

SUMMARY

Sheet	Sheet name
1	First half calendar
2	Second half calendar
3	Full calendar
4	Detailed calendar (sub-processes, frequency, deadlines, responsables, etc)

NHHG Key Activities Calendar - First Half

Hotel[illegible]

BU

[illegible]

HQ

[illegible]

NHHG Key Activities Calendar - Second Half

Hotel[illegible]

BU

[illegible]

HQ

[illegible]

NHHG Key Activities Calendar

[illegible][illegible][illegible]

DETAILED SCHEDULE

Process	Subprocess	Frequency	Process / task time	Deadline / period	Responsible	Level	Tool
P&L Budgeting Process	Kick Off P&L Budget process > Guidelines	Yearly	N/A	31-may	HQ Controlling	HQ	Budget Preparation instructions pack
P&L Budgeting Process	HQ Revenue 1st guidelines for buildup (inc. segments/channels/initiatives)	Yearly	N/A	05-jun	HQ Revenue	HQ	Budget Preparation instructions pack
P&L Budgeting Process	BU Revenue build up (by region) incl. segment/channels/ Q split	Yearly	N/A	20-jun	BU Revenue	BU	Budget Preparation instructions pack
P&L Budgeting Process	Head Offices costs budget pre-alignment (Controlling, HR, Finance BU)	Yearly	N/A	22-jun	HQ Cost Center Dep.	HQ	Budget Preparation instructions pack
P&L Budgeting Process	Centrally driven costs (Commercial, IT, etc) estimation	Yearly	N/A	22-jun	HQ Cost Center Dep.	HQ	Budget Preparation instructions pack
P&L Budgeting Process	Data & inputs aggregation	Yearly	N/A	09-jul	HQ Controlling	HQ	Budget Preparation instructions pack
P&L Budgeting Process	MC offsite to discuss revenue buildup and conversions to EBITDA	Yearly	N/A	12-jul	HQ Controlling / Revenue	HQ	Budget Preparation instructions pack
P&L Budgeting Process	1st Guidelines for Revenues and EBITDA (hotel & HO) delivered to BUs	Yearly	N/A	30-jul	HQ Controlling / Revenue	HQ	Budget Preparation instructions pack
P&L Budgeting Process	Hotel by hotel revenue & EBITDA distribution	Yearly	N/A	03-sep	BU Controlling Revenue	BU	SAP_BPC
P&L Budgeting Process	Central driven expenses loaded at hotel level	Yearly	N/A	03-sep	BU Controlling	BU	SAP_BPC
P&L Budgeting Process	BPC - Tool opened. Hotel loads / HQ loads - Start	Yearly	N/A	03-sep	HQ / BU CeCos / Hotels	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	Revenue loaded checked by HQ_Rev and feedback	Yearly	N/A	19-sep	HQ Revenue	HQ	SAP_BPC
P&L Budgeting Process	Hotel loads / HQ loads - Closing	Yearly	N/A	04-oct	HQ / BU CeCos / Hotels	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	Central teams (HQ/BU) check/ fine tuning & data loaded and "freezed for presentation"	Yearly	N/A	05-oct	HQ / BU Cost Center Dep.	HQ / BU	SAP_BPC
P&L Budgeting Process	Presentation buildup (tables to be provided by HQ) & HQ central disciplines presentations	Yearly	N/A	16-oct	HQ Cost Center Dep.	HQ	SAP_BPC
P&L Budgeting Process	COO revision per destination w. MD, Regionals & Finance	Yearly	N/A	16-oct	COO / BU MD, Regionals, Finance	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	MD presentation to HQ (Net Income & CAPEX incl.) & feedback	Yearly	N/A	18-oct	BU MD	BU	SAP_BPC
P&L Budgeting Process	EBITDA / CAPEX Final adjustments	Yearly	N/A	31-oct	HQ / BU CeCos / Hotels	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	Net Income Final adjustments	Yearly	N/A	14-nov	HQ / BU CeCos / Hotels	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	Data loaded with changes Final adjustments	Yearly	N/A	15-nov	HQ / BU CeCos / Hotels	HQ / BU / Hotel	SAP_BPC
