

**GLOBAL REPORTING  
INITIATIVE G3 REQUIRED  
INDICATORS B+**

The GRI (Global Reporting Initiative) has verified that the 2007 Corporate Responsibility Report of NH Hoteles meets the standards in its G3 guidelines, giving it an application level of B+.



GLOBAL REPORTING INITIATIVE G3 REQUIRED INDICATORS B+

CRR= Corporate Responsibility Report

GGR= Good Governance Report

Indicator no.	PROFILE	Report page
<b>1. Strategy and analysis</b>		
1.1.	Statement by top manager on importance of sustainability to organization and its strategy.	6-8 CRR
1.2.	Description of main impacts, risks and opportunities.	63-67 CRR
<b>2. Profile of organisation</b>		
2.1.	Name of organisation.	6, 28 CRR 76 GGR
2.2.	Principal brand trademarks, products and/or services.	6-8, 34-55 CRR
2.3.	Operational structure of organisation.	12-15, 42-47 CRR 92 GGR
2.4.	Location of central office of organisation.	76 GGR
2.5.	Number of countries in which organisation operates.	12-13 CRR
2.6.	Nature of ownership and legal form.	76 GGR
2.7.	Service markets.	12-21 CRR
2.8.	Dimensions of reporting organisation.	28-33, 88 (Table) CRR
2.9.	Significant changes during period covered by the report in size, structure or ownership of organisation.	76,77, 91-92 GGR 16-27, 32-33 CRR
2.10.	Awards and honours received during the reporting period.	8, 17, 48, 88, 109, 122, 138, 162 CRR
<b>3. Parameters of report</b>		
<b>REPORT PROFILE</b>		
3.1.	Period covered by information contained in report.	6-8, 76-77, 79 CRR
3.2.	Date of most recent prior report.	71 CRR
3.3.	Presentation cycle of reports (annual, biannual, etc.).	79 CRR
3.4.	Contact point for matters related to the report or its content.	71 CRR
<b>SCOPE AND COVERAGE OF REPORT</b>		
3.5.	Process of defining content of report.	62-79 CRR
3.6.	Scope of report.	76- 79 CRR
3.7.	Indicate the existence of limitations to the scope or coverage of report.	76 CRR
3.8.	Basis for including information in case of joint ventures, Subsidiaries, leased facilities, subcontracted activities and other entities that may substantially affect comparability between periods and/or organisations.	62-67 CRR
3.9.	Techniques for measuring data and basis for making calculations, including hypotheses and techniques underlying the estimates applied in the compiling of indicators and other information in the report.	8, 77 CRR
3.10.	Description of effect that re-stating information. None (restatement of information) belonging to previous reports, restatements along with reasons for restatement to previous report.	No restatements of previous report.
3.11.	Significant changes from previous periods in the scope, coverage and methods of valuation applied in report.	No restatements of previous report.
<b>INDEX OF CONTENT OF GRI</b>		
3.12.	Table that indicates location of basic contents in report.	170-175 CRR
<b>VERIFICATION</b>		
3.13.	Present policy and practice related to external verification of report. If verification report not included in the sustainability report, the scope and basis of any other verification. Clarification must be provided of relationship between the reporting organisation and the supplier(s) of the verification.	78, 170-171 CRR
<b>4. Governance, commitments and participation of stakeholders</b>		
<b>GOVERNANCE</b>		
4.1.	Structure of organisation governance, including committees in highest governing body responsible for tasks such as defining strategy or supervision of organisation.	56-57 CRR 88-91 GGR
4.2.	Indication must be given as to whether the president of the highest governing body occupies an executive position (and, if so, the function in the management of the organisation and the reasons justifying it).	56-57 CRR 85 GGR
4.3.	In organisations that have a unitary management structure, indicate the number of members of the highest governing body that are independent or non-executive.	56-57 CRR 78-79 GGR
4.4.	Mechanisms of shareholders and employees to convey recommendations or suggestions to the highest governing body	70-71 CRR 95-97 GGR
4.5.	Link between remuneration of members of highest governing body, highest directors and executives (including agreements on leaving position) and performance of organisation (including their social and environmental performance).	80-81, 107 GGR
4.6.	Procedures implemented to prevent conflicts of interest in the highest governing body.	92,93 GGR
4.7.	Processes for determining the loyalty and experience required from members of the highest governing body in order to guide strategy of the organisation in social, environmental and economic affairs.	82-85 GGR
4.8.	Mission statements and values developed internally, codes of conduct and relevant principals for economic, environmental and social performance and the state of their implementation.	7, 62-67, 84-85, 89, 126-127 CRR
4.9.	Processes of highest governing body to supervise identification and management by the organisation of the economic, environmental and social performance, including related risks and opportunities, as well as the adherence or compliance with internationally agreed standards, codes of conduct and principals.	70-71 CRR
4.10.	Processes for evaluating performance of highest governing body, particularly with regard to economic, environmental and social performance.	70 CRR
<b>COMMITMENTS WITH EXTERNAL INITIATIVES</b>		
4.11.	Description of how organisation has adopted an approach or precautionary principle.	71 CRR 93-94 GGR
4.12.	Principles or social, environmental or economic programs developed externally, as well as any other initiative the organisation signs or approves.	72 CRR
4.13.	Main associations to which it belongs (such as industry associations) and/or national and international the organisations supports.	72 CRR
<b>PARTICIPATION OF STAKEHOLDERS</b>		
4.14.	Listing of stakeholders the organisation has included.	3 CRR
4.15.	Basis for identifying and selection of stakeholders to which the organisation has committed itself.	62-67, 76-79 CRR

