



nhow Frankfurt
Frankfurt, Germany

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HOTELS

12

UP FOR PEOPLE

12. UP FOR PEOPLE

In the context of the UP FOR PEOPLE pillar, the Company promotes the professional development of its team members, while creating a positive impact in the places and communities where it is present, to offer guests the best experience, enabling them to participate in the sustainable commitments. Under this pillar, the commitments of three categories of stakeholders are managed:

- **Team members**, by promoting a responsible culture and fostering inclusion, diversity and wellbeing for all of them.
- **Customers**, by providing an excellent service through sustainable and innovative solutions.
- **Community**, by creating a social and environmental impact in the places where it operates.

In the following pages, the main projects carried out and impacts produced in respect of each of these pillars are identified.

UP FOR PEOPLE



TEAM MEMBERS

Promote a responsible culture and sustainable mindset for teams and fostering diversity, ethics and wellbeing.



CUSTOMERS

Provide excellent service through innovative sustainable solutions, while educating and actively involving customers in their projects and commitments.



COMMUNITIES

Support key partners, creating positive social and environmental impact on the local communities where the Company is present.

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12.1

UP FOR PEOPLE

TEAM MEMBERS

Tivoli Alvor Algarve Resort
Algarve, Portugal

TEAM MEMBERS



“Promoting a responsible culture and a sustainable mindset for their teams while fostering diversity, ethics and wellbeing are some of their priorities”

NH Hotel Group cares for its team members and seeks their commitment to and involvement with the Company’s sustainable business, so that it is integrated in their daily activities. All this through fluid communication and recognizing their responsible commitment.

In NH Hotel Group’s business strategy, the corporate culture is key. The Company considers its human capital to be its principal asset and understands that in order to build a firm corporate culture, it is essential to manage the attraction and development of talent, and also to sustain their motivation and their pride in belonging to NH Hotel Group. To this end, the Company’s people strategy focuses on the values established in its Sustainable Business model, such as leadership, equal opportunities, communication and innovation which aim to create a homogeneous culture. This culture fosters responsible behavior in all team members who form part of the NH Group.

This year, key projects of the people strategy have been consolidated, and the foundation has been laid for the launch of strategic initiatives which are grouped in along three major lines of action:

- Organizational commitment.
- Talent attraction and management.
- Value proposition for team members.

To bolster organizational commitment as a lever of the people strategy, the Company has focused on evolving and extending the opportunities for listening to team members in order to get closer to its team members and implement specific actions accordingly or address critical points of people management that will encourage continuous improvement. Internal communication channels have also been improved and extended, with the aim of reaching all team members.

In addition, the talent pools and succession, career development and retention plans for key roles in the Company have been updated. Furthermore, in 2023 the performance review and talent management model has been consolidated, the main aim of which is to strengthen meritocracy and skills development as key levers for growth and development in the Company.

This model, based on key objectives, skills and capabilities for NH Hotel Group, covers all fixed team members who have been with the Company for more than 3 months.

Incorporating the best talent in all areas of the Company is also one of the priorities of NH Hotel Group. Another of the actions undertaken during the year has been to bolster the employer brand image, emphasizing the benefits of joining a global Company.

In 2023, the redefined talent attraction and retention strategy has been consolidated with the aim of tackling the new market reality and NH Hotel Group’s needs. In this way the Company makes progress in the advancement of internal mobility of team members, as well as promoting actions to attract external talent, strengthening relations with the network of academic institutions we have been collaborating with for some time and incorporating new organizations, all with the aim of supporting and promoting interest in a career in the hotel industry among young people.

At the same time, the employee value proposition has evolved to assure talent attraction and long-term retention, reconsidering the importance of key elements such as career development, wellbeing or compensation, among others.

It should be noted that in the last two years the Company has resumed very relevant processes in the people strategy, such as the climate survey, talent calibrations, the recognition, training and internal development programs, among others. All of these have been adapted to the Company’s new reality. In all these ways, NH Hotel Group has continued to care for its teams and has provided them with tools to manage the uncertainty of past years, and focuses on identifying, developing and retaining talent.

In addition, the Company will continue to reinforce its commitment to its team members and to create optimal working environments to maximize their contribution.

People Strategy

Throughout the year, NH Hotel Group has maintained the focus on its strategic pillars, ensuring that it continues to uphold its long-term vision, but adapting the initiatives launched so that they made sense and were useful in the complex individual, social and company context of recent years.

The main projects in place in this strategic pillar are highlighted below:

Strategic lines of work in the People area

Organizational commitment

- Creation of action plans at all levels, based on the results of the 2022 climate survey.
- Launch of the engagement pulse to measure the impact of the action plans designed.
- Launch of the team member suggestion box as continuous feedback channel for team members to make the Company a better place to work.
- Relaunch of the corporate university identity as a driver of the commitment to and extension of the available online training for all team members.
- Updating the channels strategy to boost and maintain internal commitment, as well as to strengthen its role as a level of change management.

Talent attraction and management

- Continuing the talent calibration process in key positions.
- Promoting the use of the feedback function in the standard performance management process, beyond the manager perspective.
- Expanding global recruitment sources based on profile segmentation.
- Promote internal mobility, especially in terms of task forces that allow team members to have international experiences and get to know other brands within the Company.
- Diversity employer branding actions, focusing on collaboration with the top hospitality schools in Europe.
- Give greater visibility to sustainability content as a relevant lever for attracting and retaining talent.

Value proposition

- Levelling of all company-wide roles by analysing the contribution of existing roles to the Company's new strategic lines.
- Strengthening Pay for Global Performance with the introduction of variable pay in 2023 and a new cycle of the Long-Term Incentive Plan.
- Definition of new salary increment models, enhancing the existing models with talent parameters.

Our Team Members

As of 31 December 2023, the distribution of the workforce by gender and professional category is as follows:

Team members by category (in headcounts)

	12/31/2023		12/31/2022	
	Male	Female	Male	Female
Group General Management	7	2	6	2
Directors and Heads of Department	886	694	864	647
Technicians	522	582	514	493
Commercial	304	696	257	580
Administration	53	100	49	94
Rest of staff	4,754	5,018	4,321	4,624
Total	6,526	7,092	6,011	6,440

However, all information relating to team members corresponds to full-time equivalent (FTE) figures for all types of team members (except Outside Labor, Extra Labour and Trainees) considering hotels under ownership, lease, and management included in NH Hotel Group's ERP SAP HCM management system. In this regard, the system does not include data for Andorra, Brazil, Cuba, Haiti, Poland and Tunisia.

Based on this scope, in 2023, NH Hotel Group had 14,431 team members, located in 24 countries, where 51% are women and 49% men.

Team members by Region

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Difference (in %)	2023	2022	Male
Headquarters	515	423	21.7%	515	423	21.7%
Region America	1,855	1,592	16.5%	2,190	1,939	13.0%
Region Northern Europe	4,754	4,340	9.5%	5,281	4,846	9.0%
Region Southern Europe	5,312	4,641	14.5%	6,444	5,593	15.2%
Total	12,436	10,995	13.1%	14,431	12,800	12.7%



Anantara Villa Padierna Palace Benahavis Marbella Resort
Marbella, Spain

Breakdown of team members by country and gender

Consolidated perimeter

	2023			2022			Variation (%)
	Female	Male	Total	Female	Male	Total	
Argentina	284	253	537	218	201	419	28.3%
Austria	146	127	273	126	121	247	10.5%
Belgium	288	245	533	275	229	504	5.8%
Chile	95	69	164	86	60	146	12.3%
Colombia	240	254	494	186	218	403	22.6%
Czech Republic	39	29	68	31	24	55	24.0%
Denmark	33	54	87	28	37	65	33.8%
Ecuador	21	26	46	18	25	43	7.6%
France	124	158	281	72	89	162	73.7%
Germany	967	983	1,949	887	866	1,753	11.2%
Hungary	54	41	94	48	34	82	14.8%
Ireland	66	74	140	60	72	133	5.3%
Italy	657	814	1,471	556	676	1,232	19.4%
Luxembourg	21	23	44	21	21	42	5.6%
Mexico	297	283	580	285	268	553	4.9%
Netherlands	763	697	1,461	693	666	1,359	7.5%
Portugal	321	286	608	247	235	481	26.3%
Romania	18	9	28	18	8	25	10.3%
Spain	1,800	1,575	3,375	1,641	1,463	3,104	8.7%
Switzerland	41	36	76	33	31	64	19.5%
United Kingdom	0	0	0	7	4	11	-100.0%
United States	58	34	92	55	30	84	9.9%
Uruguay	17	16	33	14	13	27	22.5%
Total	6,349	6,087	12,436	5,605	5,390	10,995	13.1%

Breakdown of team members by country and gender

Corporate perimeter

	2023			2022			Variation (%)
	Female	Male	Total	Female	Male	Total	
Argentina	284	253	537	257	251	507	6.0%
Austria	146	127	273	126	121	247	10.5%
Belgium	298	250	548	303	246	549	-0.2%
Chile	136	98	234	99	70	169	38.4%
Colombia	248	263	511	189	222	411	24.4%
Czech Republic	132	104	237	122	89	211	12.2%
Denmark	33	54	87	28	37	65	33.8%
Ecuador	21	26	46	18	25	43	7.6%
France	124	158	282	72	89	162	73.8%
Germany	967	983	1,949	887	866	1,753	11.2%
Hungary	54	41	94	48	34	82	14.8%
Ireland	66	74	140	60	72	133	5.3%
Italy	657	816	1,473	556	680	1,236	19.2%
Luxembourg	21	23	44	21	21	42	5.6%
Mexico	422	406	829	403	379	781	6.1%
Netherlands	874	826	1,700	791	780	1,571	8.2%
Portugal	785	804	1,589	638	652	1,290	23.2%
Romania	18	9	28	18	8	25	10.3%
Slovakia	27	21	48	27	20	47	2.8%
Spain	1,891	1,632	3,523	1,730	1,514	3,244	8.6%
Switzerland	41	36	76	33	31	64	19.5%
United Kingdom	24	32	56	30	28	58	-3.5%
United States	58	34	92	55	30	84	9.9%
Uruguay	17	16	33	14	13	27	22.5%
Total	7,344	7,087	14,431	6,525	6,276	12,800	12.7%

Breakdown of team members by gender

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (%)	2023	2022	Variation (in %)
Female	6,349	5,605	13.3%	7,344	6,525	12.6%
Male	6,087	5,390	12.9%	7,087	6,276	12.9%
Total	12,436	10,995	13.1%	14,431	12,800	12.7%

*The breakdown is based on the information collected in NH Hotel Group's ERP SAP HCM. In this regard, when an team members is added to the platform he or she may be recorded in one of the three categories identified for gender. In this reporting year, the records show day for the category of man and woman.

Breakdown of team members by age and gender

Consolidated perimeter

	2023			2022			Variation (in %)
	Female	Male	Total	Female	Male	Total	
<30 years old	1,695	1,437	3,132	1,325	1,122	2,447	28.0%
30 - 50 years old	3,211	3,220	6,431	2,958	2,934	5,892	9.1%
> 50 years old	1,443	1,430	2,873	1,322	1,334	2,656	8.2%
Total	6,349	6,087	12,436	5,605	5,390	10,995	13.1%

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

Corporate perimeter

	2023			2022			Variation (in %)
	Female	Male	Total	Female	Male	Total	
<30 years old	1,973	1,730	3,703	1,560	1,346	2,906	27.4%
30 - 50 years old	3,691	3,713	7,404	3,405	3,385	6,789	9.1%
> 50 years old	1,680	1,644	3,324	1,560	1,545	3,105	7.1%
Total	7,344	7,087	14,431	6,525	6,276	12,800	12.7%

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

Breakdown of team members by professional category and gender

Consolidated perimeter

	2023			2022			Variation (%)
	Female	Male	Total	Female	Male	Total	
Top Management	134	245	379	125	239	363	4.4%
Middle Management	943	1,047	1,990	837	997	1,833	8.6%
Staff	5,272	4,795	10,067	4,644	4,155	8,799	14.4%
Total	6,349	6,087	12,436	5,605	5,390	10,995	13.1%
Corporate perimeter							
Top Management	145	261	406	134	260	394	3.0%
Middle Management	1,034	1,164	2,197	925	1,107	2,032	8.1%
Staff	6,166	5,662	11,828	5,466	4,908	10,374	14.0%
Total	7,344	7,087	14,431	6,525	6,276	12,800	12.7%

The categories into which all the information is detailed are as follows:

- Top Management:
 - Central Services and Headquarters: Chief Officer, Senior Vice President, Vice President, Senior Director and Regional Director.
 - Hotel: Manager and Deputy.
- Middle Management:
 - Central Services and Headquarters: Director and Manager.
 - Hotel: Department heads.
- Staff:
 - Central Services and Headquarters: Executive, Staff and Assistant.
 - Hotel: All other positions.

Breakdown of team members by professional category and gender

Consolidated perimeter

	2023			2022			Variation (%)
	Female	Male	Total	Female	Male	Total	
Central Services & Headquarters							
Top Management	28	62	90	25	60	85	6.1%
Middle Management	258	186	445	216	175	391	13.7%
Staff	694	354	1,047	571	285	856	22.3%
Total	980	602	1,582	811	520	1,332	18.8%
Hotel							
Top Management	106	183	289	100	179	279	3.5%
Middle Management	685	861	1,545	621	821	1,442	7.2%
Staff	4,578	4,441	9,020	4,073	3,869	7,943	13.6%
Total	5,369	5,485	10,854	4,794	4,870	9,664	12.3%

Corporate perimeter

	2023			2022			Variation (%)
	Female	Male	Total	Female	Male	Total	
Central Services & Headquarters							
Top Management	28	62	90	25	63	88	2.5%
Middle Management	258	186	445	220	177	396	12.3%
Staff	694	354	1,047	605	300	905	15.7%
Total	980	602	1,582	850	539	1,389	13.9%
Hotel							
Top Management	117	199	316	109	197	306	3.2%
Middle Management	775	977	1,752	705	930	1,636	7.1%
Staff	5,472	5,308	10,781	4,860	4,609	9,469	13.9%
Total	6,364	6,485	12,849	5,675	5,736	11,411	12.6%

Quality job creation

NH Hotel Group's commitment to job stability can be clearly seen in the high percentage of team members with indefinite contracts, who total 11,665.

Type of contracts*

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (%)	2023	2022	Variation (%)
Indefinite contracts						
Part-time	748	701	6.7%	795	728	9.3%
-Male	198	179	10.4%	215	188	14.5%
-Female	550	522	5.4%	580	540	7.4%
Full-time	9,632	8,662	11.2%	10,870	9,968	9.0%
-Male	4,890	4,433	10.3%	5,515	5,080	8.6%
-Female	4,743	4,228	7.1%	5,355	4,888	9.6%
Total	10,380	9,363	10.9%	11,665	10,696	9.1%
Temporary contracts						
Part-time	196	164	19.7%	220	181	21.8%
-Male	75	64	17.9%	87	73	19.2%
-Female	121	100	20.8%	133	108	23.6%
Full-time	1,859	1,469	26.6%	2,545	1,923	32.3%
-Male	924	714	29.4%	1,270	934	36.0%
-Female	936	754	24.1%	1,275	989	28.9%
Total	2,056	1,633	25.9%	2,766	2,104	31.4%

(*) Note for the interpretation of the data related to the annual average of contract modalities:

- Retired part-time team members are considered a temporary contract modality.

- Part-time contracts are a type of contract for both temporary and permanent contracts.

The increase in the number of contracts is due to the good performance recorded in the hotel business and, therefore, to the new hires made. Accordingly, in 2023, 83% of average contracts of women are indefinite (-1% vs. 2021).

Type of contract by region and gender

	Consolidated perimeter							
	2023				2022			
	Full-time		Part-time		Full-time		Part-time	
	Male	Female	Male	Female	Male	Female	Male	Female
Indefinite contracts								
Germany	813	715	18	100	707	633	13	97
Argentina	252	284	1	0	199	215	1	2
Austria	115	112	5	18	111	99	3	16
Belgium	216	238	4	20	205	222	5	22
Chile	69	94	0	1	60	86	0	1
Colombia	254	240	0	0	218	186	0	0
Denmark	51	30	3	2	35	26	2	2
Ecuador	26	21	0	0	25	18	0	0
Spain	1,403	1,550	24	70	1,300	1,389	18	59
United States	34	56	0	1	30	53	0	1
France	146	106	0	2	82	63	0	1
Hungary	40	50	0	4	33	43	0	5
Ireland	42	31	32	35	35	27	37	33
Italy	567	396	36	90	495	362	39	92
Luxembourg	22	19	1	2	20	18	0	3
Mexico	258	272	18	19	266	282	0	3
Netherlands	399	294	50	163	420	284	58	169
Portugal	135	170	0	1	126	149	0	1
United Kingdom	0	0	0	0	4	5	0	2
Czech Republic	22	23	1	5	15	17	0	4
Romania	9	18	0	0	5	16	0	0
Switzerland	33	24	3	16	29	22	1	10
Uruguay	16	17	0	0	13	14	0	0
Total	4,922	4,758	196	550	4,433	4,229	177	523

Type of contract by region and gender

	Corporate perimeter							
	2023				2022			
	Full-time		Part-time		Full-time		Part-time	
	Male	Female	Male	Female	Male	Female	Male	Female
Indefinite contracts								
Germany	813	715	18	100	707	633	13	97
Argentina	252	284	1	0	249	254	2	2
Austria	115	112	5	18	111	99	3	16
Belgium	220	246	4	20	219	246	5	22
Chile	98	135	0	1	70	98	0	1
Colombia	263	248	0	0	222	189	0	0
Denmark	51	30	3	2	35	26	2	2
Ecuador	26	21	0	0	25	18	0	0
Slovakia	21	27	0	0	19	25	0	1
Spain	1,448	1,627	24	73	1,338	1,462	18	61
United States	34	56	0	1	30	53	0	1
France	146	106	0	2	82	63	0	1
Hungary	40	50	0	4	33	43	0	5
Ireland	42	31	32	35	35	27	37	33
Italy	569	396	36	90	499	362	39	92
Luxembourg	22	19	1	2	20	18	0	3
Mexico	370	381	26	31	375	396	0	4
Netherlands	465	344	52	174	486	340	61	181
Portugal	383	376	1	1	394	378	1	1
United Kingdom	26	21	6	3	24	26	4	3
Czech Republic	68	80	1	5	61	79	0	7
Romania	9	18	0	0	5	16	0	0
Switzerland	33	24	3	16	29	22	1	10
Uruguay	16	17	0	0	13	14	0	0
Total	5,530	5,361	214	578	5,081	4,887	186	543

Type of contract by region and gender

	Consolidated perimeter							
	2023				2022			
	Full-time		Part-time		Full-time		Part-time	
	Male	Female	Male	Female	Male	Female	Male	Female
Temporary contracts								
Germany	147	144	4	7	142	150	4	6
Argentina	0	0	0	0	1	1	0	0
Austria	7	16	0	0	7	11	0	0
Belgium	24	29	1	1	19	31	0	1
Chile	0	0	0	0	0	0	0	0
Colombia	0	0	0	0	0	0	0	0
Cuba	0	0	0	0	0	0	0	0
Denmark	0	1	0	0	0	0	0	0
Ecuador	0	0	0	0	0	0	0	0
Spain	134	162	14	17	131	174	13	19
United States	0	1	0	0	0	0	0	0
France	12	16	0	0	7	8	0	0
Hungary	0	0	0	0	1	0	0	0
Ireland	0	1	0	0	0	0	0	0
Italy	197	153	15	18	132	90	10	12
Luxembourg	0	0	0	0	0	0	0	0
Mexico	6	6	0	0	2	0	0	0
Netherlands	207	232	42	75	152	181	36	58
Portugal	151	149	0	1	108	97	0	0
United Kingdom	0	0	0	0	0	0	0	0
Czech Republic	6	10	0	1	9	8	0	3
Romania	0	0	0	0	3	1	0	0
Switzerland	0	0	0	0	0	0	1	0
Uruguay	0	0	0	0	0	0	0	0
Total	892	921	77	121	714	752	64	99

Type of contract by region and gender

	Consolidated perimeter							
	2023				2022			
	Full-time		Part-time		Full-time		Part-time	
	Male	Female	Male	Female	Male	Female	Male	Female
Temporary contracts								
Germany	147	144	4	7	142	150	13	97
Argentina	0	0	0	0	1	1	2	2
Austria	7	16	0	0	7	11	3	16
Belgium	25	32	1	1	21	35	5	22
Chile	0	0	0	0	0	0	0	1
Colombia	0	0	0	0	0	0	0	0
Cuba	0	0	0	0	0	0	0	0
Denmark	0	1	0	0	0	0	2	2
Ecuador	0	0	0	0	0	0	0	0
Slovakia	0	0	0	0	1	1	0	1
Spain	145	171	15	20	144	186	13	51
United States	0	1	0	0	0	0	0	1
France	12	16	0	0	7	8	0	1
Hungary	0	0	0	0	1	0	0	5
Ireland	0	1	0	0	0	0	37	33
Italy	197	153	15	18	132	90	39	92
Luxembourg	0	0	0	0	0	0	0	3
Mexico	10	9	0	1	3	3	0	4
Netherlands	257	272	52	84	190	208	61	181
Portugal	420	407	0	2	256	258	1	1
United Kingdom	0	0	0	0	0	0	4	3
Czech Republic	34	45	2	2	27	35	0	4
Romania	0	0	0	0	3	1	0	0
Switzerland	0	0	0	0	0	0	1	10
Uruguay	0	0	0	0	0	0	0	0
Total	1,254	1,270	89	135	935	987	181	530

In addition, the average for contracts has been calculated by dividing the total contract days per category of each team member by the total number of days in the year.

