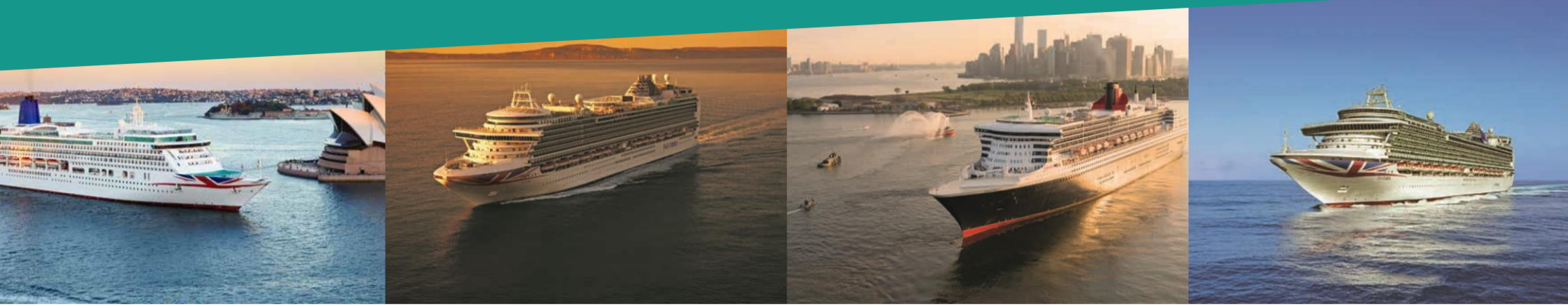


Our HESS Charter

Health, Environment, Safety and Security



Heroes of 'safe and well'



We are guardians who are leading, protecting and speaking up for our people, the environment and our brands

Our Goals

Compliance through commitment.

- Continually think about HESS and how to improve it.
- Demonstrate our HESS behaviours.
- Put HESS at the heart of our decisions and actions.
- Strive for excellence in HESS and overall compliance.

Our Behaviours

HESS leadership (ship and shore)*

I lead and promote HESS by:

- Proactively driving and leading our HESS culture.
- Putting HESS at the heart of all planning and decision making.
- Recognising and inspiring HESS behaviours in others.
- Talking openly and honestly about HESS issues knowing they will be listened to and treated fairly.
- Taking care of the health and safety of others.

Our Commitments

- To provide relevant HESS training to all colleagues.
- To report near misses and accidents to improve performance across HESS.
- To develop a just and fair culture.
- To continuously drive improvements in all areas of HESS
- To actively recognise our people as HESS Heroes.
- Championing the CUK Golden rules.

Our People (ship and shore)

I consider HESS by:

- Thinking HESS in everyday activities.
- Being vigilant and reporting hazards and near misses.
- Always 'Speaking up' about HESS issues.
- Learning from any mistakes that are made.
- Taking responsibility for HESS and inspiring others to do the same.

*See 'Leading a culture committed to HESS' guide for more information.

As the Carnival UK Executive Team, our vision is to put HESS at the heart of all decisions and actions and drive a HESS committed culture.

Josh Weinstein
CUK President

Paul Ludlow
President, P&O Cruises

Simon Palethorpe
President, Cunard

Donnacha O'Driscoll
Executive Vice President, Maritime

Jo Phillips
Chief People Officer

James Chedgey
Chief Financial Officer

Nigel Esdale
Chief Strategy and Data Officer

Chris Lees
Executive Vice President, Shared Services