P&L Budgeting Process	EBITDA advanced to Delegated Commission	Yearly	N/A	27-nov	HQ Controlling	HQ	SAP_BPC
P&L Budgeting Process	EBITDA (and preliminary Net Income) presentation to Board	Yearly	N/A	18-dic	HQ Controlling	HQ	SAP_BPC
P&L Budgeting Process	Adapt budget to IFRS16 and final Net Income according to year close & CF budget	Yearly	N/A	28-ene	HQ / BU Controlling & Finance	HQ / BU	SAP_BPC
P&L Forecast Process	Set up a monthly forecasting calendar, deadlines and general instructions (Hotels, BU CS and HQ)	Yearly	N/A	02-dic	HQ Controlling	HQ	Calendar forecast & Meeting days.xls
P&L Forecast Process	P&L Forecast process: Preparation, loading, communication and reporting	Monthly	N/A	In accordance with the established calendar	Hotel Manager / HQ & BU CeCos	HQ / BU / Hotel	SAP_Business Planning and Consolidation (SAP_BPC)
Capex Budget Definition and Approval Process	Kick Off Capex Budget process > Guidelines	Yearly	N/A	01-jul	HQ Controlling	HQ	Budget Preparation instructions pack
Capex Budget Definition and Approval Process	Annual budget preparation - Start	Yearly	N/A	02-jul	Dept. With Capex assigned HQ & BU	HQ / BU	SAP IM loading template
Capex Budget Definition and Approval Process	CAPEX budget distribution for the following year	Yearly	N/A	31-jul	HQ Committee CAPEX	HQ	Cash and Capex Beta.xls Capex Budget Communication template
Capex Budget Definition and Approval Process	MD presentation to HQ & feedback	Yearly	N/A	18-oct	BU MD	BU	SAP_IM
Capex Budget Definition and Approval Process	CAPEX Final adjustments - Annual budget preparation - End	Yearly	N/A	31-oct	Dept. With Capex assigned HQ & BU	HQ / BU	SAP IM loading template
Capex Budget Definition and Approval Process	Load the Capex investments	Yearly	N/A	01-dic	Capex Controller Capex Dept. (HQ + BU)	HQ / BU	SAP Investment Management (IM) SAP IM loading template
Capex Budget Definition and Approval Process	Capex budget signature process by Board of Directors	Yearly	N/A	21-dic	HQ Controlling	HQ	Minute Committee
Period End Consolidation process	Prepare the Financial Statements / Consolidated and Audited Annual Accounts of NHHG - Start	Yearly	N/A	01-jan	HQ Consolidation & Internal Control Dept.	HQ	Report
Period End Consolidation process	Prepare the Financial Statements / Consolidated and Audited Annual Accounts of NHHG - End	Yearly	N/A	28-feb	HQ Consolidation & Internal Control Dept.	HQ	Report
Period End Consolidation process	Communication and submission of the Financial Statements / Consolidated and Audited Annual Accounts of NHHG to the CNMV (National Stock Exchange Commission)	Yearly	N/A	28-feb	HQ Consolidation & Internal Control Dept.	HQ	CNMV web and tools
Period End Consolidation process	Communication and submission of the Financial Statements / Consolidated Accounts of NHHG to the CNMV (National Stock Exchange Commission)	Quarterly	N/A	15-abr	HQ Consolidation & Internal Control Dept.	HQ	CNMV web and tools
Period End Consolidation process	Prepare the Interim Financial Statements / Consolidated and Audited Accounts of NHHG - Start	Yearly	N/A	01-jul	HQ Consolidation & Internal Control Dept.	HQ	Report
Period End Consolidation process	Prepare the Interim Financial Statements / Consolidated and Audited Accounts of NHHG - End	Yearly	N/A	31-jul	HQ Consolidation & Internal Control Dept.	HQ	Report

