

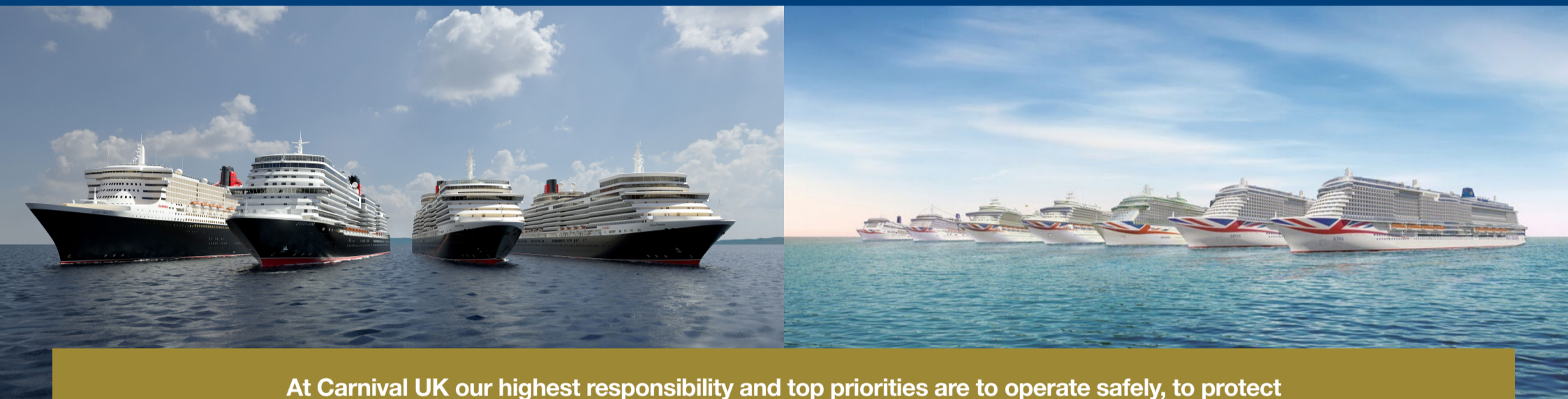


HEROES of 'safe and well'

HESS excellence through Culture Essentials

Our HESS Charter

Health, Environment, Safety and Security



At Carnival UK our highest responsibility and top priorities are to operate safely, to protect the environment and to be in compliance everywhere we operate in the world.

Our Goals

HESS: Compliance through commitment

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

Our Actions

HESS Leadership (ship and shore)*

I lead and promote HESS by:

- Championing the Culture Essentials and the Golden Rules
- Proactively driving and leading a culture committed to HESS
- Putting HESS at the heart of all planning and decision making
- Recognising and empowering excellence in HESS 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 just and fair principals
- To continuously drive improvements in all areas of HESS
- To actively recognize our people as HESS Heroes.

Our People (ship and shore)

I consider HESS by:

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

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

Paul Ludlow
P&O Cruises and
Carnival UK President

Chris Lees
Chief Experience Officer

Donnacha O'Driscoll
Executive Vice President,
Maritime and Sustainability

James Chedghey
Chief Finance Officer

Jo Phillips
Chief People Officer

Katie McAlister
Cunard President

Health Environment Safety Security