



Focusing on the future

Employee guidance as we
adjust our ways of working
July 2020





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Hello,

Thank you for your support during what has been an unprecedented time of change at Carnival UK. Having to pause our operations and deal with the impacts of that has been incredibly difficult for us all. We're so proud of your professionalism and resilience as we've undertaken the painful but necessary changes to our organisation, to sustain and protect our business for the future.

As we begin our new ways of working things will feel very different and it'll take time to adapt to the changes that have been made. That's why it's really important to uphold our Core Values, working together to support Carnival UK to become more agile, more cost efficient and to ready ourselves to deliver unforgettable holiday happiness for our future Guests.

This pack features useful resources, helpful hints and top tips on working together to adapt and adjust as we navigate the coming months.

It may take time for us to find practical and productive solutions, but we'll all go through this period of learning together. Covid-19 has impacted our business, our colleagues, our Guests and the world unlike anything we've ever seen before.

Thank you once again for everything you've done and continue to do to support the business and each other.

Jo Phillips
Chief People Officer



Taking care of yourself and each other

As Heroes of Safe & Well, we're continuing to support everyone to set up a safe and healthy working environment at home. Here's a reminder of how to keep yourself fit and well and ready to work:.

- Revisit the [DSE guidance on The Insider](#) and if you have any immediate concerns, please speak with your line manager.
- If you're not feeling well, speak to your line manager. We're continuing to record sickness absences and complete return to work discussions as we have always done to make sure you get the support you need.
- Even though we're working from home, we must continue to work so that, from ship to shore, we can always be secure. For the latest Information Security information see [The Insider](#).
- Make sure you're taking regular breaks from your desk, getting fresh air and moving regularly throughout the day.
- As we adjust to new ways of working, you may experience anxiety that can have an effect on your mental health. On [The Insider](#) you find a series of resources and useful contacts if you feel that you're struggling.
- We know working remotely can present some challenges and can sometimes feel isolating, particularly as there have been significant changes to our business and our ways of working. It's normal to feel unsettled so please reach out to your line manager if you need additional support.
- The Occupational Health (OH) team is dedicated to keeping us fit and well at work. If you would benefit from additional support with any physical or mental health issues, please speak to your line manager who can refer you to the OH team.
- You also have access to Validium, our EAP (Employee Assistance Programme) who offer confidential employee support on a wide range of topics – you can call them directly on 0800 358 48 58 or +44 141 271 7179 if outside the UK. For online support join:

Validium.com/vClub
Username: Carnival
Password: Harbour

Support Resources

THE INSIDER

- [Working Form Home](#)
- [DSE Guidance](#)
- [IT Support](#)
- [IT Security](#)
- [Wellbeing](#)



- Occupational Health
- CARE Team



- [Sickness Absence](#)
- [Employee Assistance Programme](#)



- [Validium](#) (EAP provider)



Working patterns and annual leave

At Carnival UK we're champions of flexible working, building an environment of trust and encouraging teams to work together and support each other to deliver the best possible outcome for the business and our people.

As we continue to work remotely, we need to continually remind ourselves of the key principles that ensure our ways of working make sense for the individual, for their team, for other colleagues and for the business: Healthy, realistic, fair.

Is it healthy? Does the way you're working support you to stay safe and well?

Is it realistic? Will you truly be able to fulfil the demands of your role to deliver for the business?

Is it fair? Is there a negative impact on the rest of the team or the business in terms of developing good working relationships, collaboration and being better together?

Core working pattern

We've established a baseline work pattern for the business of Monday – Thursday, using TOIL to meet with the peaks in demand of cyclical activity. Establishing that as a general rhythm will ensure as many people as possible are genuinely able to reduce their working hours in line with the temporary salary reduction. As we continue to balance work and personal commitments, it's vital that we each find a work/life balance that supports personal and practical needs.

Speak to your line manager and your team if you need to adjust your working pattern.

Annual leave

To support good mental and physical health, it's really important to take time away from work. Think about how you can use your holiday to rest and recharge so that when the time is right, you're energized and ready to support our return to cruising!

You will retain your full holiday entitlement based on your full time hours. See the next page for important details on how this will be managed on MyHR Portal and actions that you need to take.

