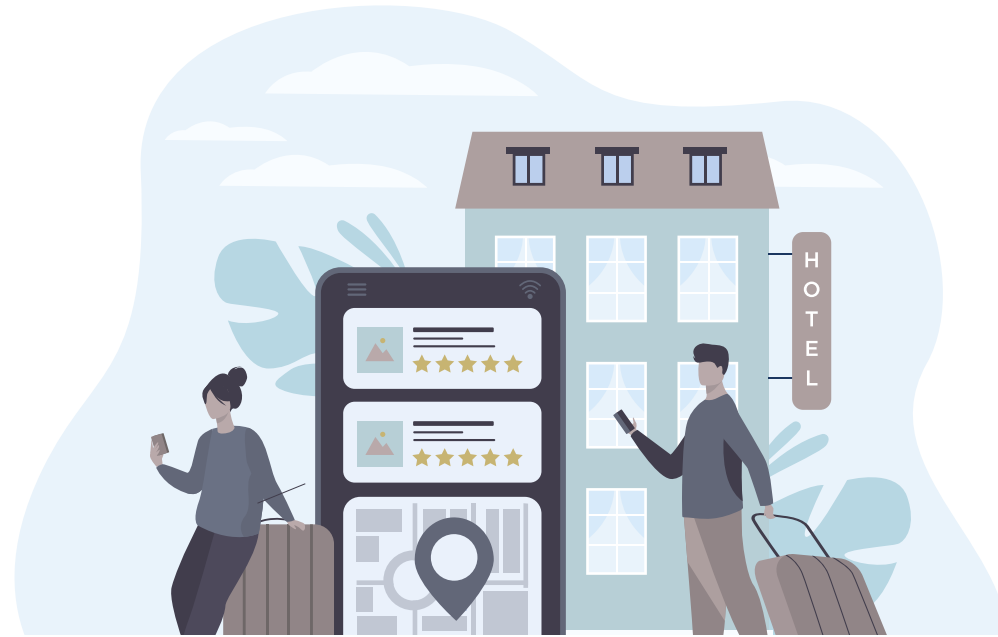
## HOTELS

### Establishments by brand

**4** **FUERTE**  
HOTELS  
Málaga/Huelva/Cádiz

**2** **AMÀRE**  
Málaga/Ibiza

**2** **olée**  
HOLIDAY RENTALS  
BY FUERTE GROUP  
Málaga



The group offers hotels under 3 distinct brands: **Fuerte Hotels**, which offers family hotels and couples' hotels that allow guests to enjoy the best that Andalusia has to offer; **Amàre Hotels**, aimed at an adults-only market; and **Olée Holiday Rentals**, a flagship brand offering holiday apartment rentals.

In 2004 **Fuerte Conil Resort** became the first hotel in Spain to be awarded the **ISO 14001 environmental certificate**, which recognises excellent environmental practices. That milestone

marked the beginning of a global commitment to sustainable tourism, which Fuerte Group Hotels has gone on to implement in all of its establishments, making it one of the Spanish chains at the forefront of protecting the wonderful environments enjoyed across the areas where it works.

In 2016 the group signed the **United Nations global compact**, committing to integrate its 10 Principles and 17 Sustainable Development Goals into all of the group's activities, including actions at all of the group hotels.



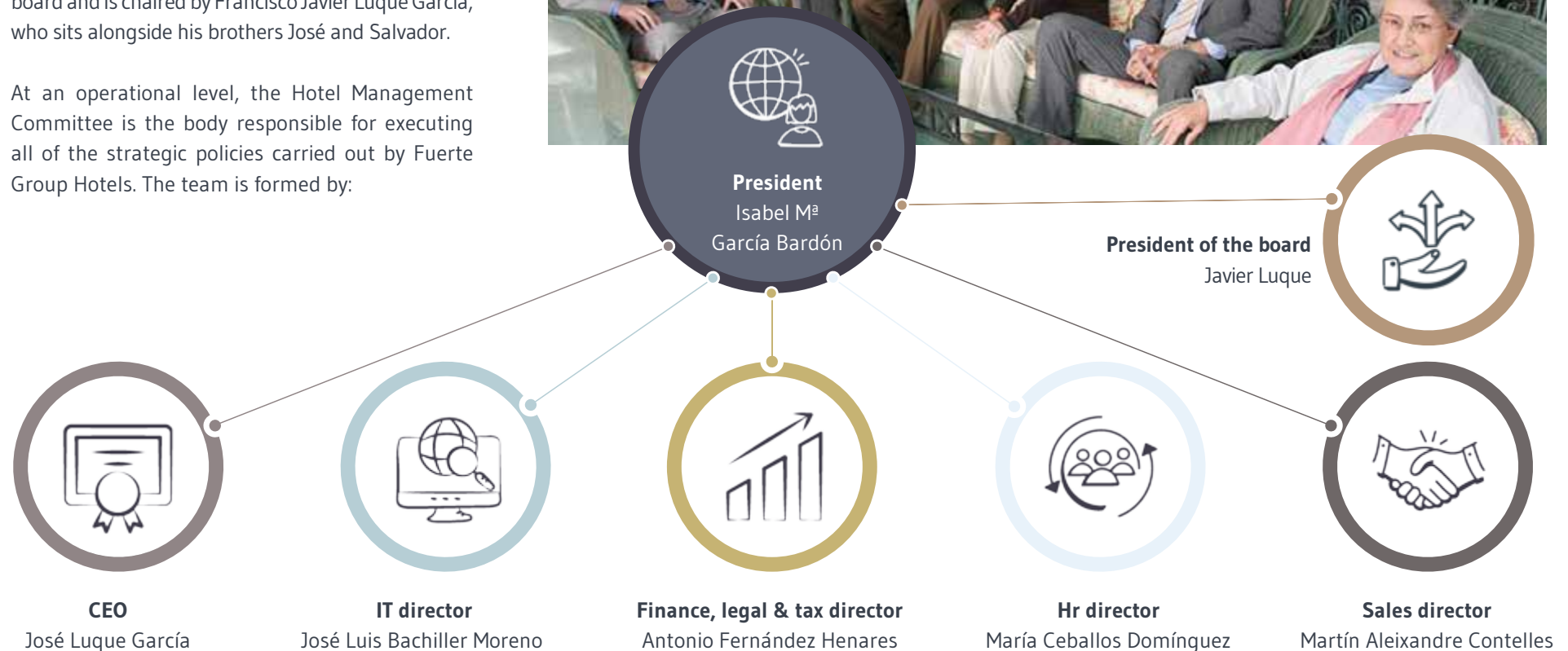
## 1.2. Corporate governance and commitment to ethical business

The Board of Directors is the highest management body at El Fuerte group and it is directly in charge of Fuerte Group Hotels. The board is formed by Doña Isabel García Bardón, who holds the position of president, and her 5 children.

The Delegated Commission reports directly to the board and is chaired by Francisco Javier Luque García, who sits alongside his brothers José and Salvador.

At an operational level, the Hotel Management Committee is the body responsible for executing all of the strategic policies carried out by Fuerte Group Hotels. The team is formed by:

Management Committee of Fuerte Group Hotels



### 1.3. Materiality analysis

Materiality analysis is a process used to identify the economic, environmental and social impacts of companies and their value chains, meaning they play a critical role in policy and communication design. In addition, these analyses involve a process of listening to all stakeholders, which provides information of huge value when making strategic decisions.

Distinct factors in assessing materiality have been taken into account in order to successfully carry out this new analysis by consulting all relevant stakeholders. The analysis uses two different perspectives outlined in GRI content guide Standards.

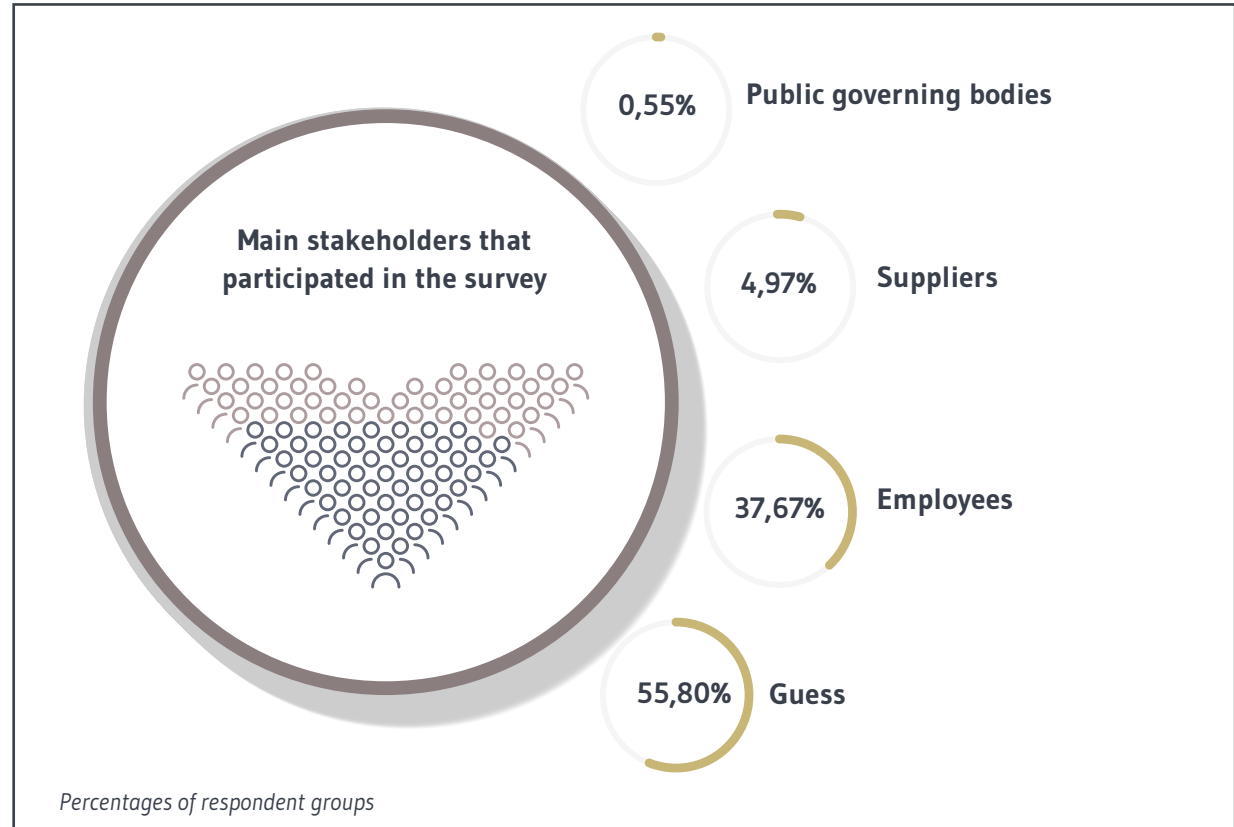
**They represent two key areas:**



Significance of **economic, environmental and social impacts**.



The influence of these impacts on the **assessments** and decisions of **stakeholders**.

