

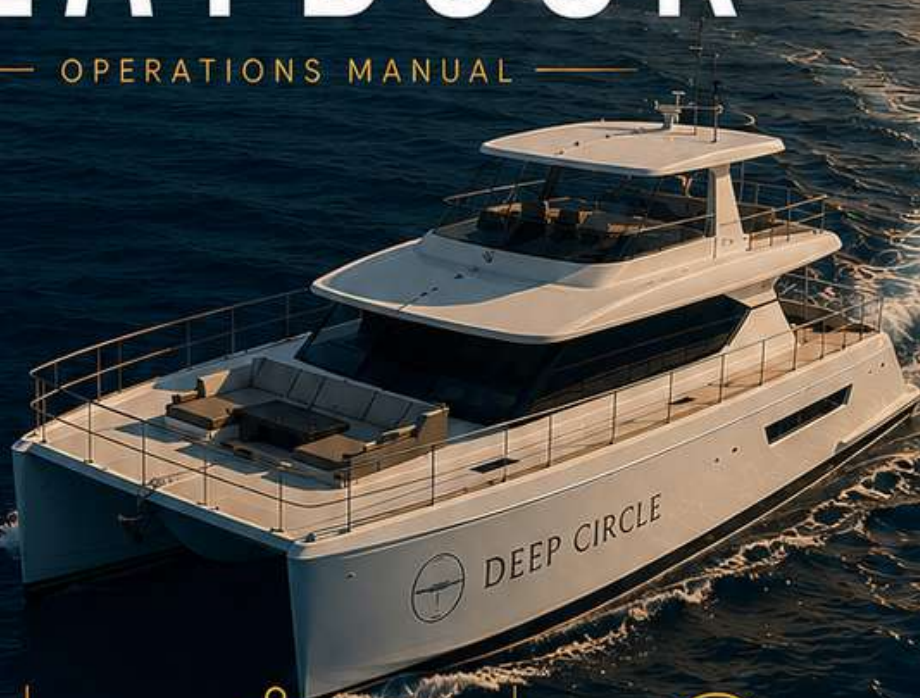


DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

PLAYBOOK

OPERATIONS MANUAL



SAFETY FIRST

Every decision.
Every detail.



HOSPITALITY ALWAYS

Anticipate. Care.
Exceed expectations.



NO STRESS. NO RUSH. JUST OCEAN.

Stay calm. Stay focused.
Lead with purpose.

ONE TEAM. ONE STANDARD. EXTRAORDINARY EXPERIENCES.



DEEP CIRCLE



PRIVATE OCEAN EXPERIENCES

NO STRESS.
NO RUSH.
JUST OCEAN.



DEEP CIRCLE



PRIVATE OCEAN EXPERIENCES

PLAYBOOK

MASTER EDITION

OPERATIONS MANUAL



© 2026 DEEP CIRCLE

All rights reserved.

Confidential Internal Publication



FOUNDER & AUTHOR

Enrique Pisani

Created with over 20 years of international experience
in luxury hospitality, diving and marine operations.



SAFETY
FIRST



PROFESSIONALISM
ALWAYS



COMFORT
OBSESSED



ATTENTION
TO DETAIL



INVITING
ATMOSPHERE



NO STRESS. NO RUSH. JUST OCEAN.

COPYRIGHT & LEGAL NOTICE

© 2026 ENRIQUE PISANI
ALL RIGHTS RESERVED.

This publication, including but not limited to its concepts, methodologies, operational systems, Standard Operating Procedures (SOPs), service standards, workflows, training materials, texts, graphics, illustrations, visual identity, layouts, and overall design, is protected by international copyright and intellectual property laws.

No part of this publication may be reproduced, copied, distributed, translated, adapted, stored in a retrieval system, transmitted, published, or used for commercial purposes, in whole or in part, by any means—electronic, mechanical, digital, photographic, recording, or otherwise—without the prior written permission of the author.



INTELLECTUAL PROPERTY

Deep Circle® and its operational philosophy, management systems, service standards, training framework, visual identity, brand assets, operational methodologies, and all associated materials contained within this publication constitute proprietary intellectual property created and developed by Enrique Pisani.

The concepts presented in this manual are intended exclusively for authorized organizations, partners, and licensed operators.

Unauthorized reproduction, modification, commercial exploitation, redistribution, or creation of derivative works is strictly prohibited.

FIRST EDITION

2026

DOMINICAN REPUBLIC



AUTHOR

Enrique Pisani

FOUNDER & DIRECTOR

Deep Circle – Private Ocean Experiences

FOUNDER

Travelixir

Luxury & Experiential Travel

International Hospitality & Diving Operations Consultant

“Excellence is invisible. Our standards make it visible.”



