

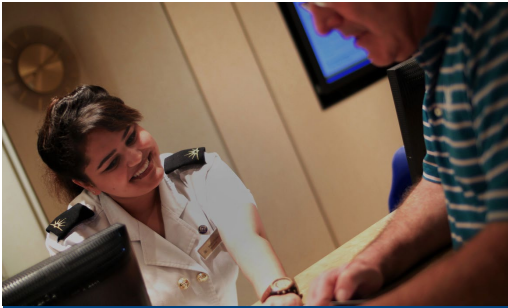


HEROES of 'safe and well'

HESS excellence through Culture Essentials

Leading HESS Excellence





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Introduction

Paul Ludlow

We're all heroes of safe and well and as leaders our responsibility is to empower our teams to embody our HESS culture and champion our HESS heroes every day.

Providing our guests with holiday happiness is our ongoing commitment for P&O Cruises and Cunard. This cannot happen without our collective commitment to the Health, Environment, Safety and Security (HESS) of our guests, people and the communities we touch.

We're all heroes of safe and well and as leaders our responsibility is to empower our teams to embody our HESS culture and champion our HESS heroes every day.

Since we began our HESS culture programme in 2018, I've personally seen some inspiring examples of how our people on board and on shore come together to put HESS at the centre of our operations. These include renaming our waste disposal rooms 'Recycling Centres', to more conscious ways of how we support guests with accessibility / disability and care requirements.

This momentum can only continue to thrive if we nurture an environment which encourages collaboration, new ideas and learning from our experience. Throughout this guide, you'll find useful tips on how our Culture Essentials and Service Promises can help us achieve HESS excellence.

As leaders and people managers, you have an important role to play in helping us achieve HESS excellence by encouraging open communication and positive collaboration. It is imperative that your team operates with integrity, trust and respect for each other.

Let's use this guide to inspire our teams to submit new ideas, celebrate successes and engage in open discussions, fostering a culture of continuous improvement and transparent communication within our HESS framework.

Our HESS Excellence journey



Culture Essentials, Service Promise and HESS

Our Culture Essentials are the clear behaviours for both our shoreside and fleet colleagues that every brand in our Carnival family champions so we can build an even stronger culture, together. HESS is a fundamental part of this.

A commitment to HESS Excellence means that health, the environment, safety and security are a natural part

We are on a journey from compliance to commitment. This means our people doing the right thing because they believe in it; not simply because they have to follow the rules. As leaders, our role is to drive the right attitudes, values and actions that will help us achieve our commitment goal.

Every business decision and action you take can have an impact on health, environment, safety and security (HESS). It's up to you to make sure that people do the right thing because they want to, not because they have to. Think about what makes a good leader - someone who can engage our people with energy and enthusiasm and help us work together to improve our HESS performance.

of everyday activities; we all take personal responsibility and are prepared to challenge and be challenged. This commitment is built on motivation and trust, supported by a fair and just system.

We need you to help us reach HESS Excellence, where HESS is always a central part of our decision making, and where our decisions have a positive impact on Guests and crew, creating an environment that delivers the best business results.

Just as there is an alignment with our Service Promise SHINE - Be a Hero of Safe and Well - and Whitestar's 'We are thoughtful', we can also align the Heroes of Safe and Well Golden rules with our Culture Essentials.

As a leader, you have a moral and legal obligation to consider HESS in everything you do and every decision you make. Failure to do so can have damaging consequences, including loss of revenue, disruption to our business, damage to our reputation and, importantly, injury or even loss of life.

To achieve HESS Excellence, we need to focus on our collective mindset - the attitudes, values and actions of our workers, supervisors, managers and leaders towards HESS.

The Cultural Essentials underpin our Heroes of Safe and Well message by giving us the key behaviours required to be HESS heroes - colleagues who live our Culture Essentials with health, environment, safety and security in mind.



What does HESS Excellence look like?



What does good HESS leadership look like?