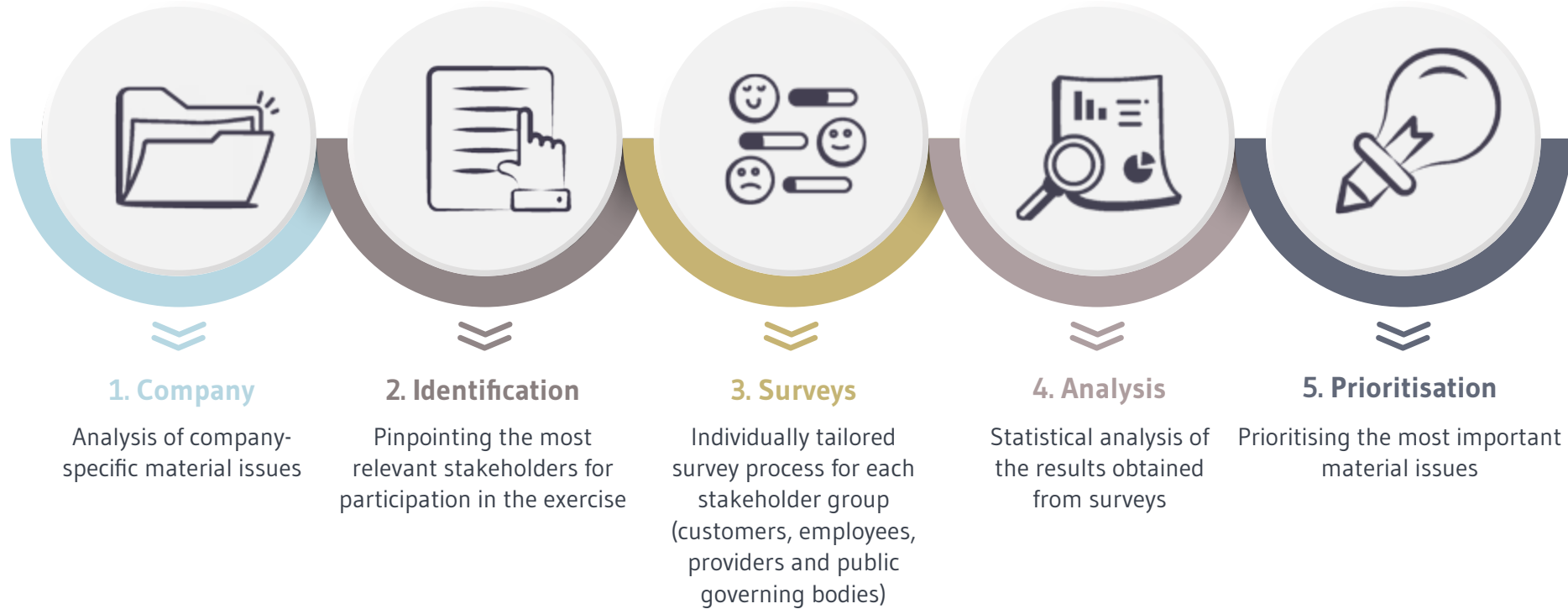


#### Methodology

The process of consulting the selected stakeholders was completed over a period of two months through the use of a survey prepared according to a range of pre-identified materiality issues.

The survey was available to stakeholders in 3 different languages (Spanish, English and German) in order to reach as many participants as possible.

The 5 essential steps for conducting this analysis were as follows:



#### Information regarding our materiality analysis

Regarding the reissuing of information from the previous materiality analysis, a new review of the different material issues has been carried out this year and new relevant and significant aspects were added to ensure consideration of recent developments including measures taken to fight COVID-19.

### List of material issues

As for the overall result, the highest rated topics and therefore the order of prioritisation obtained from the consultations with the aforementioned interest groups, is as follows:

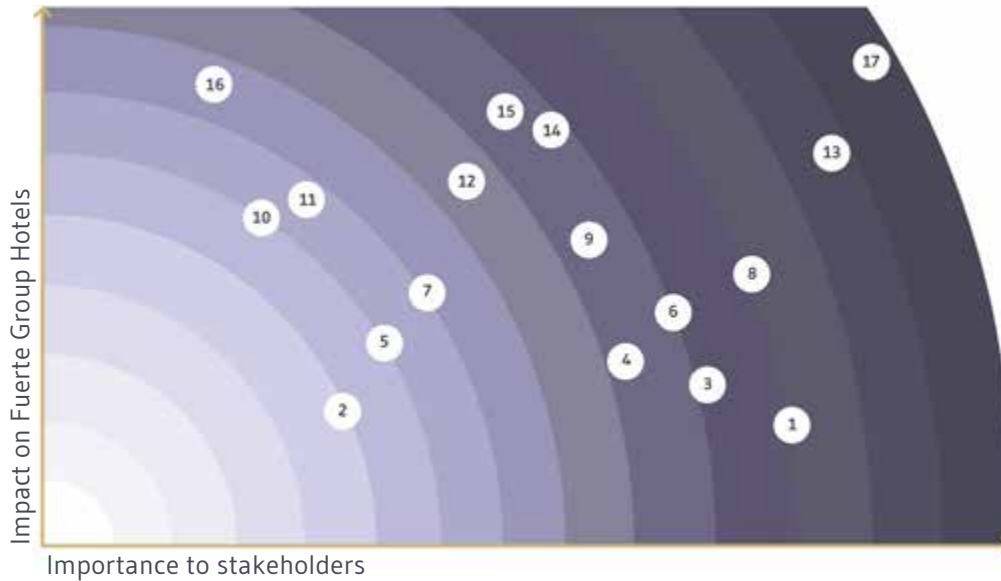
Order	Area	Highest rated topics	Results*
1	Financial	Excellent service quality levels	487
2	Social	Respect for human rights	478
3	Environment	Sustainable waste management, recycling and the war on plastic	476
4	Social	Good working environment. Employment policies and working practices	464
5	Environment	Saving water	458
6	Financial	Positive impact on the local community in areas where our hotels are located. Buying from local suppliers, local hiring practices...	454
7	Social	Equal opportunities for staff. Non-discrimination policies	451
8	Social	COVID-19 crisis management – hygiene and cleaning guidelines	447
9	Environment	Energy efficiency	487
10	Financial	Hotel Industry innovation, renovation and cutting-edge practices	442
11	Financial	Mitigation of the environmental impact of our products and services	441
12	Social	Policies on health and safety at work	434
13	Social	Investment in staff training and education	433
14	Social	Supporting the local community. Outreach projects	423
15	Financial	Good governance and transparency in results and processes	411
16	Environment	Feature environmental certifications or seals of approval	406
17	Financial	Good financial results	370



José Antonio Ramírez, waiter at Forte Conil Resort

*\*Results calculated based on analysis of our own statistics.*

Material issues 2021



**Y-axis:** analyses trends and sustainable practices. Once identified, they are classified using the maturity index.

**X-axis:** General analysis of relevance/risk with the help of experts. This is the second step of the process with the goal of determining the importance of each of the issues identified in the previous step, and where appropriate, their associated risk.

17	Excellent service quality levels	11	Good governance and transparency in results and processes	08	Good working environment. Implementation of labour and employment policies	04	Equal opportunities for staff. Non-discrimination policies
16	Good financial results	10	Certifications or environmental seals that certify sustainable performance of the company at all levels (efficiency, energy saving, renewable energies, recycling...)	07	Health and safety policies at work	03	Saving water
15	Hotel Industry innovation, renovation and cutting-edge practices	09	COVID-19 crisis management – hygiene and cleaning guidelines	06	Positive impact on the local community where our hotels are located. Buying from local suppliers, local hiring practices, etc...	02	Supporting the local community. Outreach projects with the local community
14	Energy efficiency			05	Investment in staff training and education	01	Sustainable waste management, recycling and the war on plastic
13	Respect for human rights						
12	Mitigation of the environmental impact of our products and services						

## Analysis of materiality results



### Features of our survey

#### Survey translated into 3 languages:

- Spanish
- English
- German

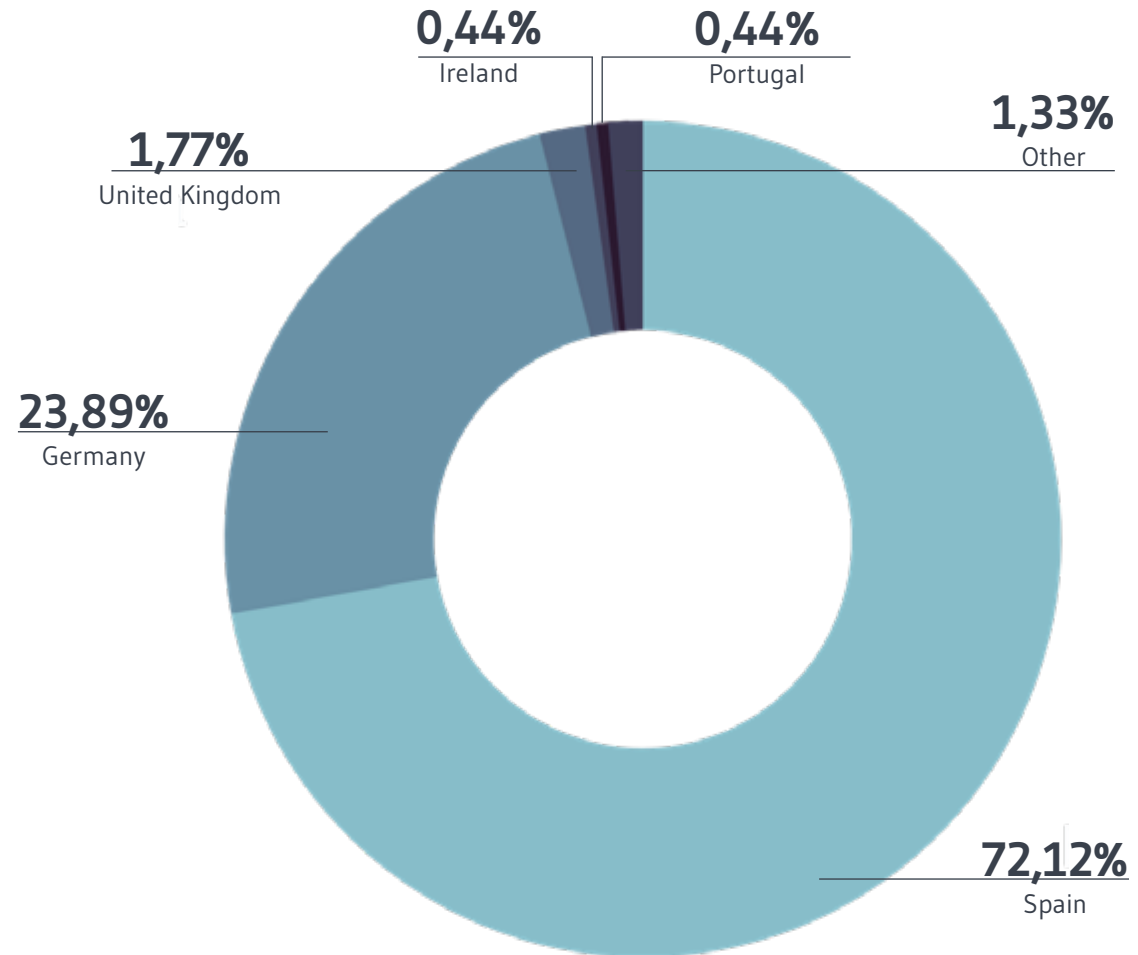
#### Sent to the main stakeholders:

- Customers
- Employees
- Suppliers
- Public governing bodies

#### Three main areas:

- Environmental performance
- Society
- Economy

### Surveys completed by nationality



### Nationality of participants

The survey was sent to more than 4,000 email addresses from across our databases and nationalities were therefore selected at random. However, the graph above shows that response rates were highest among Spaniards and Germans.