Support Resources

THE INSIDER

- [Working Form Home](#)
- [Flexible Working](#)

Ask HR

- [Flexible Working](#)
- [Annual Leave](#)

myHR portal

- Step by step guides available on [AskHR](#)

myHR portal

Making sure that myHR Portal accurately reflects the new working arrangements is a comprehensive process, and as this can only start once Collective Consultation closes, there will be a system update period from 1 - 20 July.

Your new working pattern (as agreed during your consultation meetings) will be in place by 20 July 2020 at the latest.

Annual leave in myHR Portal

As you will retain your full holiday entitlement based on your full time hours, all your existing booked annual leave or TOIL from 1 July 2020 will be removed.

We'll let you know via the Weekly Round-up when we've completed the myHR Portal system

update, and once you've received this confirmation, you can re-book any leave you had approved and plan for future leave. Your manager will have to approve all re-booked and future leave.

If you need to book any new leave between 1 - 20 July, please agree this with your manager informally and add this to myHR Portal, along with any future requests, once the system update is complete.

During the system update (between 1 - 20 July), your leave entitlement may not be visible or may be incorrect. Please review again after 20 July and raise any queries if it's incorrect.

Change of roles or line manager

If you've changed roles, teams or line manager, this will also be reflected in myHR Portal by 20 July 2020.

If you're in a new role and your salary has changed, this will be updated ahead of July payroll.

Action: Transfer Performance documents

If you're a line manager and you have a team member whose reporting line has changed, please ensure you move their Performance documents to their new manager. Head to AskHR on the Bridge for a step-by-step guide.

Support Resources



- Step by Step guides available on [AskHR](#)



Understanding the new landscape

As we continue to make adjustments to sustain and protect our business for the future, we anticipate that it will take us all a bit of time to adapt. It's likely we'll all have questions and we'll need to work together to find answers.

Here are some areas we suggest exploring and/or discussing with your line manager and colleagues. Remember, The Insider continues to be the single source of truth and the place where you'll find the latest updates so make sure you visit it on a daily basis.

- Familiarise yourself with the new organisational structure; there will be changes in roles and colleagues that will affect how you now collaborate. You can find the new organisational structure on

The Bridge > About us > Our people or through myHR Portal.

- It may be useful to complete a stakeholder map in your team so everyone is clear; this might also help you identify where you can build new relationships. Head to [The Cove](#) and the [GoodPractice](#) toolkit for support.
- Your leadership team will soon be communicating newly agreed priorities for each directorate. You may find this means your objectives need to change too. Remember to discuss these with your line manager and update your goals on myHR Portal. Use the 'Goal setting' document to help set SMART objectives.

- Despite all the changes, our environmental and ethical focus is still paramount. Remember to check the GLADIS system to complete any outstanding compliance eLearning assigned to you. [Log on here](#) using your employee ID as your username. If you've not logged on before, the default password is your DOB (DD-MM-YYYY)

The impact of Covid-19 on the world and on our business continues to change each day and we're working on how we will use Carnival House in the future. As we learn more we will keep you informed via The Insider and other business updates.

Support Resources



- [Business updates](#)
- [Covid-19 updates](#)



- [Development tools](#)
- [Stakeholder mapping](#)
- [Project Planning](#)
- [Access to GoodPractice online toolkit](#)



- [GLADIS](#)
- [Ethics and Compliance elearning](#)



Focusing on the future

We've had to make painful but necessary changes to our organisation to sustain and protect our business for the future, and we know this has been incredibly difficult for everyone involved.

As we move forward, there's a lot for us to be positive and optimistic about. We are Determined and Courageous and we have strong brands with incredibly loyal Guests that can't wait for us to start sailing again. That's why it's so important to focus on the future.

We also need to focus on being Passionate about Happiness. You'll undoubtedly experience a variety of emotions and feelings, which are perfectly natural during change. Some of us may suffer from feelings of

guilt including questions such as: 'Why not me?' Remember to look after yourselves and your colleagues and to try and help everyone keep positive.

- Be open and honest with yourself about how you feel.
- Manage your own engagement and think about how you can contribute.
- Take time to reconnect with colleagues.
- Respect the past and those who have left the business.
- Focus on the 'how & what' moving forward – it helps to look at tangible actions.

- Communicate more than you think you should.
- Start asking 'what if?' questions in 1:1s and team meetings. This is your opportunity to help your team explore positive changes.
 - "what if we do this instead?"
 - "What would be the impact if we stopped that?"
- Peoples' motivation can fluctuate. Be patient with yourself and others.

