



# HEROES of 'safe and well'

HESS excellence through Culture Essentials

## Talking Points: Golden Rules and Heroes of 'safe and well'

### THEME: GOLDEN RULES AS PART OF OUR CULTURE ESSENTIALS AND SERVICE PROMISES

Heroes of 'safe and well' helps us live our Culture Essentials through a Health, Environment, Safety and Security (HESS) lens.



#### Notes for managers and supervisors

We've updated our Heroes of 'safe and well' programme to help everyone understand how it sits alongside Carnival's Culture Essentials and our Service Promises, SHINE and White Star. This Talking Point focuses on ensuring that our Golden Rules remain critical in enabling a safe, reliable, compliant and efficient operation.

The session should be an informal discussion, in groups of no more than 10. Ask open questions, giving your team time to consider their answers. There is no right or wrong answer, the objective is to get your team talking about HESS in a positive way.

Before you start, explain that we are going to think about how Heroes of 'safe and well' works alongside both our Culture Essentials and Service Promise.

### CULTURE ESSENTIALS

Remind people of our six Culture essentials. Explain that they represent how we treat one another, the behaviours we all strive to live by ship and shore and across the Carnival Corporation.



### WHITE STAR / SHINE SERVICE PROMISES

Our Service Promises represent the personalities of our brands and guide the extraordinary service we deliver to our Guests.

### HESS GOLDEN RULES

To help us understand the importance of HESS as part of Culture Essentials, we have refreshed our Golden Rules framework to make it clear how they work alongside each other.

#### Team discussion

- What do our Culture Essentials mean to you in a HESS context?
- Why is HESS an important part of our Service Promise?

#### Team activity

- Split the group into teams and allocate each one an individual Culture Essential. Ask them to work together to come up with examples of how they apply the associated Golden Rule(s) in their everyday tasks and feedback to the group.
- In a HESS context, how do we: Speak up? Respect and Protect? Improve? Communicate? Listen and learn? Empower our people?
- Ask people to share examples of great safe behaviour they have seen from their colleagues, around the Golden Rules. Discuss how they can nominate colleagues who show good HESS performance as HESS Heroes.

### IN SUMMARY

Our Culture Essentials guide us in everything we do, including HESS. Our Heroes of 'safe and well' programme provides the tools that help us live our Culture Essentials through a HESS lens. Following the Golden Rules will keep us 'safe and well' and protect the environment.

Heroes of 'safe and well' is also a fundamental element of our SHINE and White Star service promise, because keeping our crew and guests safe and protecting the environment is part of providing an 'extraordinary service'.

### COMMITMENT

Can I have your commitment to live our Culture Essentials, by following the Golden Rules and encouraging others to do the same, so that HESS is at the heart of everything we do, every day.



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## Talking Points: Golden Rules

THEME: COMMUNICATE AND EMPOWER

### Notes for managers and supervisors

Our Golden Rules align with our Culture Essentials, each one giving us a simple way to check we are always working safely. This Talking Point focuses on the Golden Rules we associate with our 'COMMUNICATE' and 'EMPOWER' Culture Essentials.

The session should be an informal discussion, in groups of no more than 10. Ask open questions, giving your team time to consider their answers. There is no right or wrong answer, the objective is to get your team talking about HESS in a positive way.



### 'COMMUNICATE' means looking out for others and talking about safety as a natural part of every day.

Eyes open

HESS is everyone's responsibility. We will only prevent accidents and incidents by thinking of others and working as a team.

How would you feel if someone got hurt because you walked by something that wasn't safe?

I look out for myself and others and manage risk

#### Eyes open means you:

- Keep a look out for hazards and don't walk past those you spot
- Keep a look out for your colleagues that are HESS Heroes and nominate them
- Let us know, via the HESS feedback station, if you have a bright idea to improve HESS in your daily tasks.

#### Check your team's understanding:

- What should you do if you see something that doesn't look safe?
- How would you nominate a 'HESS Hero' or submit a 'bright idea'?

### 'EMPOWER' is about empowering everyone to stop work if they are not fit and well and empowering ourselves by knowing what to do in an emergency.