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

TABLE OF CONTENTS

- 2 COPYRIGHT & LEGAL NOTICE
- 3 TABLE OF CONTENTS

1 SECTION 1 THE DEEP CIRCLE PHILOSOPHY 5-9

- 5 Who We Are
- 6 Why We Exist
- 7 Our Philosophy
- 8 Our Core Values
- 9 The Guest First

2 SECTION 2 GUEST EXPERIENCE EXCELLENCE 10-28

- 10 The Question
- 11 The Guest Journey
- 12 Before Arrival
- 13 Arrival Experience
- 14 The Deep Circle Welcome
- 15 Onboard Experience
- 17 The Diving Experience
- 19 Surface Interval Experience
- 21 Return & Farewell
- 23 The Deep Circle Experience Formula
- 25 Hospitality Standards
- 27 Signature Standards

3 SECTION 3 BOAT OPERATIONS 29-42

- 29 Boat Operations
- 30 Boat Preparation Standards
- 34 Boat Inspection Checklist
- 38 Equipment Standards
- 42 Documentation

4 SECTION 4 DIVING OPERATIONS STANDARDS 43-75

- 43 Diving Operations Standards
- 44 Dive Planning
- 46 Dive Briefings
- 49 Team Procedures
- 51 Communication
- 53 Risk Awareness
- 56 Emergency Procedures
- 62 Dive Leadership
- 67 The Deep Circle Dive Leader
- 71 The Deep Circle Dive Standard

5 SECTION 5 SAFETY & RISK MANAGEMENT 76-94

- 76 Safety Philosophy
- 78 Dynamic Risk Assessment
- 80 Risk Control
- 82 Incident Reporting
- 84 Permit to Work
- 86 Emergency Response
- 90 Job Safety Analysis
- 92 Safety Meetings

6 SECTION 6 LEADERSHIP, TEAM CULTURE & BRAND STANDARDS 95-100

- 95 Leadership by Example
- 96 Brand Representation
- 97 Team Culture & Internal Communication
- 99 Legacy & Expansion Mindset

7 SECTION 7 THE DEEP CIRCLE LEGACY 101

EPILOGUE 102

8 ABOUT THE AUTHOR 103





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 1

WHO WE ARE

We do not sell dives.

We do not sell boats.

We create meaningful
ocean experiences.



SAFETY



HOSPITALITY



PROFESSIONALISM



OCEAN RESPECT

NO STRESS. NO RUSH. JUST OCEAN.



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 1

WHO WE ARE

WHY WE EXIST

NO STRESS. NO RUSH. JUST OCEAN.

Deep Circle was created to deliver private ocean experiences combining luxury hospitality, professional diving operations and uncompromising safety.

We believe the ocean should be experienced differently.



Not rushed.



Not crowded.



Not transactional.

Every experience should feel personal, safe and memorable.

Whether guests join us for a private dive trip, a luxury yacht day, a training program or a sunset cruise, our mission remains the same:

To create meaningful connections
between people and the ocean.



EVERY JOURNEY
HAS PURPOSE.



EVERY MOMENT
MATTERS.



EVERY EXPERIENCE
INSPIRES.

1.1



OUR PHILOSOPHY

We do not sell dives.

We do not sell boats.

We do not sell excursions.

We create experiences.

THE DEEP CIRCLE EXPERIENCE

Every guest should feel:



WELCOME

From the
first message.



COMFORTABLE

Throughout the
entire experience.



SAFE

At
all times.



VALUED

As an
individual.
Not as a
booking number.



INSPIRED

By the
ocean.





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 1

WHO WE ARE

OUR CORE VALUES

THE PRINCIPLES THAT GUIDE EVERYTHING WE DO



SAFETY FIRST

No experience
is worth
compromising safety.



HOSPITALITY ALWAYS

Technical excellence
alone is not enough.
Exceptional
service matters.



ATTENTION TO DETAIL

Luxury is found
in small details.
They create
unforgettable
memories.



PROFESSIONALISM

We remain calm.
Prepared.
Reliable.
Consistent.



OCEAN RESPECT

Protect what
we love.
Leave only
bubbles.



RESPECT THE OCEAN. LIVE THE EXPERIENCE.

1.3



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 1

WHO WE ARE

THE GUEST FIRST PRINCIPLE

One of the most important standards
within Deep Circle.

WHENEVER POSSIBLE:
Guests first. Crew second.

1



BOARDING THE VESSEL

Guests board first.
Crew assists.

2



LEAVING THE VESSEL

Guests disembark
first.
Crew assists.

3



ENTERING THE WATER

Guide enters first.
Guests follow.

4



EXITING THE WATER

Guests exit first.
Guide exits last.

5



EQUIPMENT HANDLING

Whenever possible:
Guests enjoy the
experience.
Crew handles
the logistics.



OUR PRIORITY IS SIMPLE:
CREATE A SEAMLESS EXPERIENCE FROM START TO FINISH.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 1

WHO WE ARE

THE DEEP CIRCLE QUESTION

Before making any decision ask:

“Would this be acceptable at a top luxury resort in the Maldives?”

If the answer is no:

Improve it.

OUR PROMISE

Every guest should leave feeling:



MORE RELAXED.



MORE CONNECTED
TO THE OCEAN.



AND ALREADY THINKING
ABOUT THEIR NEXT ADVENTURE.

NO STRESS. NO RUSH. JUST OCEAN.



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 2

THE GUEST JOURNEY

THE GUEST JOURNEY

CREATING EXCEPTIONAL
OCEAN EXPERIENCES

The experience begins long before
guests arrive at the marina.

And it continues long after they leave.

Every interaction matters.



