

APPENDICES

Corporate Information
& Contacts
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CORPORATE INFORMATION & CONTACTS



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CORPORATE HEADQUARTERS

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Paradisus Playa del Carmen La Perla | Mexico

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CORPORATE DEPARTMENTS

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Owner Relations

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ABOUT THIS REPORT

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Compilation Standards

Meliá Hotels International seeks to be a benchmark company for all its stakeholders. One of the basic principles to achieve this objective is the Company's reporting model, which is defined on the basis of maximum transparency and truthfulness.

For this reason and for the third consecutive year, Meliá Hotels International follows the <IR> (Integrated Reporting) standards set out by the IIRC (International Integrated Reporting Council) and within the GRI-G4 framework.

Scope of the Information

The scope of this report includes hotels owned and leased as well as those that are managed by Meliá Hotels International.

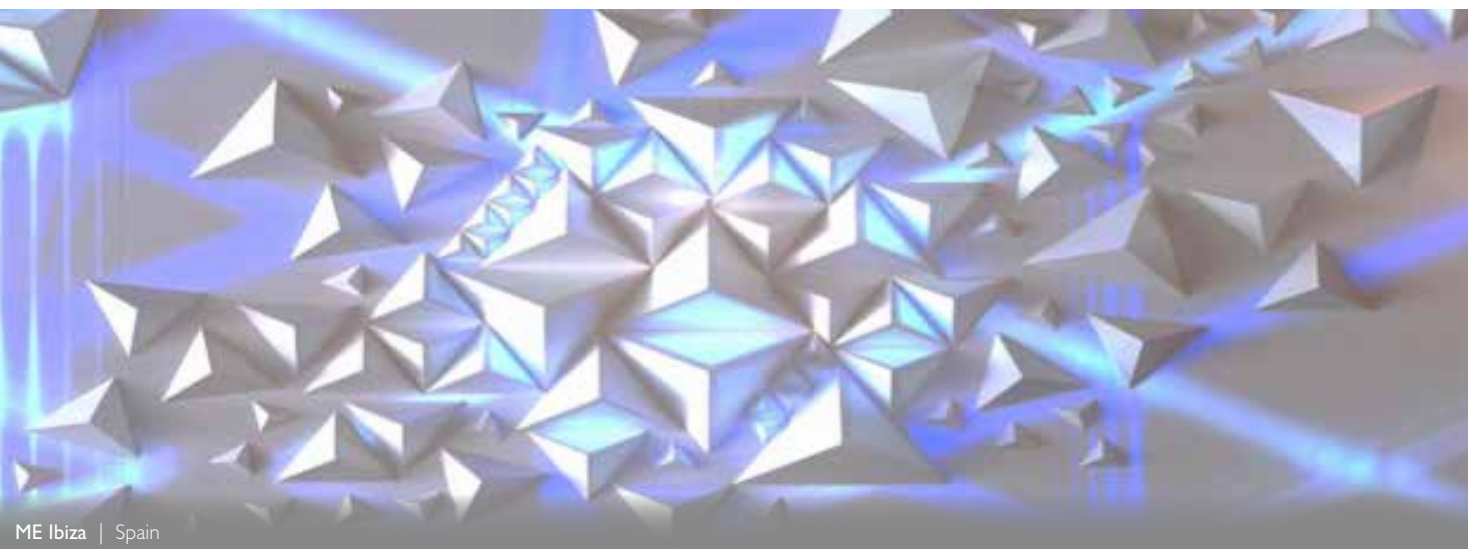
With regard to GRI indicators exclusions specified in certain indicators are excluded from the scope.

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Verification of the Information

In regard to economic performance, the information available in the Annual Report has been processed in compliance with current legislation and audited by PwC. The result can be consulted in the Financial Report and, in summarised form, in this report.

The non-financial information has also been submitted for external verification by PwC. After their verification process, PwC sent us their Verification Report, which revises the adaptation of the content of the 2015 Annual Report, the GRI-G4 Guide and the validation of the performance indicators proposed in its Core option.



ME Ibiza | Spain

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AVERAGE STAFF PER COUNTRY/REGION												
	SPAIN		EMEA				AMERICA		ASIA		TOTAL	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Corporate	623	562	107	89	227	199	26	23	983	873		
Hotel	9,052	8,206	4,331	3,913	23,212	23,704	3,117	2,870	39,712	38,694		
Club Meliá	44	50	0	0	472	464	0	0	516	514		
Other Activities	317	268	290	235	457	447	0	0	1,065	950		
TOTAL	10,036	9,086	4,728	4,238	24,368	24,814	3,143	2,893	42,275	41,031		

Excluding franchises

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G4-LA12 >

AVERAGE STAFF PER COUNTRY/REGION AND EMPLOYEE CATEGORY																										
	SPAIN						EMEA						AMERICA						ASIA						TOTAL	
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Corporate	281	247	339	315	621	562	42	39	51	50	93	89	112	100	116	98	227	199	13	9	13	14	26	23	967	873
Director	76	76	32	31	109	107	13	13	1	2	14	15	33	27	13	10	46	38	8	7	3	4	11	10	179	170
Department Heads	100	82	93	82	192	164	18	18	22	19	40	37	34	29	38	30	72	58	3	2	5	5	8	7	312	267
Basic Staff	105	89	214	202	320	291	11	9	29	28	40	36	44	44	65	59	109	103	2	1	5	5	7	6	476	436
Hotel	4,295	4,182	4,119	4,024	8,414	8,206	1,960	1,530	1,806	1,397	3,766	2,927	7,718	7,441	4,284	4,082	12,002	11,522	2,101	1,971	1,017	899	3,117	2,870	27,300	25,526
Director	77	89	18	17	94	106	35	32	14	13	49	45	46	49	8	8	54	57	7	7	2	2	9	9	207	217
Department Heads	840	826	564	545	1,404	1,371	338	293	277	226	615	519	1,166	1,115	634	604	1,800	1,720	318	278	156	121	474	400	4,293	4,009
Basic Staff	3,378	3,268	3,538	3,462	6,916	6,730	1,587	1,206	1,515	1,158	3,102	2,364	6,506	6,276	3,642	3,469	10,148	9,745	1,775	1,686	858	776	2,634	2,462	22,800	21,300
Club Meliá	13	15	31	35	44	50	-	-	-	-	-	-	242	233	230	231	472	464	-	-	-	-	-	-	516	514
Other Activities	192	144	125	124	317	268	186	146	104	89	290	235	360	352	97	95	457	447	-	-	-	-	-	-	1,065	950
TOTAL	4,781	4,587	4,615	4,499	9,396	9,086	2,188	1,716	1,962	1,536	4,150	3,252	8,432	8,125	4,727	4,507	13,159	12,632	2,113	1,980	1,030	913	3,143	2,893	29,848	27,863

