SUMMARY

Sheet	Sheet name
1	<u>First half calendar</u>
2	Second half calendar
3	<u>Full calendar</u>
4	Detailed calendar (sub-processes, frequency, deadlines, responsibles, etc)

NHHG Key Activities Calendar - First Half

			JAN					FEB					MAR					APR					MAY					JUN		
Hotel	1-6 JAN	7 - 13 JAN	14 - 20 JAN	21 - 27 JAN	28 - 31 JAN	1 - 3 FEB	4 - 10 FEB	11 - 17 FEB	18 - 24 FEB	25 - 28 FEB	1 -3 MAR	4 - 10 MAR	11 - 17 MAR	18 - 24 MAR	25 - 31 MAR	1 - 7 APR	8 - 14 APR	15 - 21 APR	22 - 28 APR	29 - 30 APR	1 - 5 MAY	6 - 12 MAY	13 - 19 MAY	20 - 26 MAY	27 - 31 MAY	1-2 JUN	3 - 9 JUN	10 - 16 JUN	17 - 23 JUN	24 - 30 JUN
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D&J Burdgeting Process RPC - Tool opened: Hotel loads - Start Vearly N/A 03-sep HO / BUCeCos / Hotels HQ / BU / SA	P_BPC
	P_BPC
	P_BPC
P&L Budgeting Process Revenue loaded checked by HQ_Rev and feedback Yearly N/A 19-sep HQ Revenue HQ SA	P_BPC
P&L Budgeting Process Hotel loads / HQ loads - Closing Yearly N/A 04-oct HQ / BU CeCos / Hotels HQ / BU / Hotel	P_BPC
P&L Budgeting Process Central teams (HQ/BU) check/ fine tunning & data loaded and "freezed for presentation" Yearly N/A 05-oct HQ / BU Cost Center Dep. HQ / BU SA	P_BPC
P&L Budgeting Process Presentation buildup (tables to be provided by HQ) & HQ central disciplines Yearly N/A 16-oct HQ Cost Center Dep. HQ SA	P_BPC
P&L Budgeting Process COO revision per destination w. MD, Regionals & Finance Yearly N/A 16-oct COO / BU MD, Regionals, Finance SA	P_BPC
P&L Budgeting Process MD presentation to HQ (Net Income & CAPEX incl.) & feedback Yearly N/A 18-oct BU MD BU SA	P_BPC
P&L Budgeting Process EBITDA / CAPEX Final adjustments Yearly N/A 31-oct HQ / BU CeCos / Hotels HQ / BU / Hotel SA	P_BPC
P&L Budgeting Process Net Income Final adjustments Yearly N/A 14-nov HQ / BU CeCos / Hotels HQ / BU / Hotel SA	P_BPC
P&L Budgeting Process Data loaded with changes Final adjustments Yearly N/A 15-nov HQ / BU CeCos / Hotels HQ / BU / Hotel SA	P_BPC
P&L Budgeting Process EBITDA advanced to Delegated Commission Yearly N/A 27-nov HQ Controlling HQ SA	P_BPC
P&L Budgeting Process EBITDA (and preliminary Net Income) presentation to Board Yearly N/A 18-dic HQ Controlling HQ SA	P_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 SA	P_BPC
P&L Forecast Process Set up a monthly forecasting calendar, deadlines and general instructions (Hotels, BU CS and HQ) Set up a monthly forecasting calendar, deadlines and general instructions (Hotels, Yearly N/A 02-dic HQ Controlling HQ Calendar forecast Process)	st & Meeting days.xls
P&L Forecast Process Pal. Forecast process: Preparation, loading, communication and reporting Monthly N/A Inaccordance with the established calendar CCCos Consolidat	ess Planning and ion (SAP_BPC)
Carry District Definition and	ion instructions pack
Capex Budget Definition and Approval Process Annual budget preparation - Start Yearly N/A O2-jul Dept. With Capex assigned HQ / BU HQ & BU HQ & BU	iding template
CAPEX budget distribution for the following year Yearly N/A 31-jul HQ Committee CAPEX HQ Capex Budget	Capex Beta.xls t Communication mplate
Capex Budget Definition and Approval Process MD presentation to HQ & feedback Yearly N/A 18-oct BU MD BU SA	AP_IM
Capex Budget Definition and Approval Process CAPEX Final adjustments - Annual budget preparation - End Yearly N/A 31-oct Dept. With Capex assigned HQ & HQ / BU SAP IM los BU	iding template
Capex Budget Definition and Approval Process Load the Capex investments Yearly N/A Ol-dic Capex Controller Capex Controller Capex Dept. (HQ + BU) HQ / BU SAP Investment SAP IM load SAP IM load	t Management (IM) ading 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 Prepare the Financial Statements / Consolidated and Audited Annual Accounts of Prepare the Financial Statements / Consolidated and Audited Annual Accounts of Prepare the Financial Statements / Consolidation & Internal Control Dept.	eport
