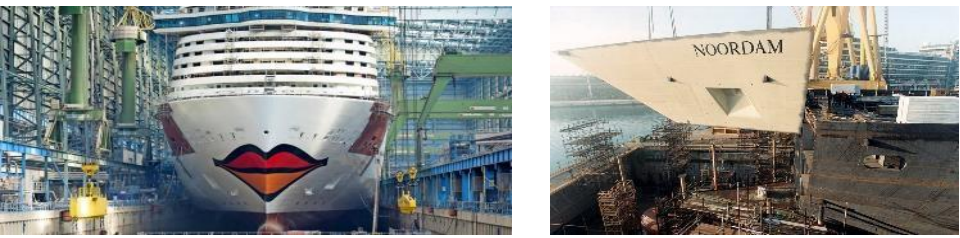
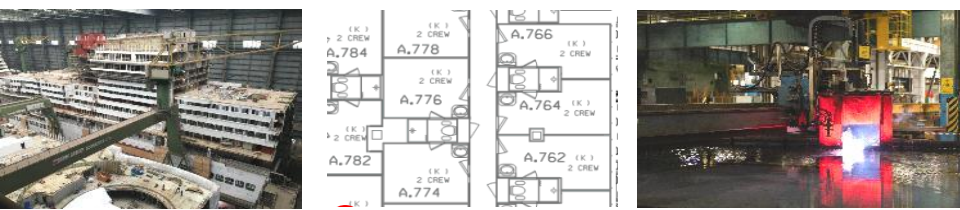


*Our new ways of working*

*The hybrid way*



Speak Up



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## Our new different...better?

It's hard to believe that it's been over a year since Carnival House closed its doors in response to the pandemic that has swept around the globe, leaving virtually nothing untouched and halting the cruise industry with such force. Our world of shipbuilding has continued, the way we connect and work together has changed in so many ways.

Whilst working away from the office is not out of the ordinary for many of us, be that in an airport departure lounge, a taxi or a site office, it's fair to say that no one expected our time working remotely to last this long. Many of us already had some familiarity in flexing our working day to suit the global nature of our role, but the last year has meant we have all had to think differently about our ways of working.

This enforced time away from the office has also challenged our thinking and our ways of achieving what we need in a virtual way. Video inspections, GoPro cameras and Virtual Reality cabin mock ups, we've tried them all and will continue to experiment together.

We know that some people have enjoyed the greater flexibility that comes with remote working, but have missed having time in the office. As Carnival House opens up and the option to spend time in the office becomes more generally available, we'll naturally move into a hybrid way of working. We want to make sure that everyone has the opportunity to balance first and foremost the needs of the business, with the greater flexibility that working remotely can offer.

The purpose of this document is to share our thinking so far on hybrid working and to remind everyone that this is the start of the journey, not where we necessarily expect to end up.

***Work is something you do and not somewhere you go...***

**When thinking about future ways of working, we should encourage ourselves and others to consider these three key questions:**

**Is it healthy?**

Does this allow me to stay safe and well?

**Is it realistic?**

Will I truly be able to fulfil the demands of my role and deliver for the business?

**Is it fair?**

Will doing this impact on the rest of the team or the business in terms of developing good working relationships, collaborating and being effective?



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# Hybrid working...what does success look like?

## Successful hybrid working **should**

- be healthy and sustainable
- be realistic for achieving business objectives
- increase engagement to drive performance
- be fair for the business, the individual, their team and other colleagues
- encourage collaboration
- discourage individualistic habits
- recognise that every individual is part of a team
- be built on mutual trust
- appreciate that work is an outcome and not a place
- reflect that for Corporate Shipbuilding, there's no such thing as 9 – 5
- value smart working to achieve outcomes over long hours for hours' sake.

## Hybrid working **shouldn't**

- impact your performance in role
- guarantee set times and days that remote working can take place – this needs to be accommodated through a formal flexible working request
- be considered permission to work however and wherever you want
- change your contractual place of work
- be taken as a mandate to work remotely if you don't want to
- universally prescribe ways of working across the business – 'fair' doesn't mean that what's right for one individual or team and the demands of their roles, is right for another
- create financial, workload or time inequities in teams
- detract from collaboration or having effective working relationships
- add cost to the business
- result in the need to recruit additional team members.



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# Hybrid working...putting theory into practice?