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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AVERAGE NUMBER OF STAFF PER BUSINESS AREA, TYPE OF CONTRACT, GENDER AND COUNTRY/REGION																										
	SPAIN						EMEA						AMERICA						ASIA						TOTAL	
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Corporate	281	247	339	315	621	562	42	39	51	50	93	89	112	100	116	98	227	199	13	9	13	14	26	23	967	873
Complete	272	244	286	274	558	518	42	39	50	50	92	89	112	100	116	98	227	199	13	9	13	14	26	23	903	828
Partial	10	3	53	41	63	45	-	-	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	65	45
Hotel	4,295	4,182	4,119	4,024	8,414	8,206	1,960	1,530	1,806	1,397	3,766	2,927	7,718	7,441	4,284	4,082	12,002	11,522	2,101	1,971	1,017	899	3,117	2,870	27,300	25,526
Complete	4,051	4,056	3,618	3,729	7,670	7,785	1,929	1,528	1,733	1,392	3,662	2,920	7,701	7,441	4,267	4,082	11,968	11,522	2,101	1,971	1,017	899	3,117	2,870	26,417	25,098
Partial	243	126	501	295	744	421	31	2	74	5	105	7	17	-	17	-	35	-	-	-	-	-	-	-	883	428
Club Meliá	13	15	31	35	44	50	-	-	-	-	-	-	242	233	230	231	472	464	-	-	-	-	-	-	516	514
Complete	9	13	20	27	29	40	-	-	-	-	-	-	242	233	230	231	472	464	-	-	-	-	-	-	501	504
Partial	3	2	11	8	15	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15	10
Other Activities	192	144	125	124	317	268	186	146	104	89	290	235	360	352	97	95	457	447	-	-	-	-	-	-	1,065	950
Complete	168	133	103	120	271	253	186	146	104	89	290	235	360	352	96	95	456	447	-	-	-	-	-	-	1,017	935
Partial	24	10	22	5	46	15	0	-	0	-	1	-	-	-	1	-	1	-	-	-	-	-	-	-	48	15
TOTAL	4,781	4,587	4,615	4,499	9,396	9,086	2,188	1,716	1,962	1,536	4,150	3,252	8,432	8,125	4,727	4,507	13,159	12,632	2,113	1,980	1,030	913	3,143	2,893	29,848	27,863

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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AVERAGE NUMBER OF STAFF PER BUSINESS AREA, TYPE OF CONTRACT, GENDER AND COUNTRY/REGION																											
	SPAIN						EMEA						AMERICA						ASIA						TOTAL		
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL		
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Corporate	281	247	339	315	621	562	42	39	51	50	93	89	112	100	116	98	227	199	13	9	13	14	26	23	967	873	
Fixed	264	235	308	289	572	524	36	34	40	41	76	75	108	99	108	96	216	195	9	5	7	7	16	12	879	806	
Temporary	18	12	31	26	49	38	6	5	12	9	18	14	4	1	8	2	12	3	4	4	6	7	10	11	88	66	
Hotel	4,295	4,182	4,119	4,024	8,414	8,206	1,960	1,530	1,806	1,397	3,766	2,927	7,718	7,441	4,284	4,082	12,002	11,522	2,101	1,971	1,017	899	3,117	2,870	27,300	25,526	
Fixed	3,096	3,174	2,629	2,682	5,726	5,855	1,149	945	868	767	2,016	1,712	5,852	5,614	3,295	3,128	9,147	8,742	2,093	1,961	1,016	897	3,109	2,858	19,998	19,167	
Temporary	1,198	1,008	1,490	1,343	2,688	2,351	811	586	939	630	1,750	1,215	1,866	1,827	990	954	2,855	2,781	8	10	1	2	8	12	7,302	6,359	
Club Meliá	13	15	31	35	44	50	-	-	-	-	-	-	242	233	230	231	472	464	-	-	-	-	-	-	516	514	
Fixed	10	11	19	24	29	35	-	-	-	-	-	-	214	203	189	192	403	395	-	-	-	-	-	-	432	430	
Temporary	3	4	12	11	15	15	-	-	-	-	-	-	28	30	41	39	69	69	-	-	-	-	-	-	84	83	
Other Activities	192	144	125	124	317	268	186	146	104	89	290	235	360	352	97	95	457	447	-	-	-	-	-	-	1,065	950	
Fixed	118	90	72	75	189	166	158	146	89	89	246	235	357	349	93	93	450	442	-	-	-	-	-	-	886	843	
Temporary	74	53	54	49	128	102	28	-	16	-	44	-	3	2	4	2	7	5	-	-	-	-	-	-	179	107	
TOTAL	4,781	4,587	4,615	4,499	9,396	9,086	2,188	1,716	1,962	1,536	4,150	3,252	8,432	8,125	4,727	4,507	13,159	12,632	2,113	1,980	1,030	913	3,143	2,893	29,848	27,863	

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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AGE PYRAMID BY GENDER AND COUNTRY/REGION																											
	SPAIN						EMEA						AMERICA						ASIA						TOTAL		
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL		
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
<30	15.03%	13.27%	16.42%	15.50%	15.72%	14.37%	40.11%	38.80%	48.18%	47.52%	43.92%	42.92%	37.76%	37.97%	38.04%	39.65%	37.86%	38.57%	18.19%	15.05%	25.98%	22.78%	20.74%	17.49%	29.93%	29.00%	
30-50	52.78%	52.73%	58.66%	59.17%	55.67%	55.92%	51.26%	53.56%	45.63%	46.59%	48.60%	50.27%	55.20%	55.48%	55.44%	55.53%	55.29%	55.50%	69.01%	74.97%	68.00%	72.53%	68.68%	74.20%	55.89%	56.97%	
>50	32.19%	34.00%	24.92%	25.34%	28.62%	29.71%	8.63%	7.65%	6.19%	5.89%	7.47%	6.82%	7.05%	6.55%	6.52%	4.82%	6.86%	5.93%	12.80%	9.98%	6.02%	4.69%	10.58%	8.31%	14.19%	14.04%	
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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CONTRACTS SIGNED OUT OF AVERAGE STAFF																											
	SPAIN						EMEA						AMERICA						ASIA						TOTAL		
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL		
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
<30	30.04%	29.12%	30.37%	27.66%	30.21%	28.34%	28.30%	26.45%	23.94%	25.35%	26.04%	25.88%	24.02%	25.90%	22.79%	23.03%	23.57%	24.85%	30.28%	42.87%	30.75%	56.12%	30.47%	48.32%	25.68%	27.06%	
30-50	11.08%	9.00%	10.52%	9.82%	10.79%	9.43%	17.48%	12.62%	11.93%	12.92%	15.01%	12.75%	10.92%	11.57%	11.35%	11.19%	11.07%	11.43%	7.47%	7.21%	9.80%	14.50%	8.22%	9.46%	11.09%	10.66%	
>50	1.49%	2.51%	2.67%	2.80%	2.00%	2.63%	31.18%	5.33%	15.97%	6.26%	25.22%	5.71%	3.91%	3.82%	3.97%	5.98%	3.93%	3.30%	5.79%	4.30%	5.47%	13.34%	5.73%	5.91%	4.40%	3.36%	
TOTAL	10.84%	9.46%	11.82%	10.81%	11.33%	10.13%	23.00%	17.43%	17.97%	18.44%	20.62%	17.90%	15.37%	16.50%	15.22%	15.64%	15.32%	16.19%	11.40%	12.28%	14.98%	13.34%	12.58%	15.96%	14.51%	14.39%	