We do the right thing because we want to; not because we have to:

- We know our leaders are committed to HESS, as they do what they say
- We see HESS as a core value, not just a priority, with all colleagues starting to demonstrate how it is integrated into the running of the business
- We are embedding a Just and Fair ethos, with a sense that people are treated fairly but are accountable for their actions
- We promote HESS failures (near misses and incidents) as an opportunity to learn
- We champion and share good news and positive HESS behaviours

As a leader, you have a strong influence on how people behave in the workplace. What you do, what you say and how you say it makes all the difference. Whether you turn a blind eye to unsafe acts, or praise and reward excellent HESS actions, you are setting expectations.

As a leader, it's vital that you:

- Champion the Culture Essentials and the Golden Rules
- Proactively lead our Culture Essentials with HESS in mind - colleagues need to see and feel your influence

- We are motivated to continuously improve HESS at all levels of the organisation
- We challenge unsafe, at risk behaviour or decision-making at entry level
- We are regularly involved in ongoing learning around HESS
- We communicate with each other and encourage engagement, at all levels
- We value and celebrate good HESS performance
- We see reporting systems as positive, and report all incidents, however minor.

- Put HESS Excellence at the heart of all your planning and decisions
- Make sure everyone feels they can raise issues openly. Listen and, where appropriate, act upon them
- Make sure that everyone on your team fully understands their HESS responsibilities
- Inspire and recognise good HESS actions and activities in others.

How are we going to achieve our goal?



Introducing the Golden Rules

We know that every colleague can make a difference and that if we want to make a positive change, we must engage and inspire everyone to get involved.

That's why we've developed a company-wide HESS programme, to help us focus on changing attitudes and behaviours in the workplace, ship and shore.

To help us live our Culture Essentials in a HESS context, we have developed a set of Golden Rules.

If we all follow these rules, we will reduce injuries and environmental incidents, protect our business and our reputation.

The Golden Rules are clear and easy to remember. They apply to all areas of health, the environment, safety and security and are relevant to all colleagues and contractors across all our nationalities, ship and shore.

As a leader, you have an opportunity to motivate and inspire your team to take part and help us achieve HESS Excellence.

We know that different national cultures see risk differently, so by clearly identifying a set of rules and actions, all groups will be trained and supported to work together to the same goal.

The Golden Rules align with our six Culture Essentials - each one giving us a simple way to check we are working safely at all times.

With your help, we will be promoting these Golden Rules, as part of our Heroes of safe and Well programme of activities and discussions.

We have developed our Golden Rules as an evolution of the work we have been doing to date and have included Start Safe as one of the Golden Rules in the format of Think SHARK.

Our Golden Rules align with our Culture Essential behaviours and to ensure they are effective, it is vital we communicate them well.

As a leader, you will be actively living the Golden Rules yourself, supporting your team to follow the rules, so they feel confident in speaking up when they are unsure, or need help to do the right thing.

To make sure we continue to improve our HESS performance and learn lessons for the future, our Golden Rules provide a foundation for a Just and Fair Ethos... where we react consistently when things go wrong.





Just and Fair Introduction

A Just and Fair Ethos is an essential part of HESS Excellence. A set of Golden Rules alone cannot drive the difference. It's how we react when things go wrong that is essential to its success.

Critical thinking

Our leaders investigate all root causes, so we can collect relevant data and actively communicate HESS information.

Learning

We learn from our mistakes, make changes and share across the whole business.

Flexibility

We adapt effectively to changing demands.

Fair consequence

We don't punish unintentional errors and unsafe acts. However, deliberate and unjustifiable actions are not tolerated.

Speaking up

We investigate incidents in a consistently fair way, so we are confident to report concerns, without fear of unfair blame.