DETAILED SCHEDULE

Process	Subprocess	Frequency	Process / task time	Deadline / period	Responsible	Level	Tool
P&L Budgeting Process	Kick Off P&L Budget process > Guidelines	Yearly	N/A	31-may	HQ Controlling	HQ	Budget Preparation instructions pack
Period End Consolidation process	Communication and submission of the Interim Financial Statements / Consolidated and Audited Accounts of NHHG to the CNMV (National Stock Exchange Commission)	Yearly	N/A	31-jul	HQ Consolidation & Internal Control Dept.	HQ	CNMV web and tools
Period End Consolidation process	Communication and submission of the Financial Statements / Consolidated Accounts of NHHG to the CNMV (National Stock Exchange Commission)	Quarterly	N/A	15-nov	HQ Consolidation & Internal Control Dept.	HQ	CNMV web and tools
MBO process	Set up a MBO calendar and instructions (Hotels, BU CS and HQ)	Yearly	1 month	December (previous year)	HQ HR	HQ	NH Talent
MBO process	Launch each responsible the forms and inform about the process. Make calls to explain all the process. Give support to all the BU with the process	Yearly	1 month	31-jan (current year)	HQ / BU HR	HQ / BU / Hotel	N/A
MBO process	Supervisor proposal	Yearly	1 month	31-jan (current year)	Hotel / BU / HQ Supervisor	HQ / BU / Hotel	NH Talent
MBO process	HR Approval of the supervisor proposal	Yearly	1 month	31-jan (current year)	HQ / BU HR	HQ / BU	NH Talent
MBO process	Interview Supervisor and Employee (objectives current year)	Yearly	1 month	31-jan (current year)	Hotel / BU / HQ Supervisor Hotel / BU / HQ Employee	HQ / BU / Hotel	NH Talent
MBO process	Employee Objectives Agreement	Yearly	1 month	31-jan (current year)	Hotel / BU / HQ Supervisor Hotel / BU / HQ Employee	HQ / BU / Hotel	NH Talent
MBO process	Supervisor Objectives Evaluations	Yearly	1 month	28-Feb (next year)	Hotel / BU / HQ Supervisor	HQ / BU / Hotel	NH Talent
MBO process	HR Evaluation Approval	Yearly	1 month	31-mar (next year)	HQ / BU HR	HQ / BU	NH Talent
MBO process	Interview Supervisor and Employee (evaluation objectives last year)	Yearly	1 month	31-mar (next year)	Hotel / BU / HQ Supervisor Hotel / BU / HQ Employee	HQ / BU / Hotel	NH Talent
MBO process	Sign process of the evaluation (employee and supervisor)	Yearly	1 month	31-mar (next year)	Hotel / BU / HQ Supervisor Hotel / BU / HQ Employee	HQ / BU / Hotel	NH Talent
MBO process	Prepare letters with the achievements and final payments	Yearly	1 month	31-mar (next year)	HQ / BU HR	HQ / BU / Hotel	N/A
TFY process	TFY Mid Year Review module set up in NH Talent for the Process Launching	Yearly	1 month	May	HQ HR	HQ	NH Talent
TFY process	TFY Mid Year Review Communication Campaign	Yearly	2 months	June & July	HQ HR	HQ / BU	NH Talent & Corporate Internal Communication Channels
TFY process	TFY Mid Year Review Process Launching	Yearly	1 month	June	HQ HR	HQ	NH Talent
TFY process	TFY Mid Year Review follow up of the process	Yearly	2 months	June & July	HQ / BU HR	HQ / BU	NH Talent
TFY process	TFY Annual Review module set up in NH Talent for the Process Launching	Yearly	1 month	30-nov	HQ HR	HQ	NH Talent
TFY process	TFY Annual Review Communication Campaign	Yearly	3 months	November-January	HQ HR	HQ / BU	NH Talent & Corporate Internal Communication Channels
TFY process	TFY Annual Review Process Launching	Yearly	1 month	November	HQ HR	HQ	NH Talent
TFY process	TFY Annual Review follow up of the process	Yearly	3 months	November-January	HQ / BU HR	HQ / BU	NH Talent
TFY process	Closure & analysis of the process	Yearly	1 month	February	HQ HR	HQ	NH Talent
Salary review Process	Prepare information about payroll to be sent to each responsible	Yearly	1 quarter	31-dec	BU HR	BU / Hotel	N/A
Salary review Process	Review the first proposal with each area	Yearly	1 quarter	31-dec	BU HR	BU	N/A
Salary review Process	Review all the proposals with GM	Yearly	1 quarter	31-dec	BU HR	BU	N/A
Salary Review Process	First validation by BU HR & MD	Yearly	1 quarter	31-mar	BU HR	BU	N/A
Salary Review Process	Second validation by Corporate HR	Yearly	1 quarter	31-mar	HQ HR	HQ	N/A
Salary Review Process	Approval	Yearly	1 quarter	31-mar	HQ HR	HQ	N/A
Salary review Process	Process approval: Review all the information and continue with the process	Yearly	1 quarter	31-mar	BU HR	BU	N/A
Salary review Process	Communicate and upload all the reviews and salaries to SAP/payroll systems: send Payroll area the changes and prepare all the letters	Yearly	1 quarter	31-mar	BU HR	BU	N/A
Payroll process	Flexible remuneration process	Yearly	1 month	30-nov	HQ / BU HR	HQ / BU / Hotel	NH Optimiza website
Payroll process	EXTRAORDINARY Flexible remuneration process	Quarterly	1 month	End of the month	HQ / BU HR	HQ / BU / Hotel	NH Optimiza website
Payroll process	Communication of the monthly payroll variables	Monthly	N/A	Before 20 the each month	Hotel Manager	Hotel	Payroll template
Payroll process	GM'S send monthly attendances files to HR dept.	Monthly	N/A	Before 5th of each month	Hotel Manager / BU HR	BU	Payroll template
Payroll process	Attendances files are checked, corrected and uploaded on Payroll system	Monthly	N/A	Before 14th of each month	BU HR	BU	Payroll template
Payroll process	Payslip workflow	Monthly	N/A	Before 28th of each month	Payroll provider / BU HR	BU	From Provider Website / Payroll Template
Payroll process	Payments to public institution and complementary funds (mandatory by Italian law and CLA).	Monthly	N/A	Ad-hoc	BU HR	BU	Payroll System / Payroll Template