Principle	Behaviours (Culture Essentials)	Examples: Principles and behaviours in action
Healthy	<ul style="list-style-type: none"> <li>Looks out for the health, wellbeing and safety of colleagues (Respect and Protect)</li> <li>Understands the needs of others; creates an environment where people work best (Empower)</li> </ul>	<ul style="list-style-type: none"> <li>Planning breaks and mindful disconnection from technology as some remote working continues.</li> <li>Building in regular social and human connection opportunities to prevent individuals feeling disconnected or isolated.</li> <li>Actively checking in with others to ensure their ways of working are not adversely affecting physical or mental health.</li> <li>Ensuring there's adequate time to do work outside of scheduled meetings, to prevent need for excessive overtime.</li> <li>Encourage 'walk &amp; talk' meetings wherever possible.</li> </ul>
Realistic	<ul style="list-style-type: none"> <li>Takes action if things don't seem right (Speak up)</li> <li>Supports their team to prioritise the right way, over the easy way to get things done (Empower)</li> </ul>	<ul style="list-style-type: none"> <li>Real-time review of the successes and challenges of different approaches and taking action as appropriate.</li> <li>Setting clear expectations of how colleagues should participate in meetings and why.</li> <li>Establishing clear RACI and agreeing achievable objectives, outputs and deadlines.</li> </ul>
Fair	<ul style="list-style-type: none"> <li>Can see how their behaviour impacts others (Communicate)</li> <li>Takes personal responsibility for decisions, actions and failures (Listen and Learn)</li> <li>Build relationships, ensures all team members are included (Improve)</li> <li>Considers ways to support colleagues to succeed (Empower)</li> <li>Promotes team work and collaboration with other areas (Improve)</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring one person's working patterns/preferences doesn't prevent another person fulfilling their role or personal commitments.</li> <li>Providing sufficient notice for face to face meetings so that appropriate travel and personal arrangements can be made.</li> <li>Agreeing a system to ensure everyone is given the opportunity to speak on Zoom/hybrid calls.</li> <li>Ensuring events are universally accessible through repetition/streaming while office has capacity constraints.</li> <li>Adjusting personal work plans if necessary to effectively support others.</li> </ul>



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# Roadmap for use of Carnival House

In the coming months, as the vaccine rollout gains further momentum and as restrictions are lifted, we're all hopeful of having more freedom to choose the way we want to live and work.

However, the public health landscape will create the conditions that will determine how we're able to work together. These are outlined in the roadmap on the right.

*Note: we will always give plenty of notice before transitioning from one step to another and what that means for Corporate Shipbuilding.*

## PHASE ONE

Current

### Social contact

- Vaccination not a requirement for office attendance
- Face masks optional
- Social distancing measures in place at Carnival House - 2m+ rule applies
- Rigorous cleaning procedures in place
- Hands, face, space actively promoted

### Meetings

- All meetings should take place via Zoom

### Desks and office use

- Desks in use for business-critical office tasks and for Essential Returners only
- No catering provision in Atrium

### Travel and parking

- Avoid use of public transport where possible
- All Carnival House users offered free parking in Carnival House Undercroft

### Support

- Return to Carnival House eLearning
- Risk assessment for all to identify those who may need additional support
- Virtual tour of Carnival House
- OH clinics for discussions about return planning

## PHASE TWO

17 May earliest

### Social contact

- Vaccination not a requirement for office attendance
- Face masks optional
- Social distancing measures in place at Carnival House - 2m+ rule applies
- Rigorous cleaning procedures in place
- Hands, face, space actively promoted

### Meetings

- Indoor meetings to take place at Carnival House
- 5x Covid-secure collaboration spaces available for up to 8 people
- Essential use only – authorised by ELT or Leads non-CUK functions\*\*
- Non-face-to-face critical meetings continue on Zoom
- When meeting colleagues outdoors socially, follow public health guidelines
- Lateral flow testing encouraged

### Desks and office use

- Desks in use for business-critical office tasks and for Essential Returners only
- No catering provision in Atrium

### Travel and parking

- Avoid use of public transport where possible
- All Carnival House users offered free parking in Carnival House Undercroft or at BSA

### Support

- Return to Carnival House eLearning
- Risk assessment for all complete
- UPDATED: Virtual tour of Carnival House
- Hybrid working principles shared with EEGs
- Desk booking app available for test bookings (24 - 28 May tbc)
- Learning for managers on setting healthy, realistic and fair expectations for future office use

## PHASE THREE

28 June earliest

### Social contact

- Vaccination not a requirement for office attendance
- Face masks optional
- Social distancing measures in place at Carnival House - 2m+ rule applies
- Rigorous cleaning procedures in place
- Hands, face, space actively promoted

### Meetings

- Indoor meetings to take place at Carnival House
- 5x Covid-secure collaboration spaces available for use at Carnival House for up to 8 people
- Space bookings managed by Carnival UK departmental Admin, based on priority criteria\*\*
- Non-face-to-face critical meetings continue on Zoom
- When meeting colleagues outdoors socially, follow public health guidelines
- Lateral flow testing encouraged

### Desks and office use

- Bookable desks available for use
- Principles for allocating and prioritising desk use in department while availability is limited will be defined locally
- Office capacity gradually increases to 550 according to local infection rates and vaccination curve
- Desks booked by individuals via app
- Office attendance based on role/individual need, not quota
- Permanent desks will only be allocated on an as needed basis at local level, as agreed with line management
- Takeaway catering provision available from Atrium

### Travel and parking

- Parking space allocation reviewed in line with latest organisation structure; system in place to release and re-allocate unused spaces each day
- Undercroft showers - very limited use by cyclists, etc due to enhanced cleaning requirements (SD measures in place)
- Staggered start and leave times encouraged to avoid queues and gatherings