EVERY JOURNEY
IS PERSONAL



EVERY DETAIL
IS INTENTIONAL



EVERY GUEST
IS VALUED



EVERY MOMENT
COUNTS



EVERY EXPERIENCE
IS MEMORABLE



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 2

THE GUEST JOURNEY

BEFORE ARRIVAL

Every great experience
begins before we meet.



CREATE
CONFIDENCE



CREATE
EXCITEMENT



CREATE
TRUST

1 STAGE 1 FIRST CONTACT

OBJECTIVE

- ✓ Create confidence.
- ✓ Create excitement.
- ✓ Create trust.

RESPONSE STANDARD



IDEAL
Within
2 hours.



MAXIMUM
12 hours.

COMMUNICATION STYLE



Professional



Friendly



Concise

NEVER SOUND:

- ✗ Robotic
- ✗ Rushed
- ✗ Sales-oriented

GUEST SHOULD FEEL:

“ These people know
what they’re doing. ”

2 STAGE 2 BOOKING CONFIRMATION

GUEST RECEIVES:



Experience Details



Meeting Point



Departure Time



Weather Expectations



What To Bring



Emergency Contact



Payment Information

DEEP CIRCLE STANDARD

Eliminate uncertainty.



Guests should never wonder:
“What happens next?”

3 STAGE 3 PRE-ARRIVAL CONTACT



24 HOURS
BEFORE DEPARTURE

SEND:

“

Good afternoon Mr. Smith.

We're looking forward to
welcoming you tomorrow.

Conditions are looking excellent.

Departure remains scheduled
for 9:00 AM.

Please arrive at 8:30 AM.

See you soon.

”



SIMPLE



PROFESSIONAL



REASSURING



REMEMBER

How we communicate before the journey
sets the tone for everything that follows.
Professional. Personal. Proactive.
That's the Deep Circle way.





ARRIVAL EXPERIENCE

From the moment guests are in our care,
we set the standard.

GUESTS NEVER WAIT
FOR THE OPERATION.

THE OPERATION
WAITS FOR THE GUESTS.

We prepare. We anticipate. We deliver.



4 PRIVATE TRANSFER (IF APPLICABLE)



OBJECTIVE

Start the experience before
arriving at the marina.



VEHICLE STANDARDS

- ✓ Clean
- ✓ Air conditioned
- ✓ Professional
- ✓ Comfortable



DRIVER STANDARDS

- ✓ Polite
- ✓ Well presented
- ✓ Punctual

IMPORTANT

Driver should never overwhelm
guests with conversation.
Guest leads interaction.

5 MARINA ARRIVAL



THIS MOMENT IS CRITICAL.

DEEP CIRCLE RULE

Guests never wait for the operation.
The operation waits for the guests.



Crew must be ready
before guest arrival.

BOAT MUST BE:



CLEAN



ORGANIZED



READY

- ✗ No visible chaos.
- ✗ No last-minute preparations.
- ✗ No searching for equipment.

6 EMBARKATION EXPERIENCE



FIRST IMPRESSION MOMENT

Crew welcomes guests
by name whenever possible.

EXAMPLES:

"Good morning Mr. Smith."
"Welcome aboard."



EVERY DETAIL
REFLECTS OUR
STANDARDS.



ANTICIPATE
their needs



PREPARE
with purpose



DELIVER
with excellence



CREATE
lasting memories

THIS IS HOW WE
CREATE EXCEPTIONAL
OCEAN EXPERIENCES.

DEEP CIRCLE



STAGE 6

THE DEEP CIRCLE WELCOME

First impressions set the tone for the entire experience.



DEEP CIRCLE DETAIL
PRESENTATION MATTERS.
Excellence is in the details.



NEVER
hand drinks
directly from
a cooler.

1 PERSONALIZED GREETING



Crew welcomes guests by name whenever possible.

EXAMPLES:

- "Good morning Mr. Smith."
- "Welcome aboard."

2 FRESH COLD TOWEL



A simple touch that immediately communicates care, cleanliness and comfort.

3 WELCOME BEVERAGE



Offer a refreshing welcome with premium presentation.

OPTIONS:

- ✓ Coconut water
- ✓ Infused water
- ✓ Fresh juice
- ✓ Sparkling water



OUR INTENTION

Make guests feel valued, relaxed and excited for what's ahead.



PERSONAL
NOT PROCESSED



WELCOMING
NOT ROUTINE



EXCEPTIONAL
NOT ORDINARY



MEMORABLE
NOT FORGETTABLE



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 2

THE GUEST JOURNEY

STAGES 7 – 10

ONBOARD EXPERIENCE

Once onboard, we focus on creating exceptional moments that guests will cherish forever.

“Guests should feel they are being hosted.
Not processed.”



7 SETTling IN



- ✓ Allow guests to relax.
- ✓ Take in the scenery.
- ✓ Enjoy the moment.

AVOID IMMEDIATELY:

- ✗ Waivers
- ✗ Technical discussions
- ✗ Stress



EXPERIENCE FIRST.
ADMINISTRATION SECOND.

8 DEPARTURE



Before leaving:

Introduce:

- Captain
- Guide
- Host

Briefly explain:

- Day plan
- Weather
- Highlights



Keep energy calm.
Confident.
Professional.