There are a wealth of wellbeing resources on The Insider. Remember to speak to your line manager if you feel you would benefit from additional support.





Teamwork: top tips

You might be starting a new role, joining a new team or taking on new responsibilities.

Here are some things to consider and discuss, individually and with your teams. Don't expect all the solutions right away, it'll take a bit of time to find the best solution:

- How well do you know everyone in the team? How can you build trust and relationships, particularly if you have a new manager or team-members?
- What's the best schedule for 1:1s and team meetings? You'll want more of these initially as you get up to speed, and these remain particularly important while we work remotely.
- How are you going to communicate as a team? Are you comfortable using tools like Zoom and Box?
- How can you clarify priorities? Our change in focus means that these may have changed and new working hours will affect them too.
- Peoples' roles and accountabilities are likely to shift – how will you clarify who does what?
- When's the best time to agree and document new goals?
- How are you going to make decisions as a team?
- Creating and sharing ideas is going to be different when working remotely – what can you put in place to make this easier?
- Sometimes it's going to be confusing or maybe frustrating. How can you support and help each other?
- What didn't work well before and how could you approach this differently?

Support Resources

THE INSIDER

- [IT & Collaboration Tools](#)
- [Leading Remote Teams](#)
- [Zoom Tutorials](#)

The Cove

- [Zoom tutorials](#)
- [Team Development](#)
- [Personal Development](#)



[GoodPractice Toolkit](#)

(access via The Insider or The Cove)

- [Team Development Tools](#)
- [Personal Development](#)



Teamwork: four key areas to consider

1. Who are we?

Taking the time to get to know each other is the first step to building trust within a team. Understanding what motivates individuals, what makes them feel proud and what strengths, ambitions and values they hold will help you to draw on each others' complimentary skills.

Questions to explore

- What strengths do you bring to the team?
- Where do you think you can learn from others?
- What is the one thing you are most admired for?
- If there was one thing you would share about who you are that would be most enlightening for your colleagues, what would it be?
- What do you value about your colleagues?

2. Where are we now & where are we going?

Having a clear team purpose and vision along with defined performance goals will ensure everyone is focused on the right activities. Managers should be prepared to give some initial direction.

Questions to explore

- When you look back in 12 months' time what do you want to feel proud about?
- What is our unique contribution to Carnival UK?
- Why does our team exist?
- What beliefs do you hold about our team?

3. How will we work together?

How your team works together is critical to its success; a high performing team will have clear ways of working where each member holds others to account. This can take the form of your agreed rules of engagement or team contract.

Questions to explore

- What would success look like for this team?
- What would you change about how the team works?
- What would make you proud to be recognised for?
- What's worked in other teams that might work in your new team?
- How will you measure your success?

4. How will we get there?

This is visualising your ideal future and making it happen. Managers should take some initial ownership by thinking about what the team can achieve. This involves understanding what you need to do, who will support you, what resources you will need and what barriers to success you might face along the way.

Questions to explore

- What is the next step you think this team needs to take?
- What resources will we need for the journey?
- What could stop the team achieving greater success?
- Who can support the team through its challenges?
- Who needs to know about this?
- How long will it take to get there?



Remembering our Core Values

Long before they were officially defined, our Core Values were evident in who we are and how we do things. By naming them and linking them with our purpose and corporate mission, they've grown even stronger, and by continuing to keep them at the heart of everything we do, they'll support us to deliver the best possible outcome for the business and our people.

Guest Obsessed - We continue to put our Guests front and centre, and work relentlessly to find ways to exceed their expectations.

Heroes of Safe & Well - We are guardians for one another, our Guests, our communities and the environment. We must have the integrity to speak up, do the right thing, and operate ethically and in compliance around the world.

Better Together - Building on the foundations of a just and fair culture we trust and support each other, developing stronger teams and better collaboration. By valuing and respecting one another's diverse perspectives we can all belong in an inclusive community.

Determined and Courageous - By being transparent, having honest conversations and encouraging positive suggestions to help us improve, we can share and learn from our mistakes and seize new opportunities.

Passionate about Happiness - Happiness matters, so let's create it together; for our Guests and the people we work with.