## 1.4. Management of the COVID-19 crisis

In 2021, Fuerte Group Hotels continued to implement most of the measures implemented to fight COVID-19 in 2020. This was ensured with both the running of the **Safety-First program**, which guaranteed strict cleaning and sanitation measures, controlled the number of guests using facilities at any given time and provided medical warranties to protect clients, among other actions. These additional actions included the digitisation of many hotel operations such as online check-in and booking tables at our restaurants, swimming pools and wellness centres. It can also be noted that all company letters, brochures and guides were changed to QR format to avoid the use of paper.



Another way that Fuerte Group Hotels has helped in the fight against COVID-19 was through the research study **“Biological Factors Predictors of the Evolution of Patients Admitted with SARS-COV-2 Infection in the Hospital Costa del Sol de Marbella”**, carried out by the medical centre itself, in collaboration with the REDISSEC network research group and the University of Malaga.

## 1.5. Risk management

At present, it is really important – and now perhaps more than ever – to analyse information about the **environmental impacts** of economic and business activities. For this reason, risk assessment forms a key part of our culture at Fuerte Group.

The methodology we use for this assessment is outlined in the “POG 64 Definition of the organisational

planning of risks and opportunities” which **establish our guidelines for analysing, defining and dealing with risks** in order to control and mitigate their impact.

In addition to previously identified risks like **drought, sea level rise and increased electricity consumption**, the process was expanded in 2021 to take into account risks caused by the **COVID-19 pandemic**.



## 1.6. Stakeholders

Throughout 2021, Fuerte Group Hotels maintained a relationship with different stakeholders in the social, economic and environmental fields, which encompass different projects:



### Social relationships

Since the company was founded 65 years ago, Fuerte Group Hotels has always been closely linked to the well-being and support provided to local communities.

The first part of this approach involves supporting **the purchase of zero kilometre products** from local environmentally certified suppliers; while the other part actively promotes the hiring of staff from the towns that surround the hotels. In 2021, the percentage of local employees went from 75% to 66.3%, as a result of the business need to transfer staff who were resident in Mainland Spain to the Balearic Islands to fill some of the vacant positions at the Amàre Beach Hotel Ibiza.

It terms of the business itself, it is also worth noting the 2021 election of José Luque García, general director of Fuerte Group Hotels, to the role of **president of the Association of Hotel Entrepreneurs of the Costa del Sol (AEHCOS)**, which the chain has formed part of since it was founded in 1977. On top of this achievement, he also joined the Executive Committee for the Confederation of

Entrepreneurs of Malaga (CEM), in addition to being elected as representative of this group by the assembly of the Confederation of Entrepreneurs of Andalusia (CEA).

The group is also a **member of other associations** including the Cadiz Hotel and Catering Association (since 1977); the Marbella Centre for Tourism Initiatives (CIT Marbella) (since 1989); the San Telmo Family Business Group (since 2000); the Huelva Provincial Hospitality Association (since 2005); the Association of Family Businesses of Madrid (ADEFAM) (since 2018), the Andalusian Association of Family Businesses (AAEF) and the Alliance for Tourism Excellence (EXCELTUR) (since 2020), among others. In terms of universities and academic research, **Fuerte Group Hotels** forms part of different agreements with the University of Malaga, and with the Peñarroya Chair of Tourism on the Costa del Sol and the Women's Chair, both of which form part of the San Telmo Business School. José Luque García also chairs the Permanent Commission of the Costa del Sol Tourism Forum.



### Financial relationships

In 2021 the company continued to promote **relationships with different public governing bodies** on both a national and local level and has done so both directly and using its participation in different business associations.



David Guerrero receptionist at Fuerte Conil Resort

In terms of our participation in the tourism industry, Fuerte Group Hotels has resumed meetings with **key players the tourism sector** and wanted to show its appreciation to a group of retailers who have provided core support to the industry during the pandemic by creating the **Fuerte Group Rewards loyalty programme**, designed to reward their support with gifts including free hotel stays, vouchers to redeem for Amazon products, cash and CEPESA products, among other benefits.





Fuerte El Rompido vegetable garden

## Environmental relationships

During 2021, its environmental projects slowed down as a result of the pandemic. However, the group maintained strong partnerships with organisations that it has worked alongside for many years, including WWF Spain, with whom the group runs a project to mark “Earth Hour”.

The group’s environmental commitment is best demonstrated by its **participation in the United Nations Global Compact**, a collaboration which sets the standard for its sustainable approach in the short, medium and long term.



## 02. Sustainable development



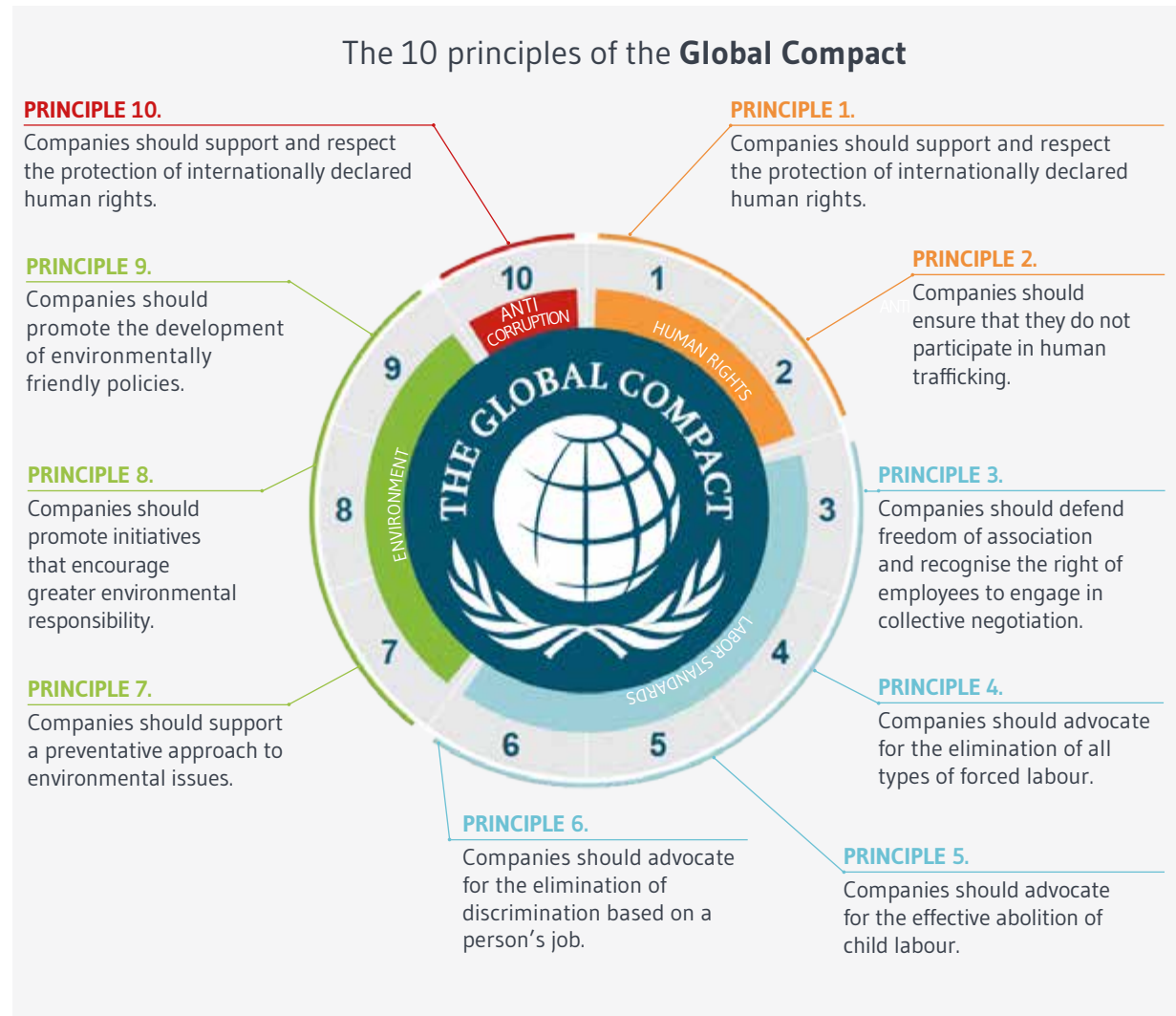
## 2.1 Alignment with the 2030 Agenda and the UN Global Compact

Using the yearly analysis of the actions, plans and other initiatives implemented in the management of each one of the establishments that comprise Fuerte Group Hotels and their relevance to the **17 UN Sustainable Development Goals (SDGs)**, this report outlines goals based on them and performance indicators that allow us to align them even further to the SDGs.

It is fair to say that 2021 was once again a difficult year that was greatly affected by the COVID-19 pandemic. This intensified the need to implement controls -mainly linked to health, hygiene and safety- that were simply unimaginable to most people in this modern age.

Therefore, the necessary adaptation to the new developments to align with pandemic safety have by no means signalled a break in alignments in the 2030 Agenda's SDGs.

Similarly, our firm commitment to the **United Nations Global Compact and its 10 fundamental principles** round off the list of essential activities which form our Sustainable Development Strategy at Fuerte Group Hotels:



*In Part 3 of this report, under the section "2021 yearly evaluation", the fulfilment of each of the objectives implemented by the company is analysed and compared against the relevant SDGs and the Principles of the Global Compact.*

## 2.2. Environment

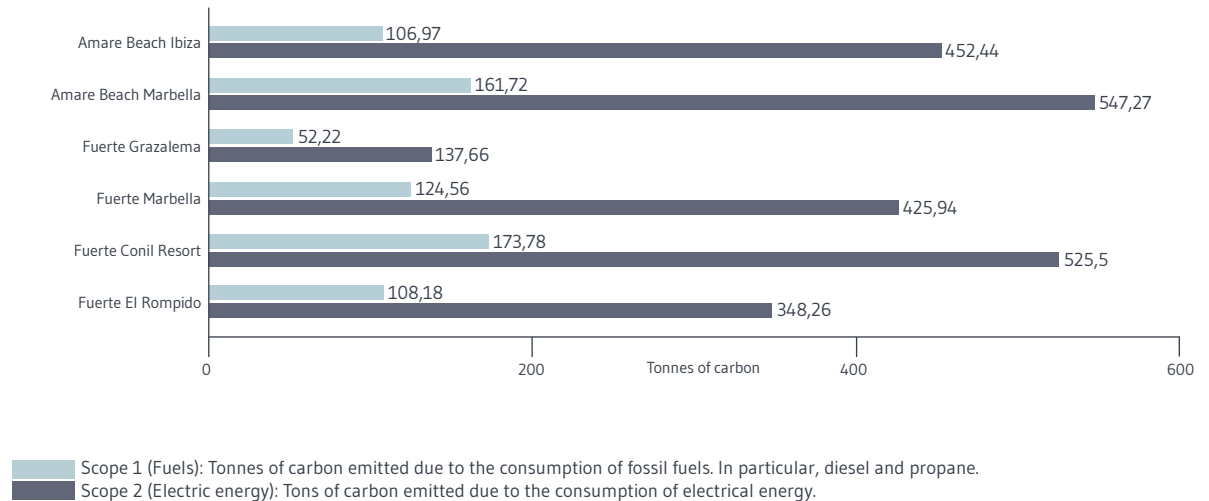
The fight against climate change continues to be a priority worldwide, and in the case of Fuerte Group Hotels, it is also among our top priorities as part of our sustainable development policy.