Annual average types of contract by gender

Consolidated perimeter

	2023			2022		
	Female	Male	Total	Female	Male	Total
Temporary contracts	1,168	1,087	2,255	957	866	1,823
Indefinite contracts	5,588	5,215	10,803	5,028	4,718	9,746
Total	6,756	6,301	13,058	5,985	5,584	11,569
Part-time contracts	1,034	482	1,516	957	417	1,374

Annual average types of contract by age

Consolidated perimeter

	2023			2022		
	< 30 years old	30 - 50 years old	> 50 years old	< 30 years old	30 - 50 years old	> 50 years old
Annual average temporary contracts	1,288	762	204	998	632	193
Annual average indefinite contracts	2,062	5,907	2,834	1,627	5,479	2,640
Total	3,351	6,669	3,038	2,625	6,110	2,834
Annual average part-time contracts	444	641	430	355	596	423

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

Annual average types of contract by professional category

Consolidated perimeter

	2023			2022		
	Top Management	Middle Management	Staff	Top Management	Middle Management	Staff
Annual average temporary contracts	1	83	2,171	0	66	1,759
Annual average indefinite contracts	385	1,937	8,482	372	1,795	7,579
Total	386	2,019	10,653	372	1,861	9,338
Annual average part-time contracts	6	82	1,427	6	69	1,299

New hirings

The policies and actions related to the selection, hiring, training and internal promotion of team members are based on criteria of capacity, competence and professional merit.

In 2023, 7,691 new hirings were made, of which 50% are team members under 30 years old and 51% are women.

New hiring

	2023				
	Top Management	Middle Management	Staff	Total	
Consolidated perimeter					
	<30 years old	0	16	1,433	1,449
Male	30 - 50 years old	16	124	1,079	1,219
	> 50 years old	5	26	230	261
Female	<30 years old	0	30	1,572	1,602
	30 - 50 years old	7	102	1,147	1,256
	> 50 years old	2	22	226	250
Total	30	320	5,687	6,037	
Corporate perimeter					
	<30 years old	0	19	1,829	1,848
Male	30 - 50 years old	17	155	1,410	1,582
	> 50 years old	9	30	285	324
Female	<30 years old	0	34	1,950	1,984
	30 - 50 years old	10	117	1,490	1,617
	> 50 years old	2	26	308	336
Total	38	381	7,272	7,691	

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

	2022				
	Top Management	Middle Management	Staff	Total	
Consolidated perimeter					
	<30 years old	0	24	1,433	1,457
Male	30 - 50 years old	20	135	1,204	1,359
	> 50 years old	5	28	225	258
Female	<30 years old	0	26	1,582	1,608
	30 - 50 years old	9	75	1,379	1,463
	> 50 years old	0	12	334	346
Total	38	300	6,157	6,491	
Corporate perimeter					
	<30 years old	0	30	1,735	1,765
Male	30 - 50 years old	22	166	1,470	1,658
	> 50 years old	8	32	279	319
Female	<30 years old	0	35	1,912	1,947
	30 - 50 years old	12	100	1,682	1,794
	> 50 years old	0	18	427	445
Total	42	381	7,505	7,928	

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

Culture of diversity, equality and inclusion

NH Hotel Group sees diversity as a key factor in building up a network of diverse talent, capable of understanding customers' needs, innovating and reflecting society in the business world. For all these reasons, diversity, equality and inclusion are fundamental pillars of NH Hotel Group's corporate culture.

Year after year NH Hotel Group monitors the associated metrics to assure correct management and measurement of diversity and equality. An example of this can be seen in the 150 different nationalities identified among the Company's 12,436 team members in 2023. Of these team members, 24% work in countries that not their country of origin. Furthermore, 51% of the total workforce are women, who hold 45% of the total management posts.

150

DIFFERENT NATIONALITIES

24%

WORK IN DIFFERENT COUNTRIES TO
THEIR COUNTRY OF ORIGIN

51%

OF WORKFORCE ARE FEMALE

45%

MANAGEMENT POSITIONS HELD BY
WOMEN

in 2023 it has fulfilled the goal of keeping women as at least 51% of the workforce and 45% in management posts. Although the goal has been achieved, hiring and team member turnover are monitored to ensure this parity.

As far as age is concerned, in 2023 the percentage of team members in the consolidated perimeter under 30 years old was almost 25%, while those between 30 and 50 years old is 52%, and those over 50 years old made up 23%.

In 2023 the workforce also included 113 disabled team members, who represent around 1% of the global workforce. Additionally, NH Hotel Group is committed to the integration into work of disabled persons through responsible sourcing from Special Employment Centers as providers of laundry services. Outsourcing from Special Employment Centers in 2023 represented 8.6% (estimated with respect to the workforce in Spain, together with Special Employment Center team members associated to NH Hotel Group procurement).

Equality and diversity

	Consolidated perimeter		Corporate perimeter	
	2023	2022	2023	2022
FTEs	12,436	10,995	14,431	12,800
% Indefinite contracts	82.7	84.6	80.2	83.2
% Average turnover	35.9	37.5	40.6	38.6
Number of nationalities	150	141	151	141
% Team Members in country other than country of origin	24.5	22.2	27.1	24.5
% Women on the workforce	51.0	51.0	50.9	51.0
% Female in management	45.4	44.0	45.2	44.3
% < 30 years old*	25.2	22.3	25.7	22.7
% 30 - 50 years old*	51.7	53.6	51.3	53.0
% > 50 years old*	23.1	24.2	23.0	24.3
Number of disabled Team Members	113	101	ND	ND

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown

Through its Code of Conduct, NH Hotel Group formalizes its commitment to promote non-discrimination on account of race, colour, nationality, social origin, age, gender, marital status, sexual orientation, ideology, political opinions, religion or any other personal, physical or social condition of its professionals, as well as to equality of opportunities among them.

NH Hotel Group, recognized for promoting equality and diversity by Bloomberg Gender & Equality

In January 2023 NH Hotel Group was included for the fourth year in the Bloomberg Gender Equality Index 2023. The Company the only hotel company out of the Spanish companies that appear in the index. This international index measures the commitment and contribution in terms of transparency of gender information and promotion of equality. NH Hotel Group sees this inclusion as an opportunity to continue working towards diversity and inclusion globally.

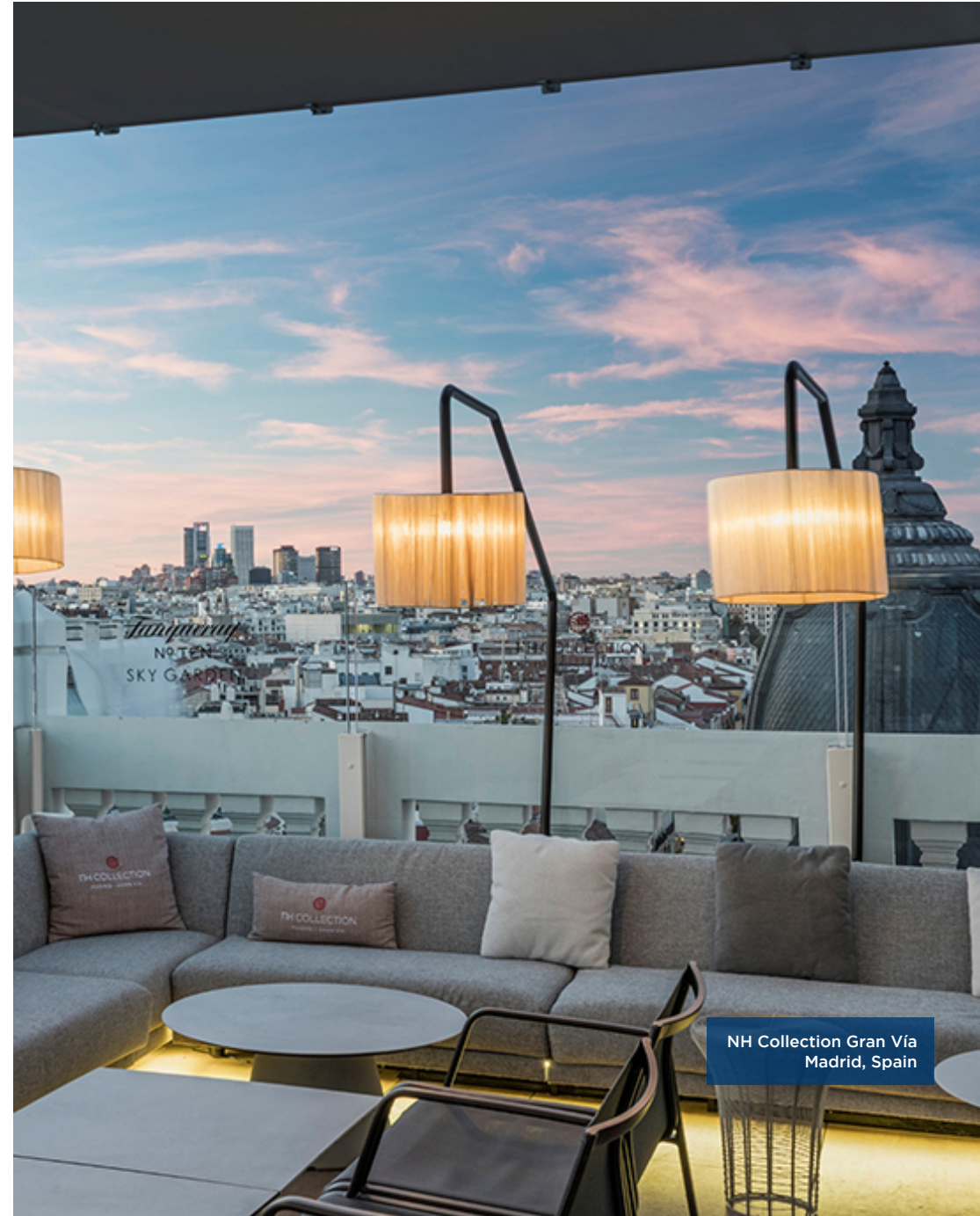


Project for LGBTQ+ inclusion in workplaces

The hotels in Latin America have continued with their initiative in support of the inclusion of transsexual individuals in workplaces, in line with the Company's commitment to the LGBTQ+ community.



This initiative was developed integrating the recommendations of Human Rights Campaign global guidelines, NH Hotel Group's policies and code of conduct, as well as the legal frameworks for each of the countries in the region where the project is initially being implemented. At present, vacancies have been covered by members of this community in Mexico, Argentina and Chile. At the same time, certification by the Human Rights Campaign has been obtained as best places to work for the LGBTIQ+ community for all the hotels in Mexico and the NH Collection Lancaster in Argentina, with the latter also obtaining the Equality Seal granted by the city of Buenos Aires, while the NH Collection Medellín in Colombia obtained the Equality Seal awarded by Icontec.



NH Collection Gran Vía
Madrid, Spain

Equality Plan

In December 2022, the Second NH Hotel Group Equality Plan was approved with representatives of the workers. A Plan Monitoring Committee was also set up, with the mission of interpreting and evaluating the degree of compliance with it, overseeing its execution, ensuring application, compliance with the contents and objectives of the plan and tracking execution and the results obtained in the different areas of action.

To draw up the Plan, the Company conducted an exhaustive diagnosis of the situation of real equality between men and women, for which it was analysed whether NH Hotel Group respects equal treatment and opportunities in the workplace and has adopted measures aimed at preventing any kind of job discrimination between men and women.

After this positive first assessment, work was done on an action plan with specific measures in different areas of access to the company, hiring, promotion, training, remuneration, work-life balance, occupational health, communication and awareness-raising that would make it possible to eliminate or correct inequalities in these areas.

The document also included a series of measures to ensure the protection of women who have been victims of gender violence: giving them priority in hiring, monitoring any cases of gender violence that arise and the measures taken, and informing the workforce of the rights of women in this situation.

As set out in the Second Equality Plan, the policies and actions concerning the selection and hiring of NH Hotel Group team members are based on criteria of capability, competence and professional merits in equal conditions, without taking gender into account. Access to employment in the Company does not show any imbalances in terms of equality of opportunity between genders. Hirings during the year respond to the operational needs of the business although most direct personnel are employed under indefinite contracts.

The defined selection and hiring process provides access under equal conditions to all those who seek to obtain a job in the Company following objective criteria based on parameters of skills and qualities for each of the jobs, allowing candidates to be evaluated in equal conditions. The analysis highlights that NH Hotel Group has internal tools accessible by all team members providing information on active vacancies, which facilitates promotion and career development within the Company.

Protocol against sexual harassment

As a complement to the Plan, and to facilitate its implementation and raise awareness in team members, it includes a Protocol for the prevention and treatment of situations of sexual harassment, as well as a manual for non-sexist use of language.

All team members of NH Hotel Group are entitled to a working environment that is free of hostile or intimidating conduct or behaviour towards them, a working environment that assures their dignity, and their physical and moral integrity. All people, especially those who manage teams, must avoid and report to Company management any kind of conduct that is contrary to the Protocol.

Any conduct that constitutes harassment because of moral, race ethnicity, disability, age, sexual orientation or gender will be considered to be gross misconduct and penalized in line with the gravity of the behaviour.

NH Hotel Group is committed to investigating all reports of harassment, for which purpose a dispute resolution procedure is established, which assures at all times the right to privacy and confidentiality of the issues discussed and the individuals involved.

The procedure is initiated once the report has been received or an team member is aware that another team member has been subjected to such situations, using the following e-mail address for this purpose: protocoloacoso@nh-hotels.com.

A team with the same opportunities

Throughout 2023, the Company has materialized its commitment to assure a decent salary for its team members. With the approval of the Sustainability Policy, the Company undertakes that the salaries of its team members will be decent and competitive in the market and that are also aligned with the standards of salary fairness, guaranteeing that salaries cover the basic needs of team members and their families. In parallel, the Company's human rights policy guarantees decent working conditions. Accordingly, at NH Hotel Group salaries are based on transparent and equitable criteria that take into account factors such as experience, training, responsibilities and job performance.

In this regard, the Company will take an important step in 2024 aimed at ensuring equitable remuneration. To do so it will carry out an in-depth analysis of team members' jobs, remuneration and the gender balance. With this analysis, NH Hotel Group hopes to continue to be a commitment employer, ensuring its team members have a decent salary, which is one that covers a basic living standard aligned at least with the collective agreement, which are always higher than the legal minimum salary.

The salary of women in NH Hotel Group 2023 nonetheless constitutes 90% of the gross hourly salary of men; the average gross hourly salary is 64.54 euros for men and 46.06 euros for women.

The gender pay gap has been calculated by comparing remuneration between equivalent professional categories, giving as a result the average salary of women compared to men. In other words, categories that carry out the same function or have the same position. As a result, the overall figure for the gender pay gap is obtained by weighing the gaps obtained in the comparison between average remuneration (considering fixed and variable remuneration paid) received by the professionals in each category, considering the number of professionals in that category.

Ratio of women's salary compared to men by professional category (%)*

	Consolidated perimeter	
	2023	2022
Top Management	71 %	75 %
Middle Management	95 %	98 %
Staff	98 %	99 %
Total	90 %	91 %

*Measured as the total annual remuneration of men (fixed gross annual salary plus variable salary) compared to the total annual remuneration of women (fixed gross annual salary plus variable salary), broken down by professional category.

Ratio of women's salary compared to men by professional category (%)*

	Consolidated perimeter	
	2023	2022
Top Management	28.9 %	25.0 %
Middle Management	5.0 %	2.5 %
Staff	2.0 %	1.0 %
Total	9.8 %	8.8 %

Measured as the quotient of the average gross hourly remuneration of men less the average gross hourly remuneration of women divided by the average gross hourly remuneration of men broken down by professional categories.

This analysis of the pay gap has served to identify that the gap increases in top management, especially due to the smaller presence of women in this category.

This situation offers a great opportunity to carry out an analysis in more depth of the different groups, not just women, and establish as a priority the continued implementation of a long-term project of real management of all aspects of team member diversity and support professional development within the Company. To eliminate this gap, NH Hotel Group's priority is to close the gap and to this end it will continue working on the adoption of the most suitable measures and procedures that affect remuneration and increase the presence of women in management posts.

Average remuneration by professional category and age (in €)*

	Consolidated perimeter							Variation (%)
	2023			2022				
	Female	Male	Average	Female	Male	Average		
Top Management	83,242	117,838 €	105,186	74,808	99,758	91,134	15.4%	
Middle Management	42,863	45,033	44,001	40,364	41,392	40,921	7.5%	
Staff	24,363	24,818	24,577	23,346	23,570	23,450	4.8%	
Total	27,400	30,364	28,822	26,078	28,598	27,287	5.6%	

* Remuneration corresponds to the annual gross fixed salary plus variable target.

Average remuneration by gender and age (in €)*

Consolidated perimeter

	2023			2022			Variation (in %)
	Female	Male	Average	Female	Male	Average	
<30 years old	23,184	22,365	22,808	21,576	20,996	21,306	7.0%
30 - 50 years old	29,351	32,247	30,775	27,531	30,246	28,858	6.6%
> 50 years old	30,139	38,710	34,292	27,276	34,873	30,864	11.1%

* Remuneration corresponds to the annual gross fixed salary plus variable target.

