

END OF YEAR CONVERSATIONS 2020

CONVERSATIONS 2 & 3: FOCUSING FORWARD TO 2021 AND DEVELOPMENT PLANNING EMPLOYEE GUIDE

To achieve our shared goals of successfully returning to service and continuing with compliant, environmentally sound and safe operations, we're going to need to be open to new ideas, be prepared to make some bold decisions and above all, work together as one team.

We're confident about our company's future as bookings remain strong and our Guests eagerly anticipate our return. This, coupled with the funding Carnival Corporation has already secured, gives us the freedom to return to service when the time is right to do so.

To set ourselves up for success in 2021, we need you to focus forward and start thinking about your goals for the year ahead. Talk openly with your manager about development needs and aspirations to ensure you have the support and focus to be the best you can be in 2021.

The purpose of this guide is to help you plan for these important conversations.

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I. Overview

Goals are essential for all of us; they are the reason 'why' and help us to focus on what matters and prioritise our activity. Discussing and agreeing goals with your manager is important to help you understand how your role contributes to Carnival UK's overall goals. Through quality conversations with your manager about your goals, aspirations and development needs we can support you to be the best you can be for the year ahead.

Along with all the other brands in the Corporation we're being asked to embed our Culture Essentials, which are clear behaviours for both our shoreside and fleet colleagues, that every brand in our Carnival family will champion so we can build an even stronger culture, together. Our Culture Essentials are the link between the Carnival Corporation Vision Statement and the core values within each of our brands.

CONVERSATIONS 2 & 3: GOAL SETTING AND DEVELOPMENT PLANNING

In 2021, the Culture Essentials will feature in different aspects of our employee experience (recruitment, development, recognition, etc.) and will become how we evaluate individual behaviour in performance conversations moving forward. The behaviours overlap significantly with our Carnival UK Core Values, both in purpose and sentiment, and so our Culture Essentials **will replace the core values** in our communications, people approaches and associated systems and processes.

II. Purpose & timings of conversations 2 & 3

As per the guide for Conversation 1, your manager will start to schedule in time for the next two conversations. Make sure you set time aside to prepare for each one to get the most out of the time. The purpose of this guide is to support you in preparing for the next two conversations over the coming months;

- **Conversation 2 - Focusing forward to 2021** - to set goals for 2021 and start identifying development for the year ahead (7 December – 24 December)
- **Conversation 3 - Agreeing clear development goals** – to discuss development & career aspirations in more detail and create development goals (4-29 January)

If you are currently on sabbatical leave or furlough then your manager will schedule these conversations for when you return.

Overview of timescales



III. Conversation 2: Focusing forward to 2021

Organisational Goals

As pictured in the timescales above, you should have been invited to our business update on 10 December in which our organisational goals for 2021 will be shared.

Goal setting for 2021

As we come to the start of a new year, we need to set ourselves up for success by ensuring we all have clarity on what's expected from us through discussing and setting clear and relevant goals. This conversation is to focus ahead to 2021 to identify and agree goals with your manager. Goal setting helps us all to have a shared vision and understanding of how our individual goals contribute to Carnival UK's goals for the year ahead.

How to prepare

You are responsible for setting your goals so put time aside to prepare for the conversation and enter your agreed goals in myHR portal, before your meeting, to share with your manager. Here are some goal setting tips to help you prepare for conversation 2;

- Performance goals should focus on significant pieces of work, a change or activity over the year ahead
- Simplify goals by limiting the number of goals (3 or 4) and ensuring they are SMART (Specific, Measurable, Achievable, Realistic and Time-bound). You can find tips on how to do this [here](#).
- Think about behaviours and development that might be needed to achieve your goals (i.e. how are you going to get there?). These can be recorded in the success criteria of your performance goals.
- In view of the ever changing landscape we're working in at the moment, it makes sense to focus principally on setting short term goals (quarterly). These can be reviewed and adjusted at least quarterly and more frequently if needed, to ensure they stay relevant and realistic. Some people may also have clarity on longer term goals too; if that's the case it's useful to ensure that quarterly milestones are set up against those long term goals to ensure you're clear on what you're measuring through the year.
- Keep myHR portal updated on your goal progress throughout the year to identify achievements and maintain focus
- Link performance goals to business goals to demonstrate how your individual goals contribute to the bigger picture
- Think about how your performance goals contribute to your learning, development and progression
- When agreeing goals, it's natural to start talking about what development you might need to support you to deliver them. Have a brief discussion, note down any ideas and then you can discuss them in more detail in conversation 3.