### Carbon footprint

It is certainly evident that the tourism industry has a huge role to play in reducing greenhouse gas emissions and all players must commit to doing so, which is why Fuerte Group continues to enhance its contribution to expanding knowledge and improving through various energy saving initiatives.

### Carbon footprint (Scopes 1 & 2)



In the graph shown above, we can see that the footprint caused by the consumption of fossil fuels (diesel and/or propane, depending on each case) represented in scope 1, is notably lower than the footprint caused by scope 2, which comes from the consumption of electrical energy.

Although all the establishments belonging to Fuerte Group Hotels (both the Amàre Hotels brand and Fuerte Hotels) feature solar panels as a **source of renewable energy**, the impact of electrical energies has prompted us to increase efforts to establish strategies that reduce dependence on non-renewable energies.

We have also taken a range of actions related to **SDG Principle 7** that are designed to improve the energy efficiency of our hotels, mainly in terms of reducing the use of electricity. These steps have had a significant impact in achieving a continued reduction in the group's carbon footprint in recent years. Some of the most notable actions include:

- ☑ the replacement of low-energy light bulbs for LED lights
- ☑ the establishment of timers designed to turn lights off around hotels
- ☑ replacement of industrial machinery with more efficient technologies.

In view of these results, we now set out to achieve similarly satisfactory outcomes in terms of reduction in carbon footprint.

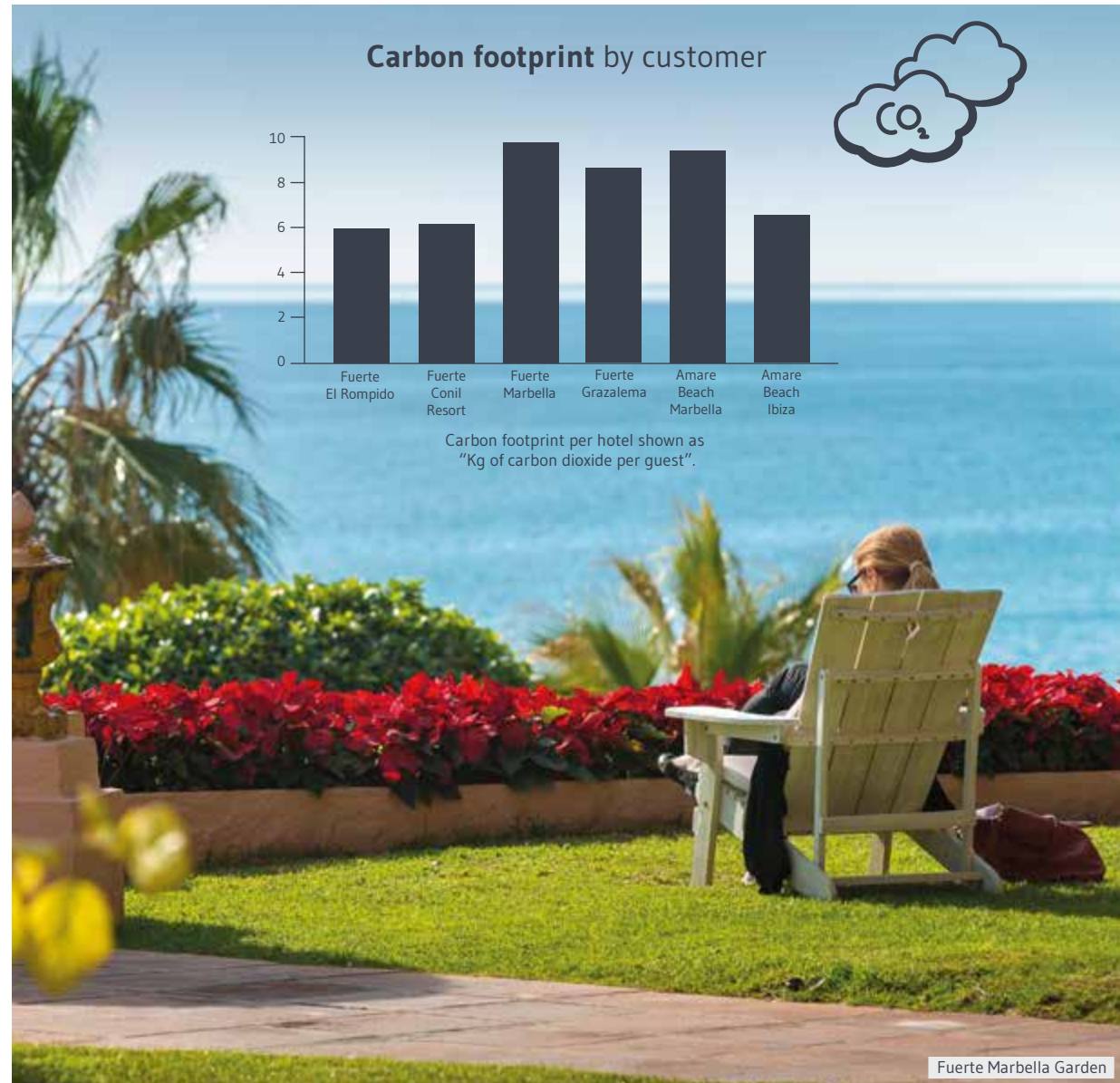
### Evolution

The graph on the right is one of the best ways to visualise an accurate comparison of the greenhouse gas emissions at each of our hotels.

While it is true that these hotels cannot always be compared due to widely differing facilities, their size and in some cases even the guest profile, we can use a ratio that sets out the equivalent kilograms of CO<sub>2</sub> per client to establish an indicator that maps out each hotel's evolution.

The company uses this information to come to important conclusions and establish strategies that involve specific and targeted action plans aimed at achieving the outlined environmental goals.

We have not offered a comparison in this report with last year's results due to the exceedingly difficult situation which caused closures and industry instability during the global pandemic, which resulted in a lack of sufficient data to compare measures and results.



## Consumption

The consumption of electricity, water and fossil fuels (diesel and propane in this case) of each hotel is outlined in the following table:

Consumption in 2021	Electricity (kwh)	Propane gas (kg)	Mains water (m <sup>3</sup> )	Diesel (litres)*	Opening 2021*
Fuerte El Rompido	917,817	36,822	21,312	--	5 months
Fuerte Conil Resort	1,382,895	16,357	34,075	43,839	5 months
Fuerte Marbella	1,120,907	10,730	17,524	32,440	7 months
Fuerte Grazalema	362,267	3,378	9,145	16,490	8 months
Amare Beach Marbella	1,440,178	4,925	19,318	51,344	7 months
Amare Beach Ibiza	1,190,627	41,561 (in m <sup>3</sup> )	26,211	--	6 months

\*The Fuerte El Rompido and Amàre Beach Ibiza hotels do not use diesel.



At Fuerte Group Hotels, we consider efficient management as a concept that represents being more competitive in all areas, rather than just focusing on financial savings. For this reason, we consider the encouraging results for both reductions in energy consumption and carbon footprint as a good indication that we are on the right track.

As far as energy saving goals for this year are concerned, our Technical Services Department has issued the following figures (based on the average indicator from the previous year):



Electricity:  
-1%



Diesel:  
-0,5%



Water:  
-0,5%



Propane:  
-0,5%

## Waste

Fuerte Group Hotels' commitment to reducing waste is fully aligned with new European directives. These directives aim to put forward measures that protect the environment and human health by preventing and reducing the amount of waste produced and the negative impact caused by its generation and disposal. These factors are also crucial in making the transition to a circular economy that allows companies to increase their competitive qualities.

It is also important to note that optimal waste management and progress made towards minimising the amount of waste the industry produces significantly boosts the nationwide goal of promoting a circular and low-carbon economy in Spain.

As far as our hotels are concerned, it is worth noting the negative effect of the unavoidable health and safety measures implemented during the COVID-19 pandemic. This was most noticeable in the need for single-use plastics in some departments as a result of measures taken in compliance with the law to supply provide customers with foods in single-serve formats and to protect disinfected cutlery, among other uses.

In an attempt to offset the consequences of these measures, our establishments have striven to offer non-bottled water, as well as natural juice



The oil used in our kitchens is turned into biofuel. This process is a simple example of the types of actions Fuerte Group Hotels takes to promote a Circular Economy





which can be bought in larger quantities and served in refillable glass bottles, as well as offering bulk breakfast products like fruit and cold meats (charcuterie) which are free from packaging.

Measures have also been taken to reduce the amount of perishable food that is thrown away. This is made possible by implementing a thorough control of product stocks and short-term needs.

The cooking oil used in our hotels is also highly polluting waste. For this reason, the company has attempted to mitigate its high environmental impact for a number of years by partnering with authorised professionals who turn it into biofuel. This process is also a simple example of the types of actions Fuerte Group Hotels takes to promote a circular economy.

When it comes to managing other types of waste, separation of different types of rubbish is carried out across all of our hotels. The table to the right shows the figures collected from our different establishments in 2021 according to waste type.



Recycling 2021 (according to months of opening of each hotel)	Glass (kg.) 	Paper and cardboard (kg.) 	Containers (kg. plastic) 	Cooking oil (litres) 
Fuerte El Rompido	4,000	25,000	1,481.1	980
Fuerte Conil Resort	29,400	4,950	2,580	1,838
Fuerte Marbella	21,000	12,000	3000	4,375
Fuerte Grazalema	1,800	3,000	1024	700
Amare Beach Marbella	22,750	12,133.3	9,100	2,078.4
Amare Beach Ibiza	17,875	9,533.3	7,150.0	1,633.1
<b>Total</b>	<b>96,825</b>	<b>66,616.7</b>	<b>24,335.1</b>	<b>11,604</b>

During 2021, we made a noteworthy commitment to digitalisation with a view to achieving a further reduction in the use of paper (restaurant menus, reception desk documents, tablets for welcome hosts instead of paper, etc.), as well as reducing the amount of documentation given to guests upon arrival to an absolute minimum.

Furthermore, the **management of hazardous waste** meets strict compliance regulations and is remitted to authorised waste management companies for its handling and treatment.





### Supporting the local economy

A significant difference in purchasing can be observed when comparing 2020 with 2021 and it is important to consider that 2021 is a year that is more similar to the pre-pandemic situation in terms of figures. However, the figures seen in 2019 were not matched except on specific occasions during certain seasons of the year.