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown

Total annual compensation ratio

Consolidated perimeter

	2023			
	Region America	Region Northern Europe	Region Southern Europe	Headquarters
Top Management	5.14	5.83	6.26	7.70
Middle Management	10.99	3.70	6.18	2.11
Staff	12.88	3.63	5.55	2.33
<i>Total annual compensation ratio</i>	45.59			

The NH Hotel Group remuneration model

The remuneration policy applied by NH Hotel Group has no gender bias. The annual fixed cash remuneration and variable remuneration, the two fundamental components of the Company's remuneration structure, are established objectively. Fixed remuneration mainly reflects the professional's experience and responsibility in the Company, while variable remuneration rewards attainment of annual targets, which are fundamentally quantitative, and are shared by professionals who perform their activities in the same functional areas.

NH Hotel Group's success depends, to a great extent, on the attainment of individual and collective targets by the professional who are part of the Company. The purpose of variable remuneration in the Company is to measure what is done (team members individual and collective contribution to the Company's results) and how it is done (performance assessment), while reinforcing the importance of and NH Hotel Group's commitment to the principles of non-discrimination and quality of opportunity.

Variable remuneration has the following objectives:

- To reward performance based on attainment of the Company's quantitative targets. See "[Management by Objectives](#)"
- To link the attainment of annual targets established by the Company to its medium and long-term strategy and to long-term sustainability interests. See "[Management by Objectives](#)"
- To align individual objectives with the Company's objectives. See "[Management by Objectives](#)"

In Spain, NH Hotel Group offers a flexible remuneration plan that allows its beneficiaries to apply part of their remuneration to transport tickets, childcare vouchers, the purchase of vacation days, the purchase of vacation days, restaurant card, medial insurance or external training, benefiting in this way from special prices and tax benefits.

Training

NH Hotel Group is committed to the career development and training of all its team members as a way to put into practice the philosophy that inspires its customer service vocation. All face-to-face and online training projects are managed through the corporate university, NH University

In 2023, the Company's goal has been to continue offering team members the necessary training for their development. Such training has continued to adapt to best practice and new methodologies, and are offered through a range of platforms and learning modes (face-to-face, e-learning, webinars, hybrid, videos, infographics, etc).

This year, we have continued to promote online training in skills with GoodHabitZ, through various communication campaigns, such as monthly launches with team member recommendations on short training capsules that promoted team member care and wellbeing. This international training platform is focused on making training fun, different and tailored personally to each participant, and makes it possible to learn in the way best adapted to each person. This year, 1,028 team members have completed 2,417 hours of training on the platform.

As part of the strategic goal of improving the online training courses available to all team members, at the beginning of 2023 the online language-learning platform GoFluent was launched worldwide for all team members. During its launch and promotion, the advantages offered by this training solution were highlighted, such as learning up to 12 languages or accessing group classes in 6 languages, adapted according to level, among others. The launch of this new platform has been a success, and has helped 3,169 team members to improve their language level in the 5,868 hours they have spent on the platform.

The total number of hours of training, both face-to-face and online, in 2023 was 171,273 through 1,243 training programs, with a total of 13,274 team members trained. Throughout 2023, training hours and the number of team members trained have increased with respect to 2022.

Face-to-face training, which also includes training through webinars, represented 65% of the training hours, with 298 internal training providers leading the sessions.



1,578,979 €

TOTAL INVESTMENT IN 2023



171,273*

HOURS OF FACE-TO-FACE
AND ONLINE TRAINING
GIVEN



1,243

TRAINING PROGRAMS



13,274

team members TRAINED

**The total number of hours of training includes 2,979 hours through the "GHA - NH DISCOVER in a box" training platform in which the hotels received training on new features of the loyalty program.*

Training

	Consolidated perimeter		Corporate perimeter	
	2023	2022	2023	2022
Hours per Team Member trained (face-to-face)	15.7	16,9	15.3	16,3
Hours per Team Member trained (e-learning)	5.2	5,2	5.2	5,2
Total hours per FTE	11.9	12,3	11.7	12,3
Total hours per Team Member trained	12.9	12,5	12.7	12,1

Training hours by Region

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (%)	2023	2022	Variation (%)
Face to face training						
Headquarters	3,515	7,198	-51.2%	3,515	7,198	-51.2%
Region America	28,771	28,548	0.8%	30,603	31,428	-2.6%
Region Northern Europe	28,993	21,769	33.2%	30,611	22,770	34.4%
Region Southern Europe	34,958	27,090	29.0%	44,827	33,362	34.4%
Total face to face	96,237	84,605	13.7%	109,556	94,758	15.6%
Online training						
Headquarters	1,839	1,544	19.1%	1,839	1,544	19.1%
Region America	8,135	9,255	-12.1%	9,679	11,639	-16.8%
Region Northern Europe	21,633	18,119	19.4%	24,085	20,200	19.2%
Region Southern Europe	19,948	21,309	-6.4%	23,135	25,220	-8.3%
Total Online	51,555	50,227	2.6%	58,738	58,604	0.2%
Total training hours	147,791	134,832	9.6%	168,294	153,362	9.7%

Training hours by department

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (%)	2023	2022	Variation (%)
Administration	1,376	1,004	37.0%	1,910	1,603	19.2%
Food and Beverages	40,964	37,560	9.1%	49,179	42,305	16.2%
Management	14,276	10,007	42.7%	15,815	11,290	40.1%
Maintenance	6,205	5,783	7.3%	6,857	6,514	5.3%
Housekeeping	9,655	9,431	2.4%	12,304	11,165	10.2%
Reception	43,692	41,811	4.5%	49,297	47,724	3.3%
Reservations	10,222	17,258	-40.8%	10,222	19,850	-48.5%
Revenue Management	3,286	1,714	91.7%	3,307	1,722	92.0%
Central Services	11,277	6,185	82.3%	11,277	6,186	82.3%
Sales	5,292	3,049	73.6%	5,899	3,666	60.9%
Others	1,546	1,031	49.9%	2,228	1,337	66.6%
Total	147,791	134,832	9.6%	168,294	153,362	9.7%



NH Bern The Bristol
Bern, Switzerland

Training hours by professional category and gender
Consolidated perimeter

	2023							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	4,436	5,938	17,143	14,435	31,208	23,077	52,787	43,450
Online training hours	485	655	3,133	3,187	24,441	19,654	28,059	23,496
Total by gender	4,922	6,593	20,275	17,621	55,649	42,731	80,846	66,946
Total by category	11,515		37,897		98,380		147,791	

	2022							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	3,056	3,385	9,260	10,419	34,868	23,617	47,184	37,421
Online training hours	657	918	3,499	4,015	22,852	18,285	27,009	23,218
Total by gender	3,714	4,303	12,758	14,434	57,720	41,902	74,193	60,639
Total by category	8,017		27,192		99,622		134,832	

	Variation							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	45.2%	75.4%	85.1%	38.5%	-10.5%	-2.3%	11.9%	16.1%
Online training hours	-26.1%	-28.6%	-10.5%	-20.6%	7.0%	7.5%	3.9%	1.2%
Total by gender	32.5%	53.2%	58.9%	22.1%	-3.6%	2.0%	9.0%	10.4%
Total by category	43.6%		39.4%		-1.2%		9.6%	

Corporate perimeter

	2023							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	4,672	6,639	18,119	15,624	36,665	27,837	59,456	50,100
Online training hours	513	687	3,392	3,577	27,939	22,630	31,844	26,894
Total by gender	5,186	7,326	21,510	19,201	64,604	50,467	91,300	76,994
Total by category	12,512		40,711		115,071		168,294	

	2022							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	3,359	3,696	10,083	11,712	38,788	27,120	52,230	42,528
Online training hours	735	1,047	3,990	4,491	27,005	21,337	31,729	26,875
Total by gender	4,094	4,743	14,073	16,203	65,793	48,457	83,959	69,403
Total by category	8,837		30,276		114,250		153,363	

	Variation							
	Top Management		Middle Management		Staff		Total	
	Female	Male	Female	Male	Female	Male	Female	Male
Face to face training hours	39.1%	79.6%	79.7%	33.4%	-5.5%	2.6%	13.8%	17.8%
Online training hours	-30.2%	-34.3%	-15.0%	-20.4%	3.5%	6.1%	0.4%	0.1%
Total by gender	26.7%	54.5%	52.8%	18.5%	-1.8%	4.1%	8.7%	10.9%
Total by category	41.6%		34.5%		0.7%		9.7%	

Training hours by age

2023	Consolidated perimeter	Corporate perimeter
Face to face training hours		
<30 years old	26,936	31,290
30 - 50 years old	55,309	62,436
> 50 years old	13,992	15,830
Total face to face	96,237	109,556
Online training		
<30 years old	20,943	24,139
30 - 50 years old	24,885	28,144
> 50 years old	5,726	6,455
Total online	51,555	58,738
2022	Consolidated perimeter	Corporate perimeter
Face to face training		
<30 years old	29,849	33,667
30 - 50 years old	45,945	51,342
> 50 years old	8,810	9,749
Total face to face	84,605	94,758
Online training		
<30 years old	17,706	21,158
30 - 50 years old	25,481	29,503
> 50 years old	7,040	7,944
Total online	50,227	58,604

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown.

Variation	Consolidated perimeter	Corporate perimeter
Face to face training		
<30 years old	-9.8%	-7.1%
30 - 50 years old	20.4%	21.6%
> 50 years old	58.8%	62.4%
Total face to face	13.7%	15.6%
Online training		
<30 years old	18.3%	14.1%
30 - 50 years old	-2.3%	-4.6%
> 50 years old	-18.7%	-18.7%
Total online	2.6%	0.2%

Corporate Training

New Image of the Corporate University

Work was done in 2023 to relaunch the image of the Corporate University to give it a fresher and more modern look, aligned with the new training methodologies. Practical brand guides have also been created for local training teams, and materials have been adapted to this new design which keeps the identity of the area and its recognition among team members.

This project is aligned with the new internal communication guidelines, ensuring that we follow the same line of communication. Thanks to this project, their Regions have resources available to them so that they can create their own communications and training materials, following the same visual pattern.

Training for new AVANI hotels

In April 2023, hotel managers and brand ambassadors of hotels that were to switch to the AVANI brand received training. This training was also attended by Quality Directors and a University member from each region to provide support to the training of the rest of the hotel team that would later be imparted locally, with the brand ambassadors providing the training.

The aim of this training was to expand these team members' knowledge of the AVANI brand, based on the brand's pillars and standards and placing value on the brand's behaviour. The hotel managers and brand ambassadors also received training as trainers on the last day, to review the materials available to them in order to convey this knowledge to the rest of the hotel team.

Training on new Review Pro tool

In March 2023, the Quality Focus tool was replaced by Review Pro, as the new tool to measure the quality ratings the Company receives. Review Pro is an online reputation management solution that examines more than 100 million opinions from more than 175 sources, in 45 languages, with daily content updates.

With the launch of this new tool, 12 virtual training sessions were provided which offered training on semantic analysis view per hotel, a complete analysis of the competition, standard automatic reports, among other windows that this new platform offers. The duration of each virtual training session was 2 hours, and they were given in English, Spanish and Italian. These webinars were given by Review Pro, training 700 team members who have to use the platform in their daily work. Team members who were unable to participate or who want more information on the platform can access the recordings of the sessions and the training materials through Talent.

Training on new forecast process

In June 2023, training of trainers was organized for the Revenue Management team and hotel managers on the new forecast process, the purpose of which was to improve on the previous process and automate it, by creating forecast algorithms that take into account internal and external variables capable of predicting the results of their hotels.

Following this training, the internal trainers imparted more than 1,000 hours of training in their own regions, ensuring successful implementation of the project.

Online training for the Front Office team

In 2023 two new online training courses on their business processes for the Reception team and Heads of Reception were launched. Both courses set out the key functions and responsibilities of members of the Reception team and encompass all the necessary processes and procedures for excellent job performance.

These courses are recommended for any person who carries out this key function, as they provide the necessary tools for continuous improvement of customer and team member satisfaction and are compulsory for new team members, as they help them to identify the key tasks they have to carry out in their daily work. New training on business processes for other key hotel positions will be launched soon.

Southern Europe Region Training:

Service excellence training (Italy):

A training itinerary for 5-star and some 4-star hotels. This training was given by an expert in standard development. The phases of this itinerary were as follows:

- 1st phase: two days of Mystery Guest to assess the baseline level.
- 2nd phase: focused on department heads to work on standards and feedback culture.
- 3rd phase: on-the-job training and role play on different cases and difficult situations.

Food & Beverage training (Spain):

A training program for Restaurant and Kitchen staff that allows them to receive two days of training in other Company hotel. The program started in 2023 and in light of the success it has had it will continue in 2024. This training is comprised of 14 training contents, 42 internal training providers, 24 hotel schools involved, 13 different cities that team members can go to for their training.

Debate League (Spain):

This is a practical and fun way to develop the capacity of persuasion and expression of ideas. Thank to this program, the persuasive techniques learned and public speaking and arguing skills are put into practice. .

Two debate leagues were held in 2023, and the teams that competed over 5 debates had to build sound arguments, know how to present them and be capable of overcoming the objections raised by the opposing team.

Northern Europe Region Training:

Revenue Revealed

Based on the interest shown by team members of the Region in receiving training on Revenue Management, training was designed with the aim of "revealing" the basic aspects of revenue management and was provided by an internal trainer. This training was aimed at any team member who managed revenue and wished to study the subject of Revenue Management in greater depth.

The training immediately became a great success, as it is interactive and entertaining, with places on the course being filled immediately. At present the training is only available in the Netherlands and will reach more countries soon.

New internal training evaluation process

To adapt and improve the internal training offered, a 4-phase evaluation process was created in 2023. The aim was to understand how participants perceived the training, how their skills improved in the first two weeks after the training (their learning) and, three months later, how they changed their behaviour in terms of knowledge applied, also taking into account their manager's opinion. In the last phase, the impact of the training was measured according to certain KPIs. The data collected were structured and analysed using a Business Intelligence tool and shared on a quarterly basis with the internal training team. In this way, transparency was increased and areas for improvement and areas for potential development could be identified, all of this for the purpose of enhancing the quality of internal training.

Americas Region Training:

Teaching hotels (Argentina)

This is a training program the aim of which is to prepare future hotel professionals in different areas of the sector. It is designed for hospitality students at different universities in the country, who want to do their work experience in a hotel company, and to young people who are starting out on their career in the sector. This program comprises 40 hours of work experience completed in the Food and Beverage, Housekeeping, Maintenance and Reception departments. This program is an opportunity for the students, as once the work experience program is over they have the opportunity to apply for their internal vacancies.

Energy Savings (BUAM)

In 2023, in conjunction with the Operations team, work was done on this program through which teams were invited to make smart and conscientious decisions on energy consumption, seeking actions that reflect energy savings. This program encompassed different actions such as: communications, information, training, knowledge management and recognition, with the aim of fostering an energy saving culture in each of the hotels in the region.

Headquarter Training

Technical Training Grants Program

Based on the training needs identified thanks to the team member Engagement Survey 2022, grants were offered for the purpose of subsidizing part of a technical training course on a matter related to the team member's functional area. The way this initiative was received was a success, as the number of applications almost double the number of available grants. After evaluating all these applications, it was finally decided to award grant to all applicants.

Executive Leadership and People Management Program

A new edition of this training, provided by a prestigious specialist consultancy took place this year. This training is aimed at management positions responsible for a team so that they develop conscious, participative, motivating, demanding and transformative leadership, improving people management skills, both in-person and virtual communication, conscious influence at all levels and in all settings, change management, in-person and remote relations with the team. In summary, better management of all the real situations that leadership involves, so that they can continue growing and developing as people managers.

Grants for Masters in Revenue Management

Aimed at team members who wish to expand their knowledge of the world of Revenue Management through the Master's Degree at King Juan Carlos University, which are part of as a collaborating entity.

Onboarding session for new Team Members

A training session provided twice a year for new team members to reinforce their onboarding within the Company, with the aim of learning in more depth and detail about the different internal processes such as TFY, MBO, flexible remuneration, etc., and to clear up doubts and promote networking among such team members.

NH Talks

This started as an initiative so that each area could inform and share their know-how and their most relevant objectives with team members, as well as their plans and ongoing projects. This year, we have held a total of nine sessions, focused especially on examining the Company's strategy in more depth and its different lines of action. This initiative was created to cover the need expressed by team members to have more information about the projects and plans carried out by each department within Headquarters.

Talent management

The key aspects tackled in their people management model are the structure and sizing of their organization (workforce), job stability and equality, team member training and development programs and compliance with labour rights, paying particular attention to diversity and inclusion, work-life balance and equal opportunities. The Company is also committed to talent management, performance assessment, team member development plans and the recruitment and selection of the best professionals, as well as managing the experience of their team members.



MBO -individual and department objectives

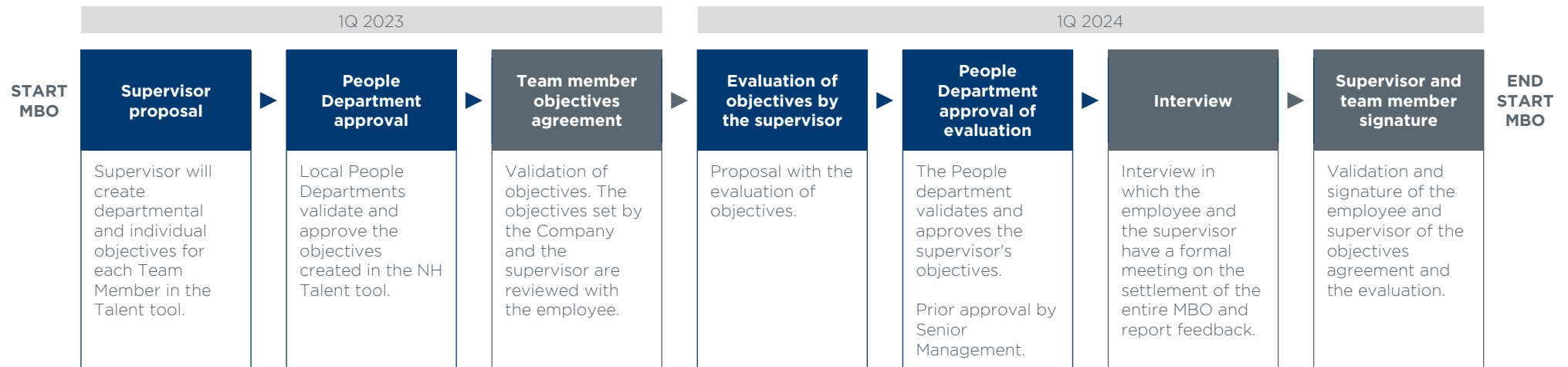
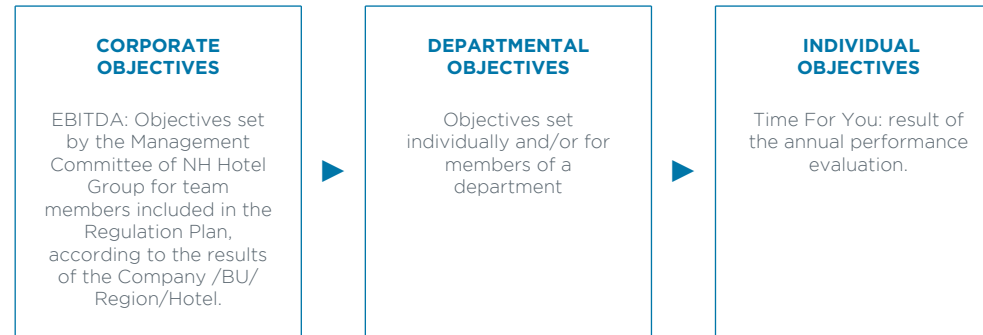
Through the management by objectives process, NH Hotel Group, identifies and evaluates quantitative objectives.