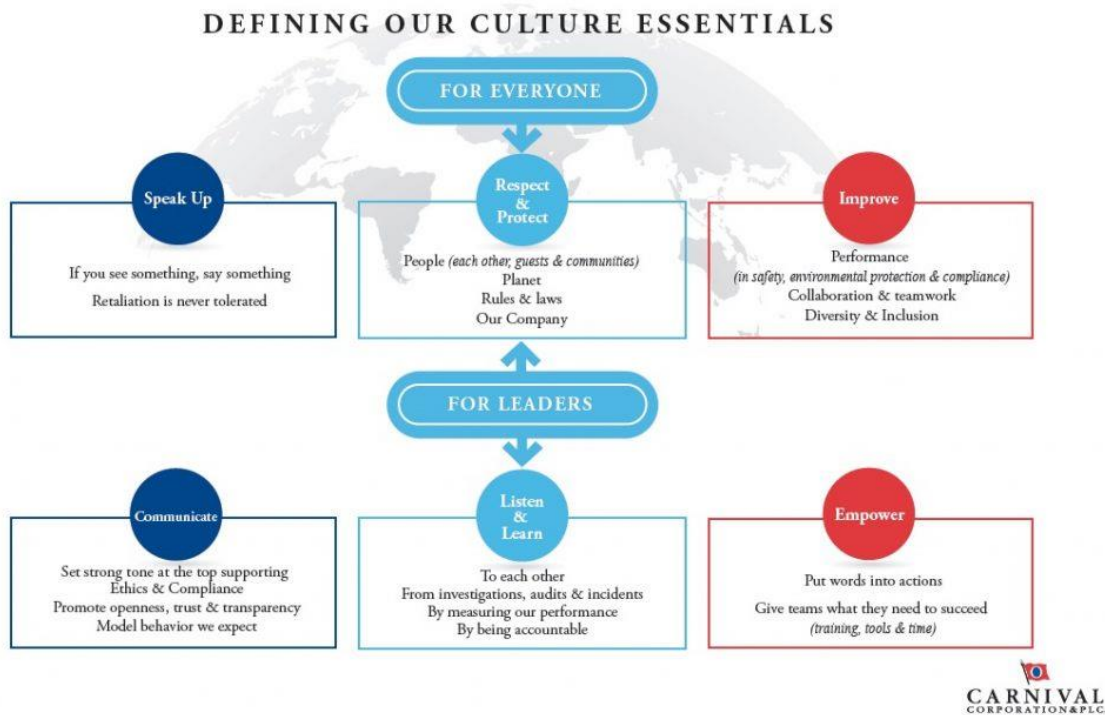
Inputting goals on the portal

Once agreed, you'll need to add your goals to myHR portal and share with your manager to submit. Information to support you navigating the portal is available [here](#).

Future expectations around behavioural performance

CONVERSATIONS 2 & 3: GOAL SETTING AND DEVELOPMENT PLANNING

As outlined earlier in this document, for 2021 we'll be adapting our performance framework and updating our systems to reflect the Culture Essentials. In addition to the delivery of your goals, you'll be assessed against these as the measure of how you do what you do. To support you, we're [providing examples](#) of the types of behaviours that drive the right culture and some examples that can stand in the way of people being the best they can be. Start to think about how you operate and set development goals that grow and shape the right behaviours. We'll continue to support you in this development, so look out for further information and tools.



These key actions and behaviours will replace the Core Values as the behavioural competencies we measure as part of our performance management framework.

IV. Conversation 3: Development planning

We want every colleague to be brilliant at what they do

In 2020, we've all learned new skills and ways of doing things. As we re-emerge into a world that looks a little different, it's time to build on that and focus on our future.

We know it can be tricky to know where to start, that's why we're making it easy, with the My Best Me online development toolkit.

We know that not everyone wants a development plan and while we're not saying that everyone must have development goals, we do expect a conversation to take place even if it just focusses on what knowledge and skills you'll need to develop to deliver your 2021 goals.

What's My Best Me?

CONVERSATIONS 2 & 3: GOAL SETTING AND DEVELOPMENT PLANNING

My Best Me makes planning and developing yourself easier than ever. Hosted on *The Cove* and underpinned by our Culture Essentials, you'll find:

- A quiz to help identify your strengths and development areas
- A simple five step development planning guide
- Handpicked content
- Reflection templates to encourage action and
- Conversation starters to help you keep track in your 1:1s

What's next?

Before conversation 3:

- 1) Take the quiz on [My Best Me](#). There are two levels, 'colleague' and 'people manager' so be sure to select the right one. You should also familiarise yourself with this information.
- 2) Now, together discuss and agree:
 - What are the top three development goals you'd like to achieve? These goals could be linked to your objectives, or your career aspirations.
 - How will you achieve each goal?
 - How will you know when you've been successful?
 - When would you like to achieve each goal by?
 - How often will you review progress?

After the conversation

- 3) Record your development goals on [myHR portal](#).

Where to find My Best Me

Log onto [The Cove](#), click on Library > My Best Me. There are two levels, 'colleague' and 'people manager' so be sure to select the right one.

VI. Resources

- [How to Set SMART Goals](#)
- [Golden Rules of Goal Setting](#)
- [Setting Goals and Objective](#)