Indicator no.	PROFILE	Report page
4.16.	Approaches adopted for inclusion of stakeholders, including frequency of participation by types and categories of stakeholders	62-67, 76-79 CRR
4.17.	Principal concerns and aspects of interest that have emerged through participation of stakeholders and the manner in which the organisation has responded to the same in the preparation of the report.	84-85, 90, 93, 114-116, 126 CRR
<b>MANAGEMENT AND DIRECTION APPROACHES / CENTRAL INDICATORS</b>		
<b>EMBED Package Economic dimension: management focus</b>		<b>62 CRR</b>
<b>Economic performance</b>		
EC1	Economic value generated and distributed.	27-32 CRR
EC2	Financial consequences and other risks and opportunities for activities of organisation owing to climate change.	71 (paragraph 3) CRR
EC3	Coverage of obligations of organisation owing to social benefit programs.	101 (last paragraph) CRR
EC4	Significant financial assistance received from governments.	N.D. <sup>1</sup>
<b>Market presence</b>		
EC5	Range of ratios for initial standard in comparison with local minimum wage in places where significant operations are undertaken.	N.D. <sup>2</sup>
EC6	Policy, practices and proportion of spending for local suppliers in places where significant operations are undertaken.	126-130 CRR
EC7	Processes for local contracting and proportion of top executives from local community in places where significant operations are undertaken.	126 (paragraphs 2, 3) CRR
<b>Indirect economic impact</b>		
EC8	Implementation and impact of investments in infrastructures and services provided mainly for public benefit through business commitments, pro bono or in kind.	135 (paragraph 7); 136 (paragraph 2); 136-140 (shares) CRR
EC9	Understanding and description of significant indirect economic impacts, including the scope of said impacts.	63-67 (charts) CRR
<b>Environmental dimension: management focus</b>		<b>63 CRR</b>
<b>Materials</b>		
EN1	Materials used in weight or in volume.	N.D. <sup>1</sup>
EN2	Percentage of materials used which are valorised.	N.D. <sup>1</sup>
<b>Energy</b>		
EN3	Direct energy usage broken down by primary sources.	154-156 (tables and chart.) MRC <sup>3</sup>
EN4	Indirect usage of energy broken down by primary sources.	N.D. <sup>1</sup>
EN5	Energy savings owing to conservation and enhancements in efficiencies.	154-156 MRC <sup>3</sup>
EN6	Initiatives to provide products and services that are efficient in the usage of energy or based on renewable energies and reductions of energy usage resulting from these initiatives.	160 (paragraphs 1, 2) CRR
EN7	Initiatives to reduce indirect energy usage and reductions achieved in said initiatives.	N.D. <sup>1</sup>
<b>Water</b>		
EN8	Total catchment of water by sources.	153 (chart) CRR
EN9	Sources of water significantly affected by catchment of water.	N.D. <sup>1</sup>
EN10	Percentage of total volume of recycled and reused water.	N.D. <sup>1</sup>
<b>Biodiversity</b>		
EN11	Description of adjacent lands or lands in protected natural spaces or unprotected areas of high biodiversity.	161-162 (paragraph 1) CRR
EN12	Description of most significant impacts in biodiversity in protected natural spaces related to the activities, products and services in protected areas and in areas of high value in biodiversity in areas outside the protected areas.	161-162 (paragraph 1) CRR
EN13	Protected or restored habitats.	161-162 (paragraph 1) CRR
EN14	Strategies and actions implemented and planned for the management of impacts on diversity.	161-162 (paragraph 1) CRR
EN15	Number of species, broken down according to their danger of extinction, including those on the red list of the IUCN and on international lists and in whose habitats are in areas affected by operations, according to the degree of threats to the species.	N.D. <sup>1</sup>
<b>Emissions, discharges and residues</b>		
EN16	Total emissions, direct and indirect, of greenhouse gases, in weight.	160 (chart) CRR
EN17	Other indirect emissions of greenhouse gases, in weight.	N.D. <sup>4</sup>
EN18	Initiatives to reduce emissions of greenhouse gases and reductions achieved.	154-160 MRC <sup>3</sup>
EN19	Emissions of substances harmful to ozone layer, in weight.	160 (last paragraph) MRC <sup>5</sup>
EN20	NOx, SOx and other emissions significant to the air by type and weight.	N.A. <sup>6</sup>
EN21	Total discharge of wastewaters, according to nature and destination.	154 (paragraph 1) CRR
EN22	Total weight of waste managed, according to type and method of treatment.	N.D. <sup>1</sup>
EN23	Total number and volume of most significant accidental discharges.	N.A. <sup>7</sup>
EN24	Weight of waste transported, imported, exported or treated considered hazardous according to classification of Basle Convention, annexes I, II, III, VIII and percentage of wastes transported internationally.	N.D. <sup>1</sup>
EN25	Identification, size, protective status and biodiversity value of water resources and related habitats significantly affected by water discharges.	161 (paragraph 3) CRR
<b>Products and services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services and degree of reduction of this impact.	146-162 CRR
EN27	Percentage of products sold and their packaging materials that, by activity, are recovered at the end of their useful life, by product categories	NH Hoteles, product sales not considered significant
<b>Regulatory compliance</b>		
EN28	Cost of significant fines and number of non-monetary sanctions for non-compliance of environmental regulations.	N.A. <sup>8</sup>
<b>Transport</b>		
EN29	Significant environmental impacts of transport of products and other goods and materials.	N.D. <sup>1</sup>