This process is described in NH Hotel Group's Variable Remuneration Regulation Plan for the purpose of:

- Linking individual and collective objectives to the group is global strategy.
- Measuring what is done (individual and collective contribution of team member to the Company's results).
- Establishing a relationship of constant dialog between the supervisor and the team member.
- Helping the team member to understand his or her functions.
- Applying a tool that will determine the Variable Remuneration to be received based on compliance with the previously set objectives.
- Reinforcing the importance of and NH Hotel Group's commitment to the principles of non-discrimination and equal opportunities.
- Providing better co-ordination among all the Company's team members and improving their work approach.

Variable remuneration is additional and complementary to team members' fixed remuneration and will be equal to attainment of 100% of the objectives set.

There are three kinds of objectives in the Plan:



Time For You

At NH Hotel Group the performance management process is a key and consolidated element of their leadership culture and is called Time for You (TFY). It is aimed at all permanent and temporary team members with at least 3 months' service in the Company.

This process measures how objectives have been achieved through the evaluation of competences, which makes it possible to guide the team member's development effectively, as the strengths and area for development in his or her work performance are identified, and based on the areas for improvement identified the individual development plan is defined. Furthermore, the overall valuation obtained has an impact on other human resources processes such as internal selection and talent processes and on variable remuneration (Management by Objectives).

TFY comprises two formal moments during the year: the Mid-Year Review and the Annual Review:

- The Mid-Year Review is based on a review of the individual development plan set out in the previous year's TFY and invites the team member and his/her manager to reflect together Manager on what is going well, and what aspects could be improved in the second half of the year.
- At the end of the year, the Annual Review process is launched, based on feedback and career development, as key tools for growth within the Company. This stage of TFY represents a moment of truth in the team member's experience, as it opens up a space to talk about what makes each of us different in terms of performance and development needs, to focus their growth on the year that is just beginning. It is an opportunity for team members to dig deeper into their self-knowledge through feedback, which lets them identify what their strengths and areas for improvement are in terms of competencies and behaviors, also through Development, as this includes drawing up a personalized Action Plan tailored to the individual and career development needs of each team member, since questions on functional and geographic mobility spark a conversation to discuss internal mobility possibilities within NH Hotel Group.

Time For You is supported by the Talent corporate tool which lets this process be managed with a 360° approach, as the manager can enrich his/her view by asking other team members for feedback on their colleague, thus enhancing the feedback from all perspectives (peers, team, etc.).

Another element that has been well received is the availability of this tool on the Talent app, which has let all team members participate in this process, giving them access to the Mid-Year Review and the Annual Review from the app, allowing them to write comments and sign it. It also given them access at any time of the year to their Individual Development Plan, clearly a great advance that gradually closes the digital gap between non-desk team members and people management processes.

As a result of this, a participation level of 88% has been achieved, which entirely cover the target audience of the process, showing once more the relevance and acceptance of TFY in their leadership culture.

Internal talent identification and development

NH Hotel Group has a process to identify and development talent which analyzes not only sustained performance over time, but also the potential and ambition of the people who hold key positions in the Company. This year, talent calibrations in key positions for the Company were carried out (more than 500 team members were calibrated in 2023) and career and succession plans were defined.

Internal development programs have also been implemented based on the needs for business growth. These programs are aimed at developing both the knowledge and skills of participants, with the aim of assuring a successful internal transition to a new position in the Company. Specifically, in 2023 the following internal development programs have been implemented:

Leadership Development Programs in the Southern Europe Region:

- Individual Coaching Program: as a result of these talent calibrations, an individual coaching initiative has been put in place for hotel managers. This individual coaching program is provided in collaboration with an external provider and has top-level certified coaches and the best technology for holding unlimited coaching sessions from any place. In addition, all team members who have participated in this program have taken part in a 360° Feedback process, designed in a completely personalized way based on critical behaviour to be developed identified during the coaching process. Hotel managers in Spain, Portugal, France and Italy have participated in this program.
- New HOD (Head of Department) internal development program: this is a leadership and development program to obtain certification in order to become a Head of Department in the hotel. In 2023 there were a total of 15 participants.
- Crossing Border program: this is an exchange program between countries that allows participants to develop knowledge of different hotels in different countries and obtain unique international experience. This program allows participants to swap jobs for 3 months with a colleague in another country in the region.
- Becoming a GM (General Manager) internal development program: this is an internal development leadership program aimed at Heads of Department with potential to become hotel managers. This program has a very complete training itinerary to guarantee the development of participants' knowledge and skills, assuring in this way a successful internal transition to hotel management. In 2023 a total of 11 team members were selected to participate in this program.

2023 Becoming a GM (General Manager)

At NH Hotel Group the hotel manager position is critical. The manager is the brain behind efficient operation of the hotel and must combine complementary professional skills, ranging from problem solving to empathy. For all these reasons, a development program for this specific post is in place.

The hotel manager is responsible for overseeing all the operational aspects of the hotel, from hiring all the team members to scheduling maintenance or the creation of new revenue management strategies, assuring that all departments co-ordinate and collaborate effectively. When an employee becomes the manager of a hotel, this means that he or she has spent time in all the different departments that make up the hotel, acquiring comprehensive knowledge and experience and this program complements this and trains the employee for this.

In 2023 a total of 11 team members participated in this program. With a duration of 12 months, plus 6 months of mentorship, the future GMs enjoyed a wide-ranging and holistic training program featuring leadership learning and group coaching. Other key skills such as the corporate values and culture, communication, quality, the customer experience, team management and management of emergency situations, among others, were also covered.

At the start of the program, the future GMs received a week of in-person training at central offices. Subsequently, during the months of training the team members on the program had the experience of being hotel managers, by staying at different hotels to their hotel of origin, allowing them to find out first hand what the day-to-day work of a hotel manager is like. After completing the program, a review process was carried out in which the performance of the participants was evaluated. If the result is positive, they are assigned a first hotel as Junior GM.

This program reflects the Company's commitment to internal promotion as the cornerstone of NH's business, by considering the post of GM as one of the most strategic in the Company. In this regard, the Company obtains great benefits thanks to the program:

- Providing a clear career path for hotel team members.
- Guaranteeing a perfect cultural fit.
- Ensuring internal transitions to the new role.

Leadership Development Programs in the Northern Europe Region:

- Internal development program (IDP): this is a program to develop the necessary skills to become a hotel manager. Fourteen team members were selected for the IDP program in 2023. During the program, the candidates completed 5 modules and learned about personal leadership, team leadership, general management skills and participated in a 2-week exchange in another hotel, shadowing a hotel manager.
- JUMP internal development program: this is an internal program focused on developing the necessary skills to become a head of a hotel department. It is focused on developing leadership, management and communication skills. A total of 21 team members in Northern Europe participated in the program.
- Cornell General Managers Program: As part of the development actions to be undertaken following the calibrations, several hotel managers were selected to participate in this prestigious program from Cornell University.
- Next GM Challenge: This year the "NXT GM Challenge" program, which started in 2022, continued in the Netherlands. It is a challenge in which young graduates of hospitality schools in that country compete with each other to win a hotel manager position for one year. In 2023, they completed a range of tasks and challenges, after which the winning student will receive in February 2024 the keys of the hotel cluster NH Schiller and NH Caransa in Amsterdam. The NXT GM Challenge is a powerful employer brand tool for NH Hotel Group, that allows the Company to reach out to and inspire students of the Dutch hospitality schools.

Leadership Development Programs in the Americas Region:

- Deputy General Managers Program: this is a manager development program that aims to prepare team members with high potential and commitment under NH Hotel Group's standards, policies and procedures, assuring the comprehensive vision, global reach and availability of talent for all the hotels in the Americas Region. As Hotel Deputy Manager, the team members selected to participate in the program develop the role while they reinforce their skills to become hotel managers. It is a program that was implemented in 2023 and in which a total of 6 team members have participated.

Team Member Engagement

At NH Hotel Group, in addition to the biennial engagement survey, there is a firm commitment to listen to team members. Accordingly, a broad strategy of continuous listening has been developed which lets us gather immediate information at multiple key moments related to team members' experience and use this information to improve it. The Company is also committed to finding new ways of gathering opinions more frequently in order to be closer to team members and the Company's needs.

In 2023, the following initiatives to listen to team members were carried out:

- **Team member Suggestion Box:** a channel which is always available on the homepage of the Employee Portal, where they can always give their opinion and include any kind of suggestion, comment or idea about how to improve their workplace. It is totally anonymous, although team members may answer a number of voluntary demographic questions so that the information can be segmented and analysed in detail. The People teams have access to these opinions and suggestions, which they analyse and take into account to launch new initiatives and implement improvements.
- **2023 Engagement Pulse:** this is a brief biennial pulse the purpose of which is to measure the impact of the actions undertaken based on the results of the 2022 Team Member Engagement Survey and follow up the evolution of engagement. It is aimed at all permanent and temporary team members (excluding interns) who have been working at the Company for at least three months. The survey was translated into 11 of the languages present in the Company, to make it easier for team members to respond to it in their preferred language. It comprised a total of 12 questions.

Furthermore, in order to facilitate participation by their team members, especially those who do not have a corporate email address, an ambitious plan was put in place to multiply the channels they could use to respond: Starting with the Talent platform (management platform for team members), both in its desktop format and the app version, and posters with QR codes placed at the back of the house of the hotels and on the Employee Portal, MyNH App, and on screensavers on computers throughout the chain, and naturally a direct emailing campaign for more than 5,000 team members with a corporate email address.

As in previous occasions, the survey was managed by an external provider, which has made it possible to compare the results with the survey in 2022.

Once again, we had the invaluable support of their hotels' Ambassadors, hotel team members responsible for engagement and for dealing with their colleagues' questions and doubts about this key process in the Company. All of them received a kit with materials to use in the workplace.

An internal communication campaign was designed which included prior expectations, together with impacts for each of the weeks during which the survey was open, and a final impact expressing thanks to the thousands of team members who offered their opinion with the aim of making NH a better place to work.

Overall participation was 68% with the following breakdown based on gender.



- Furthermore, in 2023, the hotel and office managers who have access to the report on the results of the 2022 Team Member Engagement Survey worked on action plans. At the same time, global actions plans have been implemented, focused on enhancing the main strengths and working on the opportunities identified at Company and region level. 86% of the workplaces (both offices and hotels) have implemented action plans with the aim of improving their team members' engagement and experience in the Company, to make it a better place to work.
- Finally, in 2023 the launch, to take place in January 2024, of two surveys associated to the Team Member lifecycle was prepared: Team Member Lifecycle Touchpoints. Specifically, the first to be launched will be the Onboarding and Offboarding touchpoints:
 - **Onboarding Touchpoint:** a confidential survey assigned automatically to team members 2 months after the date they are hired, the aim of which is to ensure that all team members who join the Company have the best possible experience.
 - **Offboarding Touchpoint:** a totally anonymous survey sent to team members who voluntarily leave the company, with the aim of identifying points for improvement and developing new programs and procedures that ultimately seek to make their Company a better place to work.

Occupational health, safety and wellbeing

NH Hotel Group understands that offering people a safe and healthy working environment is an absolutely necessary requisite in conducting its business. This year, NH Hotel Group has launched an Occupational Health and Safety Policy at corporate level that establishes the Group's general framework for action in relation to Occupational Health and Safety. It includes the general principles that will ensure an occupational health and safety management model and occupational wellbeing in the daily actions of all team members.

The Policy also sets out the Company's commitment in relation to this matter. Notable aspects include the continuous integration of occupation risk prevention in the Company's general management system, the assessment of risks and hazards relating to occupational health and safety throughout the group's activities, guaranteeing safe working environments, training team members on health and safety and the establishment and promotion of close relations of collaboration with the different competent public and private administrations.

In this regard, it serves as a framework for the Company's actions to assure occupational health and safety in all its workplaces, notwithstanding the various local and sectorial regulations that may be approved in relation to occupational health and safety.

Furthermore, in Spain, NH Hotel Group has an Occupational Risk Prevention Plan which is the master document that governs the Occupational Health and Safety actions to be carried out at the Company's workplaces in Spain. This Plan includes, among others, essential procedures such as:

- Risk Assessment.
- Health and Safety training and information.
- Health Monitoring.
- Health Damage Management.
- Emergency Management.
- Maternity Protection.
- Personal Protective Equipment.
- Business Activity Co-ordination.

The Plan is based on the integration of these processes throughout the Company's hierarchical structure. Both Central Services heads of department and hotel personnel (from managers to staff) have been assigned functions and responsibilities in this area. Furthermore, in Spain there is a Joint Prevention Service which provides services to the NH Hotel Group hotels and workplaces in Spain.

In other countries, this Plan is not applicable and therefore technical advising on Occupational Risk Prevention is outsourced with external service providers. In Portugal there is also a Prevention Service that operates in the hotels and in Italy there is a Health and Safety Coordinator who, with the support of an external Prevention Service, provides support to hotels in the country. In some of the other countries, NH Hotel Group team members are designated as responsible for coordinating the actions of these service providers and for implementing the established corrective measures and prevention procedures.

NH Hotel Group strives to promote a culture of occupational health as part of its commitment to health and safety. The integration of occupational health into the Company's activities is reflected in the programs and action plans in hotels and offices in different countries.

Health initiatives

GENERALI Vitality

This initiative has been launched at HQ and offers the possibility of accessing a health and wellbeing program provided by GENERALI Vitality where “taking care of yourself has its reward”. This initiative helps you to have a more active life and rewards you, when you complete a weekly challenge, with gift vouchers for Amazon, El Corte Inglés, Adidas, through its app.

NH Runners

Since 2022 we have recovered the NH Runners initiative, the purpose of which is to live a healthier life and do exercise. This time, we funded registration in the 2023 Business Race held in Madrid. With this initiative we invited team members to form part of this team to go out and train and participate in the races organized.

NH Bikers

After an absence of a few years, the NH Bikers initiatives has returned with the 32nd Valdemorillo Classic, where team members of the Business Unit in Spain and of Headquarters compete in mountain bike racing.

GoodHabitz

A globally accessible online training platform that lets team members participate in courses that stimulate the development of key skills to tackle personal and professional challenges. This platform offers specialized courses in personal care and best practice to achieve proper wellbeing at work. These include courses dedicated to stress and time management, the benefits of a break for mental and physical health or the benefits derived from good eating habits.

Fruit at HQ Office and CRO

During the year, fresh fruit was again available at the HQ and CRO offices from Monday to Thursday.

Treadmill in Office HQ

Continuing our commitment to promoting wellness in the office, a ‘Walking Pad’ was installed at City Hall to reduce sedentary behaviour in the workplace.

Height-adjustable table in HQ

Availability of height-adjustable desks for Team Members to promote healthy posture in the office within the framework of well-being at work.

Computer tool for H&S management

An Occupational Health and Safety management computer tool “6 Conecta” has been acquired. This tool will permit the digitalization of several of the preventive processes set out in the Prevention Plan in Spain (risk assessment, preventive planning, information, training, delivery of PPE, accident investigation, etc.). This tool will make these process more agile, saving documenting and handling time and will permit greater compliance with legal obligations. The tool is currently being parameterized and is expected to be implemented in the first quarter of 2024.

Training in Health and Safety

E-learning in Occupational Health and Safety has been developed more effectively, dynamically, intuitively, and realistically than in previous years, as it has been made more accessible and can be completed on a cell phone, which has facilitated access for many groups of team members such as housekeeping staff, while the duration of the training has been reduced to make it more dynamic.

The training has placed special emphasis on the most relevant risks of each job, including 26 short videos with the most significant preventive measures.

In 2023 a training platform has been added which can be accessed by staff who do not have access to the Talent tool, satisfying an important need.

This new training through e-learning has been very well received and the feedback obtained from participants has been very positive.

Occupational Health and Safety training hours

	Consolidated perimeter		Corporate perimeter	
	Face to face training	Online training	Face to face training	Online training
Number of team members trained	1,989	3,184	2,322	3,435
Number of programs	121	22	147	23
Training hours	14,309	7,415	15,919	7,941

Accident rates and occupational diseases

In 2023, all regions have reported information on workplace accidents and occupational diseases.

Accidents

	2023					
	Consolidated perimeter			Corporate perimeter		
	Female	Male	Total	Female	Male	Total
Fatal accidents	0	0	0	0	0	0
Accidents with absence from work	188	175	363	234	209	443
Accidents with serious consequences	3	5	8	4	6	10
Accidents without absence from work	97	67	164	116	87	203
Total accidents	285	242	527	350	296	646
	2022					
	Consolidated perimeter			Corporate perimeter		
	Female	Male	Total	Female	Male	Total
Fatal accidents	0	0	0	0	0	0
Accidents with absence from work	133	108	241	153	120	273
Accidents with serious consequences	4	2	6	5	3	8
Accidents without absence from work	64	50	114	76	65	141
Total accidents	197	158	355	229	185	414

Occupational diseases

	2023					
	Consolidated perimeter			Corporate perimeter		
	Female	Male	Total	Female	Male	Total
Fatal occupational diseases	0	0	0	0	0	0
Occupational diseases with absence from work	11	12	23	11	12	23
Occupations diseases with serious consequences	1	2	3	1	2	3
Occupational diseases without absence from work	3	2	5	3	2	5
Total occupational diseases	14	14	28	14	14	28
	2022					
	Consolidated perimeter			Corporate perimeter		
	Female	Male	Total	Female	Male	Total
Fatal occupational diseases	0	0	0	0	0	0
Occupational diseases with absence from work	0	0	0	0	0	0
Occupations diseases with serious consequences	0	0	0	0	0	0
Occupational diseases without absence from work	1	1	2	1	1	2
Total occupational diseases	1	1	2	1	1	2

In 2023, H Hotel Group recorded 2 team members with occupational diseases. It should be noted that most active occupational diseases are related to damage to the musculoskeletal system, epicondylitis or tendinitis.