We use 15-20 local suppliers in Andalusia and 6-8 in Ibiza.

**In the case of Andalusia, the volume of local purchases was almost 1 million euros higher than last year. Meanwhile, we spent 6x more on products from local suppliers in Ibiza during 2021.**

In 2022, we intend to continue increasing the volume of goods we purchase from local suppliers in Ibiza, with a specific focus on product ranges that we do not currently source on the island. These include groceries like pasta, jams, sauces, spices...etc.

In Andalusia, we will continue to use our main local suppliers while also seeking opportunities to expand our local consumption.



## 2.3 Equality, ethics and human rights

Fuerte Group Hotels carries out all of our activities while following a code of ethics, which is compulsory for everybody who forms part of the company. It outlines a number of principles, including fostering gender equality and respect for human rights. The full set of principles are as follows:





Mari Carmen Barea, chef at Fuerte Grazalema

In terms of **gender equality**, the percentage of women in managerial and middle management roles at Fuerte Group Hotels was 57.2% in 2021, compared to 56% in the previous year.



**% Women in managerial or middle management roles Fuerte Group**  
Total 2021 vs. 2020

**57.2%** vs 56%



**% Men in managerial or middle management roles Fuerte Group**  
Total 2021 vs. 2020

**42.8%** vs 44%

Regarding our **anti-discrimination policy** (for factors such as sex, religion, nationality), the company has continued to uphold this commitment in all its selection processes. We have also continued our work with the Special Employment Centre to comply with the provisions of the General Disability Law in Spain.

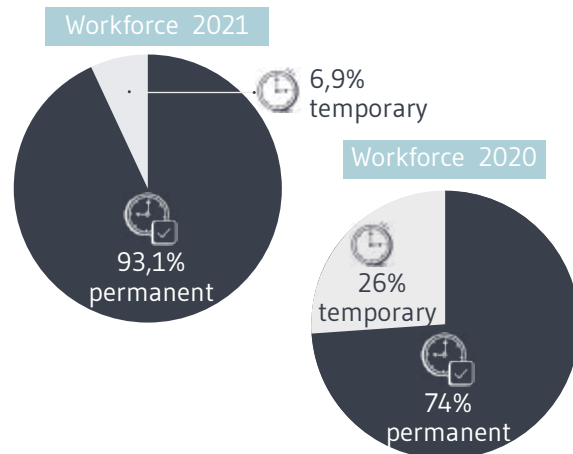
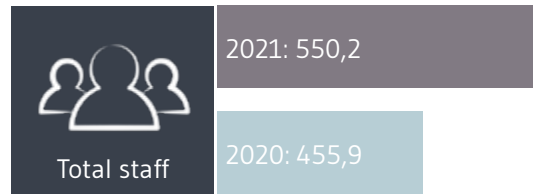


José María Vela, maître d' at Fuerte Conil Resort

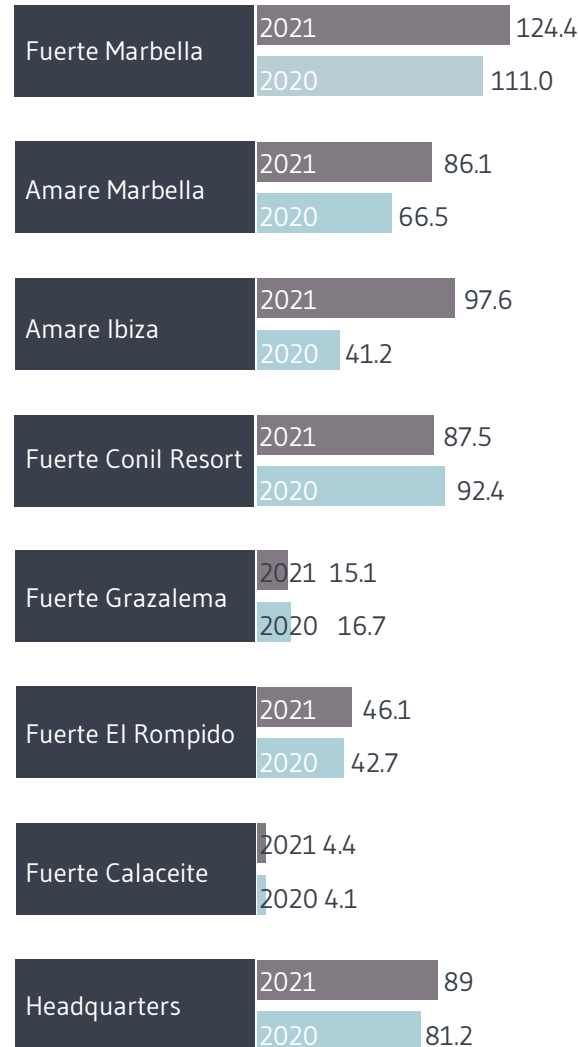
## 2.4 People

### Employees

During 2021, Fuerte Group Hotels employed a total of 550,2 people, which at the start of the opening season meant hiring 20.7% more than in the same period of 2020. Of these employees, 74% had permanent contracts. To cope with the peaks recorded throughout the season, the company hired 26% temporary staff.



### Average workforce by hotel

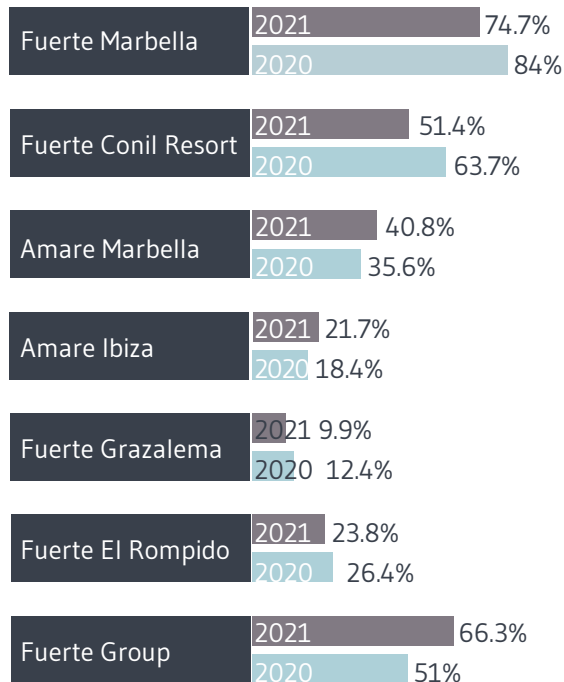


During 2021, the pandemic meant barely any work experience placements took place at our establishments. However, we retained our partnerships with the universities and schools with which it has signed agreements, and presentations were held to establish new agreements to be carried out in 2022. Fuerte El Rompido also continued its collaboration with the "Secretariado Gitano" Romani Peoples Foundation Project, which aims to promote the insertion of people at risk of social exclusion by offering them internships and, in some cases, giving them a job at the end of their training period.

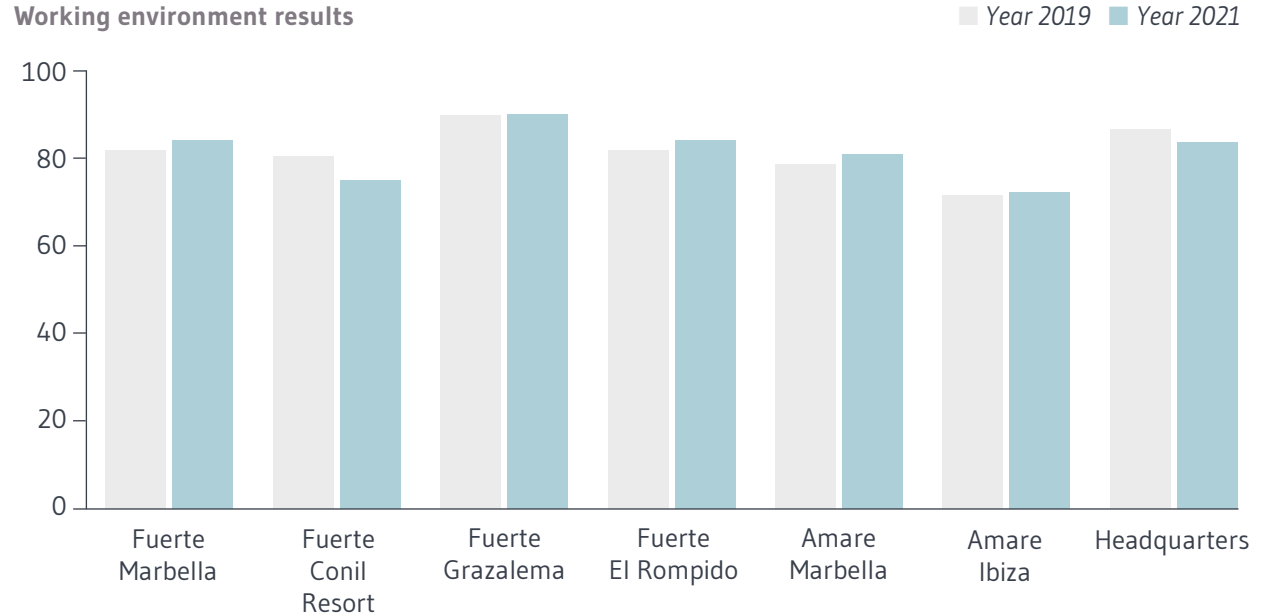
**Workforce stability**

The pandemic has also caused noticeable changes in workforce stability and retention at Fuerte Hotels. This can be seen in a reduction in the percentage of employees with seniority of more than 5 years, while this factor has actually improved in the case of the Amàre brand establishments and in the head office. The main reason for this reduction was the decision of some employees to leave the tourist industry during a time when hotels closed due to COVID-19, causing them to seek work in other sectors.

**Percentage of staff with seniority of more than 5 years**



**Working environment results**



Scores obtained from employee surveys, where factors such as motivation, commitment, teamwork, etc., with the values closest to 100 indicating the best working environments.



From left to right. Raúl Olmedo maître 'd, Juan Francisco Huercano supervisor, Inmaculada Medinilla manager, Antonia Sánchez housekeeper & Alejandro Rivera kitchen manager at Fuerte Grazalema hotel.

Workplace surveys were resumed in 2021 after a pause during the period of 2020 as a result of the pandemic. Despite the fact that the tourist season had still not returned to normal, employee satisfaction scores were actually slightly higher in 2021 when compared to 2019, with an average of 81.54%. The two exceptions to this improvement were the Fuerte Conil Resort, which saw operational changes after merging 3 hotels into a single resort in 2021, and our head offices, which saw cultural changes as a result of WFH during the pandemic.

## Training

During 2021, we implemented a cost control policy in response to the pandemic, which saw our training budget halved. This meant that we invested a total of 66,658.34 euros, compared to 112,828.85 euros spent in 2020. The number of hours used for training was also lower, totalling 15,073 hours at the end of 2021 when compared to 22,575 hours taught in 2020. However, the number of trainees on our programmes tripled, rising from 333 people in 2020 to 975 in 2021, of which 44% were men, and 56% were women. Another changing factor was the type of employees enrolled on these courses, with a higher percentage of managers and middle managers was (4x higher than in 2020) and a 50% reduction in core staff taking training courses.