Fit and well

If you don't feel fit enough to carry out your work, for whatever reason, then you will not be able to do a safe job. You also risk passing on any illness to other colleagues and Guests. It's never ok to put work before your health, even with good intentions. Always tell your manager if there is a problem.

I am fit, well and ready to work

#### Fit and well means:

- Regularly washing your hands to stop the spread of norovirus and other infections
- If you have D&V return to / stay in your cabin and call 999
- Make sure you have enough rest and do not exceed your ILO hours.

#### Check your team's understanding:

- What should you do if you feel unwell or unfit to work?
- What would stop you from speaking up about feeling unwell or unfit?
- How might working when unwell or unfit affect others on board?

Be prepared

In the event of an emergency, such as fire on board, a threat to security or a chemical spillage, it's vital that everyone knows what to do.

I know and am ready to follow the emergency procedures

#### Be prepared means you:

- Make sure you know your role in the event of an emergency
- Always report any damaged emergency equipment.

#### Check your team's understanding:

- What are the emergency procedures in your area?
- How can we make sure that everybody knows what to do in an emergency?

## COMMITMENT

#### How can we work as a team to communicate and empower?

- Identify areas where you and your team can improve (e.g. team tidy; hazard sweep of area; better storage; more spill kits; improved location of equipment)
- Nominate team members who show good HESS performance as HESS heroes
- Submit bright idea cards when you have identified a problem and have a way to solve it
- Know what we need to do in an emergency.



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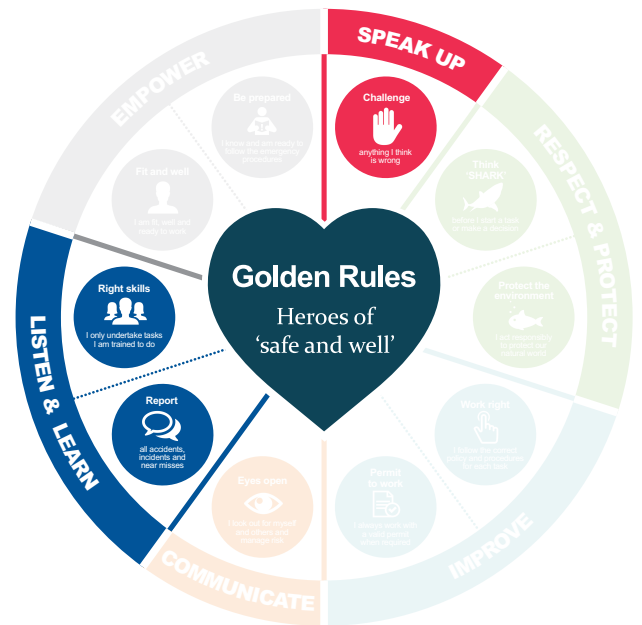
## Talking Points: Golden Rules

THEME: SPEAK UP AND LISTEN & LEARN

### Notes for managers and supervisors

Our Golden Rules align with our Culture Essentials, each one giving us a simple way to check we are always working safely. This Talking Point focuses on the Golden Rules we associate with our 'SPEAK UP' and 'LISTEN & LEARN' Culture Essentials.

The session should be an informal discussion, in groups of no more than 10. Ask open questions, giving your team time to consider their answers. There is no right or wrong answer, the objective is to get your team talking about HESS in a positive way.



**SPEAK UP means challenging, with respect, anything we think is not safe to our people, our security or the environment - this includes challenging other crew members, our contractors and our guests.**

Challenge

anything I think is wrong

Sometimes it's hard to speak up; you may be busy, under pressure or feel nervous. Perhaps 'everybody is doing it', or it's your manager that's behaving unsafely? You will never get into trouble for speaking up about HESS and, remember, if someone challenges your unsafe behaviour, it's because they care.

#### Challenge means you:

- Challenge anything that is wrong
- React positively if someone challenges you or your actions.

#### Check your team's understanding:

- What may need to be challenged in your area? (e.g. not wearing PPE, 'makeshift' equipment)
- Why might it be difficult to intervene?
- How would you approach someone risking a HESS incident (colleague or Guest)? Think how you'd want to be approached.