DETAILED SCHEDULE

Process	Subprocess	Frequency	Process / task time	Deadline / period	Responsible	Level	Tool
P&L Budgeting Process	Kick Off P&L Budget process > Guidelines	Yearly	N/A	31-may	HQ Controlling	HQ	Budget Preparation instructions pack
Payroll process	Checking and sending to public institution of mandatory legal and fiscal documents	Monthly	N/A	Ad-hoc	BU HR	BU	Payroll System / Payroll Template
Payroll process	Communication, approval and IC invoicing process in payroll expenses	Monthly	N/A	Before 25 the each month	Hotel Manager / HQ & BU CeCo	HQ / BU / Hotel	Payroll services IC invoicing.xls template
Payroll process	Communication, approval and IC invoicing process	Monthly	N/A	Before 25 the each month	Hotel Manager / HQ & BU CeCo	HQ / BU / Hotel	IC invoicing request form.xls template
LTI Process	Set up the LTI structure (objectives, measures...)	Yearly	2 months	28-feb	HQ HR	HQ	N/A
LTI Liquidation	Prepare the final liquidation per beneficiary	Yearly	3 months	31-mar	HQ HR	HQ	N/A
Willis Tower Watson Salary surveys	Prepare and upload all the information required	Yearly	1 month	31-may	HQ / BU HR	HQ / BU	Willis Towers Watson Tool
AON Survey	Prepare and upload all the information required	Yearly	1 month	31-may	BU HR	BU	Aon Tool
Internal Communication	TTW - send the general contents to local HR	Monthly	N/A	Ad-hoc	HQ HR	HQ	TTW
Internal Communication	TTW - translation and sending	Monthly	N/A	Ad-hoc	BU HR	BU	TTW
CSR	Corporate Social Responsibility annual report	Yearly	N/A	31-mar	HQ / BU HR	HQ / BU	N/A
Engagement Survey	Setting up the data base and the online survey	Every other year (even years)	1 month	30-sep	HQ HR	HQ	Willis Towers Watson
Engagement Survey	Internal Communication Campaign	Every other year (even years)	1 month	30-sep	HQ HR	HQ	Corporate Internal Communication Channels
Engagement Survey	Launching	Every other year (even years)	1 month	31-oct	HQ HR	HQ	Willis Towers Watson
Engagement Survey	Incident Management	Every other year (even years)	1 month	31-oct	HQ HR	HQ	Willis Towers Watson
Engagement Survey	Closure of the process	Every other year (even years)	3 weeks	3 weeks after the launching	HQ HR	HQ	Willis Towers Watson
Engagement Survey	Results Analysis and Communication	Every other year (even years)	3 months	28-feb	HQ HR	HQ	Corporate Internal Communication Channels
Engagement Survey	Action Plans	Every other year (odd years)	N/A	Since march on until next survey	HQ HR	HQ	Willis Towers Watson
HR - Annual Training Plan	Identification of strategic training needs	Yearly	1 month	31-oct	HQ / BU HR	HQ / BU	N/A
HR - Annual Training Plan	Prioritization of training needs and budget allocation to define final Training Plan	Yearly	1 month	30-nov	HQ / BU HR	HQ / BU	N/A
HR - Annual Training Plan	Follow up of the Training Plan & budget allocated	Quarterly	1 month	Apr/Jul/Oct/Dec	HQ HR	HQ	N/A
Memorable dates	Definition of the n° of pins/ bells to order	Yearly	1 month	28-feb	BU HR	BU	N/A
Memorable dates	Order Pins/Bells	Yearly	1 month	31-mar	BU HR	BU	N/A
Memorable dates	Credits for seniority charge & Delivery of items	Yearly	2 months	31-dec	BU HR	BU	SAP
HR - H&S process	Legal audit of the occupational risk prevention management system (Spain)	Quadrennial	N/A	N/A	BU HR	BU / Hotel	Audit report
Payroll Reporting	Financial Memory FTE reporting	Biannual	N/A	10-jul / 10-jan	HQ HR	HQ	BO
Payroll Reporting	FTEs & Severance Payments reporting	Monthly / Weekly	N/A	Ad-hoc	HQ / BU HR	HQ	BO / Payroll Systems
EWC	European World Council	Yearly	N/A	September / October	HQ / BU HR	HQ / BU	N/A
Works counsel advise	Advise process	Adhoc	N/A	Adhoc	BU HR / Operations	BU	N/A
Payroll process	Payroll Strategy Meeting	Monthly	N/A	Ad-hoc	Payroll provider / BU HR	BU	You Force (BUNE)
Internal Communication	TTC - define, elaborate and sending relevant contents	Monthly	N/A	Ad-hoc	HQ HR	HQ	TTW
Internal Communication	MyNH APP - Identification and budget key developments	Yearly	1 month	31-oct	HQ HR	HQ	APP TOOL (TTW+INTRANET)
Internal Communication	MyNH APP - Schedule processes and App Updates	Yearly/Quarterly	N/A	December/March/June	HQ HR	HQ	APP TOOL (TTW+INTRANET)
Internal Communication	MyNH APP / TTW - Training to BUs on new usabilities	Half-yearly	1 month	31-dec / 30-jun	HQ HR	HQ/BU	TTW/APP/SKYPE
InterCompany Back Office Invoicing Process (payroll movements)	Communication, approval and IC invoicing process in payroll expenses	Monthly / Ad-hoc	N/A	Before 25 th each month	Hotel Manager / HQ & BU CeCo	HQ / BU / Hotel	Payroll services IC invoicing.xls template
InterCompany Back Office Invoicing Process	Communication, approval and IC invoicing process	Monthly / Ad-hoc	N/A		Hotel Manager / HQ & BU CeCo	HQ / BU / Hotel	IC invoicing request form.xls template
Onyx commissions process	Deadline for Onyx commissions included in the monthly Proforma	Monthly	N/A	2nd Thursday (complete week)	Hotel / CCC	Hotel	TMS - Onyx website
Onyx commissions process	Onyx monthly Proforma is received	Monthly	N/A	3rd Tuesday (complete week)	Onyx / HQ IT department	HQ	SAP