Period End Consolidation Prepare the Financial Statements / Consolidated and Audited Annual Accounts of Prepare the Financial Statements / Consolidated and Audited Annual Accounts of Prepare the Financial Statements / Consolidation & Internal Process NHHG - End Process NHHG - En	eport
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) HO CNMV w 28-feb Control Dept.	eb and tools
Period End Concelletting Communication and submission of the Classical Statements / Concelletting	eb and tools
Period End Consolidation Prepare the Interim Financial Statements / Consolidated and Audited Accounts of Prepare the Interim Financial Statements / Consolidated and Audited Accounts of Prepare the Interim Financial Statements / Consolidation & Internal Process NHHG - Start N/A OI-jul Property N/A OI-jul P	eport
Period End Consolidation process Prepare the Interim Financial Statements / Consolidated and Audited Accounts of NHHG - End Process N/A 31-jul HO Consolidation & Internal Control Dept. HO R	eport

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 Commision)	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)	Quaterly	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 an 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 firs 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	Quaterly	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

March Marc		DETAILE	.0 30					
Part	Process	Subprocess	Frequency	Process / task time	Deadline / period	Responsible	Level	Tool
Part	P&L Budgeting Process	Kick Off P&L Budget process > Guidelines	Yearly	N/A	31-may	HQ Controlling	HQ	Budget Preparation instructions pack
Section Sect	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
Mate	Payroll process	Communication, approval and IC invoicing process in payroll expenses	Monthly	N/A				
Part	Payroll process	Communication, approval and IC invoicing process	Monthly	N/A				
March Marc	LTI Process	Set up the LTI structure (objectives, measures)	Yearly	2 months	28-feb	HQ HR	HQ	N/A
Part	LTI Liquidation	Prepare the final liquidation per beneficiary	Yearly	3 months	31-mar	HQ HR	HQ	N/A
Part	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
March Marc	AON Survey	Prepare and upload all the information required	Yearly	1 month	31-may	BU HR	BU	Aon Tool
Compared Section Compared Se	Internal Communication	TTW - send the general contents to local HR	Monthly	N/A	Ad-hoc	HQ HR	HQ	TTW
Designation Survey Setting a fire data base and the ordine survey Very Control Very Cont	Internal Communication	TTW - translation and sending	Monthly	N/A	Ad-hoc	BU HR	BU	TTW
Programmer Survey Setting up the data base and the centre survey Spring from	CSR	Corporate Social Responsibility annual report	Yearly	N/A	31-mar	HQ / BU HR	HQ / BU	N/A
Part	Engagement Survey	Setting up the data base and the online survey	year (even	1 month	30-sep	HQ HR	HQ	Willis Towers Watson
Page	Engagement Survey	Internal Communication Campaign	year (even	1 month	30-sep	HQ HR	HQ	
Transparent Survey	Engagement Survey	Launching	year (even	1 month	31-oct	HQ HR	HQ	Willis Towers Watson
Programmer's Survey Course of the processes Programmer's Survey Construction Programmer's Survey Progr	Engagement Survey	Incident Management	year (even	1 month	31-oct	HQ HR	HQ	Willis Towers Watson
Engagement Survey Action Pers Action Action Pers Action Actio	Engagement Survey	Closure of the process	year (even	3 weeks	3 weeks after the launching	HQ HR	HQ	Willis Towers Watson
Engagement Survey Action Plans Action Individual Plans Action Ind	Engagement Survey	Results Analysis and Communication	year (even	3 months	28-feb	HQ HR	HQ	