**LISTEN & LEARN is about reporting and learning from accidents, incidents and near misses and making sure we have the right skills for the job.**

Report

all accidents, incidents and near misses

By sharing and reporting incidents and near misses, however minor, we can learn lessons for the future, and make sure that they never happen again. If we don't know there is a problem, we can't fix it.

#### Report means that you:

- Report - if you have an accident or incident
- Report - if you have or see a near miss
- Report - if you see something suspicious

#### Check your team's understanding:

- Why should you report incidents and near misses?
- Why might someone not report? (e.g. "Just more paperwork"; "no big deal"; "I don't want to get into trouble")
- Why do we need to be open and honest about mistakes?

Right skills

I only undertake tasks I am trained to do

You may be keen to help or impress but doing a job when you don't have the proper training is a great risk. Don't be afraid to speak up if someone asks you to do something you are not trained to do.

#### Right skills means you:

- Know how to do the job you are doing
- Do not undertake a task if you are not trained
- Are trained to use any equipment for your job.

#### Check your team's understanding:

- What should you do if someone asks you to do something you are not trained to do?
- What should you do before using a piece of equipment for the first time?

### COMMITMENT

#### How can we work as a team to support 'Speak Up'?

- Always report near misses. Have you reported any this week?
- Agree that everyone in our team can speak up. We can challenge each other if they are working incorrectly/ unsafely.



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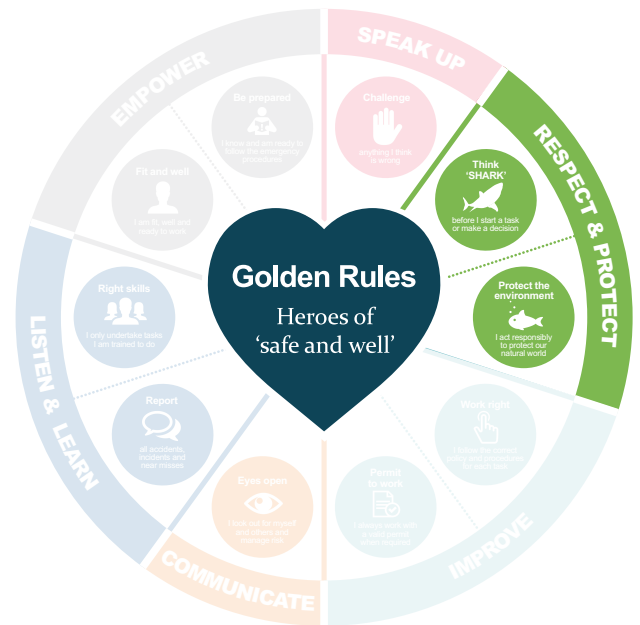
## Talking Points: Golden Rules

### THEME: RESPECT & PROTECT

#### Notes for managers and supervisors

Our Golden Rules align with our Culture Essentials, each one giving us a simple way to check we are always working safely. This Talking Point focuses on the Golden Rules we associate with our 'RESPECT & PROTECT' Culture Essential.

The session should be an informal discussion, in groups of no more than 10. Ask open questions, giving your team time to consider their answers. There is no right or wrong answer, the objective is to get your team talking about HESS in a positive way.



### We RESPECT & PROTECT by thinking SHARK - checking the safety of the task, process, people or environment and putting controls in place to prevent anyone being harmed.

Think  
'SHARK'

Whatever you are doing, however routine or minor, you should always take a minute to start safe and think SHARK.

This means: Stop and think; Hazard spot; Assess risks; React; Keep safe.

before I start a task or make a decision

Remember to consider all areas of HESS when thinking about the task, process, people and environment and putting controls in place to stop anyone being hurt, or the environment harmed. It's also about being prepared to stop if you don't think it's safe and to ask questions if you are not sure.

#### Think 'SHARK' means you:

- Follow Start Safe - Stop & Think, Hazard Spot, Assess risks, React and Keep Safe
- Stop work immediately and speak to your supervisor if you feel unsure of how to do a task - you will not get into trouble.

#### Check your team's understanding:

- Have you been given a Start Safe card?
- How can Start Safe help us in our everyday work?
- Why do people sometimes forget to Think 'SHARK'? (e.g. it's a routine job, distracted, tight deadlines).