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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NUMBER OF CONTRACTS																											
	SPAIN						EMEA						AMERICA						ASIA						TOTAL		
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL		
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
<30	216	177	230	193	446	370	248	176	226	185	475	361	765	799	410	412	1,174	1,211	116	128	82	117	199	244	2,294	2,186	
30-50	280	218	285	261	564	479	196	116	107	92	303	208	508	521	297	280	806	801	109	107	69	96	178	203	1,850	1,692	
>50	23	39	31	32	54	71	59	7	19	6	78	13	23	20	12	13	35	33	16	9	3	6	19	14	186	131	
TOTAL	518	434	546	486	1,064	920	503	299	353	283	856	582	1,296	1,341	719	705	2,015	2,045	241	243	154	218	395	462	4,330	4,010	

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

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VOLUNTARY ROTATION OF AVERAGE STAFF NUMBERS BY AGE, GENDER AND REGION																											
	SPAIN						EMEA						AMERICA						ASIA						TOTAL		
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL		TOTAL		
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	
<30	3.87%	3.42%	3.77%	2.85%	3.82%	3.11%	9.04%	11.08%	9.89%	10.83%	9.48%	10.95%	11.14%	11.03%	13.29%	13.01%	11.92%	11.75%	4.88%	3.70%	4.53%	4.82%	4.73%	4.16%	9.56%	9.74%	
30-50	1.58%	1.64%	1.16%	0.94%	1.36%	1.27%	6.56%	6.89%	6.84%	6.35%	6.68%	6.65%	5.83%	5.97%	6.66%	6.52%	6.13%	6.17%	1.43%	0.82%	2.16%	1.28%	1.66%	0.96%	4.12%	3.95%	
>50	0.07%	0.09%	0.18%	0.13%	0.12%	0.10%	2.82%	3.04%	1.53%	2.81%	2.32%	2.95%	2.70%	3.34%	2.93%	4.60%	2.77%	3.70%	0.89%	0.50%	0.62%	0.38%	0.84%	0.48%	0.90%	0.98%	
TOTAL	1.44%	1.35%	1.34%	1.03%	1.39%	1.19%	7.23%	8.22%	7.98%	3.91%	7.59%	8.25%	7.61%	7.72%	8.94%	9.00%	8.09%	8.18%	1.99%	1.22%	2.68%	2.05%	2.21%	1.48%	5.29%	5.21%	

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

STAFF BY NATIONALITY (%)														
	2015		2014			2015		2014			2015		2014	
Afghan			0.01%	0.01%	Eritrean			0.00%	0.01%	Moroccan			0.35%	0.27%
Albanian			0.03%	0.02%	Slovakian			0.09%	0.08%	Mauritanian			0.03%	0.03%
German			3.33%	3.56%	Slovenian			0.02%	0.02%	Mexican			12.96%	13.50%
Algerian			0.04%	0.04%	Spanish			29.51%	30.51%	Moldova			0.03%	0.02%
American			1.86%	2.36%	Estonian			0.02%	0.02%	New Zealander			0.01%	0.01%
Angolan			0.00%	0.00%	Ethiopian			0.01%	0.01%	Nepalese			0.08%	0.06%
Argentina			0.83%	0.85%	Filipino			0.26%	0.23%	Nicaraguan			0.01%	0.00%
Armenian			0.00%	0.00%	Finnish			0.02%	0.02%	Nigerian			0.08%	0.06%
Australian			0.02%	0.02%	French			0.69%	0.63%	Norway			0.00%	0.00%
Austrian			0.28%	0.25%	Gabonese			0.03%	0.00%	Pakistani			0.10%	0.10%
Bahaman			2.03%	0.53%	Gambian			0.04%	0.02%	Panamanian			0.24%	1.09%
Bangladeshi			0.12%	0.08%	Georgian			0.01%	0.01%	Paraguayan			0.03%	0.03%
Belgian			0.08%	0.08%	Ghanaian			0.01%	0.02%	Peruvian			0.68%	0.72%
Beninese			0.00%	0.01%	Greek			0.18%	0.19%	Polish			0.24%	0.26%
Belarussian			0.01%	0.00%	Guatemalan			0.01%	0.01%	Portuguese			0.38%	0.35%
Burmese			0.02%	0.01%	Guyanese			0.01%	0.01%	Romanian			0.37%	0.30%
Bolivian			0.06%	0.07%	Guinean			0.15%	0.04%	Russian			0.11%	0.12%
Bosnian			0.01%	0.01%	Haitian			0.16%	0.19%	Solomon Islander			0.01%	0.01%
Botswana			0.01%	0.01%	Indian			0.38%	0.25%	Salvadoran			0.00%	0.00%
Brazilian			5.69%	5.65%	Dutch			0.11%	0.10%	São Toméan			0.01%	0.00%
British			0.52%	0.50%	Honduran			0.02%	0.01%	Senegalese			0.08%	0.07%
Bulgarian			0.26%	0.25%	Hungarian			0.24%	0.22%	Serbian			0.03%	0.02%
Burkinese			0.00%	0.00%	Indonesia			6.07%	6.51%	Sierra Leonean			0.00%	0.01%
Cape Verdean			2.33%	0.98%	Iranian			0.01%	0.00%	Syrian			0.02%	0.01%
Cambodian			0.00%	0.01%	Iraqi			0.00%	0.00%	Somali			0.00%	0.01%
Cameroonian			0.02%	0.02%	Irish			0.02%	0.03%	Sri Lankan			0.10%	0.11%
Canadian			0.01%	0.02%	Icelandic			0.00%	0.00%	Swedish			0.04%	0.02%
Czech			0.06%	0.05%	Italian			1.95%	1.78%	Swiss			0.03%	0.02%
Chilean			0.05%	0.04%	Jamaican			0.03%	0.01%	South African			0.01%	0.02%
China			2.23%	1.71%	Jordanian			0.00%	0.00%	Thai			0.02%	0.03%
Cypriot			0.01%	0.01%	Kazakh			0.00%	0.01%	Tanzanian			0.82%	0.92%
Colombian			0.29%	0.29%	Kenyan			0.08%	0.05%	Togolese			0.01%	0.00%
Congolese			0.07%	0.05%	Kyrgyz			0.01%	0.00%	Trinidadian			0.00%	0.00%
Korean			0.02%	0.00%	Latvian			0.03%	0.03%	Tunisian			0.04%	0.03%
Costa Rican			0.02%	0.02%	Lebanese			0.01%	0.01%	Turkish			0.06%	0.07%
Croatian			0.14%	0.14%	Lithuanian			0.06%	0.07%	Ukrainian			0.17%	0.14%
Cuban			0.35%	0.36%	Luxembourger			0.02%	0.02%	Ugandan			0.01%	0.00%
Danish			0.00%	0.00%	Macedonian			0.01%	0.01%	Uruguayan			0.07%	0.31%
Dominican			16.80%	17.15%	Malay			0.55%	0.63%	Uzbek			0.01%	0.01%
Ecuadorian			0.14%	0.17%	Madagascan			0.01%	0.01%	Venezuelan			2.26%	2.37%
Egyptian			0.19%	0.16%	Malian			0.02%	0.01%	Vietnamese			1.65%	1.53%
Emirati			0.01%	0.01%	Ivorian			0.01%	0.01%	Yemeni			0.00%	0.00%