9 DIVING EXPERIENCE



Guide enters water first.



Guests enter after guide confirmation.



Guests leave water first.



Guide exits last.

Guests assisted whenever needed.



Equipment support offered.

Guests should feel cared for. Never rushed.

10 SURFACE INTERVAL EXPERIENCE



OFFER:

- ✓ Water
- ✓ Electrolytes
- ✓ Fresh fruit
- ✓ Premium snacks

DISCUSS:

- ✓ Marine life
- ✓ Interesting observations
- ✓ Ocean stories

AVOID:

- ✗ Politics
- ✗ Complaints
- ✗ Negative topics



OUR FOCUS

Create meaningful moments
in every part of the journey.



SAFETY
ALWAYS



HOSPITALITY
IN EVERY DETAIL

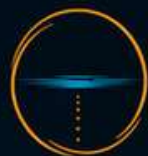


PROFESSIONAL
TEAM



MEMORIES
THAT LAST

EVERY STAGE. EVERY DETAIL. EXCEPTIONAL EXPERIENCES.



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 2

THE GUEST JOURNEY

STAGE 9

THE DIVING EXPERIENCE

Safety is our foundation.

Care is our promise.

Guests First. Crew Second.

OUR DIVING PRINCIPLES



SAFETY FIRST

Every dive is planned with safety as our top priority.



PERSONAL CARE

We assist whenever needed and respect every comfort level.



PROFESSIONAL GUIDANCE

Our guides lead by example and make every dive smooth and enjoyable.



RESPECT THE OCEAN

We protect marine life and dive with awareness and responsibility.

1 GUIDE ENTERS FIRST



The guide enters the water first to check conditions, current and depth.

- ✓ Check visibility
- ✓ Verify conditions
- ✓ Confirm safety
- ✓ Signal all clear

2 GUESTS ENTER AFTER CONFIRMATION



Guests enter only after the guide gives the go-ahead.

- ✓ Smooth entry
- ✓ Assistance offered
- ✓ Comfort always
- ✓ No rushing

3 GUESTS EXIT FIRST



At the end of the dive, guests leave the water first and are assisted back on board.

- ✓ Ladders ready
- ✓ Helping hand
- ✓ Equipment support
- ✓ Guests come first

4 GUIDE EXITS LAST



The guide exits last after ensuring every guest is safely back on board.

- ✓ Final area check
- ✓ No one left behind
- ✓ Guide exits last
- ✓ Safety complete



GUESTS ASSISTED WHENEVER NEEDED

From gearing up to getting back on board, we are here to make every step effortless.

EQUIPMENT SUPPORT OFFERED



CHECKED



ADJUSTED



SECURED



AVAILABLE

Well-maintained equipment. Always ready.

“

Guests should feel cared for.
Never rushed.

”



SAFETY • PROFESSIONALISM • HOSPITALITY • ATTENTION TO DETAIL

THAT IS THE DEEP CIRCLE STANDARD.





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 2

THE GUEST JOURNEY

STAGE 10

SURFACE INTERVAL EXPERIENCE

This is where luxury hospitality becomes *visible*.



OFFER



WATER
Stay hydrated.



ELECTROLYTES
Replenish and refresh.



FRESH FRUIT
Natural, seasonal, local.



PREMIUM SNACKS
Light, healthy, delicious.



CONNECT

ENGAGE IN MEANINGFUL
CONVERSATIONS



Marine life
and behaviors



Interesting
observations



Ocean stories
and experiences



Share photos
and memories



AVOID



Politics



Complaints



Negative topics



Sensitive subjects

*Keep the energy positive,
the atmosphere uplifting,
the focus on the ocean.*



OUR INTENTION

Create a relaxing and memorable
experience between dives.

Care. Comfort. Connection.



“

*It's not just what we offer,
but **how** we make our guests feel
in every moment.*

”



ATTENTIVE
Not intrusive



MINDFUL
Not routine



PROFESSIONAL
Not casual



EXCEPTIONAL
Not ordinary



THE SMALL DETAILS BETWEEN DIVES
CREATE THE BIG MEMORIES THAT LAST A LIFETIME.





STAGES 11 – 13

RETURN & FAREWELL EXPERIENCE

The final moments are as important as the first. We close every experience with *gratitude*, *care* and *connection*.

11 RETURN TO MARINA



- ✓ Energy remains calm and unhurried.
- ✓ Allow guests to enjoy the final moments.
- ✓ Equipment handled by crew whenever possible.
- ✓ Guests remain guests.

We return with the same care with which we departed.

12 FAREWELL EXPERIENCE



- ✓ Thank guests personally by name.
- ✓ Ask: *"What was your favorite moment today?"*
- ✓ Offer a final beverage and a fresh towel if appropriate.
- ✓ Assist with belongings.

We create emotional recall in the last moments.

13 FOLLOW-UP



Within 24 hours, send:

- Photos and videos
- Thank-you message
- Review request
- Invitation to return

The relationship does not end at the marina.

THE ULTIMATE GOAL

When guests leave, they don't just remember what they saw. They remember how we made them feel.