Protect the  
environment

I act responsibly to protect our natural world

Whether we are using chemicals safely or simply segregating and recycling waste, everything we do must respect nature and the environment. We can all do our bit; for example, turning a light off when leaving a room or saving water, wherever possible.

#### Protecting the environment means you:

- Segregate waste correctly
- Ensure nothing can blow or spill overboard
- Do not pour anything hazardous down the sink - ask if unsure.

#### Check your team's understanding:

- How can you protect the environment?
- What should we do if there is a chemical or oil spill in our area?
- Does your team have a 'bright idea' to protect the environment?

### COMMITMENT

#### How can we work as a team to support Respect & Protect?

- At our daily team muster, always start with Think SHARK
- Review our task risk assessments regularly and make any changes required.



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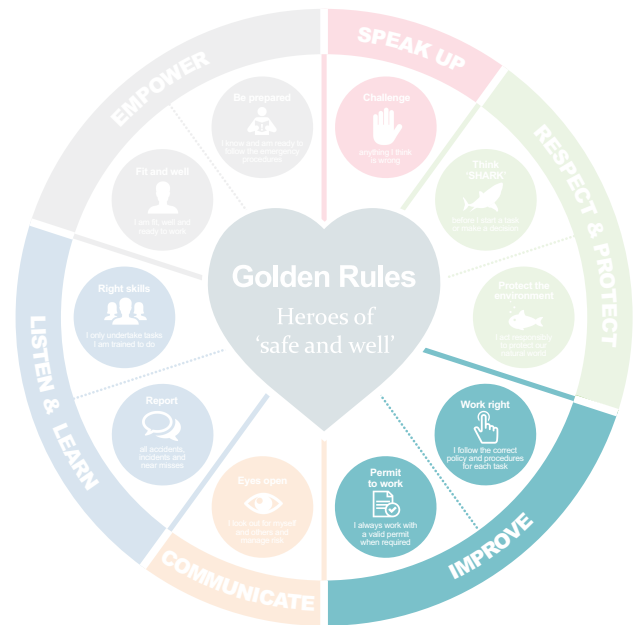
## Talking Points: Golden Rules

THEME: IMPROVE

### Notes for managers and Supervisors

Our Golden Rules align with our Culture Essentials, each one giving us a simple way to check we are always working safely. This Talking Point focuses on the Golden Rules we associate with our 'IMPROVE' Culture Essential.

The session should be an informal discussion, in groups of no more than 10. Ask open questions, giving your team time to consider their answers. There is no right or wrong answer, the objective is to get your team talking about HESS in a positive way.



### We IMPROVE by working safely as a team, always following the correct policies and procedures and ensuring we have the right permits.

**Work right**

I follow the correct policy and procedures for each task

There may be times when it's difficult to stick to procedures, or perhaps breaking the rules 'just this once' will make a job quicker, easier or more productive. Remember, the rules are there for a reason and it's important they are never broken. If you are unsure, speak up.

#### Work right means you:

- Follow the correct procedure for the task
- Do the job as instructed
- Have the correct PPE, tools and equipment for the job.

#### Check your team's understanding:

- Why might someone cut corners or break the rules?
  - "I'm under pressure to finish the job"
  - "I'm not sure what the procedures are"
  - "It's just a quick job / no big deal"
  - "I've always done it this way"
- Why is it important to follow procedures?
- What are the consequences of not following procedures?

**Permit to work**

I always work with a valid permit when required

Permit to work protects us from significant risks. If you don't know whether you need a permit, then ask your supervisor.

#### Permit to work means you:

- Check if a permit is required - there may be more than one for the task
- Always comply with permit to work requirements, such as wearing a harness / fall prevention equipment or testing the atmosphere in confined spaces
- Ensure everyone is informed that the permit to work is in place, including those performing the task, the ECR and the Bridge.

#### Check your team's understanding:

- Which of the tasks you carry out require a permit and why?
- What should you do if you haven't got the correct permit?
- Why might people work without a permit? How can we prevent this?

### COMMITMENT

#### How can we work as a team to support 'Improve'?

- Ensure we are all trained to do the job
- Use the right equipment and PPE
- Always use a permit to work when required.