### Support

- Return to Carnival House eLearning
- Risk assessments revisited as needed
- Best practice Hybrid Ways of Working shared
- Learning for managers on setting healthy, realistic and fair expectations for future office use
- Encouragement to retain healthy habits from remote working (eg exercise, 'unavailable' time)
- Colleague engagement events resume outside

## PHASE FOUR

TBC\*

### Social contact

- Vaccination not a requirement for office attendance
- Face masks optional
- Social distancing measures eased at Carnival House
- Rigorous cleaning procedures in place
- Hands, face, space actively promoted

### Meetings

- Meeting rooms available for use
- Multiple meeting spaces available for a variety of group sizes
- Meeting room booking managed through booking app

### Desks and office use

- All desks available for use
- Desks booked by individuals via app
- Permanent desks allocated on an 'as needed' basis at local level, as agreed with line management
- Office attendance based on role/individual need, not quota
- Full catering provision in Atrium

### Travel and parking

- Pre-Covid parking protocols in place with new system in place to release and re-allocate unused spaces each day
- Undercroft showers available for use as per pre-Covid requirements
- Staggered start and leave times encouraged as part of flexible ways of working

### Support

- Best practice Hybrid Ways of Working, including technology enhancements (O365) shared
- Learning and comms for managers and employees on healthy, realistic and fair expectations for working patterns
- Encouragement to retain healthy habits from remote working (eg exercise, 'unavailable' time)
- Indoor and outdoor colleague engagement events resume

\*To be determined based on vaccination curve, prevailing public health conditions and social distancing guidelines

\*\*Collaboration space prioritisation criteria as follows:

1. Crisis/problem solving
2. Return to service solutions alignment
3. Project-related sprints or workshops
4. Training/induction/development activities
5. Leadership team meetings

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**Remember:** Corporate Shipbuilding neighbourhood of desks will not be available to book for general use until earliest w/c 12 July.

# Setting expectations

Creating a bunch of policies with strict rules and regulations is not going to help us unlock the requirements and complexity associated with business and individual need; the answer to finding successful ways of working lies with leaders and team members having open, trusting and caring conversations.

## Expectation of line managers

- Set stretching, specific, and realistic objectives, which you regularly discuss with your team members.
- Create realistic delivery expectations within a role and its contracted hours.
- Have an open and positive approach to discussion.
- Constructively challenge on how objectives will be met and how colleagues will be impacted.
- Have regular, honest and objective catch ups to review arrangements, impact on performance and team.

## Expectation of employees

- Sustained good performance in role.
- Flexibility to attend key meetings or workshops and to meet tight and sometimes reactive deadlines.
- Consideration/mitigation of the impact on the team.
- Integrity about the use of time.
- Openness to challenge and a clear plan of how role will be delivered within proposed work pattern.
- Timely escalation of issues and requests for help.
- Honest and objective assessment about effectiveness of arrangements.
- Self-awareness of working style and you at your best.

*Remember...one size does not fit all and there will be the need to listen and learn as well as to speak up!*



Speak Up



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# Let's try something new...

## Focus Fridays

Since January 2021, Carnival UK has been trialing 'Zoom-free' Fridays to give team members the chance to have a day where they have the time and space to think and focus. The feedback has been positive, and some of you have asked that we give it a go for Corporate Shipbuilding.

So, on a best efforts basis, let's avoid scheduling cyclical or routine meetings on this day. However, let's recognise that our work often involves other stakeholders, both internal and external to the Corporation who aren't working in this way, so if your time is requested on a Friday, please ensure you make yourself available as best you can.

## Walk & Talk

If you have a meeting that doesn't need you to be at in front of a screen, why not try a 'Walk & Talk' meeting to get yourself away from the screen, in the fresh air and of course boost your steps!

Exercise and fresh air are two known factors to boost your energy levels and mental and physical health.

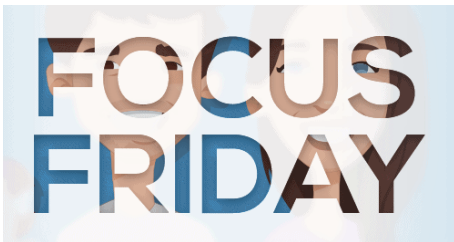
A change of scenery can also help you look at a challenge differently and be open to finding more creative solutions.

## It's not just office or home

The choice of where we get together with colleagues doesn't have to be limited to the office or our homes.

Maybe a local coffee shop or park is more convenient for you to meet and collaborate. Just be mindful if your discussions are confidential.

Think outside the box and explore your options and of course share your experiences (good, bad and ugly) with colleagues.



We're entering a period of experimentation with new ways of working.

We'll test, fail, learn and improve as we go. There's no question that our ways of working will evolve and that what hybrid working looks like for us at the start, while we're still facing Covid constraints, won't be where we eventually end up.

We'll share further support and guidance documents over the coming weeks to help support everyone navigate our way in this next phase of hybrid working.

Be patient, be supportive of each other and if something isn't working, **speak up** but remember **to listen and learn** too.



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