"I felt safe."



"I felt cared for."



"I want to do it again."

DEEP CIRCLE EXPERIENCE FORMULA



SAFETY

+



PROFESSIONALISM

+



HOSPITALITY

+



ATTENTION TO DETAIL

=



MEMORABLE
OCEAN EXPERIENCES

EVERY INTERACTION. EVERY DETAIL. EVERY MOMENT.
THAT IS THE DEEP CIRCLE STANDARD.



THE DEEP CIRCLE EXPERIENCE FORMULA



SAFETY

+



PROFESSIONALISM

+



HOSPITALITY

+



ATTENTION
TO DETAIL

=



MEMORABLE
OCEAN
EXPERIENCES

Every *interaction* matters.
Every *detail* matters.
Every *moment* matters.

No Stress. No Rush. Just Ocean.





HOSPITALITY STANDARDS

*Creating Five-Star
Ocean Experiences*

Guests may forget:



The dive site.



The boat.



The weather.

Guests never forget:



How they were treated.



SAFETY

Our foundation.
Always.



PROFESSIONALISM

We act with integrity
and pride.



HOSPITALITY

We welcome with
genuine care.



ATTENTION
TO DETAIL

We perfect
the experience.



MEMORABLE
OCEAN
EXPERIENCES

We create moments
that last a lifetime.

*In every **interaction**, we represent Deep Circle.*

Our goal is simple:

• — *To deliver ocean experiences that stay in our guests' hearts forever.* — •





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 3

THE DEEP CIRCLE
HOSPITALITY PHILOSOPHY

THE 10/5 RULE



10 METERS

- ✓ Acknowledge guest.
 - ✓ Smile.
 - ✓ Eye contact.
- Remove sun glasses if you have them.*



5 METERS

- ✓ Greet guest.

THIS APPLIES TO:



MARINA

VESSEL

TRANSFERS

VILLAS

RESORTS

NAMES MATTER

WHENEVER POSSIBLE:



Use guest names.

NOT:

- ✗ "Sir"
- ✗ "Madam"
- ✗ "Hey"

INSTEAD:

- ✓ "Good morning John."
- ✓ "Welcome back Sarah."

Luxury feels personal.

UNIFORM STANDARDS



- ✓ Clean
- ✓ Pressed
- ✓ Professional

PERSONAL PRESENTATION



- ✓ Clean hands
- ✓ Clean footwear
- ✓ Good hygiene
- ✓ Neat appearance

NOT ALLOWED



- ✗ Offensive clothing
- ✗ Political messages
- ✗ Strong perfumes
- ✗ Unprofessional appearance

MOBILE PHONE POLICY



Very important.

Guests notice this immediately.

CREW PHONES SHOULD
REMAIN:

OUT OF SIGHT.

NEVER:

- ✗ Scrolling social media.
- ✗ Watching videos.
- ✗ Texting casually.
- ✗ While guests are onboard.

EXCEPTION:

- ✓ Operational needs.
- ✓ Emergency.
- ✓ Photography.

LUXURY IS IN THE DETAILS



Anticipate
needs



Act with
sincerity



Be present
100%



Deliver
consistency



Create
memories

Small gestures. Big impact.

It's the little things that make the biggest difference.

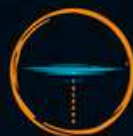
“

OUR COMMITMENT

*We don't just take guests diving.
We take care of people.
We are hosts of the ocean,
ambassadors of Deep Circle.*

”

*Every moment is an opportunity
to create a five-star experience.*



CREATING THE RIGHT ATMOSPHERE

MUSIC STANDARDS

Music influences atmosphere.

RECOMMENDED

- ✓ Organic House
- ✓ Lounge
- ✓ Chillout
- ✓ Deep House
- ✓ Soft Instrumental
- ✓ Café del Mar style

AVOID

- ✗ Aggressive music
- ✗ Offensive lyrics
- ✗ Excessive volume

The right music creates the right memories.



GUEST COMFORT AWARENESS

Crew should constantly observe:



HYDRATION



SUN EXPOSURE



FATIGUE



SEASICKNESS



ANXIETY



COLD

Without being intrusive.



THE ANTICIPATION PRINCIPLE *The best service happens before the guest asks.*



Guest looking for shade.

Offer shade.



Guest finishes drink.

Offer another.



Guest appears cold.

Offer towel.

Anticipate. Don't React.

SPECIAL OCCASIONS

Ask during booking:

- Birthday?
- Anniversary?
- Celebration?
- Proposal?

Whenever possible:
Create a surprise moment.

IDEAS



DESSERT



CHAMPAGNE



PERSONALIZED
CARD



GROUP
PHOTO



SUNSET
TOAST

People remember moments.



VIP & HIGH-PROFILE GUESTS

Treat every guest as VIP.

However:

Some guests require additional discretion.

Examples:

- Business leaders
- Celebrities
- Public figures
- Yacht owners

PRIVACY FIRST

Never discuss:

- ✗ Guest finances
- ✗ Guest profession
- ✗ Guest relationships
- ✗ Guest lifestyle

Even with other staff.



Discretion is luxury.

YACHT OWNER PROTOCOL

If operating aboard a guest vessel:
Treat vessel as if it were a luxury resort.