RELANDED Training Ren Prioritization of training rends and budget allocation to define first Training Ren RELANDED Training Ren Prioritization of training rends and budget allocation RELANDED Training Ren Prioritization of training rends and budget allocation RELANDED Training Ren Prioritization of training rends and budget allocation RELANDED Training Ren Prioritization of the n° of pins' belts to order Relation Remarkable dates Remarkable dat	Engagement Survey	Action Plans	year (odd	N/A	until next	HQ HR	HQ	Willis Towers Watson
Her. Annual Training Rise. Follow up of the Training Fise. & budget allocated Outstoy I month ApriluiDOC/D CC. HIGHR HIG. N/A N/A Memorable dates Order PrevBels O	HR - Annual Training Plan	Identification of strategic training needs	Yearly	1 month	31-oct	HQ / BU HR	HQ / BU	N/A
Memorable dates Obfinition of the n° of piny belis to order Yearly I month Z8 4eb BU N/A N/A Memorable dates Oder PinyBelis Cedits for seniority charge & Delivery of items Yearly I month Z8 4eb BU N/A Memorable dates Oder PinyBelis Cedits for seniority charge & Delivery of items Yearly I month Z8 4eb BU N/A Memorable dates Cedits for seniority charge & Delivery of items Yearly I month Z8 4eb BU N/A BU HR BU SAP Add to BU HR BU HR BU HR BU SAP Add to BU HR BU SAP Add to BU HR BU HR BU SAP Add to BU HR BU HR BU SAP Add to BU HR BU SAP Add to BU HR BU HR BU HR BU SAP Add to BU HR BU HR BU SAP BU HR	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
Memorable dates Order PrevBells Order Orde	HR - Annual Training Plan	Follow up of the Training Plan & budget allocated	Quarterly	1 month		HQ HR	HQ	N/A
Memorable dates Credits for seniority charge & Delivery of Items Yearty Z months 31-dec BU HR BU FAP BU FAP BU HR BU FAP BU HR BU FAP BU HR BU FAP BU HR BU HR BU FAD BO Documental MA BU HR BU FAD BO	Memorable dates	Definition of the n° of pins/ bells to order	Yearly	1 month	28-feb	BU HR	BU	N/A
HR - H&S process Legal audit of the occupational risk prevention management system (Spain) Payroll Reporting Financial Memory FTE reporting Bionnual N/A N/A N/A N/A N/A BU HR BU / Hotel Audit report BO BO Payroll Reporting FTEs & Severance Payments reporting Monthly N/A Ad-inc HG / BU HR HG BO BO / Payroll Systems FWC European World Council Yearly N/A Ad-inc N/A Ad-inc HG / BU HR HG / BU HR HG / BU N/A N/A Ad-inc BU HR / OB / Payroll Systems N/A N/A Ad-inc BU HR / BU HR HG / BU HR N/A N/A Ad-inc BU HR / OB BO / Payroll Systems N/A N/A Ad-inc BU HR / OB BO / Payroll Systems N/A Ad-inc BU HR / OB BO / Payroll Systems N/A Ad-inc BU HR / OB BO / Payroll Systems N/A Ad-inc BU HR / BU HR / BU N/A N/A Ad-inc BU HR / BU HR / BU N/A Ad-inc BU HR / BU You Force (BUNE) Internal Communication TTC - define, elaborate and sending relevant contents MyNH APP - Identification and budget key developments Yearly Immorth Ty N/A December/Mar Ad-inc HG HR HG APP TOOL (TTW-INTRANET) Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte Ty N/A Reform 25 th each month HG HR HG/BU TTW/APP/SKYPE Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly Immorth Hold Menager / HQ & BU HG/BU / TTW/APP/SKYPE THORITON HOLD Menager / HQ & BU HG/BU / TTW/APP/SKYPE THORITON HOLD Menager / HQ & BU HG/BU / TTW/APP/SKYPE THORITON HOLD Menager / HQ & BU HG/BU / TTW/APP/SKYPE THORITON HOLD Menager / HQ & BU HG/BU / Cocco Hotel Menager / HQ & BU HG/BU / Circovicing request form.xis Immiliation Hold Menager / HQ & BU HG/BU / Circovicing request form.xis Immiliation Hold Menager / HQ & BU HG/BU / Circovicing request form.xis Immiliation Hold Menager / HQ & BU HG/BU / Circovicing request form.xis Immiliation Hold Menager / HQ & BU HG/BU / Circovicing Police TMS - Only website TMS - Only webs	Memorable dates	Order Pins/Bells	Yearly	1 month	31-mar	BU HR	BU	N/A