Indicator no.	MANAGEMENT AND DIRECTION APPROACHES / CENTRAL INDICATORS	Report page
<b>General</b>		
EN30	Breakdown by type of total environmental expenses and investments.	N.D. <sup>1</sup>
<b>Social dimension: professional internships and work ethic. Management focus 63 CRR</b>		
<b>Employment</b>		
LA1	Breakdown of workers by type of employment, contract and region. 88 <sup>9</sup> (chart); 89 (chart); 106 (chart) CRR	
LA2	Total number of employees and average employee turnover, broken down by age, sex and region. 89 (chart); 110 (chart) CRR	
LA3	Social benefits for employees with fulltime employment.	N.D. <sup>1</sup>
<b>Company/worker relations</b>		
LA4	Percentage of employees covered by a collective agreement.	102 (chart) CRR
LA5	Minimum period(s) of prior notice for organisational changes, including if these notifications are specified in collective agreements.	N.D. <sup>1</sup>
LA6	Percentage of workers represented in the joint management-employee health and safety committee.	104 (paragraphs 3, 4, 5) CRR
<b>Health and safety at work</b>		
LA7	Rates of absenteeism, professional ailments, lost days and number of mortal work-related victims by region.	105 (chart) CRR
LA8	Programs of education, counselling, prevention and control of risks affecting workers, their families or members of the community with regard to severe illnesses.	105 (paragraph 1) CRR
LA9	Health and safety matters covered in formal agreements with trade unions.	N.D. <sup>1</sup>
<b>Training and Education</b>		
LA10	Average number of training a year per employee, broken down by employee category.	94 (chart); 97 (chart); 98 (chart) CRR
LA11	Skill management and ongoing training program to promote worker employability.	96 (paragraph 4); 97 (paragraph 1) CRR
LA12	Percentage of employees receiving regular performance evaluations.	100 (chart) CRR
<b>Diversity and equal opportunities</b>		
LA13	Composition of organs of corporate governance and workforce, broken down by sex, age, groups, membership in minority group and other diversity indicators.	89 <sup>9</sup> (chart); 106 (chart) CRR
LA14	Relationship between the base salary of men compared to women, broken down by professional category.	N.D. <sup>1</sup>
<b>Social dimension: Human Rights. Management approach 65 CRR</b>		
<b>Investment practices and supplies</b>		
HR1	Percentage and total number of significant investment agreements that include clauses on human rights or that have been subject to analysis on human rights.	N.D. <sup>1</sup>
HR2	Percentage of main distributors and contractors that have been subject to human rights analysis and measures adopted as a consequence..	126 (chart) MRC <sup>9</sup>
HR3	Total training hours of employees on policies and processes related to human rights.	N.D. <sup>1</sup>
<b>No discrimination</b>		
HR4	Total number of incidents of discrimination and measures taken.	N.A. <sup>10</sup>
<b>Freedom of association and collective agreements</b>		
HR5	Campaign activities in which the right to freedom of association and adherence to collective agreements might run significant risks and measures taken to support these rights.	102 (paragraph 2) CRR
<b>Abolition of child exploitation</b>		
HR6	Identified activities that involve potential risk of incidents of child exploitation and measures taken to contribute to its elimination.	89 (paragraph 1) CRR
<b>Prevention of forced and obligated work</b>		
HR7	Operations identified as a significant risk of giving rise to cases of forced or unconsented work and the measures taken to contribute to their elimination	89 (paragraph 1) CRR
HR8	Percentage of security personnel trained in the policies or processes of the organisation in human rights.	N.D. <sup>1</sup>
HR9	Total number of incidents related to valuations of indigenous rights and measures taken.	N.A. <sup>11</sup>