PROTECT



DECK



FURNITURE



UPHOLSTERY



EQUIPMENT



FINISHES

✗ Nothing dragged.

✗ Nothing thrown.

✗ Nothing rushed.

Respect the vessel. Respect the owner.



COMPLAINTS & SERVICE RECOVERY



LISTEN



ACKNOWLEDGE



APOLOGIZE



RESOLVE



FOLLOW UP



*Never defend ego.
Solve the problem.*

LUXURY IS IN THE DETAILS



Anticipate needs



Act with sincerity



Be present 100%



Deliver consistency



Create memories

*Small gestures. Big impact.
It's the little things that make the biggest difference.*

“

OUR COMMITMENT
We don't just take guests diving.
We take care of people.
We are hosts of the ocean,
ambassadors of Deep Circle.

”

*Every moment is an opportunity
to create a five-star experience.*



THE DEEP CIRCLE SIGNATURE STANDARD

Every guest should feel:



KNOWN

We remember
the details
that matter.



VALUED

We treat every
guest with
respect.



COMFORTABLE

We create ease
in every
interaction.



SAFE

We prioritize
safety in
everything
we do.



WELCOME

We make every
guest feel at
home.



THE LUXURY TEST

Ask yourself:

“

Would this feel natural at a
luxury Maldives resort,
private yacht charter or
high-end villa experience?

”



IF YES: KEEP IT.

It aligns with our
standards.



IF NO: IMPROVE IT.

We always strive
to be better.



*Excellence is not a destination,
it is a daily standard.*



DEEP CIRCLE GOLDEN RULE

*Luxury is not
expensive.
Luxury is
attention.*



We see the details.



We care with intention.



We serve with heart.



We deliver with pride.



We create memories
that last a lifetime.

“

*In every interaction, we represent Deep Circle.
Our standards are not optional.
They are **who we are**.*

”



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 3

HOSPITALITY STANDARDS

YACHT OWNER PROTOCOL

*Treat every vessel as if it
were a luxury resort.*

PROTECT:



DECK

Keep all areas
clean and
scuff-free.



FURNITURE

Treat all pieces
with care and
respect.



UPHOLSTERY

No stains.
No dragging.
No sitting
on delicate
surfaces.



EQUIPMENT

Use properly.
Report any issue
immediately.



FINISHES

Handle with
clean hands.
Protect all
finishes.



NOTHING DRAGGED.

Lift it.



NOTHING THROWN.

Handle it.



NOTHING RUSHED.

Take your time.

*We are guests on their vessel.
Respect is non-negotiable.*

COMPLAINTS & SERVICE RECOVERY



1 LISTEN

Listen fully.
Let the guest speak.



2 ACKNOWLEDGE

Show understanding.
Empathize.



3 APOLOGIZE

Sincerely apologize.
No excuses.



4 RESOLVE

Take action.
Solve the problem.



5 FOLLOW UP

Check back.
Ensure satisfaction.



Do not interrupt.



Do not argue.



Do not defend ego.



Thank the guest.



Solve the problem.



Follow up later.

*Our goal is not to be right.
Our goal is to make it right.*



GRATUITIES

- Never request tips.
- Never discuss tips.
- Never create expectations.

IF OFFERED:

- Accept graciously.
- Thank sincerely.



END OF EXPERIENCE RITUAL

- Thank guest personally.
- Use guest name.
- Offer assistance.
- Wish them a safe return.

THE DEEP CIRCLE SIGNATURE STANDARD



KNOWN

We remember
the details.



VALUED

We treat every
guest with respect
and care.



COMFORTABLE

We create ease
in every moment.



SAFE

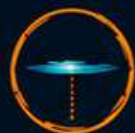
We prioritize safety
in everything
we do.



WELCOME

We make every guest
feel at home on
the ocean.

*Hospitality is not
about the rules we follow.
It's about the people
we care for.*



PERSONAL PRESENTATION STANDARDS

*Excellence is in the details.
Guests notice immediately.*

UNIFORM STANDARDS



- ✓ Clean
- ✓ Pressed
- ✓ Professional
- ✓ In great condition

Your uniform represents Deep Circle.

PERSONAL PRESENTATION



- ✓ Clean hands
- ✓ Clean footwear
- ✓ Good hygiene
- ✓ Neat appearance
- ✓ Well-groomed

*Look the part.
Be the standard.*

NOT ALLOWED



- ✗ Offensive clothing
 - ✗ Political messages
 - ✗ Strong perfumes
 - ✗ Unprofessional appearance
- Disrespectful choices reflect on everyone.

MOBILE PHONE POLICY



Very important.

Guests notice this immediately.



CREW PHONES SHOULD REMAIN:



OUT OF SIGHT.

NEVER:

- ✗ Scrolling social media.
- ✗ Watching videos.
- ✗ Texting casually.
- ✗ While guests are onboard.

EXCEPTIONS:

- ✓ Operational needs.
- ✓ Emergency.
- ✓ Photography.



Be present. Be aware. Be professional.
Give guests your attention — not your phone.

MUSIC STANDARDS

Music influences atmosphere.