Payroll Reporting Financial Memory FTE reporting Blannual N/A 10-jul / 10-jan HQ HR HQ BO Payroll Reporting FTE's & Severance Payments reporting Monthly / Weskly 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 HR HQ / BU HR 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 TC - define, elaborate and sending relevant contents Monthly N/A Ad-hoc HQ HR HQ TTW Internal Communication MyNH APP - Mentification and budget key developments Yearly I month 31-oct HQ HR HQ APP TOOL (TTW-INTRANET) Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte rly I month 31-dec / 30-jan HQ HR HQ APP TOOL (TTW-INTRANET) Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly I month 31-dec / 30-jan HQ HR HQ APP TOOL (TTW-INTRANET) Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly I month Holk Manager / HQ & BU HQ / BU Payroll services IC invoicing process (payroll invoicing Process (payroll envices (payroll envices IC invoicing xis template invoicing Process Communication, approval and IC invoicing process in payroll expenses Monthly / Ad-hoc Monthly N/A Compilete (Compilete Week) Onlyx commissions process Onlyx monthly Proforms is received Monthly N/A Compilete (Onlyx / HQ IT department HQ ITMS - Onlyx website Week) Onlyx commissions process Onlyx monthly Proforms is received Monthly N/A Compilete (Onlyx / HQ IT department HQ ITMS - Onlyx website ITMS - Onlyx commissions process Onlyx monthly Proforms is received Monthly N/A Compilete (Onlyx / HQ IT department HQ ITMS - Onlyx website ITMS - Onlyx commissions process Onlyx monthly Proforms is received Monthly N/A Compilete (Onlyx / HQ IT department HQ ITMS - Onlyx website ITMS - Onlyx commissions process Onlyx monthly Proforms is received Monthly N/A	Memorable dates	Credits for seniority charge & Delivery of items	Yearly	2 months	31-dec	BU HR	BU	SAP
Payroll Reporting FTEs & Severance Payments reporting Monthly/ Weesly N/A Ad-hoc HO / BU HR HO / BU HR HO / BU N/A N/A Ad-hoc BU HR / Operations BU N/A N/A Ad-hoc Works counsel advise Advise process Adhoc N/A Ad-hoc BU HR / Operations BU N/A N/A Ad-hoc Payroll strategy Meeting N/A Ad-hoc Payroll strategy Meeting 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 HO HR HO APP TOOL (TTW+INTRANET) Internal Communication MyNH APP - Schedule processes and App Updates Vearly/Quarte ry N/A N/A Poecember/Mair cd/June MyNH APP / TTW - Training to BUs on new usabilities Half-yearty I month Alternal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearty I month Alternal Communication MyNH APP / TTW - Training to BUs on new usabilities Monthly / Ad-hoc N/A Before 25 the elect morbing Process (payroll Cocco Dommunication approval and IC invoicing process in payroll expenses Domys commissions process Deadline for Onys commissions included in the monthly Proforma Monthly N/A Domys commissions process Deadline for Onys commissions included in the monthly Proforma Monthly N/A Domys commissions process Domys commissions process Domys monthly Proforma is received Monthly N/A Domys Commissions process Domys monthly Proforma is received Monthly N/A Domys Commissions process Domys monthly Proforma is received Monthly N/A Domys Monthly N/A D	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
EWC European World Council Yearly N/A September / Cociober / Cocio	Payroll Reporting	Financial Memory FTE reporting	Biannual	N/A	10-jul / 10-jan	HQ HR	HQ	во