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

G4-LA11 >

EMPLOYEES WHO HAVE UNDERGONE PERFORMANCE EVALUATION													
	SPAIN			EMEA			AMERICA			ASIA			TOTAL
	MAN	WOMAN	TOTAL	MAN	WOMAN	TOTAL	MAN	WOMAN	TOTAL	MAN	WOMAN	TOTAL	
Corporate	181	166	347	31	33	64	60	58	118	12	11	23	552
Director	75	32	107	1	13	14	11	24	35	3	7	10	166
Department Heads	92	82	174	20	16	36	32	30	63	4	2	6	279
Basic Staff	13	52	66	11	4	14	17	3	20	5	2	7	107
Hotel	649	451	1,100	287	297	584	211	260	471	42	98	140	2,295
Director	76	17	92	14	32	47	8	21	29	1	5	6	174
Department Heads	526	362	888	125	130	255	167	208	375	41	93	133	1,651
Basic Staff	47	72	119	148	135	283	37	31	68	-	-	-	470
Club Meliá	2	1	3	-	-	-	9	6	15	-	-	-	18
Director	1	-	1	-	-	-	1	0	1	-	-	-	2
Department Heads	1	1	2	-	-	-	8	6	13	-	-	-	15
Basic Staff	-	-	-	-	-	-	-	0	0	-	-	-	0
Other Activities	8	2	10	2	2	4	0	4	4	-	-	-	18
Director	4	-	4	-	1	1	-	2	2	-	-	-	6
Department Heads	3	2	5	-	0	0	0	2	2	-	-	-	7
Basic Staff	2	-	2	2	1	3	-	-	-	-	-	-	5
TOTAL	840	621	1,460	320	332	652	281	328	608	54	109	162	2,883

* EMEA: Europe, Middle East & Africa, excluding Spain. Does not include Bulgaria, Cuba and Egypt.

G4-LA13 >

AVERAGE SALARY DIFFERENCES BY GENDER (MEN vs WOMEN)							
	SPAIN		MEXICO		DOMINICAN REPUBLIC		
	2015	2014	2015	2014	2015	2014	
Corporate							
EVP	ND	ND	Position does not exist	Position does not exist	Position does not exist	Position does not exist	
VP	25%	27%	Position does not exist	Position does not exist	Position does not exist	Position does not exist	
Director	13%	18%	21%	13%	Only men	Only men	
Manager	15%	16%	32%	36%	Only women	Only men	
Executive	14%	13%	19%	1%	3%	5%	
Assistant	4%	4%	23%	-28%	Only men	Only men	
Hotel							
Director	8%	14%	Only men	Only men	Only men	Only men	
Deputy Director	7%	4%	Position does not exist	Position does not exist	Position does not exist	Position does not exist	
Department Heads	11%	13%	24%	1%	-16%	-14%	
Basic Staff	6%	5%	-2%	6%	-1%	-2%	

The positive numbers refer to men, the negative to women. EVP (Executive Vice President), SVP (Senior Vice President) and VP (Vice President).

G4-EC6 >

LOCAL EXECUTIVES BY REGION														
	EXPATRIATE						LOCAL						TOTAL	
	MAN		WOMAN		TOTAL		MAN		WOMAN		TOTAL			
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
SPAIN	0.01%	0.02%	0.00%	0.00%	0.01%	0.02%	0.27%	0.32%	0.06%	0.07%	0.33%	0.39%	0.35%	0.41%
EMEA	0.04%	0.04%	0.01%	0.01%	0.05%	0.05%	0.09%	0.08%	0.05%	0.05%	0.13%	0.13%	0.18%	0.18%
AMERICA	0.06%	0.05%	0.01%	0.01%	0.06%	0.06%	0.11%	0.14%	0.02%	0.02%	0.13%	0.17%	0.20%	0.22%
ASIA	0.02%	0.03%	0.01%	0.00%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.03%
TOTAL	0.13%	0.15%	0.02%	0.02%	0.15%	0.16%	0.47%	0.55%	0.13%	0.14%	0.61%	0.69%	0.76%	0.85%

G4-LA12 >

BOARD OF DIRECTORS		
	MAN	WOMAN
<30	-	-
30-50	2	-
>50	7	1
TOTAL	9	1

G4-LA9 >

TRAINING ACTIONS (SPAIN)												
	ACTIONS		COURSES		PARTICIPANTS		AVERAGE H/ PARTICIPANT		AVERAGE H/ EMPLOYEE		TOTAL HOURS	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Paid training	214	143	960	626	10,274	8,135	6.8	9.3	11.2	8.3	70,025	75,647
Unpaid training	1	2	23	103	403	1,330	2.0	2.1	2.0	0.3	806	2,734
TOTAL	215	145	983	729	10,677	9,465	6.6	8.5	10.7	8.6	70,831	78,381

e-MELIÁ TRAINING	
No. of Users of the E-Meliá Platform	2,921
Active Number of E-Meliá Users	803
E-Meliá Ratio of Activity	27.49%
No. of E-Meliá Courses (courses + videos)	437
Total No. of Hours Undertaken by each E-Meliá User	1:59:01

G4-PRI >

INTERNAL AUDIT PROCESSES ON HEALTH & SAFETY		
2013	2014	2015
45	16	23

G4-LA6 >

HEALTH AND SAFETY RATE (SPAIN)										
	INCIDENCE		FREQUENCY		SEVERITY		AVERAGE DURATION		ABSENTEEISM	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Men	53.56	49.34	30.81	28.06	0.51	0.54	16.68	19.30	0.41	2.95
Women	60.89	67.07	35.08	38.44	0.63	0.72	18.02	18.74	0.51	3.57
TOTAL	57.16	58.13	32.91	33.19	0.57	0.63	17.38	18.98	0.46	3.25

G4-EN3 >

TOTAL ENERGY CONSUMPTION AND SAVINGS					
CONSUMPTION	UNIT	2015	Δ %	2014	SAVINGS 2015
Electricity	MWh	444,578	5.59%	421,044	23,535
	GJ	1,600,481		1,515,757	84,724
Natural Gas	m³	9,257,490	1.26%	9,142,194	115,296
	GJ	355,302		350,877	4,425
LPG	tn	4,179	0.52%	4,158	22
	GJ	190,166		189,180	986
Diesel	m³	4,601	-12.85%	5,280	-678
	GJ	165,833		190,285	-24,452
District Heating	MWh	29,515	9.64%	26,920	2,595
	GJ	106,255		96,912	9,343
District Cooling	MWh	45,556	41.97%	32,089	13,467
	GJ	164,001		115,521	48,480
TOTAL (GJ)		2,582,038	5.02%	2,458,532	123,506

G4-EN31 >

ENVIRONMENTAL EXPENDITURE	
Bacteriological Analysis	€696,232
Quality Audit	€114,757
Environment	€76,993
Drainage Standards	€1,541,635
Rubbish	€3,734,129
Water Standards	€1,500,393
TOTAL	€7,664,139