RECOMMENDED

- ✓ Organic House
- ✓ Lounge
- ✓ Chillout
- ✓ Deep House
- ✓ Soft instrumental
- ✓ Café del Mar style



AVOID

- ✗ Aggressive music
- ✗ Offensive lyrics
- ✗ Excessive volume
- ✗ Anything that disrupts relaxation

Keep it relaxed. Keep it elegant. Keep it ocean-friendly.

ATMOSPHERE GOAL

Create an environment that allows guests to relax, connect and enjoy.



RELAXED



ELEGANT



OCEAN FRIENDLY



MEMORABLE



“The right atmosphere turns a great experience into an unforgettable one.”

COMPLAINTS & SERVICE RECOVERY



1. LISTEN

Listen fully.
Let the guest speak.



2. ACKNOWLEDGE

Show understanding.
Empathize.



3. APOLOGIZE

Sincerely apologize.
No excuses.



4. RESOLVE

Take action.
Solve the problem.



5. FOLLOW UP

Check back.
Ensure satisfaction.

Never defend ego. Solve the problem.

GRATUITIES



- ✓ Never request tips.
- ✓ Never discuss tips.
- ✓ Never create expectations.

IF OFFERED:

- ✓ Accept graciously.
- ✓ Thank sincerely.



THE END OF EXPERIENCE RITUAL



Thank guest sincerely.



Use guest name.



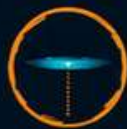
Offer to assist.



Wish them a safe return.



THE DEEP CIRCLE GOLDEN RULE
**Luxury is not expensive.
Luxury is attention.**



THE ANTICIPATION PRINCIPLE

*The best service happens
before the guest asks.*



GUEST LOOKING
FOR SHADE.

Offer shade.



GUEST FINISHES
DRINK.

Offer another.



GUEST APPEARS
COLD.

Offer towel.

Anticipate. Don't React.



SPECIAL OCCASIONS

ASK DURING BOOKING:

- ✓ Birthday?
- ✓ Anniversary?
- ✓ Celebration?
- ✓ Proposal?

WHENEVER POSSIBLE:

Create a surprise moment.

IDEAS:



DESSERT



CHAMPAGNE



PERSONALIZED
CARD



GROUP
PHOTO



SUNSET
TOAST



*People don't remember
days, they remember
moments.*



CHILDREN STANDARDS

CHILDREN REQUIRE:



PATIENCE



ATTENTION



SAFETY



ENCOURAGEMENT

- ✓ Never rush children.
- ✓ Never ignore children.
- ✓ Always ensure safety
with a smile.



VIP & HIGH-PROFILE GUESTS

Treat every guest as VIP.

*However, some guests
require additional discretion.*

Examples:

- ◆ Business leaders
- ◆ Celebrities
- ◆ Public figures
- ◆ Yacht owners



PRIVACY STANDARD

Never discuss:

- ◆ Guest finances
- ◆ Guest profession
- ◆ Guest relationships
- ◆ Guest lifestyle

*“ Even with
other staff.
Discretion
is luxury.”*

COMPLAINTS & SERVICE RECOVERY



1. LISTEN

Listen fully.
Let the guest speak.



2. ACKNOWLEDGE

Show understanding.
Empathize.



3. APOLOGIZE

Sincerely apologize.
No excuses.



4. RESOLVE

Take action.
Solve the problem.



5. FOLLOW UP

Check back.
Ensure satisfaction.

Never defend ego. Solve the problem.

GRATUITIES



- ✓ Never request tips.
- ✓ Never discuss tips.
- ✓ Never create expectations.

IF OFFERED:

- ✓ Accept graciously.
- ✓ Thank sincerely.



Thank guest
sincerely.



Use
guest name.



Offer
assistance.



Wish them
a safe return.



THE DEEP CIRCLE GOLDEN RULE
*Luxury is not expensive.
Luxury is attention.*



THE DEEP CIRCLE EXPERIENCE

Seamless. Personal. Memorable.



PERSONALIZED SERVICE

We tailor every detail to your preferences.



GENUINE HOSPITALITY

We care from the heart, in every interaction.



ATTENTION TO DETAIL

We notice the little things that make a big difference.



SAFETY FIRST

Your safety is our responsibility, always.



SUSTAINABLE VALUES

We respect the ocean and the environment.



LASTING MEMORIES

We create experiences that stay with you forever.



SERVICE MOMENTS THAT MATTER



A WARM WELCOME

Greet every guest with a smile and eye contact.



THOUGHTFUL TOUCHES

Anticipate needs and add personal touches.



EXCEPTIONAL DELIVERY

Deliver every service with pride and precision.



A PERFECT FAREWELL

End every experience with gratitude and a desire to welcome back.



THE DEEP CIRCLE STANDARD CHECKLIST

- ☒ Uniform and appearance
- ☒ Personal hygiene
- ☒ Punctuality
- ☒ Respectful communication
- ☒ Guest comfort
- ☒ Cleanliness and organization
- ☒ Safety procedures
- ☒ Confidentiality
- ☒ Positive attitude
- ☒ Teamwork



MUSIC INFLUENCES ATMOSPHERE

RECOMMENDED

- ✓ Organic House
- ✓ Lounge
- ✓ Chillout
- ✓ Deep House
- ✓ Soft Instrumental
- ✓ Café del Mar style



AVOID

- ✗ Aggressive music
- ✗ Offensive lyrics
- ✗ Excessive volume
- ✗ Disruptive genres
- ✗ Anything that breaks the mood

Music should elevate, not dominate.