Total invested in training in 2021:

**66,658.34€**

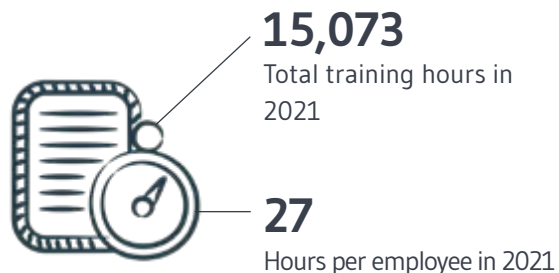


Number of people who have accessed training in 2021:

**975**

## Employee training hours

Establishment	2021	Managers and middle managers	Core Staff
Olée Nerja Holiday Rentals	91	9	82
Fuerte Conil Resort	3,331	428	2,903
Fuerte El Rompido	1,273	334	939
Fuerte Grazalema	689	279	410
Fuerte Group	1,985	578	1,407
Fuerte Marbella	2,441	459	1,982
Amare Beach Marbella	2,778	516	2,262
Amare Beach Ibiza	2,486	231	2,255
<b>Total training hours</b>	<b>15,073</b>	<b>2,833</b>	<b>12,240</b>



As part of Fuerte Group Hotels' ongoing process of digitisation and modernization, which was further enhanced by the pandemic, quality training and development programs were prioritized in 2021. In terms of courses for core personnel, the majority of training in 2021 focused on compulsory regulatory training and hygiene and health measures to respond to COVID-19.



**1,425**  
attended occupational  
hazards training  
in 2021



**2,675**  
hours spent on  
occupational hazards  
training in 2021

Type of training	Attendees 2020	Total hours 2020	Attendees 2021	Total hours 2021
Basic level performance training	-	-	1	60
Emergencies and evacuation drill	146	168	280	305
Specific risks by role	48	96	333	666
Basic life support and using a defibrillator	-	-	11	44
Post-covid re-opening training	12	81.5	160	320
Prevention and protection measures for covid	731	1,462	640	1,280
Social distancing and safety rules at work stations and staff areas	57	111.6	-	-
Contingency plan and preventive measures	15	38.5	-	-
<b>Total</b>	<b>1,009</b>	<b>1,957.6</b>	<b>1,425</b>	<b>2,675</b>

### Prevention of occupational hazards

In 2021, our COVID-19 Contingency Plan featured in most of the actions carried out by Forte Group Hotels in terms of occupational hazards prevention. Under the careful guidance of Quirón Prevención, a total of 1,425 attendees participated in the 2,675 hours of training in occupational hazards prevention held throughout the year. These courses mostly covered topics related to the prevention of contagions and how to deal with positive COVID-19 cases.

When our hotels reopened, staff also underwent the appropriate tests to find out their COVID-19 status, learn whether or not they had had the disease, and find out their level of immunity (antibodies) to the virus. Throughout the season, our different establishments conducted these tests periodically to monitor the situation at any given time and prevent possible risks.



Luciano Ponce kitchen assistant at Forte El Rompido

### Performance appraisals

Performance appraisals were another activity resumed by the Fuerte Group Human Resources Department in 2021. These appraisals allow for a qualitative analysis of performance of our teams of staff in their designated roles during a set time period.

The result of these evaluations allows improving aspects such as training, remuneration, mobility, professional career and selection, among others. This is an initiative in which 80% of the group's staff participate.

### Social support projects

To round off this section detailing the Human Resources activities at Fuerte Group Hotels, we would like to mention our Social Support Programme.

The company carries out this scheme with the goal of contributing to the well-being of its employees. However, as was the case for many company projects, 2021 saw a reduction in these initiatives. The funds designed to support employees in purchasing books and paying towards their weddings were eliminated and other areas like funds for employee advances and loans were reduced. However, aid for crèche services was increased. In total, investment in social support projects totalled at 39,182.50 euros, compared to a figure of 80,252.96 euros in 2020.



Entertainers at Fuerte El Rompido



### Digital community

In addition to the information already outlined regarding the relationship between Fuerte Group Hotels and its different stakeholders in other sections of this report, it is important to note that the chain enjoys a close relationship to the digital community. This digital presence has been created thanks to use of profiles on the main social networks.

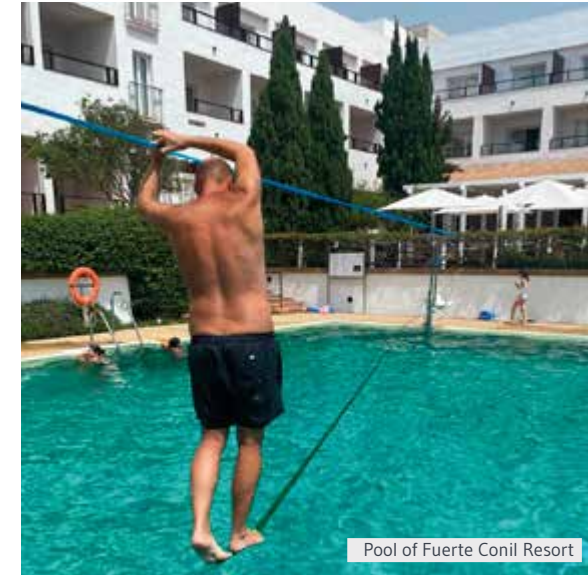
This presence was reinforced by campaigns that mostly took place on Instagram during 2021, which consisted of agreements between the company and well-known influencers as part of the “Do it with style” campaign, alongside the successful execution of promocode offers and the creation of high-quality videos about the hotels and the destinations where they are located using the slogan “Never stop getting excited”. These campaigns almost doubled our number of followers on the network in the space of a year.



### Quality

While the hotel industry began its return to normality in 2021, the levels of excellence seen in 2019, which registered a Net Promoter Index (NPI) of 97.3% from a total of 10,882 reviews, were not fully achieved. However, despite the limited occupancy of hotels, a season that was shorter than previous summers, and a 50% reduction in reviews (5,159), our NPI only dropped by 4 points and came in at 93 %.

Quality	2019	2021
Number of opinions about the chain <i>Data source: Review Pro</i>	10,882	5,159
Online reputation index <i>Data source: Review Pro</i>	91%	90.1%
IPN (Net Promoter Index)	97.3%	93%



Our **Customer Satisfaction** Index remained the same for the cleanliness category, at 92.6%. However, it experienced increases in satisfaction levels for food and beverages (at 86.1% compared to 85.90% in 2020); experiences (at 88.5% compared to 83.1% in 2020) and service, where the overall customer rating came in at 93%, compared to 91.90% achieved in 2020).



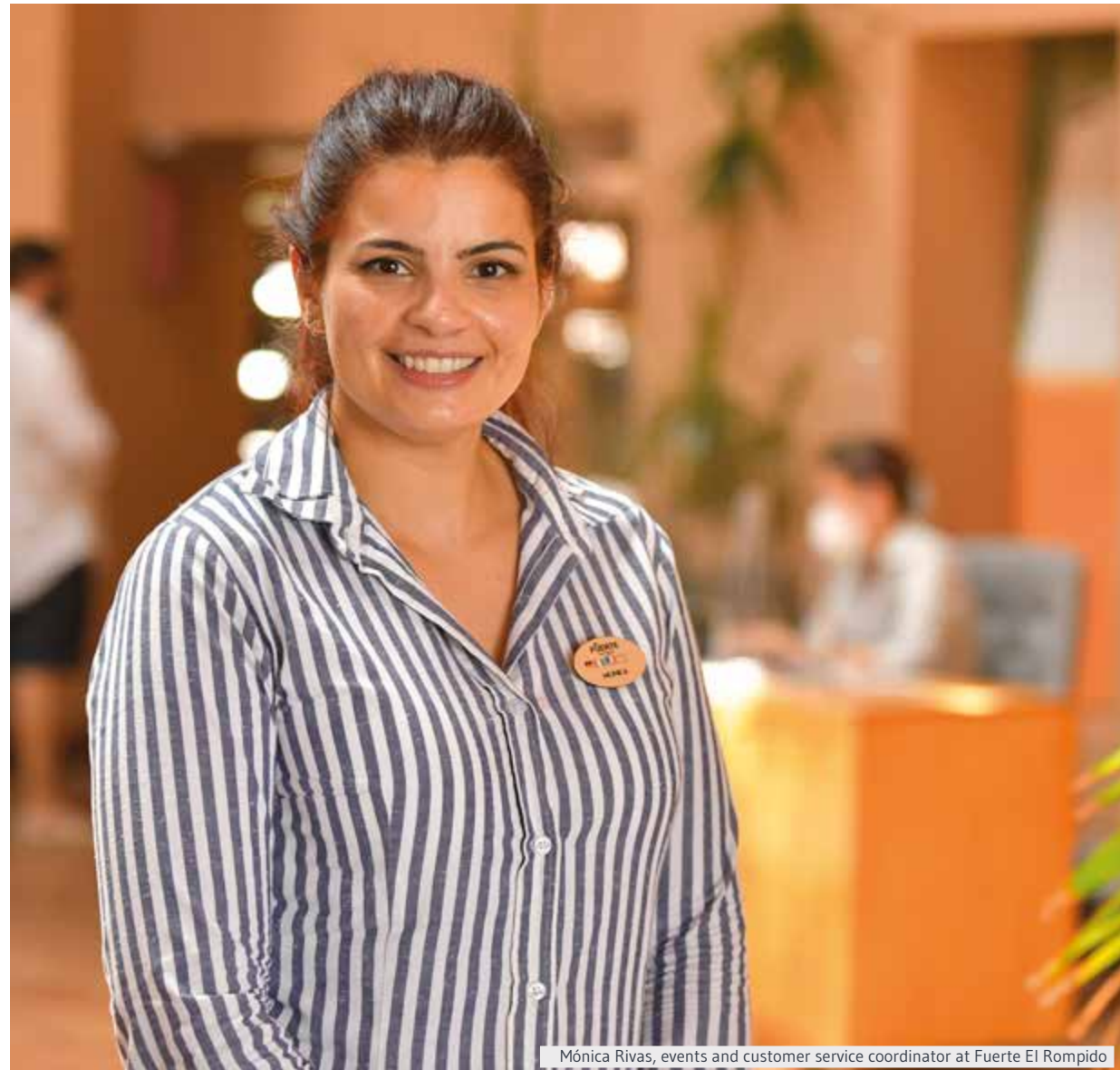
## 2.5 Finance

Fuerte Group Hotels has all the necessary procedures in place to guarantee the prevention of money laundering in our payment processes. It also follows a policy of complete transparency in terms of data related to anti-corruption, environmental issues, social projects and different financial issues, which is compiled and audited once a year by the international firm UHY Fay & Go.

# 35%



Our financial results for 2021 reflected the constant recovery of the tourist industry. This allowed Fuerte Group Hotels to register a revenue of 50.4 million euros, showing an increase of 35% compared to 2020. However, this figure represents a decrease of 33% compared to 2019, the year in which the Andalusian company registered an income of 75 million euros



Mónica Rivas, events and customer service coordinator at Fuerte El Rompido



## 2.6 Social Projects: Fundación Fuerte

Fundación Fuerte is a non-profit organisation based in Marbella. Its main goal is the management of Grupo El Fuerte's charitable activities based on helping people at risk of social exclusion, organising cultural events and carrying out environmental awareness campaigns. During 2021, it restarted a number of projects which had been up and running since 2005 and had been forcibly paused as a result of the pandemic in 2020.