Our Corporate Mission - At Carnival Corporation & plc, our top priorities are to operate safely, to protect the environment, and to be in compliance everywhere we operate in the world. On this foundation, we aspire to deliver unmatched joyful vacations for our guests, always exceeding their

expectations and in doing so driving outstanding shareholder value.

We are committed to a positive and just corporate culture, based on inclusion and the power of diversity. We operate with integrity, trust and respect for

each other - seeking collaboration, candor, openness and transparency at all times. And we intend to be an exemplary corporate citizen leaving the people and the places we touch even better.



Useful Communications

Mental health and Wellbeing

The Insider - [We're trained to be mental health aware – find out who are your mental health first aiders.](#)

The Insider - [Food to boost your mood](#)

LinkedIn Learning - [How wellbeing can contribute to your productivity and success at work](#)

Mind – [Coronavirus and your mental health](#)

Mind – [five ways to wellbeing](#)

The Insider – [Sources of support](#)

Mental Health Foundation – [good mental health for all](#)

Resilience

LinkedIn Learning - [What, why and how to become resilient](#)

Psychology Today - [10 traits of emotionally resilient people](#)

Stress and anxiety

The Insider - [Supporting you through periods of pressure and stress](#)

The Insider - [Finding calm in a stressful world](#)

The Insider - [Maintaining a healthy mind in times of uncertainty](#)

LinkedIn Learning – [Managing stress for positive change](#)

Stress Management society – [from distress to de-stress](#)

Financial and other practical support

Better with Money – [Financial support webinar](#)

Money Saving Expert – [Free online budget planner](#)

Citizens Advice – [What benefits can you get](#)



Learning Resources

All of the following resources can be found on The Cove, our online learning platform.

Remote Working > for all

Homeworking in Extraordinary Circumstances

25 Minute eLearning focused on healthy homeworking.

Mental Health England Guidance - Working at home during Covid-19 Pandemic.

Guidance from Mental Health England for supporting your own (and others) mental health while working from home during this uncertain and unprecedented time.

Supporting your mental health while working from home

Top tips for supporting your mental health whilst working at home.

Remote Working > For managers

How Supportive of My Teams Am I?

This questionnaire will help you assess if you are providing sufficient support for your employees.

Cove Category: Core > self mastery

Core: Personal Resilience and Well-being Resources

This learning path offers various resources, tools and activities related to developing your own personal wellbeing. You may elect to work through this pathway in any order and complete as much as required for your development.

People Centric: Improve & Innovate

Advance: Managing Change E-learning

Advance: Managing Change Learning Resources

Cove Category: Advance > People Centric: Engage & Empower

Resilience and Wellbeing Resources for Leaders

Everyone wants to perform well when the pressure's on, but it can be tough. If you can build your resilience, you'll have an easier time facing new challenges and earn a valuable skill to offer employers.

Cove Category: Advance > Self Mastery

Financial Planning and Wellbeing

Online tools and information to support financial planning and security during times of change.



Actions checklist

- Revisit the DSE guidance and make sure your working environment and schedule protects your physical and mental well-being. If you have any immediate concerns, please speak with your line manager.
- We've established a baseline work pattern for the business of Monday – Thursday, using TOIL to meet with the peaks in demand of cyclical activity. Speak to your manager if you need to work flexibly around this pattern.
- You'll retain your annual leave entitlement. All annual leave or TOIL from 1 July 2020 will be removed. Once you receive confirmation that your new work schedule is updated on myHR Portal, you can re-book any leave you had approved and any future leave. Your manager will have to approve this again.
- Keep up to date with business communications on The Insider.
- Familiarise yourself with the new organisational structure on the Bridge and think about what this means for you.
- Work with your team to establish priorities and define how you'll work together.
- Agree new goals with your manager and update in myHR Portal.
- Make sure your ethics and compliance training is up to date
- Support each other if anyone finds it difficult and be honest with others about how you're feeling.

Additional actions for line managers

- If you have a team member whose reporting line has changed, please ensure you move their Performance documents in myHR Portal to their new manager. Head to AskHR for a step-by-step guide.
- Support your team to work through what these changes mean to them and to agree new ways of working.
- Revisit and re-set team and individual goals to ensure they're realistic. These should be updated on myHR Portal.
- Make sure everyone can use the collaboration tools like Zoom and Box effectively.
- Keep in touch with your team; establish 1:1 and team meeting schedules .