



# Speak Up

*See something, do something*

- **Challenge yourself and others**

- Continuously ask questions, of yourself and your colleagues, even in situations that are familiar to you.
- Don't become comfortable because you have done it before.

- **Be prepared to have challenging conversations**

- Not every conversation is easy, the difficult ones can often be the most rewarding and beneficial.
- Support your point of view with facts, knowledge and expertise.

- **Set a direction for Corporate Shipbuilding**

- Share our knowledge and expertise across both Corporate Shipbuilding and the Corporation.
- Talk with authority, supported by knowledge and expertise in everything shipbuilding.
- Promote our centre of excellence to support how we are perceived by everyone in the Corporation.
- Speak up so we can take action, without fear of retaliation.
- Continue to encourage sharing of feedback (direct or anonymous).



# Respect & Protect

*Our people, the planet, the law and our Company*

- **Our Environment, the laws and our Company**
  - Be a role model respecting and taking care of our immediate environments.
  - Promote and support Corporation wide programmes.
  - Promote and support local initiatives.
  - Comply with the Corporation policies, rules and laws in all aspects of our work.
- **Ourselves and each other**
  - No blame culture, creating a level of comfort to be honest and transparent, good or bad.
  - Ensure everyone has a voice and a problem shared is a problem halved providing an opportunity for solution and growth.
  - Encourage collaboration and sharing our learnings to help each other develop and succeed.
- **Our Stakeholders**
  - Including those within the Corporation as well as suppliers and shipbuilders
  - Listen, communicate and work collaboratively.
  - Promote continuous improvement to develop relationships, ways of working, enhancing outputs and achievements.



# Improve

*Focus on compliance and our performance as a team*

- **Teamwork and Collaboration**

- Both within your teams, across Corporate Shipbuilding and the Corporation.
- Take the time to understand the strengths and weaknesses of your colleagues and how you can support each other to achieve your common goal (whatever that might be)

- **Our Performance**

- Take the time to stop, reflect and see what went well and/or could be improved.
- Ensure we embrace lessons learned.
- Embrace change and strive for improvement.
- Ensure safety, the environment and compliance are at the forefront of everything we do.

- **Diversity and Inclusion**

- We draw on our differences, what we've experienced and how we think to improve what we do.
- To become a Centre of Excellence we believe in including everyone.



# Communicate

*Talk openly about our values and priorities and act as we expect others to*

- **Communication and listening**
  - Both within our Corporate Shipbuilding community, across the Corporation and with our external stakeholders.
  - Take the time to not only speak but listen too
  - Everyone's opinion matters
- **In a timely, honest and transparent way**
  - Understand the right time for positive and more challenging messages.
- **Build bridges between teams and stakeholders**
  - Develop and improve working relationships at all levels across the Corporation.
  - Consider the relevance and frequency of communication.
  - Applies to both internal and external.
- **Make the time to engage with your colleagues**
  - This doesn't have to always be a formal meeting.
  - Consider how your team works together and as individuals.



# Listen & Learn

*Listen to each other, be accountable for our actions and learn from our mistakes*

- **Listen to Understand**

- Listen more and understand before speaking.
- Support an environment, where issues are shared not concealed, enabling collaborative problem solving.
- Ensure all voices are heard, recognising where certain individuals may need more encouragement.

- **Recognise it is ok to make mistakes, it is how we learn**

- Allow your colleagues to try something new without the fear of retaliation for making a mistake.
- Provide constructive criticism when appropriate to enable your colleagues to learn from experience and improve for the future.

- **Lead by Example**

- Support and demonstrate the behaviours you expect of your colleagues.
- Communicate with our stakeholders in the right way at the right level.
- Work collaboratively, driving this culture through Corporate Shipbuilding.

- **Sharing and Learning**

- Recognise talent; encourage development and growth of yourself and your colleagues
- Encourage all colleagues to take part in activities to enhance/ support social conscience.
- Embrace and implement lessons learned within our environments.



# Empower

*Give our teams what they need to succeed*

- **Trust your colleagues**

- Allow your colleagues the opportunity to grow and develop by letting them take on new tasks / activities that support their development.

- **Support colleagues**

- Allow people the time and space to find solutions to issues.
- Celebrate diversity and different ways of working.
- Support them with their thinking and provide direction if/when needed.
- Give people the confidence to speak up.