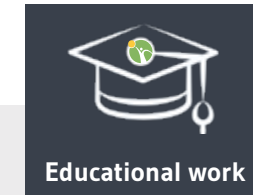
The total charitable investment in projects at the end of 2021 was 50,770.42 euros, not including general expenses and personnel expenses of the Foundation. This figure does not include the aid allocated to two additional projects which were approved in 2021 and launched at the start of 2022. The aid granted to each of the projects running during the course of 2021 is outlined here:



- **Asociación Marbella Activa:** VII Storytelling competition. Donation: €1,137.07.



- **Asociación Amigos Órgano del Sol Mayor:** Holding of concerts at the Parroquia de Ntra. Sra. de la Encarnación and maintenance work for the Sol Mayor organ located in the church. Donation: €8,000.



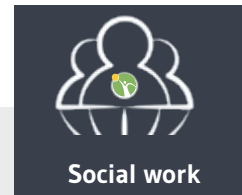
- **NGO Construye Mundo:** support for the education of young women in the Maria Goretti Shelter in Dakar (Senegal). Donation: 1.000€.



- **Fundación Solidaria Luna Nueva:** building of a wall at the Dierybirane School in Senegal: €2,000.
- **Fundación San Telmo:** rehabilitation and improvement of the classroom for alumni at the Malaga headquarters. Donation: €600.



- **2<sup>nd</sup> Edition of the Tierra de Hambre Exhibition:** "ART IN THE TIME OF TRANSITION". Donation: €453.75.



- **Caritas Diocesana de Ibiza:** launch of the “Urgencia Social” shelter project for people in vulnerable social situations. Donation: €6,000.
- **Hermandad de Ntro. P. Jesús Cautivo, Ntra. Sra. de la Encarnación, Sta. Marta, San Lázaro y M<sup>a</sup> de Marbella:** help for people in vulnerable situations. Donation: €2,000.
- **Hermanitas de los pobres de Ronda Nursing Home:** help to cover basic needs. Donation: €500.
- **Luis Amigo Children’s Home:** helps between 100 and 125 needy children in District V, Manila (Philippines), to help these young people have a better future despite difficult circumstances. Donation: €5,000
- **Fundación CESMA Proyecto Hombre Málaga:** Prevention Program aimed at minors, young people and their families. Donation: €3,000.
- **Asociación Horizonte Proyecto Hombre Marbella:** Anniversary dinner. Donation: €6,500.
- **Asociación Horizonte Proyecto Hombre Marbella:** second-hand charity sale events. Donation: €3,600.
- **Asociación Horizonte Proyecto Hombre Marbella:** treatment support accommodation. Donation: €3,972.60.
- **Asociación Horizonte Proyecto Hombre Marbella:** coordination and execution of the agreement for the free provision of maintenance services (up to a maximum of 1,500 euros) signed with the company We Resolve. Donation: €0.
- **Asociación Horizonte Proyecto Hombre Marbella:** Golf tournament held on 07/10/21 at Aloha Golf Club.





- **Amigos de Jesús:** Barn party 2021. Donation: €1,500.

- **Cáritas Diocesana de Málaga:** XVI Christmas Charity Bazaar. Donation: €214.30.

- **Cáritas Diocesana de Tenerife:** solidarity campaign to help the island of La Palma. Donation: €2,000.

- **Hospital Costa del Sol de Marbella:** talk about a COVID-19 research project held at Fuerte Marbella. Donation: €580.95.

- **Fundación La Caixa:** Gavi project for children's vaccines. Donation: €1,500.

- **Asociación Marbella Activa:** VIII Storytelling Contest. Donation: €1,019.36.

- **Fundación Fuerte:** production of a video about completed projects. Donation: €192.39.







## 03. Self-Assessment 2021







### 3.1 Self-Assessment 2021




Fuerte Group Hotels develops and carries out actions that can be classified under different goals. The role of these actions in our commitment to the Global Compact and the Sustainable Development Goals (SDGs), is shown in the following table, which outlines our performance during the 2021 financial year:

Action proposed at the beginning of 2021	Related SDG/Global Compact Principle	Compliance with this action
Ensuring the alignment of UN Sustainable Development Goals with the company's strategic plan and its annual goals.		The alignment of the SDGs with the company's activities is a continuous project for us.
Continue with the positioning of the company as a forerunner in the use and enhancement of local and seasonal products in its establishments. These products are traditional to each location and are closely linked to gastronomic culture and local tradition.	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Make cities and human settlements inclusive, safe, resilient and sustainable.</p>  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Guarantee sustainable consumption and production practices.</p> <p><b>Global Compact:</b> Related to Work Principles (3, 4, 5, 6).</p>	Investment in local suppliers for both hotels located in Andalusia and Ibiza has been increased. The specific data is reflected in section xx on sustainable purchases.

Action proposed at the beginning of 2021	Related SDG/Global Compact Principle	Compliance with this action
<p>Continue advancing our work towards reducing <b>corporate carbon footprint</b> through tools derived from energy efficiency and the reduction of greenhouse gas emissions in each establishment and each process.</p>	<div data-bbox="831 427 943 555">  <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> <p>Guarantee access to affordable, secure, sustainable and modern energy for all.</p> <div data-bbox="831 619 943 746">  <p>13 CLIMATE ACTION</p> </div> <p>Adopt urgent measures to combat climate change and its effects.</p> <p><b>Global Compact:</b> Related to Environmental Principles (7, 8 and 9).</p>	<p>Given that all hotels were forced to close for most of 2020 due to the global COVID-19 pandemic, we have not been able to make a thorough comparison. Therefore, we are striving to continue our work on reducing <b>carbon footprint and improving energy efficiency</b>. You can find out more information in <a href="#">section 2.2</a>.</p>
<p>Establish up-to-date and <b>strict safety and hygiene measures</b> in order to offer the highest level of security to customers and employees.</p>	<div data-bbox="831 954 943 1082">  <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> <p>Industry, innovation and infrastructures.</p> <div data-bbox="831 1114 943 1241">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div> <p>Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p><b>Global Compact:</b> Related to Environmental Principles (7, 8 and 9).</p>	<p><b>The Safety First and Cristal International Standards programmes</b> have continued and involve monthly audits to revise hygiene and COVID-19 prevention measures.</p>



Action proposed at the beginning of 2021	Related SDG/Global Compact Principle	Compliance with this action
<p>Maintain and expand our <b>alliances with the company's stakeholders</b>.</p>	<p> 17 PARTNERSHIPS FOR THE GOALS</p> <p>Reactivate the Global Alliance for Sustainable Development</p> <p><b>Global Compact:</b> Related to Work Principles (3, 4, 5, 6)</p>	<p><b>We have maintained relationships with all stakeholders</b>, while also expanding in some areas, as seen in Section 1.6, where you'll find more information about our stakeholders.</p>
<p>Continue <b>social and local work</b> by ensuring excellent performance of the Fundación Fuerte.</p>	<p> 1 NO POVERTY</p> <p>End poverty in all its shapes around the world</p> <p><b>Global Compact:</b> Related to Human Rights Principles (1 and 2)</p>	<p>The social and cultural projects carried out by the <b>Fundación Fuerte</b> did not stop during the pandemic. You can find out more about all of Fundación Fuerte's 2021 projects in section 2.6.</p>
<p>Update to the POG internal procedure 64 "Definition of the context of organisational planning of risks and opportunities", integrating all the actions and adaptations related to the <b>safety and hygiene protocols and contingency plans</b> carried out or reissued after the announcement of the official COVID-19 pandemic.</p>	<p> 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Industry, innovation and infrastructures.</p> <p> 11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p><b>Global Compact:</b> This is a holistic goal related to nearly all of the Global Compact Principles.</p>	<p>A yearly risk assessment is carried out on all entities that form part of the group. In addition, this analysis is included in the <b>Non-Financial Information report</b> required by Law 11/2018 on non-financial information and diversity.</p>

Action proposed at the beginning of 2021	Related SDG/Global Compact Principle	Compliance with this action
<p>In terms of Fundamental Organisational Business Activities, the group uses a <b>Critical Practices Manual that details critical standards for each hotel</b>. This is designed to facilitate the implementation, monitoring and auditing of standards at each location. It is designed as a current document that must be continually updated and adapted to each hotel.</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 10px;"> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for everyone.</p> </div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Industry, innovation and infrastructures</p> </div> </div> <div style="margin-top: 10px;"> <p><b>Global Compact:</b> Related to Anti-Corruption Principles (10)</p> </div> </div>	<p><b>These standards are periodically reviewed</b> and appropriately updated for all of our hotels.</p>
<p>Continue raising awareness about the conservation of marine ecosystems and their <b>biodiversity</b> by participating in the CLEAN SEAS project.</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 10px;"> <p>Conserve and use oceans, seas and marine resources in a sustainable way.</p> </div> </div> <div style="margin-top: 10px;"> <p><b>Global Compact:</b> Principles related to the Environment (7, 8 and 9)</p> </div> </div>	<p>New project developments are currently underway. Find out more at: <a href="https://www.fuertehoteles.com/en/corporate/hoteles-sostenibles/">https://www.fuertehoteles.com/en/corporate/hoteles-sostenibles/</a></p>
<div style="background-color: #0072bc; color: white; padding: 20px;">  <p style="font-size: 1.2em; font-weight: bold; color: white; margin: 0;">The Fuerte Group Hotels critical manual reflects the key standards at each hotel, with the goal of facilitating their implementation, monitoring and auditing. It is designed as a current document that must be continually updated and adapted to each hotel.</p> <p style="text-align: right; font-size: 0.8em; color: white; margin: 0;">Traditional Cove, Ibiza</p> </div>		

## 3.2 Future outlook and new goals

### Future goals for Fuerte Group Hotels

**01 A 5% increase in customer satisfaction** (based on the satisfaction index measured using customer comments and online surveys).

**02 Increase awareness around sustainability:** This goal goes beyond customer awareness to include employees, suppliers and all other **Fuerte Group Hotels** stakeholders.

**03 Improvement of the group's local purchasing indicators** (increase in the number of local purchases compared to products sourced from other regions).

**04** Continuing the social work performed by the Fundación Fuerte, as well as improving the commitment of local social projects and their visibility in the locations where we work.

**05** Contribute to the **promotion of local culture** in all of our hotels.

**06 Reduced carbon footprint by 1%** across the chain.

**07** Strengthen the company's proposals and development in relation to the circular economy and **UN SDG 11**, which aims to make cities and human settlements inclusive, safe, resilient and sustainable. **Waste management** plays a key role in this goal. New initiatives for the prevention of waste will be researched.

**08 Significant reduction in water use.** Trying to prevent water from being wasted and encouraging its reuse in gardens and other similar environments.

**09** Continue strengthening the **Plan of Company Equality Policy** and the development of initiatives related to SDG5 (on gender equality).

**10** Develop new initiatives to continue with the **talent development** policy to promote the professional growth of the company's staff.

