

END OF YEAR CONVERSATIONS 2020

CONVERSATION 1: REVIEWING 2020 PERFORMANCE AND WAYS OF WORKING CHECK IN EMPLOYEE GUIDE

There are so many reasons to be proud as we near the end of a challenging year; we've done extraordinary things against an uncertain and ever changing backdrop. It's thanks to what we've achieved together this year that we can think about building the foundations for our bright future.

We're confident about our company's future as bookings remain strong and our Guests eagerly anticipate our return. This, coupled with the funding Carnival Corporation has already secured, gives us the freedom to return to service when the time is right to do so.

To restart our operations effectively, we're all going to need to be open to new ideas, be prepared to make some bold decisions and above all, work together as one team. Having quality, focused conversations is a critical part of that to a) reflect on and close out 2020 and b) set clear expectations for the future, both around the priorities we need everyone to focus on and our ways of working to stay healthy and be effective. The purpose of this guide is to help you plan for the first of three conversations you'll need to have with your manager, to set ourselves up for success.

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I. Purpose and timings of the three conversations

This year we're asking you to have three separate conversations with your manager over the next few months;

Conversation 1: Reflecting and recognising 2020 – to review 2020 performance and check in on current ways of working (2 – 30 November).

The purpose of this conversation is twofold:

- a. A chance to reflect on your 2020 performance

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- b. As part of continuing to support your wellbeing and personal effectiveness, the end of year conversation will also include a check in on what are healthy, realistic and fair ways of working so you can work effectively as an individual and as part of a team, while we're in a Covid-19 constrained environment.

Conversation 2: Focusing forward to 2021 – to set goals for 2021 and start identifying development for the year ahead (7 – 24 December)

Conversation 3: Agreeing a clear development plan – to discuss development and career aspirations in more detail and create an Individual Development Plan (IDP) (4-29 January)

This guide is to help you prepare for Conversation 1. The guides for conversations 2 and 3 will be shared with you in November.

Overview of timescales

	November					December				January			
	2	9	16	23	30	7	14	21	28	4	11	18	25
Conversation 1 2 Nov – 30 Nov	2020 End of year performance conversation												
	Future ways of working												
Conversation 2 7 Dec – 24 Dec	Goal setting for 2021												
	Development planning focus for 2021												
Conversation 3 4 Jan – 29 Jan	Development planning and create IDP												

II. Conversation 1: Reviewing 2020 performance and ways of working check in

a. Reviewing 2020 performance

This conversation is to review and close out 2020; reflecting on what you have delivered, the challenges you've faced, and your achievements throughout the year. We're not using performance ratings for 2020 but as part of the conversation it's a chance for both you and your manager consider where you did or didn't meet expectations against your goals and our values. It's also an opportunity to discuss what could be done differently in the future and what support you need from your manager.

Although we don't expect you to focus on your development until conversations 2 and 3, as long as you're not a line manager, you can start using the 'My Best Me' section of [The Cove](#) to support your development preparation. This can be found under 'Library' on the left-hand content list. For

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anyone who's a line manager, 'My Best Me' for managers will become available from mid-November.

How to prepare

It's important that you take time to prepare for this conversation. Here are some tips to support you in your preparation;

- Remember, this is a two-way conversation and an opportunity for both of you to be open and honest.
- Complete the end of year document on myHR portal before your meeting.
- Reflect on previous Enabling Conversations and highlight progress made against 2020 performance goals/priorities. Your 2020 goals may have been affected by the current situation. You therefore may have re-focussed goals as part of your Q3 Enabling Conversation and if so these should be reviewed as part of this conversation. If you didn't then you can refer to the original goals and discuss any that are still relevant and/or discuss other things you've been asked to shift your focus onto during the year.
- Prepare some specific examples to evidence your achievement against goals and our values, to support the discussion e.g. I demonstrated 'Better Together' when working on X project by being collaborative, supportive and always encouraging dialogue in meetings.

How to complete information in myHR portal

The reviewing 2020 performance element of the end of conversation needs to be completed in myHR portal by **30 November**. Quick reference guides (QRGs) and video tutorials to support you in navigating myHR portal are available on [The Bridge](#).

You'll need to complete the following sections of the year-end document;

- Summary comment boxes for each section (Goals and Behaviour/Values) and overall summary will be compulsory for everyone. Comment boxes under each goal or behaviour (value) will be optional.
- We're not giving performance ratings this year, however your manager will provide a comment in the overall summary section on how you've performed this year.
- Once you've had your conversation, your manager will share the year-end document and comments with you. Once you've reviewed the comments, you'll need to acknowledge receipt of the document as prompted by the Portal.

b. Ways of working check in

We know that you're having ongoing conversations with your manager about how current working patterns and routines support both your personal wellbeing and achieving the business' needs. We want you to put aside time in your end of year conversation to focus on this, to ensure your manager fully understands your personal needs, and discuss how these can be supported through short-term ways of working.

The way our people have adapted to new styles of collaboration and embraced technology to support the business through a period of enforced remote working has been truly remarkable. We know that in some cases people have benefitted from the opportunity to focus on their health and work/life balance. At the same time however, as we saw in the eNPS survey results, our ability to connect and create the right environment for rich discussion, collaboration and creativity has in

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some cases been negatively impacted by being 100% digital and for some people, there's also been a negative impact on their wellbeing. So, it's important that you understand we don't anticipate Carnival UK becoming a mainly remote, permanently Zoom-based business in the future, and that how we're currently working isn't the long-term, sustainable solution.

Early 2021 is going to be all about trying and testing new approaches, and learning from both our successes and inevitable failures, to figure out what's most effective for both you and the business.

For now, our existing flexible working principles usefully form a guide for this conversation, both in terms of how you're working now, and how you intend to work as we're able return to the office environment:

- **Is it healthy?**
Are you working in a way that keeps you safe and well?
- **Is it realistic?**
Can you truly fulfil the demands of your role to deliver for the business?
- **Is it fair?**
Is there an impact on the rest of the team or the business in terms of developing good working relationships, collaboration and being effective?

More detailed guidance on this can be found on our '[Flexible Working at CUK](#)' page on The Insider.

III. Resources

[The Cove](#) > Library > Remote Working for All

The above pathway on [The Cove](#) has all sort of support about remote working including quizzes and top tips for running virtual meetings. You'll also find resources to support your wellbeing during this unprecedented time.

Working from home

There's plenty of support available on The Insider for you around working at home including the following pages:

- [Leading remote teams](#)
- [Flexible working](#)
- [DSE Guidance for home working](#)
- [IT & Collaboration Tools](#)

Wellbeing

There are various useful pages and communications around Wellbeing on The Insider:

- [Source of support](#)
- [Mental Health](#)
- [How to be better with your money](#)
- [Spotting Survivor Syndrome](#)
- [24/7 Counselling and Support from your EAP](#)
- [Looking after your mental health](#)