- This indicator is not available as of the date of this report owing to the absence of a formal procedure to enable reporting the required information. NH Hoteles expects to be able to report this information in coming editions.
- Different labour categories and types of contracting, in addition to the multiple legislations, make measurement of this indicator difficult. However, NH Hoteles is working on standardising data to be able to report this information in upcoming editions.
- Some savings have occurred only in Spain, and this is specified in the text.
- The activity of NH Hoteles, a hotel firm involves minimal transport of personnel that does not give rise to significant environmental impacts.
- NH Hoteles has not, to date, measured in weight its emissions of these substances.
- The activity of NH Hoteles, a hotel firm, does not involve significant combustion for building usage.

Indicator no.	MANAGEMENT AND DIRECTION APPROACHES / CENTRAL INDICATORS	Report page
<b>Social dimension: Society. Management approach</b>		<b>65 CRR</b>
<b>Community</b>		
SO1	Nature, scope and effectiveness of programs and practices to evaluate and manage impacts of operations in communities, including input, operation and output.	66 CRR
<b>Corruption</b>		
SO2	Percentage and total number of business units analysed with regard to risks related to corruption.	N.D. <sup>1</sup>
SO3	Percentage of employees trained in anti-corruption policies and processes of organisation.	N.D. <sup>1</sup>
SO4	Measures taken in response to incidents of corruption.	N.A. <sup>12</sup>
<b>Public Policy</b>		
SO5	Position in public policies and participation in development of same and lobbying activities.	85 (paragraph 4, 5) CRR
SO6	Total value of financial contributions to political parties.	85 (paragraph 4, 5) CRR
<b>Unfair competition</b>		
SO7	Total number of actions for causes related to monopolistic causes.	As of the date of this report, no recorded incidents of this kind
<b>Regulatory compliance</b>		
SO8	Monetary value of sanctions and significant non-monetary sanctions related to compliance with laws and regulations.	As of the date of this report, no recorded incidents of this kind.
<b>Social dimension: Product responsibility. Management approach</b>		<b>66 CRR</b>
<b>Health and safety of customer</b>		
PR1	Phases of lifecycle of products and services, with evaluation of impacts of same on health and safety of customers and percentage of categories of significant products and services subject.	114-115 CRR
PR2	Total number of incidents related to non-compliance of regulations or voluntary codes related to impact of products and services on health and safety during their lifecycle.	As of the date of this report, no recorded incidents of this kind.
<b>Labelling of Products and Services</b>		
PR3	Types of information on products and services required by present processes and regulations and percentage of products and services subject to these reporting requirements.	N.A. <sup>13</sup>
PR4	Total number of non-compliance of regulation and voluntary codes related to information and labelling of products and services.	N.A. <sup>14</sup>
PR5	Practices related to customer satisfaction, including results of customer satisfaction studies.	114-115 CRR
<b>Marketing communication</b>		
PR6	Programs of compliance with laws or adherence to voluntary standards or and codes mentioned in marketing communication, including advertising, other promotional activities and sponsorship.	N.D. <sup>1</sup>
PR7	Total number of incidents resulting from non-compliance of regulations on marketing communication.	As of the date of this report, no recorded incidents of this kind.
<b>Customer privacy</b>		
PR8	Total number of claims based on respect for privacy and loss of personal customer data	As of the date of this report, no recorded incidents of this kind.
<b>Regulatory compliance</b>		
PR9	Cost of significant fines resulting from non-compliance of regulations on supply and use of products and services of the organisation	As of the date of this report, no recorded fines of this kind.

- As of the date of this report, no recorded discharges.
- As of the date of this report, no fines or sanctions recorded.
- Figures for Spain.
- As of the date of this report, no incidents of discrimination recorded.
- As of the date of this report, no recorded incidents related to indigenous rights.
- As of the date of this report, no incidents of corruption recorded.
- The labelling of services is not a significant issue for NH Hoteles or its sector.
- At NH Hoteles, we do not label services. In any event, no legal or voluntary non-compliance recorded.