Accident rates and occupational diseases

	2023			2022		
	Female	Male	Total	Female	Male	Total
Consolidated perimeter						
Frequency Rate (FI)* fatal accidents	0.00	0.00	0.00	0.00	0.00	0.00
Frequency Rate (FI)* occupational accidents	22.42	19.82	21.15	17.50	14.58	16.07
Frequency Rate (FI)* occupational accidents with sick leave	14.79	14.33	14.57	11.81	9.97	10.91
Frequency Rate (FI)* occupational accidents with high consequences	0.24	0.41	0.32	0.36	0.18	0.27
Frequency Rate (FI)* occupational diseases	1.10	1.15	1.12	0.09	0.09	0.09
Frequency Rate (FI)* occupational disease with sick leave	0.87	0.98	0.92	0.00	0.00	0.00
Severity Rate (SI)** occupational accidents	0.38	0.40	0.39	0.35	0.23	0.29
Severity Rate (SI)** occupational accidents high consequence	0.05	0.10	0.07	0.11	0.05	0.08
Severity Index (SI)** occupational diseases	0.04	0.06	0.05	0.00	0.00	0.00
Seriousness Index (SI)** occupational diseases high consequence	0.03	0.03	0.03	0.00	0.00	0.00
Corporate perimeter						
Frequency Rate (FI)* fatal accidents	0.00	0.00	0.00	0.00	0.00	0.00
Frequency Rate (FI)* occupational accidents	24.20	21.25	22.75	17.75	14.93	16.37
Frequency Rate (FI)* occupational accidents with sick leave	16.18	15.00	15.60	11.86	9.69	10.80
Frequency Rate (FI)* occupational accidents with high consequences	0.28	0.43	0.35	0.39	0.24	0.32
Frequency Rate (FI)* occupational diseases	0.97	1.00	0.99	0.08	0.08	0.08
Frequency Rate (FI)* occupational disease with sick leave	0.76	0.86	0.81	0.00	0.00	0.00
Severity Rate (SI)** occupational accidents	0.42	0.43	0.43	0.36	0.24	0.30
Severity Rate (SI)** occupational accidents high consequence	0.06	0.10	0.08	0.11	0.07	0.10
Severity Index (SI)** occupational diseases	0.03	0.05	0.04	0.00	0.00	0.00
Seriousness Index (SI)** occupational diseases high consequence	0.03	0.03	0.03	0.00	0.00	0.00

* Frequency Index (FI) = number of occupational accidents or occupational diseases / hours worked *1,000,000.

** Severity Index (SI) = days of sick leave due to occupational accidents or occupational diseases / hours worked.

Turnover, absenteeism and leaving

Aware of the highly competitive labour market and the many challenges faced by the hospitality industry, NH Hotel Group defines the importance of the employer brand as key to attracting talent and, of course, retaining talent.

In this regard, the company is aware of the importance of highlighting the benefits and attractions of the tourism sector and the hotel industry in particular. NH Hotel Group believes that the loyalty and pride of its team members is an essential asset in communicating these benefits and attractions to new talent through experience.

For this reason, the Company is using the social network Instagram and specifically its account (@nhhotelgroupscareers) to share the experience of NH professionals with the world. This initiative allows people to see first-hand what it is like to work at NH Group, what team members do on a daily basis, and what opportunities and benefits they can enjoy as part of the NH family. Team members share their experiences, their professional development in the company and highlight the values and culture of the NH Group.

All of this demonstrates the Group's firm commitment to making all team members feel part of the Company even before they become part of it. The Company works to make all team members feel a fundamental part of NH from the very beginning and throughout their development and growth at NH.

In such a complex and volatile employment market, subject to the economic cycle, NH is concerned with the expectations and interests of its team members by promoting active, proactive and continuous listening through its [internal communication](#) channels.

The Group continues to work on its ability to retain the great talent in its team. To this end, it monitors, analyses and evaluates the attrition rates recorded in recent years, taking into account various factors such as age, business area or professional category of its team members.

Turnover rate by gender, age and professional category (in %)

	2023		2022	
	Consolidated perimeter	Corporate perimeter	Consolidated perimeter	Corporate perimeter
Breakdown by gender				
Female	35.4	39.8	38.1	39.1
Male	36.3	41.5	36.8	38.1
Breakdown by age				
<30 years old	64.2	69.7	66.8	68.9
30-50 years old	30.4	35.0	33.9	33.9
>50 years old	16.0	19.7	19.6	19.6
Breakdown by professional category				
Top Management	8.3	9.9	12.4	13.2
Middle Management	17.3	18.8	17.5	17.9
Staff	40.3	45.5	42.3	43.4
Total	35.9	40.6	37.5	38.6

Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown

Voluntary turnover rate by Region (in %)

	2023			2022			Variation (in %)
	Female	Male	Total	Female	Male	Total	
Consolidated perimeter							
Headquarters	9.1	12.8	10.7	13.3	10.1	11.8	-9.3%
Region America	38.6	37.6	38.1	41.5	39.2	40.4	-5.7%
Region Northern Europe	27.8	27.6	27.7	33.6	31.5	32.6	-15.0%
Region Southern Europe	14.6	14.1	14.3	12.4	14.9	13.6	5.1%
Total	23.0	22.7	22.8	25.1	24.8	25.0	-8.8%
Corporate perimeter							
Headquarters	9.1	12.8	10.7	13.3	10.1	11.8	-9.3%
Region America	42.3	38.9	40.6	43.7	39.7	41.7	-2.6%
Region Northern Europe	28.0	28.5	28.2	32.2	31.1	31.7	-11.0%
Region Southern Europe	17.5	17.7	17.6	14.9	16.9	15.9	10.7%
Total	24.8	24.6	24.7	25.8	25.5	25.7	-3.9%

Non-Voluntary turnover rate by Region (in %)

	2023			2022			Variation (in %)
	Female	Male	Total	Female	Male	Total	
Consolidated perimeter							
Headquarters	14.3	11.1	12.9	11.6	6.7	9.3	38.7%
Region America	5.4	7.9	6.6	6.6	9.4	8.0	-17.5%
Region Northern Europe	8.3	11.2	9.7	9.3	9.8	9.5	2.1%
Region Southern Europe	18.6	18.1	18.3	18.9	15.3	17.2	6.4%
Total	12.4	13.7	13.0	13.0	12.0	12.5	4.0%
Corporate perimeter							
Headquarters	14.3	11.1	12.9	11.6	6.7	9.3	38.7%
Region America	8.4	12.9	10.6	6.7	9.3	8.0	32.5%
Region Northern Europe	9.3	11.6	10.4	9.4	9.7	9.6	8.3%
Region Southern Europe	22.4	23.0	22.7	19.2	16.5	17.9	26.8%
Total	15.0	16.9	15.9	13.3	12.5	12.9	23.3%

The variation in the turnover rate is due to the current reality. Due to the pandemic, measures were implemented as part of the contingency plan and almost no temporary hires were made. During this year, due to the reactivation of the business and after eliminating the measures of the plan, temporary hires have resumed.

To calculate non-voluntary exist, all terminations have been considered, independently of their cause (objective causes such as hotel closures or end of contract and causes deriving from disciplinary terminations).

Non-Voluntary exits*

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (in %)	2023	2022	Variation (in %)
Breakdown by gender						
Female	225	182	23.6%	261	218	19.7%
Male	320	209	53.1%	359	243	47.7%
Breakdown by age						
<30 years old	186	137	35.8%	207	169	22.5%
30-50 years old	284	185	53.5%	327	214	52.8%
>50 years old	75	69	8.7%	86	78	10.3%
Breakdown by professional category						
Top Management	12	4	200.0%	13	4	225.0%
Middle Management	64	39	64.1%	72	44	63.6%
Staff	469	348	34.8%	535	413	29.5%
Total	545	391	39.4%	620	461	34.5%

* Non-voluntary exits refer to all terminations, independently of the cause (objective causes such as the closure of hotels or end of contract and causes deriving from disciplinary terminations). Data for fiscal year 2022 have been restated according to new age brackets, not affecting the reporting of the total data, only its presentation and breakdown

Hours of absenteeism

	Consolidated perimeter		Corporate perimeter	
	2023	2022	2023	2022
Accident	68,432	69,525	85,614	77,268
Occupational diseases	983,727	921,119	1,096,100	1,048,201
Total	1,052,159	990,644	1,181,714	1,125,470

Calculated on valid working days.

Absenteeism rate (in %)

	Consolidated perimeter		Corporate perimeter	
	2023	2022	2023	2022
Accident	0.3	0.3	0.3	0.3
Occupational diseases	3.9	4.2	3.9	4.1
Total	4.2	4.5	4.2	4.4

Calculated on valid working days.

Talent Attraction

With the aim of presenting NH Hotel Group's employer branding and the job and career opportunities the Company offers, while contributing to the employability of young talent in the sector, in 2023 the Company participated in 44 job fairs and events at universities and hospitality schools worldwide.

In Europe, NH Hotel Group has visited more than 25 Universities, mostly in Spain, France, the Netherlands, Portugal and Switzerland. These visits were mainly focused on participation in job fairs and interviews with students, company presentations and recruiting events with other companies in the sector.

NH has also participated in new careers fairs at prestigious schools, with the aim of responding to their growing need for young talent interested in a pursuing a career in luxury hotels, a segment in expansion in the Company. These events have been an excellent occasion to connect with young talent seeking internship opportunities, or in their final years of study to find a career opportunity.

In Latin America, a total of 17 universities and hospitality schools were visited, in Argentina, Colombia and Mexico. These visits have mainly consisted of presence at local universities to promote the internship program and thus offer opportunities to the students.

The NH INHternship Training program has been implemented with these students, with the aim of developing professional talent in hospitality and tourism, to encourage the potential development and availability of key talent. The INHternship Trainee Program reflects the Company's commitment to the development of future professionals who will ensure that hospitality continues to be a leading player in the growth of society in Latin America. This program consists of an internship in which students can participate across all the different processes of the hotel business, and have contact with all the areas involved, through training and carrying out particular tasks in each of them, In this way they will have the opportunity to accelerate their development and get ready to tackle the challenges arising in professional life.

Employer Branding

NH Hotel Group is proud that its team members are the key to the success of the business. Therefore, it has sought to consolidate the NH Hotel Group employer brand throughout the world, to attract and motivate the best talent among team members and external candidates.

The long-term goal of the Employer Branding plan is to establish a unique culture around the Company's values as an employer brand, through uniform and consistent communication of the Company's identity and essence: People, Passion and Challenge. To do so, the Company continues to focus its strategy on these values, both in the initiatives aimed at consolidating internal talent and in those focused on attracting external talent.

Furthermore, in 2023 Employer Branding actions have diversified, placing special emphasis on collaboration with the top Hospitality Schools in Europe, which NH Hotel Group has visited, representing Minor Hotels, creating a direct connection with the students of these schools and acting as a reference for those interested in what we have to offer as a hotel chain, especially in the luxury sector.

In 2023 the new strategy of content and sections on social media has been consolidated, with their team members playing a leading role, mainly on the Instagram account @nhhotelgroupcareers, which has more than 10k followers. Content related to Employer Branding and sporadic talent attraction actions are focused on the Company's corporate profile on LinkedIn, giving greater weight to the content strategy, concentrating and maximizing its impact.

In the diversification of Employer Branding content on social media, different subject matters can be found such as development and training programs, opening events, Team Member celebrations, job vacancies, recognitions and awards. The Company continues to favour Sustainability as a lever that is becoming more and more relevant in attracting and retaining talent. giving greater visibility to the Company's milestones in relation to Responsible Commitment and Sustainability, as well as the Corporate Volunteering campaigns under the slogan Together With Love.

In addition to the value of the content published organically, we have promoted recruiting through segmented campaigns, defined according to target public or geographical area. Focusing basically on LinkedIn and Instagram as the priority social media channels, the Company continue to drive talent attraction through TikTok in general recruiting campaigns.

Memorable Dates

Memorable Dates continues to be the program that celebrates the most important anniversaries (5, 10, 15, 20 and 25 years), as well as the retirement of hotel and central office team members in all regions. In 2023, the gala to acknowledge team members' service at the Company has been resumed, awarding DISCOVERY Dollars (D\$) which can be redeemed at the hotels.

Intern Week

The Company has implemented the "Intern Week" global initiative that took place from 18 to 22 September 2023 in all regions. During this week a number of initiatives were carried out to recognize the essential role that our interns play.

Welcome Pack

Launch of the "welcome pack" for new team members: this initiative was introduced in September was introduced in September 2023 with the aim of fostering engagement of new team members right from their first day in the Company to improve the value proposition for team members, one of the strategic pillars of the People & Sustainable Business area.

Welcome breakfast

Action within the Onboarding process to welcome the new Team Member in a more welcoming and informal way that will facilitate integration with coworkers.

Christmas party for children

Event aimed at the children of team members of Headquarters and CRO during the Christmas season. The event features external animators, a Christmas drawing competition and gifts for those present.

Christmas party for team members

A cocktail party is prepared at one of the hotels in Madrid y Barcelona for team members of Central Services and hotels during the Christmas season. The Management Committee of both the Southern Europe business unit and of Headquarters is present.



Social dialog with Team Members

NH Hotel Group is committed to maintaining a model of responsible and positive labour relations based on the principles of dialogue, consultation and Team Member participation.

For this reason, the NH Hotel Group European Works Council (EWC) was established in October 2015 at the initiative of the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT) and at the request of the affiliates in Italy, Belgium and Spain.

This EWC covers all the company's workplaces in the European Economic Area and is in line with Directive 2009/38/EC and its transposition into Spanish law. Its main function is to achieve a level of communication and social dialogue that allows, in a climate of mutual trust, mutual understanding on transnational issues affecting its team members.

The coverage of NH Hotel Group team members by collective agreements, which generally include aspects related to the health and safety of team members, varies according to the different regions (Northern Europe, Southern Europe and the Americas).

Team members covered by collective bargaining by Region (in %)

	Consolidated perimeter		Corporate perimeter	
	2023	2022	2023	2022
Headquarters	100	100	100	100
Region America	66	43	62	39
Region Northern Europe	91	91	87	87
Region Southern Europe	100	98	100	98
Total	91	87	89	85

*In Colombia, the collective agreement between the company and the team members was taken into account.

Team members covered by collective bargaining by country (in %)

	Consolidated perimeter	Corporate perimeter
Argentina	79%	79%
Austria	100%	100%
Belgium	100%	100%
Chile	—%	—%
Colombia	100%	100%
Czech Republic	—%	—%
Denmark	100%	100%
Ecuador	—%	—%
France	100%	100%
Germany	99%	99%
Hungary	—%	—%
Ireland	—%	—%
Italy	100%	100%
Luxembourg	100%	100%
Mexico	47%	48%
Netherlands	93%	94%
Portugal	100%	100%
Romania	100%	100%
Slovakia	—%	—%
Spain	100%	100%
Switzerland	100%	100%
United Kingdom	—%	—%
United States	76%	76%
Uruguay	75%	75%
Total	91%	89%

*The countries where the percentage is 0% are those where there are no collective agreements.

**In Colombia, the collective agreement between the company and the team members was taken into account.

Internal communication

In 2023, internal communication continued to be one of the key levers for generating and maintaining the internal commitment of team members, positioning itself as a powerful tool for change management and alignment with the company's strategic objectives.

In a year of major milestones within the company, it has become even more important to accompany all these achievements and give them internal visibility in order to generate greater commitment and pride in belonging to the team.

In 2023, after analyzing the information from the focus groups carried out the previous year, the company launched its new internal communication strategy. This strategy includes the redesign of internal communication channels, giving a new visual identity to the main internal areas that generate communication, providing consistency and clarity to team members about the type of information and who is sending it.

This important project also includes the integration of a module for sending and segmenting audiences into the communication layout tool itself. This makes it possible to optimize the targets affected by the communications and to obtain basic metrics to measure the impact of internal communications.

In addition, the Employee APP has been reviewed and updated, including a new look and feel, global and local news feeds, and integration with the internal communications global metrics module to provide a clear view of team members' information consumption and preferences.

Key internal communication projects in 2023

MyNH App

In 2023, NH Hotel Group will once again use digital tools to communicate with its team members. The new hybrid working models that are beginning to be formalized, as well as the predominance of team members working in hotels without a fixed desk, make the APP the best alternative to stay connected with team members, keep them informed and thus generate greater commitment.

"TELL THE WORLD" CHANNEL

During 2023, their flagship channel, Tell The World, underwent a facelift. As part of the redesign of the internal channels, our internal communications reference has been given a new header, new sections and a much more accessible and audiovisual language. New sections that put the team member at the center, without neglecting information on the opening of new Minor Hotels and projects linked to the company's strategic priorities.

VIRTUAL TOWN HALLS & CEO CHANNEL

The Town Hall format is consolidated both from the point of view of the visibility of managers and in terms of the alignment and commitment of team members to the company's priorities. The hybrid Town Halls, i.e. face-to-face and live via streaming, are attended by the different leaders of the company, who share the most important milestones from their respective management areas.

'SUSTAINABLE BUSINESS & TOGETHER WITH LOVE

Internal communication highlights the value and visibility of the company's commitment to sustainability and its position as an industry leader in sustainable excellence. In addition to the relaunch of the section in the monthly newsletter Tell The World, a new dedicated internal communication channel was launched: "Up for Planet and People", through which the company's sustainable initiatives are shared.

Sustainable Business has promoted specific corporate volunteering initiatives through its "Together With Love" program. These initiatives continue to be very well received by the company's team members, who put their vocation of service at the disposal of those who need it most.

Flexibility and work-life balance

For NH Hotel Group, one of the fundamental pillars on which to attract and retain talent is the reconciliation of personal and professional life, which is achieved by seeking a balance between the needs and interests of team members and those of the company.

The culture of the NH Hotel Group has evolved in recent years towards a system of greater flexibility and balance, thanks to the "New Way of Working" project launched several years ago. In September 2021, forced by the circumstances of the pandemic, this hybrid working model project was launched in the various central offices of each region, and during the 2022 financial year it was maintained and improvements to the hybrid working model were introduced, towards which the Company moved quickly, efficiently and sustainably. This model was maintained throughout 2023.

During the 2023 financial year, this hybrid working model was consolidated, allowing team members to choose whether they wanted to follow this working model according to their needs. In this way, it was necessary to define and sign an agreement between the company and each member of the Central Services team. All this has allowed for a correct and effective implementation in accordance with the required labour regulations.

This hybrid model has the following characteristics at Headquarters:

- A minimum of 3 days in the office and 2 days working from home, Monday to Friday, depending on the nature of the job
- In order to facilitate meals during office hours, the Company has decided to provide a meal allowance of €112 per month (excluding July and August) to members of the headquarters team.
- To make the office environment safer, additional hygiene and safety measures have been adopted, such as CO2 meters on all floors and meeting rooms, air purifiers with particle filtration, etc.

In addition, a clear example of success was the signing of a work-from-home agreement between the company and employee representatives at the Central Reservations Office (CRO) in Madrid, where around 200 reservation agents now benefit from a 5-day-a-week remote working scheme, while retaining the option of coming into the office if they so wish.

In order to optimize its processes and be more agile, the company also wants to reinforce the importance of conducting and organizing effective meetings and is launching its "Effective Meetings" campaign, based on the following pillars "Ask yourself if the meeting/email is necessary, set an agenda, limit the number of participants, keep to the time, stay focused, end with an action plan".

Thanks to this program, the NH Hotel Group has been able to continue its activities while offering its team members an added value thanks to the hybrid working model, which strengthens the bond of trust and commitment.

