

## Crew Member Evaluation

<b>Employee</b> 99-51874 FABRIS EMILIO CRUISE DIRECTOR	<b>Evaluation Data</b> <b>Number 24467135</b> Evaluation Type    INTERMEDIATE From Date            19/08/2017 To Date                30/09/2017	Evaluation Form    CRUISE DIRECTOR Status                Shared with Employee Reason                EVALUATOR'S SIGN OFF
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<b>Employee</b> Seniority in the Company (years)    14 Seniority in the Position (n° of contracts)    12 Birth: 31/07/1959 at TEOLO	<b>Evaluation Data</b> Evaluation Date    29/09/2017 Approval Date    25/09/2017 Fiscal Year        2017	<b>Contract</b> Contract Start    19/08/2017 Contract End     06/11/2017 Company            CSCS
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<b>Evaluator</b> GRAHAM ANDREW HOTEL DIRECTOR 79-11045	<b>Approver</b> HOTEL DIRECTOR	<b>Embark/Disembark Data</b> SERENA - 19/08/17 - KAGOSHIMA SERENA - 06/11/17 - KAGOSHIMA
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ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
<b>CHANGE</b>	<ul style="list-style-type: none"> <li>• Adjusts to changing circumstances, and encourages others to adapt appropriately</li> <li>• Has an optimistic outlook and supports team and individuals to face challenging tasks</li> <li>• Initiates and supports change initiatives in his/her area, motivating the change implementation</li> <li>• Remains objective and focused on work, demonstrating composure, even when under pressure or facing uncertainty</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>CONTINUOUS IMPROVEMENT</b>	<ul style="list-style-type: none"> <li>• Regularly follows the Company training &amp; development activities and shows commitment to grow, being aware of the importance to be a role model for the collaborators</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>COOPERATION</b>	<ul style="list-style-type: none"> <li>• Communicates clearly and effectively while being open to other's point of view</li> <li>• Encourages others to think of themselves as colleagues, promoting cooperation</li> <li>• Facilitates team spirit and supports interaction in diverse teams</li> <li>• Has a personal network and helps others to do the same</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Entrepreneurial spirit</b>	<ul style="list-style-type: none"> <li>• Adopts the Company strategy and translates departmental goals into tasks for the team</li> <li>• Demonstrates and shares knowledge of the business environment in which the organization operates</li> <li>• Prioritizes and assigns resources reasonably, considering the economic impact of decisions and actions</li> <li>• Takes into account cross-functional factors that are not immediately linked to his/her working area</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>ETHICS</b>	<ul style="list-style-type: none"> <li>• Acts in a respectful manner and treats people equally</li> <li>• Adopts an ethical approach in line with Company values</li> <li>• Always complies with Code of Business Conduct &amp; Ethics and Corporation standards</li> <li>• Creates an environment of trust and lives an open feedback culture</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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**Employee**

99-51874  
FABRIS EMILIO  
CRUISE DIRECTOR

**Evaluation Data**

Number **24467135**  
Evaluation Type **INTERMEDIATE**  
From Date **19/08/2017**  
To Date **30/09/2017**

