

## CREW

At Silversea, professional and respectful communication with Guests and colleagues is crucial.

Our communication policy sets out Silversea standards for all forms of communication with Guests, contractors, visitors and colleagues.



### General

- It is essential to communicate effectively. We think carefully in order to choose the best form of communication for our message
- We have the use of the crew TV channel and Time and Attendance messaging to communicate with all crew onboard
- We are mindful of paper use and consider all options before printing a message
- We consider who should be included in our communication and include relevant people
- We communicate honestly with colleagues
- We praise and encourage our colleagues
- We actively listen, pay attention to messages given and act upon communication received where required
- Crew onboard follow the chain of command and onboard procedures with regards to communication
- Crew onboard communicate with onboard Management regarding scheduling queries and do not contact the Crewing Team directly

### Crew area notices, notice boards and Posters

- Notice boards are kept up to date and any old documents removed. Notice boards are always audit compliant
- Sometimes 'less is more' when it comes to posters i.e. if we have too many or print the same message multiple times, it can become less visible
- It is recommended to have separate noticeboards for:
  - Crew Welfare
  - Policies and procedures
  - Safety
  - Security
  - Medical
  - Finance / Senior Accountant
- We do not to duplicate printed messages unnecessarily
- Our crew noticeboards display the most recent Crew Welfare Meeting minutes, current 'What's on' Schedule, Benefit Grid and any shore leave requirements for the voyage
- Itinerary information is available to crew upon request
- Posters for regular crew events are laminated and re-used

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- AWARE hotline posters are displayed in the crew area
- Service Excellence posters are displayed in the crew area
- Any crew area posters or printed communication created onboard is professional, polite and written in correct English (preferably following the Silversea Brand Guidelines and colours).
- We are mindful of the use of paper when printing communication; where possible, documents are laminated and re-used

**Telephone Etiquette:**

Those responsible for answering external telephone calls or calls from guests, follow our telephone etiquette guidelines consistently:

1. Every phone call is answered after no more than three rings.
2. We always answer by giving the following information:
  - Time of the day (good morning, good afternoon, good evening).
  - Guest's name (when the system display allows it).
  - Location (e.g. Reception).
  - Your first name (e.g. This is Robert).
  - "How may I be of service" or "How may I assist you".
3. We listen carefully
4. We always hang up the telephone after the guest hangs up
5. At the end of a guest call, we always offer additional service by asking: "Is there anything else I can assist you with?"

When answering internal calls, and calls from colleagues, we always:

- Answer appropriately
- Identify ourselves
- Listen to the caller
- Give an appropriate ending to the call

We do not use speaker phone with others in the room unless the caller is aware and in agreement.

We never record calls without the caller's permission.

When calling crew cabins, we consider the time of day and the resting hours of our colleagues.

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### Verbal communication

- English is the official language on our vessels. We speak in English in guest areas at all times unless interacting with guests in another language (as per the guest preference)
- In the workplace and for work purposes we must always use English (including offices and non-guest area work places)
- In crew areas, and off-duty, we may speak another language with colleagues. However, we are always mindful of colleagues who do not speak the same language; we ensure that all colleagues feel included
- We always politely greet our guests and colleagues
- We speak with a confident and engaging voice; keeping an appropriate volume, modulation, tone and pace
- We never shout at colleagues or guests (unless there is an emergency situation requiring a raised voice for the recipient to hear an important message)
- We use appropriate words for the audience we are communicating with
- We do not expect guests (or new crew) to know ship terminology, Silversea terms or abbreviations used in our business
- We never record conversations without permission
- At Silversea, we have specific terminology to be used with guests:

What we say at Silversea	What we do not say at Silversea
Guest	Passenger
Welcome on board!	Hi...Glad you're here...
Madam / Sir / Ladies & Gentlemen	Mam...Mister...Folks...
Good morning / afternoon / evening	Hi...Hello...Ciao...
How may I assist you/be of service?	Can I help you?
Please allow me. I will ensure it is done	I'll take care....I'll get right on it...
Certainly / My pleasure / I would be glad to	OK...Sure...No problem...
I beg your pardon	What? Come again...
An excellent choice.	Good idea...Nice pick...
Have a wonderful day!	Have a good one...
Have a pleasant journey home!	Bye...See you...
Veranda	Balcony
Guest Suite	Passenger Cabin / Stateroom

## Body Language

Our body language delivers a strong message. When interacting with guests, we must ensure:

- We smile
- We have a relaxed, approachable, professional posture
- We remember that guests come first; we move out of the guest's way, hold doors open for them and offer to assist them if required

We follow the below tips:

- **Have a genuine smile.** We can all have a genuine smile if we think of something happy. Smile at your colleagues, smile at our guests and spread the smile!
- **Lean in slightly when someone is speaking.** This shows that we are paying attention to our guests and actively listening. However, we don't get too close; ensuring that the guest is comfortable
- **Don't cross your arms;** crossing your arms can come across as defensive and unwelcoming. Practice hanging your arms comfortably at your side or bringing your hands together in front of you.
- **Keep control of your hand gestures.** It is good to emphasise words with your hands but too many hand gestures can come across as intimidating. Be aware of touching your face when speaking with guests; touching your face often when speaking can indicate that you are not being truthful.
- **Use appropriate eye contact.** Appropriate eye contact shows that you are paying attention to the guest and that you are engaged in the conversation. Keep your head up and look the person who you are having a conversation with in the eyes both when they are talking to you and when you are talking to them. However, don't stare at them; blink as normal and take your gaze away occasionally.
- **Nod your head where appropriate:** You can show empathy and show you are really listening with simple actions of agreement like nodding. This shows that you are listening and agreeing or empathizing with the guest.
- **Take notes if required.** Taking notes lets others know that you value what they are saying and that you are engaged in the conversation.
- **Ensure you do not come across as bored, frustrated or disinterested.** Checking your watch, fidgeting, looking at the ground, tapping things; all of these actions can make you look bored or frustrated. Ultimately, this comes across as rudeness.

## Professional Email Etiquette

It goes without saying that we write professional emails in **English** using **regular fonts** and **standard colours** e.g. shades of black, dark blue potentially highlighting words or sections with another colour.

**We think before sending** an email – is this better communicated verbally?

We follow the below rules:

- We are **complete** – ensure all relevant information is included in your email. Ensure all relevant recipients are included on the email. Ensure that the email has an appropriate subject.
- We are **correct**; use full sentences and ensure there are no grammatical errors in your email (you can use grammarly). Use punctuation appropriately – capital letters and exclamation marks usually indicate shouting and may not be appropriate. You never need more than one exclamation mark
- We are **concise** – use as few words as possible whilst ensuring that your email is complete and correct
- We **consider** our recipients' interpretation of our message; how will they feel when they read it? Is it necessary? Is it factual? Is it constructive? Is it professional?
- We ensure **clarity** in your message – is it clear?
- We are **courteous** i.e. address the email appropriately depending on the content e.g. dear xxx, end the email appropriately and always use the Silversea Standard email signatures

**We never send emails when we are feeling angry or emotional.** We stop and think, take time to consider what we really want to say; maybe walk away from the computer for a while.

There is **no need to 'reply all'** when sending acknowledgement of receipt or a 'thank you' response unless the original email asks you to do so.

**We do not forward** emails unless appropriate to do so.

We remember to keep communication **confidential** where necessary.

When replying to or forwarding emails, we remember to **delete email chains** if the recipient is not required to read them.

We ensure that **relevant emails are kept** for our handover as required.

We ensure that messages intended to be passed on to others are **passed on in an effective manner**.

## Corporate Communication

The onboard team are provided with some tools to ensure that relevant documents and messages are communicated to the appropriate corporate team members.

We must ensure that the "Who appraises Whom" document is followed as well as the guidance on who receives documents related to crew performance and conduct onboard. The HR Manual does outline who should be informed in certain circumstances.

The Corporate Management team require communication from onboard Management and HR Managers relating to:

- Formal Warnings
- Dismissals / Terminations
- Resignations
- Medical Debarks
- Compassionate Leave / Work Breaks
- Appraisals as per the who appraises whom
- Performance matters including underperformance and high performers

The Corporate Management Team will support onboard Management to implement our policies and procedures in relation to our crew.

It is best practice for onboard Management to keep in direct contact with their corporate manager throughout their contract.

## Confidential or Sensitive Matters

There are some matters onboard which are deemed confidential or sensitive so of course require sensitivity and professionalism when it comes to communication.

However, it is important to communicate serious situations to corporate management where relevant even if names are left out of communication.

If there is a sensitive matter or serious investigation taking place onboard, the vessels DPA must be informed at the earliest opportunity.

The DPA must be in copy on any communication with Royal Caribbean Safety, Security and Environmental team.

Examples include:

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- cases of potential criminal activity
- potential serious breaches of MLC
- cases involving Senior Officers
- serious and / or complex allegations against crew members or guests
- serious matters relating to safety, security and / or the environment
- matters that could be picked up by the press

manager throughout their contract.

## Social Media

Social Media is an excellent tool for sharing positive updates on life at sea including photos of the amazing places that we travel to.

However, the use of social media must come with some appropriate boundaries:

- Whether we are onboard or not, as Silversea employees, we still represent Silversea
- We must ensure to remain professional and courteous on social media and never bring Silversea into disrepute
- We are positive about Silversea, our crew, our guests and our competitors
- We do not share photographs, information or opinions off our fellow crew, colleagues or guests on social media without their permission
- We do not 'add' guests on social media
- We do not share anything on social media that we would not want our guests to see
- We remember that social media posts can be shared and re-shared