G4-EN21 >

NOx EMISSIONS (Tn)			SOx EMISSIONS (Tn)		
2015	DIFFERENCE	2014	2015	DIFFERENCE	2014
91,674	-1.66%	93,223	18,102	-11.44%	20,440

G4-6 >

ENVIRONMENTAL CERTIFICATIONS					
HOTEL	LOCATION	GREEN LEADERS	EARTHCHECK	BIOSPHERE	TRAVELIFE
FRANKFURT NIEDERRAD	Germany	Green Partner			
MUNCHEN NEUE MESSE	Germany	Gold			
DUSSELDORF DERENDORF	Germany	Silver			
DRESDEN	Germany	Gold			
BERLIN	Germany	Gold		Biosphere	
MUNCHEN CITY CENTER	Germany	Green Partner			
BOCHUM- WATTENSCHIED	Germany	Bronze			
DORTMUND	Germany	Silver			
DUSSELDORF KREFELD	Germany	Silver			
CELLE	Germany	Gold			
CENTRO OBERHAUSEN	Germany	Green Partner			
WOLFSBURG	Germany	Silver			
BERLIN MITTE	Germany	Green Partner			
BRASIL 21	Brazil	Green Partner			
JARDIM EUROPA	Brazil	Green Partner			
PAULISTA	Brazil	Bronze			
SAO PAULO ITAIM	Brazil	Silver			
SAO PAULO TATUAPE	Brazil	Silver			
SAO PAULO IGUATEMI	Brazil	Platinum			
SAO PAULO PAULISTA	Brazil	Bronze			
CAMPINAS	Brazil	Bronze			
SAO PAULO JESUINO ARRUDA	Brazil	Green Partner			
JINAN	China		Earthcheck		
AURORA	Croatia				Travelife
VICTORIA	Spain		Earthcheck		
FENIX	Spain		Earthcheck		
DON PEPE	Spain		Earthcheck		
PALACIO DE ISORA	Spain	Gold	Earthcheck		
PALACIO DE ISORA	Spain				Travelife
COLON	Spain		Earthcheck		
ME MALLORCA	Spain		Earthcheck		
ME IBIZA	Spain	Green Partner	Earthcheck		
MADRID REINA VICTORIA	Spain	Silver	Earthcheck		
DE MAR	Spain	Bronze		Biosphere	
BARCELONA SARRIA	Spain	Gold		Biosphere	
BARCELONA SKY	Spain	Platinum			
SANCTI PETRI	Spain	Platinum			Travelife
CALA GALDANA	Spain	Bronze			Travelife
CALA D'OR	Spain	Gold			
ATLANTICO - ISLA CANELA	Spain	Bronze		Biosphere	
ATLANTICO - ISLA CANELA	Spain	Bronze		Biosphere	
COSTA DEL SOL	Spain	Platinum		Biosphere	
TAMARINDOS	Spain			Biosphere	
SALINAS	Spain	Bronze			Travelife
COSTA BLANCA	Spain	Silver			Travelife
CALA D'OR APARTAMENTOS	Spain	Silver			
HOUSE IBIZA	Spain				Travelife
ALCUDIA CENTER APARTAMENTOS	Spain	Silver			
DON PABLO	Spain	Silver			
DON PEDRO	Spain	Silver			
DON MARCO	Spain	Silver			
BARBACAN (APARTAMENTOS Y BUNGALOWS)	Spain	Green Partner			
BEACH HOUSE CALA BLANCA	Spain	Silver			
BEACH HOUSE MENORCA	Spain			Biosphere	
BEACH HOUSE IBIZA	Spain	Bronze			
HOUSE ALOHA - COSTA DEL SOL	Spain	Green Partner			
MADRID LUCHANA	Spain	Green Partner			
ALICANTE	Spain	Bronze			
PALAS ATENEA	Spain	Silver		Biosphere	
SITGES	Spain	Bronze		Biosphere	
GRANADA	Spain	Bronze			
MADRID PRINCESA	Spain			Biosphere	
CASTILLA	Spain	Bronze			
BARAJAS	Spain	Bronze			
MARBELLA BANUS	Spain	Silver			
LEBREROS	Spain	Silver			
SEVILLA	Spain	Green Partner			

ENVIRONMENTAL CERTIFICATIONS					
HOTEL	LOCATION	GREEN LEADERS	EARTHCHECK	BIOSPHERE	TRAVELIFE
VALENCIA	Spain	Bronze			
RECOLETOS	Spain	Bronze			
ZARAGOZA	Spain	Green Partner			
MERIDA MEDEA	Spain	Bronze			
PALMA BELLVER	Spain	Bronze			
PALMA BOSQUE	Spain	Silver			
PALMA CENTER	Spain	Silver		Biosphere	
BARCELONA APOLO	Spain	Green Partner			
BARCELONA AEROPUERTO	Spain	Bronze			
CEUTA	Spain	Green Partner			
CADIZ LA CALETA	Spain	Bronze			
JEREZ	Spain	Silver			
MELILLA PUERTO	Spain	Green Partner			
CORDOBA	Spain	Green Partner			
SANTIAGO	Spain	Bronze			
SAN SEBASTIAN ORLY	Spain	Silver			
LEON	Spain	Green Partner			
MADRID PLAZA ESPAÑA	Spain	Silver			
MADRID CENTRO	Spain	Silver			
MADRID ATOCHA	Spain	Bronze			
MADRID AIRPORT SUITES	Spain	Silver			
MALAGA GUADALMAR	Spain	Silver			
MURCIA RINCON DE PEPE	Spain	Green Partner			
SALAMANCA CENTRO	Spain	Bronze			
SALAMANCA MONTALVO	Spain	Bronze			
PORT CAMBRILS	Spain	Bronze			
VALLADOLID SOFIA PARQUESOL	Spain	Bronze			
ZARAGOZA	Spain	Bronze			
LE COLBERT	France	Green Partner			
ROYAL ALMA	France	Green Partner			
VENDOME	France	Green Partner			
PARIS CHAMPS-ÉLYSÉES	France	Green Partner			
PARIS OPERA	France	Green Partner			
ATENAS	Greece	Green Partner			
JAKARTA	Indonesia		Earthcheck		
BALI - THE GARDEN VILAS	Indonesia		Earthcheck		
PUROSANI	Indonesia		Earthcheck		
BEACH HOUSE BENOA BALI	Indonesia		Earthcheck		
ROME	Italy		Earthcheck		
MILAN	Italy	Bronze		Biosphere	
GENOVA	Italy			Biosphere	
VILLA CAPRI HOTEL & SPA	Italy			Biosphere	
LUXEMBOURG	Luxembourg	Gold			
KUALA LUMPUR	Malaysia		Earthcheck		
ME CABO	Mexico		Earthcheck		
ME CANCUN	Mexico		Earthcheck		
CABO REAL	Mexico		Earthcheck		
CANCUN	Mexico		Earthcheck		
PLAYA DEL CARMEN LA PERLA	Mexico	Platinum	Earthcheck		
PLAYA DEL CARMEN LA ESMERALDA	Mexico	Platinum	Earthcheck		
LIMA	Peru			Biosphere	
BRAGA	Portugal	Silver			
MADEIRA MARE	Portugal	Platinum			
ME LONDON	United Kingdom		Earthcheck		
WHITE HOUSE	United Kingdom	Bronze		Biosphere	
WHITE HOUSE (APARTAMENTS)	United Kingdom				
CARIBETROPICAL	Dominican Republic	Silver	Earthcheck		
PUNTA CANA	Dominican Republic	Silver	Earthcheck		
PALMA REAL GOLF & SPA RESORT	Dominican Republic	Silver	Earthcheck		
THE RESERVE (PARADISUS PALMA REAL)	Dominican Republic	Silver			
THE RESERVE (PARADISUS PUNTA CANA)	Dominican Republic	Silver			
HANOI	Vietnam		Earthcheck		
TOTAL		102	26	16	7