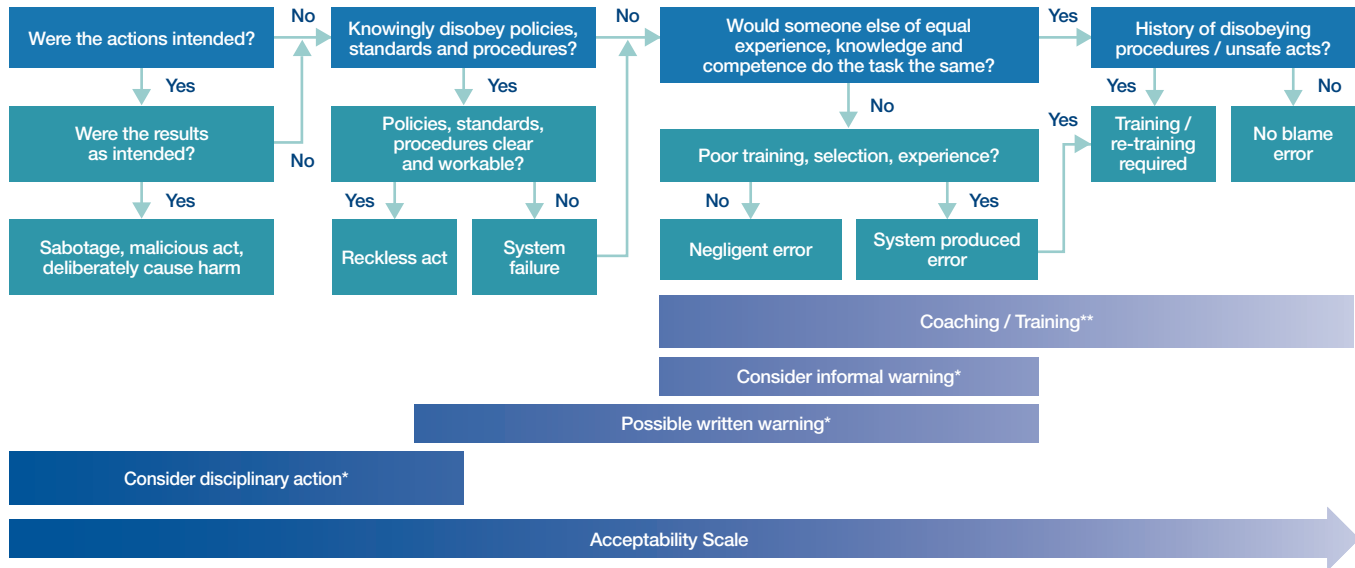
As a leader, you must encourage your team to speak up and expect fair consequences, while still ensuring they understand that blatant negligent actions will not be tolerated.



Just and Fair Accountability

In a Just and Fair environment, we investigate incidents objectively. We use a decision tree to help us establish whether accountability lies with the organisation or the individual.

Behaviour that falls below expectations



*Please refer to the Fleet Code of Conduct Policy and the Shore Disciplinary policy

**Refer to the Fleet Performance Improvement Policy and the Shore Improvement Policy.



Your role in driving a Just and Fair Ethos

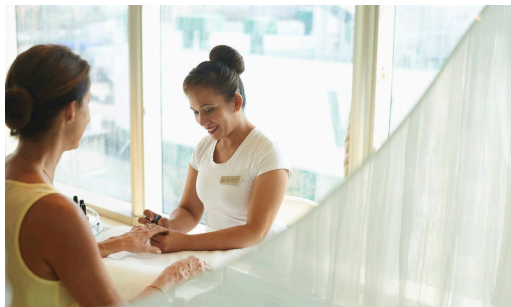
Make sure you are approachable, open and honest. Be aware of the changing demands and drive flexibility.

Investigate any HESS breach or concern consistently, and apply critical thinking to identify the root causes, so we can learn from our mistakes.

Lead by example and remember that what you do and say has a big influence on your team.

As a leader, you are responsible for making sure that:

- Your team feels confident to come to you, without fear of being in trouble
- Your team understands that blatant negligent actions will not be tolerated and that we are all accountable for reporting risks, errors and mistakes
- You are approachable, open and honest
- You recognise that mistakes are an opportunity to learn and improve
- You understand and inform your team of the line between acceptable and unacceptable behaviour
- You lead by example.



Checklist

To lead HESS, I need to understand:

- Our HESS journey and what IT means for me
- What HESS Excellence is
- My role in driving and leading HESS Excellence
- Communicate and follow the Golden Rules
- How to promote a Just and Fair ethos
- How to communicate how to live our Culture Essentials in a HESS context

Health Environment Safety Security