**11** Promote the **awareness of our interest groups** towards the conservation of natural spaces and the biodiversity, adding innovative actions to the CLEAN SEAS project.

The Group has outlined 10 future goals, including increased customer satisfaction and sustainability; as well as the improvement of local purchasing indicators, the promotion of culture, the reduction of water use and lowering carbon footprint, among others.



### 3.3 Awards and certifications

At the end of 2021, Fuerte Group Hotels received a highly valued award: the **CaixaBank Hotel & Tourism award for Eastern Andalusia, in the “Business Track Record”** category.

This award was created for the IV Edition of these prestigious awards, in order to recognize the contribution that some companies have made to key industries that make up the Spanish economy, including tourism.

The award highlights the impeccable history boasted by Fuerte Group Hotels, which began its

journey in July 1957 when it opened the first hotel in Marbella’s old town, a site which has become a true benchmark for Andalusian tourism.

In a year which continued to pose a great number of challenges for the tourism industry, Fuerte Marbella was delighted to receive the **Customer Excellence Award 2020**, awarded by British tour operator **British Airways Holidays**, who used the award to assess the service levels of the hotels they work with. In this case, the first hotel to open its doors in Marbella’s old town was awarded a score of 9.2 out of 10.



## Letter from the CEO

During the course of 2021, we have seen first-hand just how fragile the tourist industry is at times and, at the same time, how much it can contribute to the economy when it is growing. In 2019 we benefited from growth, thanks to the status of Spain as a refuge destination in the face of the prevailing instability in North Africa and part of the Mediterranean Basin. Then, in 2020 and 2021, we suffered an almost total paralysis of an entire sector, leaving millions of families in a very vulnerable situation.

But after the uncertainty of the first few months, Fuerte Group Hotels regained control of the situation and decided to seize the moment to take giant steps in the digitisation of our business, paving the way for a new stage in our 65-year business track record.

Because if there is one thing that is clear to us, it is that tourism has long been and will continue to be one of the main drivers of the Spanish economy. However, this means that the industry must be strong and must consist of highly professional tourism that is prepared to face challenges and is flexible to adapt to changes. It also has to be fast-moving and able to take advantage of new markets while creating tangible experiences for national and international tourists alike.

At Fuerte Group Hotels, we put these values into practice and managed to close the 2021 financial

year with a revenue of 50.4 million euros; which was a significant increase of 35% on 2020; but a decrease of 33% compared to 2019, the year in which we achieved a turnover of 75 million euros. Our success that year helped us deal with the pandemic at a time when we had to depend completely on our own resources.

The journey hasn't been easy, but we have achieved great things thanks to the efforts that both the company and all our people have made in order to achieve greater efficiency in all areas and the implementation of important business changes. This has included strengthening ties with tour operators thanks to the creation of programs like Fuerte Group Rewards; launching promotions adapted to the cost control needs of many of our clients, such as the Fuerte Splendid All Inclusive resort; adjusting our hotels' operations to make costs profitable and expand what we can offer our guests as much as possible. An example of this is our bringing together of our 3 hotels in Conil de la Frontera into a single complex (Fuerte Conil Resort) and making payment options easier for older and younger generations alike by allowing payment by Bizum and bank transfer, among a range of other options.

Shape of the complete refurbishment of Fuerte Marbella, which is our flagship and first hotel we opened when our journey began. The project



**El turismo es uno de los principales motores de la economía de España. Pero para ello, ha de ser un sector fuerte y altamente profesional.**

involves its conversion into a spectacular 5-star hotel that, under the new name of El Fuerte, paves the way for an exciting adventure into the world of luxury hotels. We are sure that this niche will help boost Spanish tourism even further, and specifically the Andalusian, to differentiate itself within the broad international panorama.

**Don José Luque García**  
CEO of Fuerte Group Hotels

## GRI indicators table

100 Overview				
101 Basic information				
102 General contents		Location	Page	Notes
Organisation Profile				
102-1	Name of the organisation	1.1 Our responsible business model	7 and 8	
102-2	Activities, brands, products and services	1.1 Our responsible business model	7 and 8	
102-3	Location of the company's headquarters	1.1 Our responsible business model	7	
102-4	Location of operations	1.1 Our responsible business model	7 and 8	
102-5	Property and legal information	1.1 Our responsible business model	7 and 8	
102-6	Markets served	1.1 Our responsible business model	7 and 8	
102-7	Size of the organisation	1.1 Our responsible business model	7 and 8	
102-8	Information about staff and other workers	2.4 People	27 onwards	
102-12	External initiatives	2.6 Social work: Fundación Fuerte	35 onwards	
102-13	Membership of associations	1.6 Stakeholders	16 onwards	
Strategy				
102-14	Statement from Senior Executives Responsible for Decision Making	Letter from the CEO	45	
102-15	Main impacts, risks and opportunities	1.5 Risk management	15	Operating procedure "POG64 Definition of organisational planning of risks and opportunities"
Ethics and integrity				
102-16	Values, principles, standards and norms of conduct	1.2 Corporate governance and ethical commitment	9	
102-17	Mechanisms for advice and ethical concerns	2.3 Equality, ethics and human rights	26 onwards	
Governance				
102-18	Governance structure	1.2 Corporate governance and ethical commitment	18	
102-21	Consultation with interest groups on economic, environmental and Social issues	1.6 Interest groups	16 and onwards	
102-22	Structure of the highest governance body and its committees	1.2 Corporate governance and commitment to ethical business	9	

## GRI indicators table

102 General contents		Location	Page	Notes
Governance				
102-23	President of the highest governing body	1.2 Corporate governance and ethical commitment	9	
102-29	Identification and management of economic, environmental and social impacts	3.1 Self-assessment 2021	39 onwards	
102-30	Effectiveness of risk management processes	1.5 Risk management	15	Operating procedure "POG64 Definition of organisational planning of risks and opportunities"
102-35	Evaluation of economic, environmental and social issues	3.1 Self-assessment 2021	39 onwards	
102-32	Remuneration policies	2.4 People	28	
Participation of stakeholders				
102-40	List of stakeholders	1.6 Stakeholders	16 and 17	
102-42	Identification and selection of stakeholders	1.6 Stakeholders	16 and 17	
102-45	Entities included in financial statements	2.5 Financial	34	More detailed information on the financial results of the organisation has been detailed in an annex to this report in two specialised technical documents: The Non-Financial Information Status report (which contains all information regarding compliance with the contents established in Law 11/2018 on Non-Financial Information and Diversity) and the Consolidated Management Statement for Grupo El Fuerte.
102-46	Definition of the contents of the reports and their limitations	About this report	3	
102-47	List of material issues	1.3 Materiality analysis	12	
Reporting Practices				
102-50	Reporting period	About this report	3 and 4	
102-53	Contact channel for questions about the report	Email (press):communication@fuerte-group.com	7	
102-55	GRI content index	GRI indicators table	46	
103 Enfoque de gestión		Location	Page	Notes
103-1	Explanation of the material topic and its Boundary	1.3 Materiality analysis	10 onwards	
103-2	The management approach and its components	1.1 Our responsible business model	7 and 8	

## GRI indicators table

<b>200 Financial</b>				
201 Financial results		Location	Page	Notes
201-1	Direct economic value generated and distributed	2.5 Economy	34	All the detailed information on the economic performance of the organisation has been treated as an annex to this report in two specialised technical documents: The report on the State of Non-Financial Information (which contains all the information related to compliance with the contents established in the Law 11/2018 on Non-Financial Information and Diversity) and the Consolidated Management Report of Grupo el Fuerte.
201-2	financial implications and other risks and opportunities arising	1.5 Risk management	15	Operating procedure "POG64 Definition of the context of the organisation and planning of risks and opportunities".
<b>300 Environmental</b>				
301 Materials		Location	Page	Notes
301-2	Recycled supplies	2.2 Environment	24	
302 Energy		Location	Page	Notes
102-16	Energy consumption within the organisation	2.2 Environment	22	
102-17	Reduction in energy consumption	2.2 Environment	22	
304 Biodiversity			Page	Notes
304-3	Protected or restored habitats	3.1 Self-Assessment	42	CLEAN SEAS Project: <a href="https://www.fuertehoteles.com/en/corporate/hoteles-sostenibles/">https://www.fuertehoteles.com/en/corporate/hoteles-sostenibles/</a>
305 Emissions		Location	Page	Notes
305-1	Direct GHG emissions (scope 1)	2.2 Environment	20	
305-2	Indirect GHG emissions (scope 2)	2.2 Environment	20	
307 Environmental Compliance		Location	Page	Notes
307-1	Non-compliance with environmental legislation and regulations	2.2 Environment	No non-compliance incidents have been recorded in this year	The evaluation of compliance with environmental legislation and updating according to current regulations is a point that is reviewed annually and is also verified in audits on ISO 14001.



## GRI indicators table

308 Supplier environmental assessment		Location	Page	Notes
308-1	Suppliers that have passed evaluation and selection based on environmental considerations	2.2 Environment	25	
400 Social				
401 Employment		Location	Page	Notes
401-1	New employee hires and staff turnover	2.4 People	28	
401-2	Benefits for full-time employees that are not given to part-time or temporary employees	2.4 People	32	
403 Health and security		Location	Page	Notes
403-1	Representation of workers in formal company worker health and safety committees	2.4 People	31	
404 Training		Location	Page	Notes
404-2	Programs to upskill employees and programs transition assistance	2.4 People	30 and 31	
404-3	Percentage of employees undergoing periodical appraisals and professional development evaluations	2.4 People	29	
405 Biodiversity		Location	Page	Notes
405-1	Diversity among governing bodies and employees	2.2 Environment	28 onwards	
406 No discriminaci3n		Location	Page	Notes
406-1	Discrimination cases and corrective actions taken	The company enforces a policy of non-discrimination (based on factors like sex, religion, nationality...), both in job offers and throughout the selection process. It also complies with the General Disability Law in all its centres, contracting services through a Special Employment Centre for equality.		This policy is communicated in staff canteens in each hotel and on the group's intranet site

## GRI indicators table

408 Child labour		Location	Page	Notes
408-1	Operations and suppliers that present serious potential risks of child labour	Not identified in 2021		There is a specific internal and corporate procedure whose scope contemplates this aspect in particular: POG 50: Code of preventive conduct to combat child exploitation
409 Forced labour		Location	Page	Notes
409-1	Operations and suppliers that present serious potential risks of forced labour	Not identified in 2021		There is a specific internal and corporate procedure whose scope contemplates this aspect in particular: POG 50: Code of preventive conduct to combat child exploitation
412 Human Rights Assessment		Location	Page	Notes
412-2	Training employees about human rights policies and procedures	24 People	30	
413 Local Communities		Location	Page	Notes
413-1	Working with the local community, impact assessments and development programs	2.6 Social work: Fundación Fuerte	35 onwards	
416 Customer health and safety		Location	Page	Notes
416-1	Evaluation of the impacts of our products and services on health and safety	2.1 Alignment with the 2030 Agenda, the Global Compact and 2.2 Environment	19 and 23	

This GRI table includes the indicators outlined in this report, according to the GRI STANDARDS version.



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