



Flexible Working: Conversation Guide

Healthy | Realistic | Fair

Our vision

A trusted and empowered team, with a healthy, realistic and fair balance of office and remote working, successfully delivering for our business.

Us at our best to deliver our purpose

Our flexible working approach aims to respect and protect the commitments our people have outside of work, as well as build a community that thinks and acts as one Carnival UK team. We ask that everyone spends a minimum of three days per week on site, so that we all benefit from the collaboration, on the job learning, knowledge sharing, and strengthened relationships that come from spending time together in person. This includes Wednesdays - a designated day where we all come together. For part time colleagues, we ask for a minimum of two days on site, with a recommendation of 60% of time spent in the office. Flexible working needs to work for everyone, for you, for your team, for other colleagues and for the business.

This document is a tool designed to shape helpful conversations around flexible working.

Is it healthy?

Does the proposed arrangement encourage the individual to work in a way that keeps them safe and well?

Is it realistic?

Will the individual truly be able to fulfil the demands of their role, putting our guests front and centre and recognising the 24/7 nature of our operation?

Is it fair?

Is there an impact on the rest of the team or other teams in the business of developing good working relationships, collaboration and being effective?

Flexibility means...

We should all work in a way that

- ✓ is healthy and sustainable
- ✓ is realistic for achieving objectives
- ✓ increases engagement to drive performance
- ✓ is fair for the individual, their team, other colleagues and the business
- ✓ encourages collaboration
- ✓ discourages individualistic habits
- ✓ recognises that every individual is part of a team
- ✓ is built on mutual trust
- ✓ appreciates that work is an outcome and not a place
- ✓ understands that for Carnival UK, there's no such thing as 9 - 5
- ✓ values smart working to achieve outcomes over long hours for hours' sake
- ✓ is inclusive, taking account of work patterns and location.

Flexibility doesn't mean

- ✗ working remotely on a full time basis (unless contracted to do so)
- ✗ a mandate to work remotely for those who don't want to
- ✗ guaranteed amended hours, or set times and days that remote working can take place, without a formal flexible working agreement
- ✗ universally prescribed ways of working across the business - 'fair' doesn't mean what's right for one individual or team and the demands of their roles, is right for another
- ✗ creating financial, workload or time inequities within teams
- ✗ detracting from collaboration or having effective working relationships
- ✗ impacting an individual's performance in role
- ✗ adding cost to the business
- ✗ resulting in the need to recruit additional colleagues.

Setting clear expectations

Flexible working only works when supported by trust, open conversations and clear expectations.

Expectation of line managers

- Set stretching, specific, and realistic objectives
- Realistic delivery expectations within one's role and contracted hours
- Open and positive approach to discussion
- Consideration of personal preferences and bias, their unintended impact and appropriate mitigation
- Constructive challenge on how objectives will be met and how colleagues across the business will be impacted
- Regular, honest and objective catch ups to review arrangements, inclusiveness, impact on performance and team.

Expectation of colleagues

- Sustained good performance in role
- Come to work at Carnival House for a minimum of three days per week, to include Wednesdays (a minimum of two for part time colleagues, with a recommendation of 60% of time spent in office)
- 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 your time
- Openness to challenge and a clear plan of how you will deliver your role with your proposed changes
- Timely escalation of issues and requests for help
- Honest and objective assessment about effectiveness of arrangement
- Self-awareness of working style for you at your best.





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Formal flexible working

You need to have a formalised flexible working arrangement in the following scenarios.

- When needing a more set arrangement which guarantees time away from a role during the business' core working hours.
- When needing a more set arrangement which guarantees the ability to work offsite on a regular day during the business' core working hours.
- When needing to request a permanent change to your working hours and/or reduce your contracted working hours.
- Where there might be a performance/delivery impact resulting in a job design change.
- An individual shouldn't have childcare responsibilities at the same time as a period of working from home unless a one off/emergency.

We'll strive to agree to viable proposals in good faith and do our utmost to honour them. However, we work in a dynamic industry, have to adapt to respond to unforeseen circumstances and operational challenges and it's possible that the role can't be fulfilled successfully as intended flexibly.

Informal flexible working

Being safe, well and happy is important – and so is being collaborative and keeping our promises to our guests and our colleagues. We encourage everyone to work in a way which means understanding that...

- Informal flexibility works both ways – you may need to change arrangements at short notice if there's a business need to do so (i.e. this arrangement doesn't guarantee that you'll be able to have a set or regular period away from work and/or the office)
- It shouldn't impact key business meetings or relationships
- Delivery in role is a condition of flexibility
- You spread your working hours fairly evenly across the full week
- You aren't routinely working through statutory breaks to make up hours (e.g. through lunch)
- It may mean a break in the working day to accommodate other responsibilities or activities
- Remote working times need to be balanced across the team
- It may not be feasible for all roles.

Exploring practical issues

Here we take a look at some of the considerations and questions you should be thinking about whenever you're having conversations with your team about working hours and/or location, formally and informally. We don't want to be too prescriptive but it's important that everyone is working to the same principles so we're consistent and fair.

Working hours - fundamentals

Wellbeing is important and wherever possible, we want to support you to find a way to structure your working hours that works for the business and for you personally.

You should expect as a minimum to work your contracted hours (volume) and spend at least three days per week, to include Wednesdays (a minimum of two for part time colleagues, with a recommendation of 60% of time spent in office).

No one should be needing to routinely work significantly in excess of their contracted hours.

Everyone should be planning their time effectively to get the right balance between meetings and delivery.

A person's role should be achievable within their contracted hours.

Anyone with concerns around needing to work an excessive volume of hours to do their job should raise this with their line manager or department director.

The process for requesting formal flexible working is as follows:

- Complete a Flexible Working Request in myHR portal, this will submit direct to your line manager. Instructions can be found on Ask HR
- Your line manager will review the request and communicate their response to you, scheduling a meeting as necessary
- If approved, there will be an initial three month trial period to ensure the revised working pattern works for both yourself, your team and the business
- At the end of the trial period, the arrangement will be confirmed, adjusted or discontinued
- All decisions to reject or discontinue a flexible working request will be explained and you will be able to appeal these decisions.