Works counsel advise Advise process Payroll Strategy Meeting Monthly N/A Advise Payroll provider / BU HR BU You Force (BUNE) Internal Communication TTC - define, elaborate and sending relevant contents Monthly N/A Advise Payroll provider / BU HR BU You Force (BUNE) Internal Communication MyNH APP - Identification and budget key developments Yearly I month 31-oct HQ HR HQ APP TOOL (TTW+INTRANET) Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte rly I month 31-dec / 30-jun HQ HR HQ APP TOOL (TTW+INTRANET) Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly I month 31-dec / 30-jun HQ HR HQ/BU TTW/APP/SKYPE InterCompany Back Office Invoicing process (payroll process (p	Payroll Reporting	FTEs & Severance Payments reporting	Monthly / Weekly	N/A	Ad-hoc	HQ / BU HR	HQ	BO / Payroll Systems
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 HO HR HO TTW Internal Communication MyNH APP - Identification and budget key developments Pearly Internal Communication MyNH APP - Schedule processes and App Updates Pearly/Quarte rly N/A December/Mar Ch/June HO HR HO APP TOOL (TTW+INTRANET) Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly InterCompany Back Office Ommunication, approval and IC invoicing process in payroll expenses Monthly / Ad-hoc Hotel Manager / HQ & BU CeCo Hotel InterCompate Hotel Manager / HQ & BU CeCo Hotel InterCompate Onyx commissions process Onyx monthly Proforma is received Monthly N/A InterCompate Onyx / HO IT department HO SAP	EWC	European World Council	Yearly	N/A		HQ / BU HR	HQ / BU	N/A
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/Quarte rly N/A December/Mar ch/June HQ HR HQ APP TOOL (TTW+INTRANET) Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte rly N/A December/Mar ch/June HQ HR HQ HR HQ APP TOOL (TTW+INTRANET) Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly Imonth 31-dec / 30-jun HQ HR HQ/BU TTW/APP/SKYPE InterCompany Back Office invoicing process (payroll movements) Communication, approval and IC invoicing process Monthly / Adhoc N/A Monthly / Adhoc N/A Payroll services IC invoicing xis template Communication, approval and IC invoicing process Monthly / Adhoc N/A December/Mar ch/June HQ HR HQ HR HQ APP TOOL (TTW+INTRANET) HO HR HQ APP TOOL (TTW+INTRANET) TTW/APP/SKYPE InterCompany Back Office Invoicing Process (payroll movements) N/A December/Mar ch/June HQ HR HQ HR HQ HR HQ HP APP TOOL (TTW+INTRANET) TIW/APP/SKYPE InterCompany Back Office Invoicing Process (payroll movements) N/A December/Mar ch/June HQ HR	Works counsel advise	Advise process	Adhoc	N/A	Adhoc	BU HR / Operations	BU	N/A
Internal Communication MyNH APP - Identification and budget key developments Yearly Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte rly N/A December/Mar ch/June HO HR HO APP TOOL (TTW+INTRANET) APP TOOL (TTW+INTRANET) Internal Communication MyNH APP - TTW - Training to BUs on new usabilities Half-yearly I month 31-dec / 30-jun HO HR HO/BU TTW/APP/SKYPE InterCompany Back Office invoicing process in payroll expenses Monthly / Adhoc N/A December/Mar ch/June HO HR HO APP TOOL (TTW+INTRANET) APP TOOL (TTW+INTRANET) TTW/APP/SKYPE InterCompany Back Office invoicing process in payroll expenses Monthly / Adhoc N/A December/Mar ch/June HO HR HO APP TOOL (TTW+INTRANET) TIW/APP/SKYPE InterCompany Back Office invoicing process in payroll expenses Monthly / Adhoc N/A And Thursday (complete week) Monthly N/A Ard Truseday Complete week) Onyx commissions process Onyx monthly Proforma is received Monthly N/A App TOOL (TTW+INTRANET) APP TOOL (TTW-INTRANET) APP TOOL (TTW	Payroll process	Payroll Strategy Meeting	Monthly	N/A	Ad-hoc	Payroll provider / BU HR	BU	You Force (BUNE)