Main work-life balance and flexibility measures and other social benefits

 <p>Examinations during working hours</p>	<p>48 hours' notice and proof of attendance.</p>	 <p>Flexible working hours / Balanced and intensive working hours</p>	<p>Flexible start and finish times. Intensive working day in the summer and every Friday throughout the year in Central Services, in departments where organizationally possible.</p>
 <p>Fulfilment of an inexcusable duty of a public and personal nature</p>	<p>The company will allow the necessary time for this.</p>	 <p>Discount program</p>	<p>The company works to ensure that team members have time off at the end of the working day. During the year, a feature was implemented in Outlook to limit the sending of emails outside of working hours. In particular, before sending an out-of-hours email, the Team Member must consider whether it is really necessary to send it at that time or whether it can wait until the next working day.</p>
 <p>Assisted reproduction techniques</p>	<p>Any professional undergoing treatment for assisted reproduction techniques has the right to be absent from work, subject to prior justification.</p>	 <p>Virtual bank office</p>	<p>Access to a program of discounts and exclusive prices on a wide range of products, services and leisure activities online via the Coperama platform.</p>
 <p>Birth or adoption</p>	<p>The company offers:</p> <ul style="list-style-type: none"> ■ Guaranteed paid leave for pre-international adoption procedures. ■ The possibility of a 4-6 month leave for people in the process of international adoption, with job retention. ■ The possibility of combining paternity leave with leave to facilitate the other parent's travel when the child is born outside Spain. <p>It should be noted that 100% of team members are entitled to paternity/maternity leave. In the financial year 2023 ,2023 of team members exercised these rights (3% female,1% male)*.</p>	 <p>Payflow</p>	<p>A virtual bank that offers financial products and services to team members and former team members at advantageous conditions, with a 50% share of the profits generated each year. 135 team members from headquarters and the CRO are already customers of this office.</p>
 <p>Encouraging the recruitment of women victims of gender violence</p>	<p>Priority in the recruitment of women who can prove their status as victims of gender-based violence, on equal terms.</p>	 <p>Payflex</p>	<p>Payroll Advance Project, which allows the team member to be paid immediately, whenever he/she wants.</p>
 <p>Geographical mobility</p>	<p>Priority in geographical mobility for reasons of caring for dependent persons (minors and family members).</p>	 <p>GoFluent</p>	<p>The Flexible Remuneration Plan is a personalized remuneration system whereby each Team Member voluntarily decides how to receive their total annual remuneration in order to adapt it to their personal and family needs at any given time. As it is voluntary, you can receive your salary as before or choose a new distribution between your salary and the products and services offered by NH: childcare vouchers, restaurant card, transport card, health insurance, training or purchase of holiday days.</p>
 <p>Promotion of new technologies</p>	<p>Use and promotion of new information technologies (videoconferencing, etc.) wherever possible to avoid continuous travel or journeys.</p>		

* headcounts

NH | HOTEL GROUP
PART OF
MINOR
HOTELS

12.2

UP FOR PEOPLE

CUSTOMERS

NH Collection Frankfurt
Frankfurt, Germany

CUSTOMERS UP_{FOR} PEOPLE

NH Hotel Group provides excellent service and innovative offerings and invites its customers to participate and engage in ethical, social and environmental commitments.

NH Hotel Group's Business Model

"The responsible way of working": a new way of doing business"

The commercial strategy, based on the Customer Centric philosophy, is based on the experience, specialization and closeness that has been generated with customers over the years, to offer the highest quality service. This improves the ability to assess the real opportunity cost at all times, impacting the Company's global strategy and accelerating its growth.

Over the last few years, projects have been led for the optimization and commercial development of the Company with several objectives:

- Evolution of the commercial model with a clear focus on the B2B segment, both through the acquisition of this type of customer and their subsequent development and retention.
- Develop and evolve the value proposition for the luxury segment, capitalizing on new assets through the highly recognized Anantara Hotels, Resorts & Spas brand and the resorts focused on the Tivoli Hotels & Resorts brand.
- It is committed to harnessing technological advances to ensure greater efficiencies and equipping sales teams with the necessary tools to enhance the customer experience and maximize profitability.

The Responsive Way of Working is an opportunity to accelerate the company's business capabilities that will guide its evolution to adapt to both the customers of the future and those of today. It focuses on creating new digital tools, driving growth and strengthening the connection with customers. Adapting the service to the digital age, creating new processes and ways of working and identifying development opportunities will improve efficiency and deliver a much more personalized and high-quality experience in line with new customer needs.

One of the most important projects launched in recent years is NH PRO, a digital solution for B2B customers (agencies, companies and event organizers) that guarantees a specialized service, a commitment to innovation, where the company offers its services to meet customer expectations anywhere in the world.

In addition, as part of the evolution of the commercial model, a focus is being placed on defining an optimal model that will allow the development of synergies (cross-selling) with the Minor Hotels, in order to promote more transversal action plans adapted to each market, boosting NH Hotel Group's growth in both new and traditional geographies, increasing demand and reducing seasonality.

In this way, the cohesion between the service culture that characterizes NH Hotel Group and the move towards digitalization increases the ability to identify new opportunities and drives growth as professionals, as leaders and as an organization.

Experience for individual and professional customers

As a corporate strategy, NH Hotel Group is committed to defining the customer experience for each brand under four main pillars:

- Sustainability.
- Digitalization.
- Personalization
- Efficiency and simplicity of customer processes.
- Innovation and adaptation to consumer trends.

The methodology for defining the experience is always based on the analysis of the customer journey, the identification of the "moments of truth" for the continuous redesign and implementation of projects, as well as the monitoring of their acceptance.

In recent years, as a result of the Company's new business strategy, the foundations for the quality that distinguishes the NH Hotel Group have been laid.

Key initiatives in 2023

Click & Meet

As part of the Company's ongoing commitment to digitize its services, our professional website NH PRO (nhpro.com) launches Click & Meet, a new feature for online booking of meeting and event space, allowing professionals to access real-time pricing and availability information, as well as instant booking confirmation for rooms for up to 20 people.

Duetto autopilot

Duetto is an innovative profit management system. Based on collection/forecast/historical data, it makes price recommendations to optimize revenue.

Thanks to autopilot, recommendations are automatically sent to the TMS and connected channels 3 times a day. This optimizes revenue, reduces the workload of revenue managers and improves time to market.





Initiatives to improve the quality of the experience for individual customers

FASTPASS

This initiative allows guests to check in, choose their room and check out online. It puts the customer in full control of their stay, allowing them to choose their own room by exploring the hotel's architectural layout. In addition, the online check-in and check-out functionalities allow both processes to be digitized, reducing the use of paper and allowing guests to carry out both interactions conveniently from their smartphone, tablet or PC. The project is constantly evolving and improving. In 2023, several enhancements and new features have been applied to the online check-in process, including enabling the service for external channels such as Booking.com and Expedia, increasing its visibility across the NH website and improving the process to optimize conversion (shortening the process and making it more efficient to avoid abandonment). FastPASS will continue to evolve with the analysis and incorporation of new technologies that will allow us to take these services to the next level, such as biometrics and facial recognition or digital keys. This latest digital key service is currently in the pilot phase and is expected to be rolled out in some of their hotels during 2024.

Tablets in Reception:

In order to remain at the forefront of innovation and offer the best services to its customers, this proposal reduces physical contact elements and dwell times at the hotel reception during check-in and check-out, improving touch points both operationally and in terms of experience by digitizing all phases of these processes.

This project allows guests to check in and check out using a tablet connected to the PMS, so that

- It makes it easy to check your reservation details, contact details or invoices without having to print paper, and to correct any errors at the same time.
- Possibility to update the GDPR and NH DISCOVERY policy from the tablet itself.
- Sign the registration and police form (if applicable) from this device (digital signature).
- Digitize the check-in and check-out processes.

To achieve the following objectives:

- Improve the customer experience.
- Achieve paperless processes.
- Improve the quality of the CRM and increase the uptake of NH DISCOVERY.
- Digitize the customer data storage process (GDPR/Policy).
- Improve efficiency of these processes

During 2023 we have carried out a second roll-out, reaching the following milestones:

- More than 100 hotels with the Tablets in Reception project implemented.
- More than 300 tablets implemented.
- More than 20 f training sessions for operational teams.
- Project implemented in NH Hotels, NH Collection, nhow, Avani and Anantara brands.
- Project implemented in 7 different countries (Spain, Italy, Belgium, Netherlands, France, Austria and Denmark).

Based on the use of tablets in reception throughout 2023 and compared to a traditional check in, thanks to this project we have been able to save 608,000 sheets of A4 paper per year which translates into:

- More than 60 trees saved.
- 7,300 kg of wood saved.
- 547 m3 of water not consumed.
- 21,280 kWh of energy saved.
- 10.032 tCO2eq not emitted into the atmosphere.

For the financial year 2024, NH Hotel Group will continue to support this project, with the following objectives:

- Scheduling of a 3rd phase of deployment in the group's hotels.
- Implementation of Wireless Tablet, which will allow a more experiential check-in in places other than reception.
- Improvements in the usability of this solution.

Chromecast

The change in audiovisual media consumption is already a reality. Digital media is becoming increasingly important and the younger generation already spends more time streaming than watching traditional television.

To adapt to this trend, NH Hotel Group has made the integration of Google Chromecast for Hotels into in-room TVs standard across several of its brands. This solution allows guests to send content from their mobile phone, tablet or PC to the connected TV to watch their favorite digital content.

During FY2013, we worked on the implementation of Chromecast in Avani, Anantara and several of nhow and Tivoli hotels.

Mobile Guest Service

As part of NH Hotel Group's digitalization and sustainability strategy, the company continues to invest in Mobile Guest Service.

Mobile Guest Service is a PWA (Progressive Web Application) that digitizes the information, services and functionalities that a customer needs during their stay at a hotel and opens another channel of communication or interaction between the customer and the hotel team.

The platform includes

- All the information about the hotel.
- Useful content: guides and tips about the city, online press.
- Reservations for services: spa, restaurant reservations, excursions.
- Possibility to make requests for: room service, extra services in the room, cleaning, VIP services.

Throughout the year, the implementation of the Mobile Guest Service continued to be promoted, with this tool already in place in 329 hotels of all brands present in all of the Group's Regions.

The following improvements were also made:

- Improved content structures.
- Integration with the company's PMS to improve customer recognition.
- Quarterly training sessions for hotel staff to optimize this tool.

Pet friendly

A complete experience for guests travelling with their pets. This new pet promise reassures guests that it is possible and comfortable to travel with their pet to an NH hotel, which is especially important today as more and more people choose to travel with their pets. The company offers a uniform pet policy worldwide, making NH Hotel Group a pet-friendly hotel chain.

In addition, a pet program proposal has been implemented exclusively for Anantara branded hotels.

Sensory branding:

- **Musical identity:** the Experience Division is working on continuous improvement, and the company has already launched projects in this area, such as the case of the musical atmosphere in the hotels according to the brand. A system is in place to design the music to create a comfortable and pleasant atmosphere in the hotels, in line with the values and attributes of each brand. The designed musical environments evolve throughout the day to create the perfect atmosphere at all times so that guests can relax, work, dine or rest in a pleasant atmosphere. During 2023, the musical identity has been defined for Avani, Tivoli (differentiating the resort offering from the urban offering) and most Anantara hotels.
- **Scent Identity:** the Experience Department ensures the definition and correct implementation of the Scent Project for the common areas of the hotels. An olfactory identity will be defined for each of the brands to create a pleasant atmosphere and generate a brand recognition effect. During the year, the olfactory identity was developed for Avani, Tivoli (differentiating the resort proposal from the urban proposal), nhow and, in the case of Anantara, the fragrance defined for this brand was replicated.

Sustainable product

In line with the company's general policy, work continues to propose sustainable alternatives to all elements defined in the hotel standards.

Brilliant Basics for rooms

During the year, work was undertaken to update and redefine the Brilliant Basics for the NH Hotels and NH Collection brands. The Brilliant Basics are the key products in the customer experience during the stay phase. The following criteria were taken into account in this redefinition:

- Feedback from customers and prospects on the in-room experience.
- Consumer trends.
- Analysis of the competitive environment by brand.
- Sustainability and reduced environmental impact.
- Internal expertise.

Based on these criteria, a new value proposition has been developed for NH Hotels and NH Collection rooms that focuses on their guests' rest and well-being from a holistic perspective, including new elements that enhance the bed experience, shower experience and overall stay.

Initiatives to improve the quality of the experience for professional customers

The Responsive Way of Working – re-launch of the umbrella concept of corporate communication for professional customers

Responsive Way of Working is the Company's value proposition for B2B professional segments. The Responsive Way of Working is the re-launch of the corporate communications umbrella concept for professional clients.

The program is linked to a philosophy that encompasses the following five pillars that underpin the services we offer:

- Single point of contact for all hotels to provide agile services.
- Customized pricing solutions based on the flexibility of their processes.
- Unique customer-centric experiences across all their hotels and resorts.
- Extensive industry knowledge through their team of experts.
- Smart digital solutions through their commitment to innovation.

Digitizing the online experience through NH PRO.com

The NHPRO.com online platform is a unique digital space exclusively for professionals, designed to simplify and facilitate their administrative tasks and provide them with new functionalities to develop their business. Among other things, it allows you to consult information about the NH Hotel Group's offer for professionals, access special rates, make reservations or plan events.

NH PRO Blog – New content and features

One of the great novelties of the NH PRO website is the blog, whose content is constantly updated based on the latest market trends. It is a virtual space where you can find relevant content for business travelers, articles and inspiration related to the world of events, business travel and managing work and personal life. In 2022, the blog will be available in the seven main languages in which the company operates, and in 2023 the content will be enriched and expanded, with a special focus on the latest technologies, in particular a reflection on the impact of artificial intelligence.

Dedicated benefits program for business customers NH+ Business Program

NH+ Business Program is a program created for companies and professionals with exclusive benefits. The more nights they stay with the company, the more benefits they receive. With NH+, depending on the category and booking through NH's professional website (NHPRO.com), they can enjoy up to 25% discount on public rates, discounts in car parks, premium Wi-Fi service, late check out or early check in, among other benefits.

Value propositions for maximum personalization and exclusivity in the NH Meetings segment: Full Buyout and Luxury Buyout.

This is a proposal from the NH Hotel Group that allows you to book an entire hotel or just part of it for exclusive use. A completely personalized experience that guarantees privacy, security and above all an unforgettable experience.

The experience can also be enjoyed in one of their luxury hotels for a completely unique experience where exclusivity, personalization and privacy will make any occasion unforgettable.

Value Propositions Meetings & Events to Enjoy Outdoor Spaces and Unique Environments Outdoor spaces and unique venues

Promoting the hotels through the spaces and areas available for outdoor events, be it a corporate activity, a creative team meeting, a reception or a social event. From terraces overlooking the mountains or the sea, to urban enclaves with rooftops, gardens and swimming pools, you will find the perfect place to organize a meeting or event in all regions.

In addition to outdoor spaces, the Singular Venues offer includes unique, surprising and original hotel spaces where you can create unforgettable events and experiences. The offer includes hotels with the best locations that guarantee the success of corporate events.

Offers for long term business travelers: Extended stays

Extended Stays is a special offer for long stays of 7 nights or more, with discounts of up to 35% and additional benefits. The offer responds to new travel habits and the commitment to minimize the annual carbon footprint associated with transport, particularly for long-distance business travel, by extending the stay for certain projects.

Value propositions for specific segments or industries: INCENTIVES & ENTERTAINMENT

INCENTIVES is the value proposition that offers hotel services in the most exclusive destinations for companies and organizations that want to incentivize and reward their team members or partners with an unforgettable experience.

Strengthen communication with key professional customers through participation in professional events and major hotel trade shows:

- *Fitur* is one of the most important tourism fairs in the world. Held in Madrid during the week of 18-22 January 2023, the MINOR Europe and Americas teams had the opportunity to reconnect with customers, media and companies in the sector and present the latest news, products and trends from the past year, including progress in sustainable business initiatives and strategies.
- *ITB*, one of the world's most important international travel trade shows, returned with a bang after a three-year absence, and will return in 2019. From 7 to 9 March, the MINOR team had the opportunity to meet again with customers from all over the world.
- *Imex Frankfurt* is the most important MICE trade fair in Europe and took place from 23 to 25 May. As in previous years, the MINOR team had the opportunity to hold more than 600 meetings with new and existing clients.
- *The Business Travel Show Europe* was held in London on 28 and 29 June. This show was the ideal venue for NH's commercial teams to re-engage with customers and suppliers from across Europe and to learn about the latest trends in the travel industry.
- *GBTA* is a business travel focused convention held in Dallas during the week of 13-16 August 2023. It is one of the most important events for the corporate segment in the Americas, where our company had its own space as an exhibitor.
- *Small international roadshows* - Part of our sales team had the opportunity to attend several roadshows in international markets such as Brazil, China, Korea, Japan and India, mainly during 2023. During these days, the MINOR Europe and Americas sales teams supported the regional teams in presenting the Group's different brands to the relevant local partners in these important emerging markets.
- *LTM Cannes, Americas and Asia* - the team had the opportunity to attend the various editions of one of the most important trade shows dedicated to luxury travel. The MINOR Europe and Americas teams had the opportunity to meet with buyers, travel agents and travel media to present the hotels in the Premium & Luxury portfolio.



NH Collection Copenhagen
Copenhagen, Denmark

Other initiatives to improve quality and experience

Gastronomic innovation

NH Hotel Group is firmly committed to haute cuisine, innovation and the application of the latest trends in the sector, which is why the process of innovation and development of exclusive gastronomic standards has been a constant in the Company.

The Company currently offers an exceptional gastronomic offer, created by chefs with a total of 10 Michelin stars:

- Dabiz Muñoz, 3 Michelin stars with DiverXO at NH Collection Eurobuilding and GoXo at NH Collection Barcelona Constanza (until December 2023).
- Paco Roncero, 2 Michelin stars with Restaurant Paco Roncero at NH Collection Casino de Madrid.
- Randy Karman, 1 Michelin star, with the White Room at Anantara Amsterdam Grand Hotel Krasnapolsky.
- Marcos Morán, 1 Michelin star, executive chef at Hispania Brussels, NH Collection Grand Sablon.
- Joachim Koerper, 1 Michelin star, with Seteis, at the Tivoli Palácio de Seteais in Portugal.
- Tristan De Boer, 1 Michelin star, with The White Room at Anantara Grand Hotel Krasnapolsky Amsterdam in the Netherlands.
- Oliver Da Costa, 1 Michelin star, with Seen Lisboa, at Tivoli Avenida in Portugal.

In an effort to communicate the sustainability of its products and standards, NH Hotel Group has undertaken several initiatives in the F&B sector, such as the implementation of a new process to increase efficiency in the management of resources and the use of surplus production in the kitchens.

To this end, we have begun to work with various food start-ups that reuse these surpluses, providing an outlet for the product not consumed in the hotel.

In line with its commitment to promoting a sustainable offer to its customers, NH Hotel Group offers a gastronomic offer that takes into account the needs of its customers and the planet. With a view to 2024, the F&B department will implement a fortnightly plan to monitor the following products in all regions:

- Km0 products.
- Promotion of seasonal products.
- Promotion of healthy food.
- Use of ecological packaging.
- Promotion of vegan cuisine.
- Adoption of free food (products free of intolerances, trans-fats and sugars).

Improving direct sales channels

NH Hotel Group has demonstrated its commitment to excellence through a strategy that values both direct and indirect channels for marketing its products and services. It highlights the essential role of hotels, the "call center" and, above all, the web, which in 2023 played a decisive role in the marketing of its products and services through 51 websites and microsites, using 23 languages and/or language localizations.

In 2023, the business generated by NH Hotel Group's website has experienced remarkable growth, consolidating itself as one of the company's main channels with an impressive increase of almost +25% compared to the previous year.

Changes in consumer habits in both B2C and B2B have affected all regions, channels, segments, brands and domains. The B2B segment has seen a significant acceleration, while B2C has gained weight, with the dynamic development of the direct web channel compared to intermediate channels standing out. This has led to historically high levels of contribution, even exceeding that of 2022, with the web channel representing around 23% of the company's total turnover in the B2C segment at the end of the year.

NH Hotel Group's commitment goes beyond innovation, focusing on tailoring and personalizing the experience of the millions of customers who visit the website and app to improve service and usability. Personalization, together with the systematic implementation of conversion and usability improvement techniques, with hundreds of active experiments and tests throughout 2023, has resulted in double-digit improvements in web conversion at certain times. This approach reflects the company's proactive spirit of continuous improvement.