GRI code	GRI description	Page	Reported	Comments/Omissions
STRATEGY AND ANALYSIS				
G4-1	Declaration by the main person responsible for the organisation's decisions regarding the relevance of sustainability for the organisation and the strategy for addressing this question.	2-4	Yes	-
G4-2	Main effects, risks and opportunities.	45	Yes	-
ORGANISATION PROFILE				
G4-3	Name of organisation.	Front cover	Yes	
G4-4	Primary brands, products and services in the organisation	22-40	Yes	
G4-5	Location of the head office of the organisation.	160	Yes	
G4-6	Countries in which the organisation operates and countries where the organisation carries out significant operations or that are specifically relevant to the sustainability questions dealt with in this report.	12, 167-168	Yes	
G4-7	Nature of the property and its legal form.	FR 10	Yes	
G4-8	Customer profiles by markets (with breakdown by region, sector; types of customers and beneficiaries).	23-40	Yes	
G4-9	Size of the organisation.	11	Yes	
G4-10	Staff details	162-163	Yes	
G4-11	Percentage of employees covered by collective bargaining agreements	169	Yes	100% (excluding China and Croatia). The former because it does not permit such agreements and Croatia because its employees do not depend directly on the Company so it is unable to guarantee this kind of representation at present.
G4-12	Description of the organisation's supply chain.	15-17	Yes	
G4-13	Any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain.	12-13	Yes	
G4-14	Report whether and how the precautionary approach is addressed by the organisation.	169	Yes	Note I (see page 175)
G4-15	List of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	156	Yes	
G4-16	List memberships of associations (such as industrial associations) and national or international advocacy organisations to which the organisation belongs.	156	Yes	
MATERIAL ASPECTS AND BOUNDARIES				
G4-17	List of all entities included in the organisation's consolidated financial statements or equivalent documents.	FR 272-273	Yes	
G4-18	The process for defining the report content and for each Aspect Boundary.	161	Yes	
G4-19	List of the material aspects identified during the process of defining the contents of the report.	102-103	Yes	
G4-20	Boundary of each material aspect within the organisation.	102-103	Yes	
G4-21	The limit outside the organisation for each material Aspect.	102-103	Yes	
G4-22	Consequences of restatements of information provided in previous reports and their causes.	169	Yes	The data was recalculated using the Environmental Management section from 2014, as the scope of the SAVE programme had changed.
G4-23	Significant change in the Scope and the Aspect Boundaries with regard to previous reports.	169	Yes	No significant changes
PARTICIPATION OF STAKEHOLDERS				
G4-24	List of stakeholders engaged by the organisation.	102	Yes	
G4-25	Criteria for choosing the stakeholders engaged.	104	Yes	
G4-26	The organisation's approach to stakeholder engagement, including frequency of engagement.	104	Yes	
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	102-103	Yes	
PROFILE OF REPORT				
G4-28	Object period of the report	169	Yes	01/01/2015 - 31/12/2015
G4-29	Date of latest report.	169	Yes	Annual Report
G4-30	Reporting cycle.	169	Yes	Annual
G4-31	Contact point for resolving doubts which could arise in relation to the report's contents.	160	Yes	
G4-32	'In accordance' option with the Guide chosen by the organisation, GRI Content Index and reference to the External Assurance Report.	158-159, 169	Yes	Core
G4-33	The organisation's policy and current practice with regard to seeking external assurance for the report, scope and basis of assurance.	161	Yes	

GRI code	GRI description	Page	Reported	Comments/Omissions
GOVERNANCE				
G4-34	Governance structure of organisation.	91	Yes	
G4-35	The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	FR 276-277	Yes	
G4-36	Executive positions or with responsibility in economic, environmental and social matters, and whether these persons report directly to the highest governance body.	91-93	Yes	
G4-37	Consultation processes between stakeholders and the higher governance body for economic, environmental and social questions.	102-104	Yes	
G4-38	Composition of the highest governance body and of its committees.	91	Yes	
G4-39	Report whether the Chair of the highest governance body is also an executive officer; what their executive functions are and the reasons for this arrangement.	91	Yes	
G4-40	Processes for appointing and selecting the highest governance body and its committees, and the criteria used for appointing and selecting the members of the former.	FR 328	Yes	
G4-41	Processes whereby the highest governance body prevents and manages possible conflicts of interest. Report whether conflicts of interest are disclosed to stakeholders.	FR 339	Yes	
G4-42	Report the highest governance body and senior executives' roles in the development, approval and updating of the organisation's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts.	-	No	
G4-43	The measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social matters.	-	No	
G4-44	The processes of evaluation of the performance and measures taken by the highest governance body's with respect to the governance of economic, environmental and social matters.	FR 275-277	Yes	
G4-45	Report the highest governance body's role in the identification, management and diligent approach of the economic, environmental and social impacts, risks and opportunities. Include the highest governance body's role in the implementation of due diligence processes.	FR 275-277	Yes	
G4-46	Duty of the highest governance body in analysing the efficiency of risk management processes of the organisation with regard to economic, environmental and social matters.	FR 275-277	Yes	
G4-47	Frequency with which the highest governance body analyses economic, environmental and social impacts, risks and opportunities.	FR 340	Yes	
G4-48	Committee or position of highest importance which reviews and approves the sustainability report of the organisation and which ensures that all the material Aspects are included.	170	Yes	Executive Committee
G4-49	Process for conveying important concerns to the highest governance body.	-	No	
G4-50	The nature and number of critical concerns that were communicated to the highest governance body.	-	No	
G4-51	The remuneration policies for the highest governance body and senior executives and the list of performance-related criteria in the remuneration policy related to the economic, environmental and social objectives.	-	No	
G4-52	Process whereby the remuneration is decided	-	No	
G4-53	Explanation of how stakeholders' views are sought and taken into account regarding remuneration.	-	No	
G4-54	Relationship between the total annual remuneration of the best paid person of the organisation in each country where significant operations are carried out with the average annual total remuneration of the entire team (without counting the best paid person) of the corresponding country.	-	No	
G4-55	Relationship between the percentage increase in the total annual remuneration of the best paid person of the organisation in each country where significant operations are carried out with the percentage increase of the average annual total remuneration of the entire team (without counting the best paid person) of the corresponding country.	-	No	
ETHICS AND INTEGRITY				
G4-56	Values, principles, standards and rules of the organisation, such as codes of conduct or ethical codes.	99	Yes	
G4-57	Internal and external mechanisms for assessing ethical and legal conduct, and for consulting matters relating to the organisation's integrity, such as helplines or advice lines.	99	Yes	
G4-58	Report the internal and external mechanisms for reporting concerns regarding unethical or unlawful behaviour and matters related to organisational integrity such as escalation through line management, whistle-blowing mechanisms or hot-lines.	99	Yes	

