

Department	HQ / GENERAL MANAGEMENT	BU	Hotels
Operations	<ul style="list-style-type: none"> • Validate strategy and instructions proposed by the MD of the BU (COO) • Validate if the attack can be classified as “Force Majeure” and validate period of cancellation free of charge (COO/CCO) • In case of natural disaster: validate doing structure checks in the affected hotels (PCE) 	<ul style="list-style-type: none"> • Define and send for approval the short term measures and instructions (BU’s MD) • Evaluate if the attack can be classified as “Force Majeure” and propose a period of cancellation free of charge. (BU’s MD) • Operation Regional Director creates a temporary WhatsApp Group with the affected GMs for improved coordination. • Operation Regional Director validate the lock of the hotels. • In case of natural disaster: evaluate doing structure checks in the affected hotels (PCE). • Consider redirecting clients to other NH locations (Rev. Mgr./Operations Director). 	<ul style="list-style-type: none"> • Check that guests and staff are not affected • Help guests and victims • Lock doors and implement Access control procedure (if applicable) • Reinforce security (if applicable) • GM sleeps at their hotel to show support and solidarity (if needed and possible). • Cooperate with institutions and public bodies • Implement approved instructions & strategy • Evaluate allowing certain hotel’s staff to sleep at the hotel (if needed and possible). • In case of natural disaster: report structure damages in the affected hotels (if applicable).
Commercial	<ul style="list-style-type: none"> • Validate if the attack can be classified as “Force Majeure” and determine period of cancellation free of charge (COO/CCO) • Validate T&Cs-Cancellation policy and communicate it to all parties involved (i.e. OTA) (CCO). • Monitor pick up in the city and cancellations and communicate internally to the Management Committee daily (VP Rev Mgt). • Validate guidelines on ADR short term strategy (if applicable) (CCO/MD). • Reactively contact Group Key Corporate Clients and inform them about Security measures implemented at NH hotels (if needed) • Send to the Communication dept. the list of available rooms in the city subject to be given to institutions (VP Rev. Mgt.) 	<ul style="list-style-type: none"> • Propose if the attack can be classified as “Force Majeure” and propose period of cancellation free of charge (Commercial Director). • Elaborate the cancellation policy and send it to HQ for approval (MD/Commercial Dir.). • Analyze pick up in the city and cancellations and give comments. • OTA pick up monitoring and report to HQ (BU OTA Director) • Propose guidelines on ADR short term strategy (if applicable) (CCO/DRM/MD). • Monitor cancellation policies decided by the competitors (according to OTA) and Airlines (BU OTA Director/Account Manager). • Consider redirecting clients to other NH locations (Rev. Mgr./Operations Director). 	<ul style="list-style-type: none"> • Communicate the cancellation policy to all parties involved (i.e. OTA) • Apply instructions approved by HQ&BU
HR	<ul style="list-style-type: none"> • Validate any temporary impact on the affected hotel workforce. • Approve moral/psychological external support to the affected staff on demand 	<ul style="list-style-type: none"> • Evaluate any temporary impact on the affected hotel workforce. • Request moral/psychological external support to the affected staff on demand 	<ul style="list-style-type: none"> • Reinforce shifts (if applicable) • Consider any appropriate adjustment to the hotel workforce. • Affected staff: Receive moral/psychological support (if applicable and possible)

CHECKLIST

During/after a terrorist attack/crisis occur, WHO DOES WHAT?

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Communication & Marketing	<ul style="list-style-type: none"> • Define crisis level (low/moderate/high/critical) and alert the corresponding players according to the Communication protocol for crisis situations. • Define level of impact to NH's reputation and create a Crisis Cabinet (Local/Regional Operations Director, Communication/Social Network/RSC Director, Customer Service Director-Web+CRM and members of other depts. that may be impacted) • Create a WhatsApp Group with all the members of the Crisis Cabinet. • Design the person in charge of the crisis management. • Stop all activities in social networks & external communication. • Reactive response to negative social network messages (if applicable). • Marketing campaigns in stand-by and resume when the security situation improves. • Activate alerts in communication agencies & media. • Collect all the information available related to the attack and the situation of the affected hotels as well as contact with the local authorities. • Activate Crisis Communication protocol: information collected related to the attack+internal/external statements+authorized spokespersons+contact phones. • Internal Communication: define instructions for the affected employees (messages to communicate, procedures, Golden Rules) & ask hotel employees to redirect any media and communication agencies request to HQ Communication dept. (single point of communication with journalists). • External Communication: create a single press statement for all the affected hotels in press & social networks, issue an institutional post in own media channels (if appropriate). • Define social policy: cooperation with associations, NGOs, institutions & receive the list of available rooms in the city subject to be given to institutions and assign a certain number (Regional Director). • Monitoring of media and quick response to information that affects NHHG in all platforms. • Evaluate possible changes/cancellations to the agreed communication calendar. • Coordination between HQ & BU. • The day after: monitoring and analysis of impacts (customers & media). Define new messages & instructions if appropriate. <p>ONLY HQ:</p> <ul style="list-style-type: none"> • Publish an internal message in MyNH App to show support, solidarity and thank the affected employees for their dedication and help. • Monitoring of media and quick response to information that affects NHHG in all platforms. • Evaluate email contents with communication software prior to release. 	<ul style="list-style-type: none"> • Forward all information requests to the Communication dept. • Coordination and fluent communication with all the relevant areas (Operations, Commercial, etc.). • Collect all the information related to the attack (impact to the hotel-staff & customers, security situation, etc.) and share it with BU/HQ.

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Insurance (Finance)	<ul style="list-style-type: none"> • Gather all the documents/information required to support insurance's claim. • Ensure that a copy of the monthly forecast for each hotel and city is kept in Khalix. <u>Natural Disaster (i.e. earthquake):</u> <ul style="list-style-type: none"> • Act as intermediary with the insurance broker to support the BU's needs. • Negotiate with the insurance broker and the insurance companies involved in case of discrepancies between both sides (NH vs insurance companies). 	<ul style="list-style-type: none"> • Coordinate the collection of the documents/information required to support insurance's claim. <u>Natural Disaster (i.e. earthquake):</u> <ul style="list-style-type: none"> • Coordinate and track the damage to all the hotels in the damaged location. • Coordinate the collection of all the invoices, support documentation and pictures related to the repairs. • Contact the insurance broker to coordinate appropriate repairs and coverage. • Report to HQ on a periodic basis the impact of the disaster. 	<ul style="list-style-type: none"> • Keep track of all the cancellations and booking changes following the attacks. <u>Natural Disaster (i.e. earthquake):</u> <ul style="list-style-type: none"> • Keep track of all the damage to the facilities. • Contact the insurance broker to coordinate appropriate repairs and coverage (if applicable). • Keep all the invoices and support documentation related to the repairs. • Maintenance to coordinate repairs and take pictures of all the damage to provide to the insurance broker.