Loyalty program: NH DISCOVERY

Importance of loyalty programs

Loyalty programs have established themselves as an important business tool. According to recent market research, 75% of travelers in Europe consider loyalty programs to be an important or very important factor when choosing a hotel.

For NH, it is an excellent way to nurture customer relationships while helping to grow the business.

NH DISCOVERY benefits

NH Hotel Group has a successful loyalty program, NH Rewards. From June 2022, NH Hotel Group will join the GLOBAL HOTEL ALLIANCE (GHA) alliance and its GHA DISCOVERY loyalty program with its NH DISCOVERY program. This brings more than 10 million members and 350 hotels in 30 countries to one of the ten largest loyalty programs in the global hotel industry, with a total of more than 23 million members and 800 hotels.

The program has 4 categories: Silver, Gold, Platinum, Titanium and multiple ways to progress and benefit from the first stay, where members can earn and redeem DISCOVERY Dollars (D\$), the global rewards system where 1 D\$ equals 1 US\$.

In addition, this alliance gives members access to Live Local, the Local Offers & Experiences proposition that offers unique and exclusive moments beyond the destination and is now available across the NH Hotel Group portfolio. NH DISCOVERY members will be able to enjoy the same benefits across 35 brands, more than 800 hotels and 100 countries. With the support of GHA DISCOVERY, they have access to a new customer base and cross-brand revenue opportunities, while the company offers new travel experiences to program members. The integration into GHA also helps the company position itself in the upper upscale and luxury hotel segment, where it is growing.

Social impact of NH DISCOVERY worldwide

For GHA DISCOVERY, social awareness and environmental sustainability are core values of the hotel brands contributing to the initiative, including the NH Hotel Group brands.

In this line, NH Hotel Group participates in the global loyalty program GHA DISCOVERY, which offers its members the opportunity to donate their DISCOVERY Dollar (D\$) points to specific causes or charities supported by the member brands.

In 2023, NH Hotel Group selected the Make-A-Wish International Foundation as the brand's charity of choice, resulting in a donation of USD 7,473.67 (approximately €6,820).

GREEN COLLECTION Program of GHA DISCOVERY

Green Collection is a portfolio of hotels in the GHA DISCOVERY loyalty program that have demonstrated their commitment to protecting people and the planet. Certified by recognized environmental organizations, they pioneer sustainable practices and initiatives that protect the natural environment and benefit the local communities in which they operate.

Each Green Collection property has achieved at least one globally recognized certification from leading bodies such as EarthCheck, Green Growth 2050, Green Key and Green Globe. Green Collection enables the 24 million GHA DISCOVERY members - the guests of the hotel brand - to make informed and responsible travel decisions based on their values, beliefs and priorities. 64 hotels in the NH Hotel Group portfolio have joined GHA Discovery's Green Collection program.

Green Stay

In order to further support sustainable goals and join the common challenge against climate change on a global scale, Green Stay aims to align the company's activities with the guidelines defined at European and international level.

NH Hotel Group has extended its Green Stay initiative to most of its hotels, a service that applies to all of the company's hotels. Through this initiative, NH offers guests staying more than one night the option to opt out of room cleaning services, thus contributing to the conservation of water, energy and other resources. As a reward for its customers, the hotel is offering a voucher for a free drink for each day they participate in the initiative.

In addition, QR codes are included in room and bathroom communication materials regarding the use of towels and extra toiletries, contributing to energy savings and promoting faster, more transparent and efficient digital communication.

NH Hotel Group App

NH Hotel Group's app and its approach go beyond being a basic service tool for guests. In addition, guests can continue to use the 'StayApp' during their stay, an app specifically designed to enhance the enjoyment of their stay.

In line with the innovative spirit of the company, the mobile app is used as a key differentiation tool, as a laboratory, to launch new concepts in a massive and multi-device way, such as the aforementioned FASTPASS service, which allows you to check in online and choose your room on a virtual map of the hotel.

Quality measurement

NH Hotel Group works to continuously improve the quality of its services in order to guarantee unique and memorable experiences for its customers. In order to achieve this, it is essential to monitor perceived quality in order to implement various action plans.

For this reason, the Directors and Quality Managers of each NH Hotel Group region carry out customer experience quality visits to the vast majority of hotels, and especially to those where areas for improvement are identified, in order to develop action plans and implement the necessary corrective measures. The main tool used to carry out quality checks in NH Hotel Group hotels is a smartphone application called Iristrace, which continues to be the main tool used during their visits.

In addition, during the month of April this year, NH Hotel Group implemented a powerful customer experience management software called "Review Pro". The tool allows the monitoring of customer reviews through internal channels (customer survey) and external channels (online platforms such as Booking.com, TripAdvisor, Google and others). The tool provides a real-time, all-in-one dashboard to measure and respond to guest reviews. It also includes a specific section for semantic analysis, which allows you to analyze the elements that have the greatest impact on guests, and a specific section that facilitates comparison and evolution with the competition.

Main quality indicators

	2023	2022	Variation (in %)
NH Hotel Group survey rating			
General	8.4	8,5	-1.2%
Service F&B	8.5	9.0	-5.6%
Nº of customer survey ratings	142,631	119,555	19,3%
Online survey rating			
General	8.5	8.4	1.2%
Service	8.9	8.4	6.0%
Nº of online survey ratings	481,466	457,439	5.3%

In addition, in order to maintain the Company's high standards of quality and customer satisfaction, the figure of "Quality influencers" has been further strengthened in 2023, becoming a fundamental pillar in their quality network as ambassadors of the Company in their area of influence and providing support to the Quality Directors in the different regions.



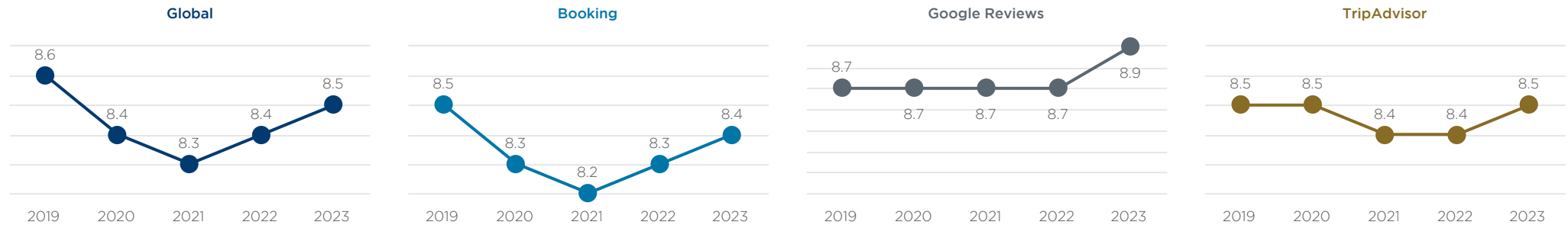
Impact on visibility and perception of quality

This year, NH Hotel Group has developed an internal tool, Advance Quality Report, which complements all the information collected by Review Pro and provides teams with a great deal of help with quality metrics, both for analysis and forecasting.

Some of these features include the ability to help identify the areas that have the greatest impact on the customer experience, link ADR and occupancy data to quality results, track targets and benchmark between hotels.

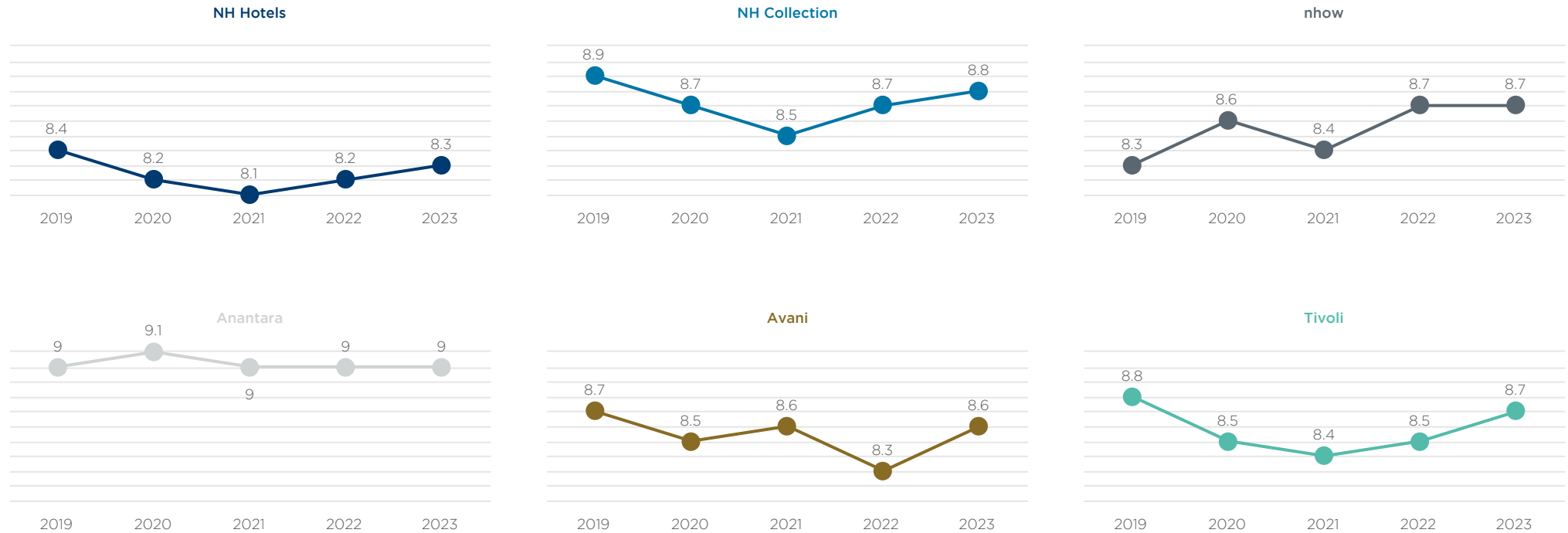
As a result of these and many other efforts, the overall perception of the company's quality through external channels has increased by +0.1 points compared to last year, bringing us to 8.5 and marking the second consecutive year of growth since the outbreak of the health crisis. This growth in online reviews is driven by Booking.com, the site where NH Hotel Group receives the most reviews. Google Reviews and TripAdvisor complete the top 3 in terms of number of reviews.

NH Hotel Group quality score on external channels



In terms of online perception by brand, Avani grew by +0.3 points and Tivoli by +0.2 points. Anantara remains the highest rated brand in the group with 9 points. NH Collection is the second best rated brand in the group (8.8), followed by nhow and Tivoli with an average score of 8.7 points. NH Hoteles has improved at the same pace as last year (+0.1 points) and is approaching its pre-pandemic score.

NH Hotel Group quality score on external channels



Single Customer Care Center: Customer Care area

The Single Customer Care Centre (CUAT) provides support to hotels and customers. Grouped into the Customer Care, NH DISCOVERY and VIP Desk units, it is the area responsible for providing information about the Company and its hotels around the world, as well as for answering questions, making reservations and dealing with customer requests.

During the 2023, the CUAT has continued to consolidate its position by expanding its response capacity and improving the level of service, highlighting its key role by taking on the increased contact with customers, being an essential point of contact for the Company due to the implementation of the new Loyalty Program (NH DISCOVERY).

The Single Customer Service Center receives information from various sources, through telephone contacts (Global Access +34 91 398 44 38) or via e-mail (for further contact details: [customer service](#)). Through these channels, agents are available in more than 7 languages to respond to customer requests and questions. All this information is very valuable for the Company, which, through internal control tools, allows us to analyze it and thus improve the services offered to the customer.

Tools for monitoring inbound contacts

SAP Module Customer Care

This is a module that allows the registration of every interaction with the customer from the moment the complaint is received. The customer can manage their complaint through a wide range of channels: email, telephone, web, hotels, social networks... The types of contact are divided into comments or suggestions, complaints, congratulations, requests, claims or technical incidents.

Zendesk

This is a tool that makes it possible to receive private comments from customers via social networks (Facebook, Twitter) and to reply to the customer via the same platform; in some cases, the customer is instructed to send all comments to the customer service email address, if necessary, to request more data to deal with their query, complaint or any other comment.

Review Pro

It is a tool that allows the monitoring of customer reviews through internal channels (customer survey) and external channels (online platforms such as Booking.com, TripAdvisor, Google and others). The tool provides a real-time, all-in-one dashboard to measure and respond to guest reviews.

In addition to the above complaint tools, the Company has official complaint forms in accordance with the legislation in force in each country. In this context, it should be noted that the Company uses the personal data received in a responsible manner.

In 2023, the Customer Care department handled a total of 30,852 contacts from the Single Customer Service Center (whether congratulations, requests, suggestions, complaints, etc.), an increase of 5,059 contacts compared to 2022.

Contacts received by the Customer Care area*

	2023		2022	
	Number	%	Number	%
Comments/Suggestions	3,604	12 %	2,153	8 %
Congratulations	459	1 %	15	— %
Technical incidents	0	— %	137	1 %
Complaints / Claims	11,058	36 %	7,729	30 %
Data Requests	15,731	51 %	15,759	61 %
Total Contacts	30,852		25,793	

*The scope of this data includes all hotels in the portfolio. However, metrics disaggregated by reporting perimeters are not reported as a significant number of the contacts received cannot be assigned to a specific hotel.

With regard to the management of the contacts received by the Customer Care department, these are resolved by means of a letter of apology with the solution, the response from the hotel or the legal department, among others. For the most part, responses to customers have been handled within the established timeframe, except in some cases where there have been peaks in emails (relating to incidents related to the migration of the program or simply to request information about the new program) which have had an impact on response times. However, the company continues to focus on the customer and customer satisfaction.

Resolution provided by contacts received

	2023	2022
Reply to suggestion/request/comments	25,722	22,016
Compensation Points NH Discovery/ D\$	14	117
Charge of NH Discovery	62	419
Appology letter	1,297	1,120
Response from the hotel	376	269
Refund	34	86
Discount voucher	309	284
Thanks letter	144	9
Free upgrade	2	16
Free night	0	2
Free breakfast	0	1
Response from legal department	4	1
Others	2,772	876
Error*	116	66
None (in duplicate)**	0	511
Total	30,852	25,793

(**) Technical incidents – solution provided by IT.



Customer Health and Safety

NH Hotel Group continues its commitment to ensure a safe stay by promoting safety and hygiene at a global level and in each of its hotels and catering centers. To achieve this commitment, NH Hotel Group relies on the support of technicians and collaborating companies in the various processes, from cleaning and disinfection to food safety.

The Company ensures that all food preparation procedures and catering services comply with international regulations on Hazard Analysis and Critical Control Point in Food & Beverage (HACCP). Finally, kitchens and kitchen equipment are sanitized according to hospital protocols to ensure proper disinfection and decontamination at all times. To this end, the NH Hotel Group has signed an international agreement with an external company specialized in food safety and hygiene (Diversey), which audits, verifies and guarantees compliance with these standards, as well as the mandatory legal registrations, food laboratory analyses, continuous training of the teams in food health and hygiene and specific hygiene manuals for each center.

These processes are continuously audited in all restaurants and kitchens of the NH Hotel Group. All hotels are regularly inspected by Diversey for food safety. Their supervision and monitoring is an absolute guarantee that the necessary measures for total disinfection of the facilities, with specific protocols, are optimally applied. In this way, any error committed by a supplier means that it must be corrected, without incurring any criminal consequences, or it will result in the automatic termination of the contract with the NH Hotel Group.

In this line, the Group is committed to the well-being of its guests by offering a variety of healthy and wholesome options to meet their dietary needs. Likewise, the NH Hotel Group has taken various measures to ensure the health and safety of its guests.

Health and Safety measures for customers

Prevention of legionnaires' disease	Cleaning, recording, analysis, etc. are carried out in accordance with local regulations.
Potability analysis of drinking water for human consumption.	Annual analyses are carried out at various points of consumption and accumulation in the hotel.
Indoor Air Quality (IAQ) testing	Indoor air quality tests are carried out in some hotels.
Maintenance of lifting equipment	All lifts are serviced on a monthly basis and undergo statutory inspections every two years by an authorized body.
Maintenance of fire protection installations	Fire protection systems are maintained on a quarterly basis, in addition to regular statutory inspections by an authorized body.
Maintenance of boiler rooms and air-conditioning systems	Boiler rooms and air conditioning systems are serviced on a monthly basis.
Maintenance of low voltage installations	These installations are maintained on an annual basis, in addition to statutory inspections every five years by an approved body.
Maintenance of high voltage installations	These installations are maintained on an annual basis, in addition to the statutory inspections every three years by an approved body.
Cleaning of kitchen hoods, ducts and extraction fans	All kitchen hoods, extraction ducts and extraction fans are cleaned annually to prevent potential fires in hotel kitchens.
Automatic extinguishing systems in kitchens	Automatic fire extinguishing systems are installed in hotel kitchens.
Contracts for disinfection, fumigation and pest and rodent control	Disinfection, fumigation, rat extermination and pest control procedures are carried out to avoid and prevent possible infections or pests in the hotels.
Maintenance of automatic doors	The maintenance of automatic doors ensures their operation in the event of evacuation to prevent accidental impact and trapping.
Light curtains on lift doors	Installation of light curtains in lift doors to prevent shocks when accessing the lifts.

Accessibility in hotels

As a result of NH Hotel Group's commitment to diversity, inclusion and customer accessibility in its properties, there are 342 hotels across all regions with elements adapted to special needs. NH Hotel Group continues to work to ensure that accessibility reaches all of the company's hotels.

“98% of hotels have some level of accessibility.”

Hotels that are more accessible every day

	Consolidated perimeter			Corporate perimeter		
	2023	2022	Variation (in %)	2023	2022	Variation (in %)
Number of hotels with elements adapted to special needs	286	292	-2.1%	342	344	-0.6%
Number of hotels with disabled access elevators	250	249	0.4%	291	290	0.3%
Number of hotels with disabled parking	208	207	0.5%	250	246	1.6%
Number of hotels with public areas adapted for people with a physical disability	269	270	-0.4%	322	316	1.9%
Number of rooms adapted for people with a physical disability	864	777	11.2%	1,002	887	13.0%

In addition, NH Hotel Group is committed to the employment integration of people with disabilities through responsible sourcing from Special Employment Centers as suppliers of laundry services. The share of sourcing from Special Employment Centers will reach 8.6% in 2023 (approximation in relation to the workforce in Spain, together with the team members of Special Employment Centers that can be assumed to be NH Hotel Group procurement).