DETAILED SCHEDULE

Process	Subprocess	Frequency	Process / task time	Deadline / period	Responsible	Level	Tool
P&L Budgeting Process	Kick Off P&L Budget process > Guidelines	Yearly	N/A	31-may	HQ Controlling	HQ	Budget Preparation Instructions pack
Onyx commissions process	Payment of Onyx Monthly Proforma	Monthly	N/A	3rd Friday (complete week)	HQ / BU Treasury	HQ / BU	SAP
Period End Close and Reporting	MM monthly closing	Monthly	N/A	WD+2 (next month)*	Hotel / BU / HQ MM responsible	HQ / BU / Hotel	SAP MM
Period End Close and Reporting	SAP monthly closing	Monthly	N/A	WD+4 (next month)*	Hotel / BU / HQ Administration	HQ / BU / Hotel	SAP
Period End Close and Reporting	Monthly consolidation & reporting	Monthly	N/A	WD+6 (next month)*	BU/HQ Administrtion & Consolidation	HQ / BU	SAP & Report
Environment	Earth hour	Yearly	N/A	30-mar	Hotel	Hotel	N/A
MM Accrual Periodic Audit	Checking of the MM pending accrual	Half-yearly	N/A	May & November (WD +4)	Hotel / BU / HQ PTP area	HQ / BU / Hotel	SAP MM

** Dates for End Period Close and Reporting Dates can be advance for the closing of the first semester of the year*