GRI code	GRI description	Page	Reported	Comments/Omissions
ECONOMIC SCALE				
DMA-EC	Management Focus - Economy	15-17, 75-89		
Economic performance				
G4-EC1	Direct economic value generated and distributed.	101	Yes	
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	95-98	Yes	
G4-EC3	Limits of the organisation's obligations due to social benefit programmes.	FR 324	Yes	
G4-EC4	Financial aid granted by government authorities.	171	Yes	Scope for Spain Bonuses for the 2015 were over €593,476.12. Governments do not make up the ownership structure.
Presence in Market				
G4-EC5	Ratios of standard entry level wage broken down by gender compared to local minimum wage at locations with significant operations.	-	No	
G4-EC6	Proportion of senior management hired from the local community at locations with significant operations.	165	Yes	
Indirect economic consequences				
G4-EC7	Development and impact of infrastructure investments and services supported.	151-155	Yes	
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	151-155	Yes	
Acquisition practices				
G4-EC9	Proportion of spending on local suppliers at locations with significant operations.	120	Yes	
ENVIRONMENTAL PERFORMANCE				
DMA-EN	Management Focus - Environment	127-131		
Materials				
G4-EN1	Materials by weight or volume.	-	No	
G4-EN2	Percentage of materials used that are recyclable.	-	No	
Energy				
G4-EN3	Internal energy consumption.	166	Yes	
G4-EN4	External energy consumption.	-	No	
G4-EN5	Energy intensity.	171	Yes	0.12 GJ/Stay
G4-EN6	Reduction in energy consumption.	128	Yes	
G4-EN7	Reductions in energy requirements for products and services.	128	Yes	
Water				
G4-EN8	Total water collection by source.	171	Yes	10,679,907 m3. No breakdown by source is available
G4-EN9	Water sources significantly affected by water collection.	-	No	
G4-EN10	Percentage and total volume of water recycled and reused.	-	No	
Biodiversity				
G4-EN11	Own operating, leased and adjacently managed facilities, containing or located in protected and unprotected areas of high biodiversity value.	-	No	
G4-EN12	Description of the most significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	-	No	
G4-EN13	Habitats protected or restored.	-	No	
G4-EN14	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	-	No	
Emissions				
G4-EN15	Direct greenhouse gas emissions (scope 1).	130	Yes	
G4-EN16	Indirect greenhouse gas emissions to generate energy (Scope 2).	130	Yes	
G4-EN17	Other indirect greenhouse gas emissions (scope 3).	130	Yes	
G4-EN18	Reducing greenhouse gas emissions.	171	Yes	12,841 kg CO ₂ /stay
G4-EN19	Reducing greenhouse gas emissions.	128	Yes	
G4-EN20	Emissions of ozone-depleting substances.	171	Yes	Fugitive emissions of fluorinated gases: 3,332 tCO ₂ e
G4-EN21	NOx, SOx and other significant air emissions.	166	Yes	

GRI code	GRI description	Page	Reported	Comments/Omissions
Effluents and waste				
G4-EN22	Total water discharge by quality and destination.	-	No	
G4-EN23	Total weight of waste by type and disposal method.	-	No	
G4-EN24	Total number and volume of significant spills.	172	Yes	No significant leak occurred during that year.
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention annex I, II, III, and VIII and percentage of transported waste shipped internationally.	-	No	
G4-EN26	Identification, size, protected status and biodiversity value of water bodies and run-off emanating from the organisation.	-	No	
Products and services				
G4-EN27	Mitigation of the environmental impact of products and services.	129-130	Yes	
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed at the end of their service life, broken down by category.	-	No	
Regulatory compliance				
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	172	Yes	During the year there have been no significant fines.
Transportation				
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the team.	172	Yes	40,534 tCO2 e
General				
G4-EN31	Breakdown of costs and investments for environmental protection.	129, 131, 166	Yes	
Environmental assessment of suppliers				
G4-EN32	Percentage of new suppliers that were examined according to environmental criteria.	119	Yes	
G4-EN33	Significant, actual and potential, negative environmental impacts in the supply chain, and action taken.	-	No	
Environmental grievance mechanisms				
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms.	172	Yes	During the year there have been no environmental grievances.
LABOUR PRACTICES AND DECENT WORK				
DMA-LA	Management Focus - Labour Practices and Decent Work	111-118		
Employment				
G4-LA1	Total number and rates of new employee hires and employee revenue broken down by age group, gender and region.	163, 164	Yes	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, broken down by locations with significant operations.	-	No	
G4-LA3	Return to work and retention rates after parental leave, by gender.	-	No	
Labour-Management Relations				
G4-LA4	Minimum notice periods of operational changes and possible inclusion of these in collective agreements.	172	Yes	In Spain minimum notice is stipulated by collective agreement or by the workers Statute. In most cases it is two weeks.
Occupational Health and Safety				
G4-LA5	Percentage of workers that are represented in formal health and safety committees for management and employees, established to help monitor and advise on occupational health and safety.	172	Yes	In Spain, 89.43% of employees are represented on a Health and Safety Committee.
G4-LA6	Type and rate of work-related injury, occupational diseases, lost days, absenteeism and fatalities, by region and gender.	166	Yes	
G4-LA7	Workers whose profession has a high incidence or risk of disease.	172	Yes	Scope for Spain. There are no professions in the Company that have a high incidence or high risk of disease.
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	172	Yes	The functions that these committees should have are clearly specified in articles 38 and 39 of the Spanish Workplace Risk Prevention Law. Matters other than those listed in the law are not addressed.
Training and education				
G4-LA9	Average hours of training per year per employee, by gender and job category.	166	Yes	Information broken down by gender and work category is not given. The procedure that is used to register the training does not include a breakdown by gender or by category.
G4-LA10	Skills management and lifelong learning programmes that foster employability and help workers manage the end of their careers.	111	Yes	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, broken down by gender and by employee category.	165	Yes	