Internal Communication MyNH APP - Schedule processes and App Updates Yearly/Quarte rly N/A December/Mar ch/June HO HR HO APP TOOL (TTW+INTRANET) TTW/APP/SKYPE InterCompany Back Office invoicing Process (payroll movements) Communication, approval and IC invoicing process in payroll expenses Monthly / Adhoc N/A Before 25 th each month Before 25 th each month Hotel Manager / HO & BU CeCo Hotel Manager / HO & BU HO / BU / Hotel Tovicing request form xis template Onyx commissions process Deadline for Onyx commissions included in the monthly Proforma Monthly N/A Srd Tuesday Monthly Proforma HO II department HO APP TOOL (TTW+INTRANET) APP TOOL (TTW+INTRANET) APP TOOL (TTW+INTRANET) To WAPP/SKYPE HOLE Manager / HO & BU HO / BU / Hotel Fayroll services IC invoicing xis template Hotel Manager / HO & BU HO / BU / Hotel Find Intercompany Back Office InterCompany Back Office InterCompany Back Office Invoicing Process Monthly N/A APP TOOL (TTW+INTRANET) APP TOOL (TTW+INTRANET) To WAPP/SKYPE HOLE Manager / HO & BU HO / BU / Hotel Find Intercompany Back Office InterComp	Internal Communication	TTC - define, elaborate and sending relevant contents	Monthly	N/A	Ad-hoc	HQ HR	HQ	TTW
Internal Communication MyNH APP / TTW - Training to BUs on new usabilities Half-yearly 1 month 31-dec / 30-jun HO HR HO/BU TTW/APP/SKYPE InterCompany Back Office invoicing process (payroll movements) Communication, approval and IC invoicing process Communication, approval and IC invoicing process Monthly / Adhoc N/A Monthly / Adhoc N/A Payroll services IC invoicing xls template Hotel Manager / HO & BU / Hotel / CeCo Hotel Holel Manager / HO & BU / Hotel / CeCo Hotel TMS - Onyx website TMS - Onyx website Onyx commissions process Onyx monthly Proforma is received Monthly N/A Sard Tuesday (complete week) Onyx / HO IT department HO SAP	Internal Communication	MyNH APP - Identification and budget key developments	Yearly	1 month	31-oct	HQ HR	HQ	APP TOOL (TTW+INTRANET)
InterCompany Back Office invoicing Process (payroll movements) Communication, approval and IC invoicing process Communication, approval and IC invoicing process Communication, approval and IC invoicing process Monthly / Adhoc N/A Before 25 th each month hoc which invoicing Process Communication, approval and IC invoicing process Communication, approval and IC invoicing process Monthly / Adhoc N/A And Thursday (complete week) Onyx commissions process Onyx monthly Proforma is received Monthly N/A Ard Thursday (complete week) Onyx forma is received Monthly N/A Ard Tuesday (complete onlyx formation only forma only	Internal Communication	MyNH APP - Schedule processes and App Updates		N/A		HQ HR	HQ	APP TOOL (TTW+INTRANET)
invoicing Process (payroll movements) Communication, approval and IC invoicing process in payroll expenses hoc	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 Communication, approval and IC invoicing process Monthly / Adhoc N/A each month Hotel Manager / HO & BU HO / BU / CeCo Hotel IC invoicing request form x/s template Onyx commissions process Deadline for Onyx commissions included in the monthly Proforma Monthly N/A Ard Thursday (complete week) Onyx monthly Proforma is received Monthly N/A Ard Tuesday (complete Onyx / HO IT department) N/A SAP		Communication, approval and IC invoicing process in payroll expenses		N/A	Before 25 th			
Onyx commissions process Deadline for Onyx commissions included in the monthly Proforma Monthly N/A (complete week) And the Monthly Proforma Hotel / CCC Hotel TMS - Onyx website TMS - Onyx website And Tuesday (complete Onyx / HQ IT department HQ SAP)	InterCompany Back Office	Communication, approval and IC invoicing process		N/A	each month			
Onyx commissions process Onyx monthly Proforma is received Monthly N/A (complete Onyx / HQ IT department HQ SAP	Onyx commissions process	Deadline for Onyx commissions included in the monthly Proforma	Monthly	N/A	(complete	Hotel / CCC	Hotel	TMS - Onyx website
i comment of the contract of t	Onyx commissions process	Onyx monthly Proforma is received	Monthly	N/A		Onyx / HQ IT department	HQ	SAP

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 Administrion & 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