**Evaluation Form**

**CRUISE DIRECTOR**  
Status **Shared with Employee**  
Reason **EVALUATOR'S SIGN OFF**

ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
<b>H.E.S.S.</b>	<ul style="list-style-type: none"> <li>Creates a transparent culture where people are trusted and listened to in terms of safety reporting</li> <li>Has a deep knowledge of H.E.S.S. standards and ensures his/her collaborators understand the full impact of their safety behavior on colleagues and guests</li> <li>Is able to fulfill his/her safety duty in its entirety</li> <li>Never compromises on safety, both shipboard and shoreside, being a safety leader</li> <li>Promotes and supports the open H.E.S.S. culture in his/her team and with other departments</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>INNOVATION 2015</b>	<ul style="list-style-type: none"> <li>Assures that the team has time to work on innovations and enhancements</li> <li>Initiates and contributes to innovation and concepts, linking them to measurable business results</li> <li>Promotes and facilitates continuous innovation and transfers ideas to the management</li> <li>Shares information and encourages others to do so to support innovation</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
<b>LEADING &amp; DEVELOPING PEOPLE</b>	<ul style="list-style-type: none"> <li>Delegates to and empowers people, creating commitment, whilst maintaining responsibility</li> <li>Identifies talents and works on individuals and teams strengths and potentials</li> <li>Is engaged, lives the brand and is coherent and adaptable when leading the team</li> <li>Shares targets and provides direction, keeping the team focused on tasks</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>PERFORMANCE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Defines clear objectives, gives regular feedback and sets the evaluation interview underlining strong points and areas of improvement, while showing the path to follow for the future development</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>RESULT ORIENTATION</b>	<ul style="list-style-type: none"> <li>Challenges him/herself and others to exceed targets by guiding the team with a solution oriented approach</li> <li>Organizes and controls the area of responsibility anticipating potential changes and risks</li> <li>Organizes his/her and others time effectively and ensures that realistic timescales are respected</li> <li>Takes responsibility for his/her decisions and actions, as well as those of the team, encouraging team members to do so</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>SERVICE &amp; QUALITY</b>	<ul style="list-style-type: none"> <li>Consistently acts as a role model of service culture with colleagues and externally</li> <li>Controls and adjusts the relevant standards of service in his/her department, applying appropriate measures</li> <li>Ensures that individuals and the team are always ambassadors of the brand reputation in everything they do</li> <li>Exceeds service quality in his/her department, assuring the achievement of high service satisfaction</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>ROLE SPECIFICS CRUISE DIRECTOR</b>	<ul style="list-style-type: none"> <li>Carries out public relations with Guests of various nationalities in order to constantly monitor their level of satisfaction and solve possible complaints respecting Company standards</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

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From Date	19/08/2017	Reason	EVALUATOR'S SIGN OFF
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ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
<b>ROLE SPECIFICS CRUISE DIRECTOR</b>	<ul style="list-style-type: none"> <li>• Gives promotional support to the Excursion Department, in collaboration with the Tour Manager, in order to maximize revenue opportunities</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>• Is responsible for the onboard communication and the creation of the cruise program in order to make sure basic information are conveyed to the Guests in an efficient and adequate way, in accordance with Company standards</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>• Organizes events such as conferences, meetings and special requests from groups, coordinating the technical/entertainment personnel, in order to provide an excellent product in compliance with Company standards</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>• Plans the entertainment activities and various official events and personally presents some of these activities in accordance with the Product Plan</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	<ul style="list-style-type: none"> <li>• Supervises and modifies entertainment activities in order to achieve the expected results and verify the level of appreciation of the Guest making the necessary adjustments in compliance with Company standards and the relevant shore-side Office</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>• Supervises first embarkation, final disembarkation of Guests and excursions dispatch in collaboration with the Tour Manager, in order to make sure that Guests are welcomed, followed and supported according to Company standards</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>• Supervises the use, consumption and cost of entertainment materials and supplies in order to respect the seasonal budget, in accordance with Company instructions</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

### Development Section

<b>Repositioning</b>	<b>X Stability</b>	<b>Growth</b>
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EVALUATOR'S SIGN OFF

Approver's Comments

Evaluator's Comments

HOTEL DIRECTOR - Emilio has adapted to the Costa China brand very well, shows commitment in getting the job done. He is flexible and puts revenue first along with the entertainment business to ensure that both revenue and guest satisfaction are high achieving. He has years of experience which shows and nothing flusters him.

HOTEL DIRECTOR - Emilio has adapted to the Costa China brand very well, shows commitment in getting the job done. He is flexible and puts revenue first along with the entertainment business to ensure that both revenue and guest satisfaction are high achieving. He has years of experience which shows and nothing flusters him. His Language skills are as follows: French / German / Spanish & Russian being C1 Portuguese B2. Therefore I believe best suited in Europe.

Employee's Comments

Cm doesn't agree

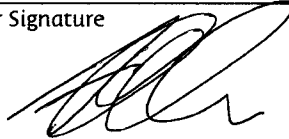
Evaluation Meeting

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Approver Signature

X

Evaluator Signature



Employee Signature