GRI code	GRI description	Page	Reported	Comments/Omissions
Diversity and equal opportunities				
G4-LA12	Composition of governance bodies and breakdown of employees by professional category and gender; age, minority group membership and other indicators of diversity.	162-163	Yes	
Equal Remuneration for Women and Men				
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, broken down by locations with significant operations.	165	Yes	
Supplier assessment for labour practices				
G4-LA14	Percentage of new suppliers that were examined according to criteria relating to labour practices.	119	Yes	
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken.	-	No	
Grievance mechanisms for labour practices				
G4-LA16	Number of labour practices complaints that have been filed, addressed and resolved through formal grievance mechanisms.	173	Yes	During the year, there have been no complaints regarding labour practices.
Investment				
DMA-HR	Management Focus - Human Rights	99-100, 132-150		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	173	Yes	The significant investment agreements and contracts do not yet include human rights clauses. Such a clause is only signed in contracts with service suppliers and creditors as well as with tour operators.
G4-HR2	Hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	-	No	
Non-Discrimination				
G4-HR3	Number of incidents of discrimination and corrective actions taken.	173	Yes	During the year there have been no cases of discrimination
Freedom of Association and Collective Bargaining				
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and measures taken to support these rights.	173	Yes	With the exception of China and Croatia, there are no risks in the Company's business units. The former because it does not permit such agreements and Croatia because its employees do not depend directly on the Company so it is unable to guarantee this kind of representation at present.
Child Labour				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour and measures taken to contribute to the effective abolition of child labour.	132-133, 173	Yes	There is no such risk in the Company's business units. Melià has an agreement on this with UNICEF.
Forced labour				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour and measures taken to contribute to the elimination of all forms of forced or compulsory labour.	132-133, 173	Yes	There is no such risk in the Company's business units. Melià has an agreement on this with UNICEF.
Security practices				
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations.	-	No	
Indigenous Rights				
G4-HR8	Number of incidents of violations involving rights of indigenous peoples and actions taken.	173	Yes	During the year there have been no violations of the rights of indigenous peoples during the period reported.
Evaluation				
G4-HR9	Number and percentage of centres that have undergone tests or assessments on impacts on human rights.	-	No	
Supplier human rights assessment				
G4-HR10	Percentage of new suppliers that were examined according to human rights criteria.	119	Yes	
G4-HR11	Significant, actual and potential, negative impacts on human rights in the supply chain, and adopted measures.	-	No	
Human rights grievance mechanisms				
G4-HR12	Number of human rights complaints that have been filed, addressed and resolved through formal grievance mechanisms.	173	Yes	During the year there have been no grievances regarding human rights.

GRI code	GRI description	Page	Reported	Comments/Omissions
COMPANY				
DMA-SO	Management Focus - Society	123-126		
Local communities				
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	133	Yes	
G4-SO2	Operating centres with significant, potential or actual, negative impacts on local communities.	-	No	
Anti-corruption				
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	94	Yes	Not reported as a percentage.
G4-SO4	Policies and procedures for communication and training on anti-corruption.	96, 98	Yes	
G4-SO5	Confirmed cases of corruption and actions taken.	174	Yes	During the year there have been no cases of corruption
Public Policy				
G4-SO6	Value of political contributions by country and beneficiary.	174	Yes	During the year no political contributions were made
Anti-competitive behaviour				
G4-SO7	Number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes.	174	Yes	During the year no legal action regarding monopoly practices was taken
Compliance				
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	174	Yes	During the year there have been no significant fines
Supplier assessment for impacts on society				
G4-SO9	Percentage of new suppliers that were examined based on criteria related to social impact.	119	Yes	
G4-SO10	Significant, actual and potential negative impacts on society in the chain of supply and actions taken.	-	No	
Grievance mechanisms for impacts on society				
G4-SO11	Number of complaints about social impacts that have been filed, addressed and resolved through formal grievance mechanisms.	174	Yes	During the year there have been no grievances regarding social impact
RESPONSIBILITY FOR PRODUCTS				
Customer Health and Safety				
G4-PR1	Percentage of product categories and services whose significant impact on health and safety services have been assessed to promote improvements.	166	Yes	Reported by number of operations, not as a percentage.
G4-PR2	Number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services on health and safety during their life cycle, by type of outcomes.	174	Yes	No incidents of non-compliance with regulations in regard to the impacts of products and services on health and safety were reported during the reporting period.
Product and service labelling				
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements.	-	No	
G4-PR4	Number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, broken down by type of outcomes.	174	Yes	No regulation or voluntary code was breached in regard to information and labelling in the reporting period.
G4-PR5	Results of surveys measuring customer satisfaction.	106	Yes	
Marketing Communications				
G4-PR6	Sale of banned or disputed products.	174	Yes	The Company does not sell any products that are banned or disputed.
G4-PR7	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications including advertising, promotions and sponsorship, broken down by type of outcomes from said incidents.	174	Yes	During the year, there have been no cases of breach of regulations or voluntary codes concerning marketing communications or advertising.
Customer privacy				
G4-PR8	Number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	174	Yes	During the year, there have been no complaints regarding breaches of privacy or customer data leaks.
Regulatory compliance				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	174	Yes	No significant fines were received for non-compliance with laws and regulations concerning the provision and use of products and services.

Note I

Regarding initiatives to reduce the impact of our activities and to address the precautionary principle, the pre-opening system includes a series of environmental criteria to be reviewed prior to the opening of any hotel that is built or acquired from a third party.

The criteria reviewed are:

- Availability of the pertinent corporate environmental information
- Waste management
- Control of discharge into drains or directly into the natural environment
- Energy and water efficiency
- Control of atmospheric emissions

General Notes

Significant investment agreement	An investment in excess of €100,000.
Local staff	Native of the country in which the person works.
Executives	In corporate offices, the position of the manager is also included. In the hotel, managers and deputy managers are not considered.
Significant operations	Those which involve a hotel that is owned property or held under a lease agreement. For the purpose of this information, it was also considered important to include developing countries.
Local supplier	Those with headquarters in the country referred to
Significant sanction	Those over the amount of €30,000 or that seriously affect the operations of a business unit, preventing its normal functioning.
FR	2015 Financial Report of Meliá Hotels International published on the web www.meliáhotelsinternational.com and CNMV

Traceability of the Analysis of the Material on the GRI Table

RELEVANCE	MATERIAL ASPECT	GRI CATEGORY
1	Brand and product strategy	Strategy and analysis
2	Financial solvency	Economics (Economic performance, Market presence, Indirect economic consequences, Procurement practices)
3	Current presence and future growth	Organisation profile
4	People management, drawing and retaining talent	Subcategory Labour Practices and decent work (Employment, Relations between workers and management, Health and safety at work, Training and education, Diversity and equal opportunities, Equal pay for men and women, Assessment of the labour practices of suppliers, Grievance mechanisms for labour practices)
5	Business evolution and results	Information on Category Management Approach: Economy
6	Sales channels of Meliá Hotels International	
7	Product quality and customer satisfaction	Subcategory: Responsibility for products (Health and safety of customers, Labelling of products and services, marketing communications, Customer privacy, Regulatory compliance)
8	New technologies, digitalisation	
9	Tourism and Economic sector context	Subcategory: Society (Local communities, Anti-corruption, Public policy, Unfair competition, Regulatory compliance, Assessment of the social impact of suppliers, Social impact complaint mechanisms)
10	Customer relations. Loyalty programmes	
11	Management Team Profile	Governance
12	Innovation	
13	Transparency of information	Participation of stakeholders Ethics and Integrity Material Aspects and Boundaries
14	Energy and carbon footprint management	Category: Environment (Energy, Water, Emissions, Effluents and waste, Products and Services, Regulatory Compliance, Transportation, General, Environmental assessment of suppliers, Environmental complaint mechanisms)
15	Human rights and employment conditions	Subcategory: Human Rights (Investment, Non-discrimination, Freedom of association and collective bargaining, Child labour, Forced labour, Rights of indigenous populations, Assessment of suppliers with regard to human rights, Human rights complaint mechanisms)

Sustainable Development Goals



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