Anantara Vilamoura Algarve Resort
 Algarve, Portugal

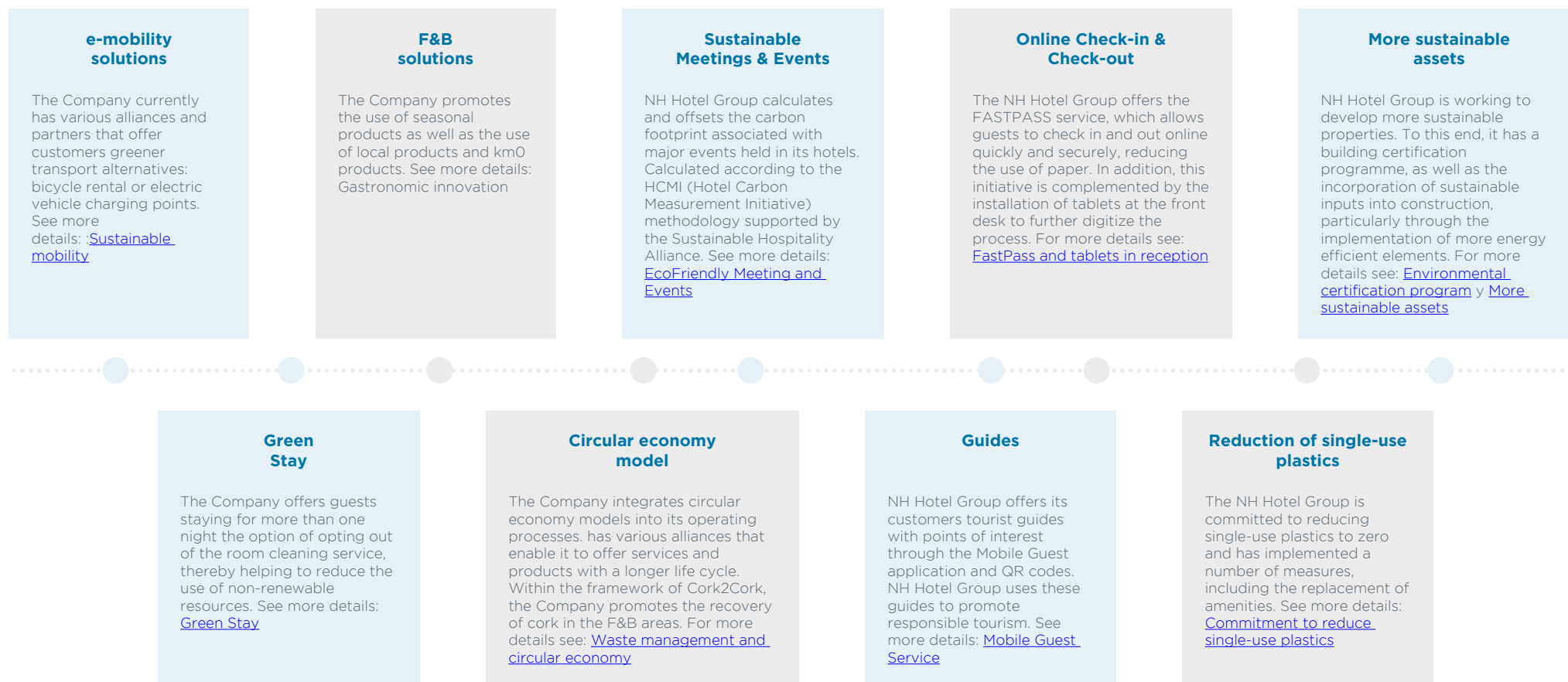
Responsible customers

In its commitment to sustainability, NH Hotel Group seeks to engage and involve customers in its sustainable initiatives, either by creating opportunities for social contribution or by promoting environmentally responsible behavior.

In a changing and demanding context, the Company continues to adapt its business model to the new challenges facing the hotel industry. Customers are increasingly aware and conscious of the importance of their positive contribution to the environment and are demanding new

services. In this sense, the company is in a process of continuous improvement and adaptation in order to offer its customers increasingly responsible products and services.

Supported by the Sustainable Business Strategy and in collaboration with all departments of NH Hotel Group, the Company offers an increasingly immersive sustainability experience throughout the customer journey:



Customer satisfaction with sustainability

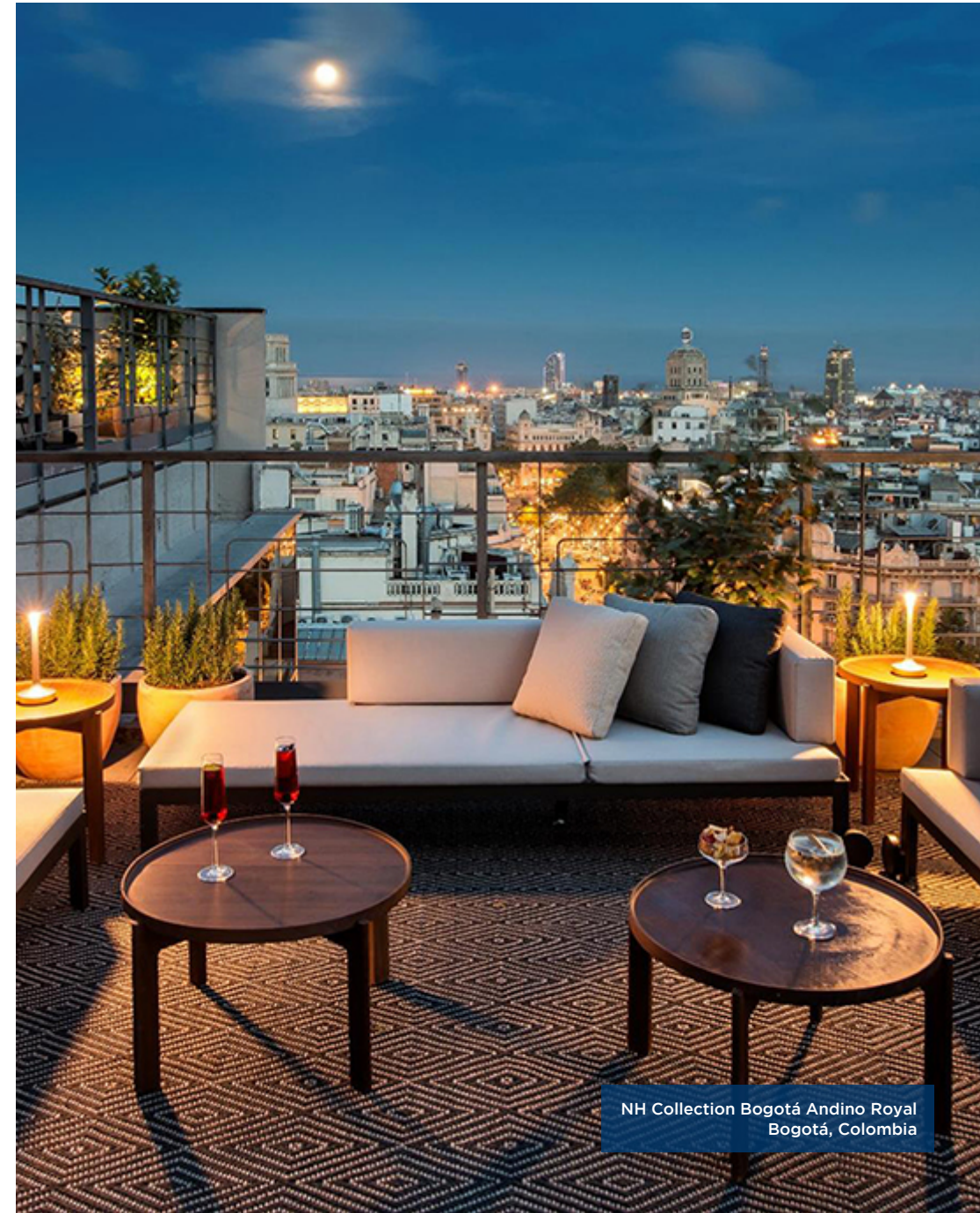
One of the ways NH Hotel Group measures customer satisfaction is through the Customer Satisfaction Survey. This survey evaluates and monitors customer satisfaction in relation to sustainability management.

As a result, the Company annually analyses the evolution of customer perception of sustainability for each hotel.

Top 10 NH Hotel Group hotels rated in terms of customer sustainability

Region	Hotel Name	Score (0-10)
Region Southern Europe	Anantara Convento di Amalfi Grand Hotel	9,56
Region Southern Europe	Anantara Palazzo Naiadi Rome Hotel	9,42
Region Southern Europe	Anantara New York Palace Budapest Hotel	9,40
Region America	NH Collection Mexico City Centro Histórico	9,37
Region Southern Europe	NH Collection Porta Rossa	9,32
Region Southern Europe	Anantara Villa Padierna Palace Benahavís Marbella Resort	9,32
Region Southern Europe	NH Collection Fori Imperiali	9,28
Region Southern Europe	Anantara Villa Padierna Palace Benahavís Marbella Resort	9,27
Region America	NH Collection Royal Hacienda	9,23
Region Northern Europe	NH Collection Olomouc Congress	9,22

The indicator that relates the number of reviews to the score of the reviews has been used in order to reflect the reality of the customer's perception.



NH Collection Bogotá Andino Royal
 Bogotá, Colombia

NH | HOTEL GROUP
PART OF
MINOR
HOTELS

12.3

UP FOR PEOPLE

COMMUNITIES

Anantara New York Palace
Budapest, Hungary

COMMUNITIES **UP** FOR PEOPLE

NH Hotel Group strives to create a positive social and environmental impact in the communities where we operate through key responsible partnerships.

One of the main objectives of the NH Hotel Group's sustainable business strategy is to maintain active relationships in the communities in which it operates, contributing to local development and meeting the needs of each destination in which it is present through its own business. This ambition was born out of a natural recognition of the company's ability to create value in the way it operates.

NH Hotel Group is committed to building responsible and successful alliances with solidarity partners, with the aim of developing local and replicable projects in the three regions NH Hotel Group is aware of the capacity of tourism to transform the impact on the destination and, in particular, plays a key role in positively influencing the different environments in which it operates, valuing the contribution to the Sustainable Development Goals.

Through the UP for PEOPLE pillar, NH Hotel Group promotes various projects that have an impact on the communities in which it operates, contributing to the reduction of social inequalities. In line with the company's values and the approach of having a direct impact on the destinations in which it operates, the NH Hotel Group works on social action through three programs that have a direct impact on hotel operations:

- Hotels with a Heart (HWH): free accommodation program for needy families with sick children in partnership with foundations and NGOs.
- Together with Love (TWL): the company's global corporate volunteering program.
- Youth Employability: employability program for young people at risk of exclusion.



Through these projects, NH Hotel Group generates a different impact in the environments where we operate, providing real value that allows us to encourage continuous improvement, share knowledge between initiatives, establish relationships and alliances with local entities and support local communities, achieving a positive impact. Thanks to the social initiatives that NH Hotel Group has carried out in 2023 a total of 19,680 people benefited from the social initiatives carried out by NH Hotel Group in 2023. In this way, and as a result of the initiatives carried out, NH Hotel Group strengthens its commitment to the communities in which it operates year after year.

Contribution to society

	2023	2022	Variation (%)
Beneficiaries	19,680	60,724	-67.6%
Social initiatives	58	28	107.1%
NH Hotel Group volunteers	1,752	4,885	-64.1%
Hotels involved	149	136	9.6%
Contribution of NGO Rate*	77,529	91,085	-14.9%
Contribution of Friend Rate + Employee Rate **	91,280	179,500	-49.1%
Contribution to social action***	237,892	135,429	75.7%

*NGO rate - 30% discount on the best available rate for entities previously evaluated and approved by the Sustainable Business department.

** Friends & Family voucher and Employee rate: €2 and €1 respectively from bookings made at the special rate for team members, family and friends, which will be used for accommodation and meals, special rates and scholarships for the social action programs of the different regions.

*** The monetary contribution in social action is the monetary estimate of the social programs: On the one hand, the HWH program, based on the rooms with free accommodation offered by NH Hotel Group to different associations with which the Company collaborates, taking into account the average rate (ADR) of each room on the corresponding date. On the other hand, the monetary contribution through the TWL corporate volunteering program. The reason for the increase in this investment during the year was due to the development of an internal procedure for the collection of these rooms in a homogeneous manner throughout the group.

Thanks to these initiatives, NH Hotel Group's total indirect monetary contribution in 2023 is €406,701.

Partnerships with Foundations and NGOs

Local impact is achieved through the creation of responsible partnerships with local foundations and NGOs, as well as the collaboration of volunteer team members in social projects. These partnerships always follow the guidelines of the Sustainability Policy.

Hotels with a Heart

Hotels with a Heart is a solidarity initiative that aims to ensure that children and teenagers who suffer from a serious illness and have to go to hospital far from home can be accompanied by their closest family members during this difficult period of time.



To this end, NH Hotel Group is offering free rooms to families in hotels close to the hospital centers as a pro bono gesture. With this objective, and in close collaboration with local NGOs and foundations, the company provides accommodation to families with limited resources so that they can accompany their loved ones, and the NH Hotel Group is proud to contribute to these families at such a difficult time.

One of the most important foundations with which we have been working for several years is the "Menudos Corazones" Foundation, thanks to which NH Hotel Group provides 10,094 free nights per year to families with children with congenital heart disease.

Another example is the Make-A-Wish Foundation, with which the Company has a global agreement to provide free accommodation to children with serious illnesses so that they can fulfil their dreams wherever we operate in the world.

The alliance with both foundations began in 2005 and continues today. In addition to these collaborations, we also have agreements with the Lovaas Foundation, which focuses on children with ASD, the CORALL Family, which fights against congenital heart disease in children, and the Alzheimer's Association.

As a novelty, three collaboration agreements have been signed for 2023:

- With the José Carreras Foundation to provide free accommodation for leukemia patients and bone marrow donors who have to donate away from their home. Thanks to this agreement, NH Hotel Group offers 70 rooms per year free of charge in its hotels in Barcelona, mainly.
- With the Spanish Association Against Cancer. Thanks to this agreement, NH Hotel Group offers 324 rooms free of charge to patients of the association in any of its hotels in Spain.
- With St. Jude Hospital in New York, through which the NH Collection Madison Avenue hotel offers 20 free rooms per year to families with sick children in the hospital.

Many of the Company's team members volunteer their time to participate in the program, acting as hosts for these families and "ambassadors" for the program in each of the hotels.

Each hotel has a person who follows up with the families, sharing their experiences and helping to make their stay as comfortable as possible.

Since the program began, more than 2,000 team members have become true hosts to the families, helping the hotel to become a second home for them.

In addition, the NH Hotel Group, as part of the Hotels with a Heart program, works with various NGOs and associations throughout the year through solidarity vouchers to contribute at specific times. These requests must always be made through formal communication channels and the contribution is made if the NGO has a mission and values in line with those of NH Hotel Group.

One of NH Hotel Group's values is to create unforgettable experiences and to bring happiness to all families staying at its hotels through this charitable initiative. NH Hotel Group's commitment to hospitals, foundations and charities around the world has provided more than 24,000 free room nights to more than 5,500 families in nearly 20 years.

#HotelswithaHeart (HwH)

	2023	2022	Variación (en %)
HwH beneficiaries	4,103	2,876	42.7%
NH Hotel Group volunteers*	154	118	30.5%
Foundations and NGOs involved	43	22	95.5%
Hotels involved	77	59	30.5%
Free nights stay	1,590	1,438	10.5%
Indirect monetary contribution HwH	226,506	135,429	67.3%

* It is considered that each hotel has 2 team members looking after the families that benefit from this accommodation: the GM and the FOM.



In line with the agreement signed with St. Jude Hospital, the NH Collection New York Madison Avenue hotel carried out a campaign to benefit them. The initiative, in addition to providing free rooms, was to create custom blown glass ornaments that were sold in the lobby, cocktail bar and reception area of the hotel, raising a total of €7,514 from the sale of these hearts to be donated to St. Jude Childrens Research Hospital.

Together with Love: Corporate Volunteering

In 2023 and under the motto "Together with Love", the NH Hotel Group has once again organized its corporate volunteering program. Corporate Volunteering is a global initiative focused on sustainability and strengthening relationships with the local communities where the Group is present, in which all the company's team members were invited to participate.



In this way, NH Hotel Group complements the volunteering initiative developed annually by Minor International, with which it shares a solid commitment to the development of its sustainability strategy. Once again, the organized volunteering sessions were very well received by all team members as they had the opportunity to make a positive contribution to society.

During the year, 1,220 team members volunteered in a wide range of initiatives:

- At headquarters, there were a number of initiatives in line with their environmental strategy. In one, 64 team members planted 150 trees in the NH forest in the Sierra de Madrid. In the second initiative, 17 team members cleaned up an area near the Jarama River, collecting 74kg of plastic. There was also an activity with Menudos Corazones, where 33 team members made different gifts to take to families with children in hospital. As in previous years, blood donations and work in the soup kitchen took place.
- In the Northern Europe Region, several hotels donated food, equipment and furniture to various associations and NH Amsfoort organized its staff to clean up the city's parks. The hotels nhow Brussels Bloom and NH Collection Grand Sablon collected clothes and food, cooked them and distributed them through the streets of Brussels to people in need.
- In the Southern Europe Region, the NH Coimbra Doña Inés hotel donated clothes and household items to a nursing home and in Madrid, the NH Collection Colón hotel organized a collection of items for animals to be delivered to a local animal welfare organization.
- In the Americas Region, the NH Puebla Centro Historico and NH Puebla Finsa hotels carried out activities to accompany children in hospitals, helping them to decorate picture frames and handing out gifts.

#TogetherWithLove (TWL)

	2023	2022	Variación (en %)
Beneficiarios TWL	15,358	57,842	-73.4%
Voluntarios de NH	1,220	4,767	-74.4%
Fundaciones y ONGS involucradas	109	66	65.2%
Hoteles involucrados	79	87	-9.2%
Iniciativas llevadas a cabo	56	27	107.4%
Contribución monetaria indirecta TWL	11,386		

Christmas charity campaigns from NH volunteers

During the Christmas period, the company launched a special edition of its "Together With Love" initiative, which was once again a success thanks to the hospitality and solidarity of all the regions, promoting corporate volunteering initiatives among their team members. Some of these initiatives are described below:

Americas Region:

The hotels in Argentina, Chile and Mexico organised various activities with children and elderly people in collaboration with different foundations. They handed out sweets and gifts, made Christmas decorations, took lots of photos to remember the day and even received a visit from Santa Claus!

Northern Europe Region:

The Northern European hotels took part in various volunteering activities: making and decorating typical gingerbread houses, distributing food and warm clothes to the homeless, surprising the elderly with gifts, sweets and Christmas cards, etc. And even help our four-legged friends by donating pet food!

Southern European Region:

In Southern Europe, hotels supported several soup kitchens and prepared menus for distribution to those in need. Hotels in the Algarve also took part in a charity walk to raise money for a good cause.

Headquarters - HQ

Headquarters also participated in this Christmas edition of corporate volunteering, working with the Madrid Food Bank, delivering the gifts requested by the children in the Three Wise Men's letter and even transforming the Town Hall into a "conscious" Christmas market full of organic and fair trade products.

Employability programs: promoting youth employment

Youth unemployment in Spain, which is more significant in groups at risk of social exclusion, requires programs focused on improving the employability and integration of young people.

NH Hotel Group remains committed to increasing the employability of this group and intends to promote different training, work experience and employment programs for young people at risk of exclusion and with disabilities in the hotels of all its regions.

During 2023, one of the collaborations was with the Fundación Tomillo, dedicated to promoting employability and reducing school drop-out rates among young people at risk of exclusion, with which it has been working for years. During the month of June, as part of this relationship with the foundation, the Company hosted several Erasmus students from different parts of Europe who were training in 12 of its hotels in Spain and Italy. As well as getting to know the facilities, the students were able to experience first-hand the main functions of a hotel professional, which was a very enriching experience.



Thanks to the various employability projects carried out in the Group's hotels, 34 of these students were hired in 2023, 11 of them on a permanent basis.

During the financial year, the Americas Region, in collaboration with the Vatel University, the Inter-American Open University and the Government of Buenos Aires, provided training at the NH Florida hotel for 26 trainees, 4 of whom were taken on indefinitely. The programme consisted of training the students in the daily tasks of a hotel, rotating through the different departments.