ATMOSPHERE GUIDELINES



LIGHTING

Warm, soft and balanced



TEMPERATURE

Always comfortable for the guest.



SOUND LEVEL

Conversation volume.



SCENTS

Subtle and pleasant.



OCEAN CONNECTION

Keep the vibe relaxed and connected to the sea.



SPECIAL OCCASIONS, EXTRA MEMORIES



BIRTHDAY



ANNIVERSARY



CELEBRATION



PROPOSAL



*Make it extraordinary. Make it personal.
Surprise. Delight. Celebrate.*



THE DEEP CIRCLE PROMISE

- ✓ We deliver exceptional experiences.
- ✓ We act with integrity and respect.
- ✓ We protect our guests and our ocean.
- ✓ We leave a positive impact.
- ✓ We are The Deep Circle.

You enjoy. We take care of everything.



“

*Hospitality is not a department.
It is a mindset that lives in every action, every day.*

”





BEYOND EXPECTATIONS, EVERY TIME.

*We don't just meet standards.
We create unforgettable experiences.*

THE DEEP CIRCLE STANDARD IN ACTION



SEE IT

We observe.
We notice.
We understand.



FEEL IT

We empathize.
We care.
We connect.



DO IT

We act with
purpose and
precision.



OWN IT

We take
responsibility.
Always.



IMPACT IT

We create moments
that matter.
We leave a mark.



LIVE IT

We embody
The Deep Circle
every day.



GUEST PREFERENCE MANAGEMENT

- ✓ Record preferences accurately.
- ✓ Update after every charter.
- ✓ Share discreetly with the team.
- ✓ Personalize every interaction.
- ✓ Anticipate future needs.



*Details remembered today
become loyalty tomorrow.*



PRESENTATION MATTERS

- ✓ Impeccable uniform.
- ✓ Neat grooming.
- ✓ Fresh breath.
- ✓ Smiling eyes.
- ✓ Positive posture.
- ✓ Confident presence.



*Your appearance is a reflection
of our brand and our values.*



COMMUNICATION EXCELLENCE

- ✓ Listen actively.
- ✓ Speak clearly.
- ✓ Use positive language.
- ✓ Confirm understanding.
- ✓ Follow through.



*Clear communication
creates peace of mind.*



HANDLING CHALLENGES

- ✓ **STAY CALM**
Breathe. Stay composed.
- ✓ **LISTEN FULLY**
Let the guest express.
- ✓ **APOLOGIZE SINCERELY**
Take ownership.
- ✓ **SOLVE QUICKLY**
Offer solutions.
- ✓ **FOLLOW UP**
Ensure complete satisfaction.



*Problems are temporary.
The way we handle them is remembered.*



PRIVACY & DISCRETION

- ✓ What you see on board,
stays on board.
- ✓ Respect personal space.
- ✓ Never share guest
information.
- ✓ Be discreet online
and offline.
- ✓ Trust is earned.
Protect it always.



*Discretion is the foundation
of true luxury.*



FOOD & BEVERAGE STANDARDS

- ✓ Quality in every detail.
- ✓ Presentation is key.
- ✓ Temperatures matter.
- ✓ Hygiene always.
- ✓ Accommodate
dietary needs.



SAFETY AWARENESS

- ✓ Safety is our
top priority.
- ✓ Know procedures.
- ✓ Be prepared.
- ✓ Act immediately.
- ✓ Report everything.



TEAMWORK

- ✓ One team.
- ✓ One mission.
- ✓ Support each other.
- ✓ Communicate openly.
- ✓ Celebrate success
together.



CONTINUOUS GROWTH

- ✓ Seek feedback.
- ✓ Learn every day.
- ✓ Improve constantly.
- ✓ Strive for excellence.
- ✓ Be the best version
of you.



THE DEEP CIRCLE PROMISE

We promise our guests:

- Unmatched experiences
- Genuine care
- Absolute respect
- Unforgettable moments

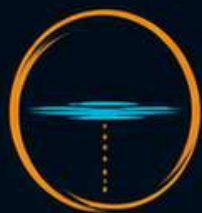


*Luxury fades.
Memories last.
People never forget
how you made
them feel.*

REMEMBER:

*You are The Deep Circle.
You set the standard.
You create the experience.
You make the difference.*





SECTION 4

BOAT OPERATIONS

The Vessel Is The Stage.

The vessel is not transportation.
The vessel is part of the experience.



SECTION 4



The vessel is not transportation.
The vessel is part of the experience.
Every detail communicates our standard.
Every moment

4.1

BOAT PRESENTATION STANDARDS

4.1 Boat

First impressions
Before a guest steps
the boat should



SAFETY PRO

without anyone sa



CLEAN OR

Before the
The ve



PRESENTATION IS

- ✓ Decks clean and
- ✓ Walkways clear.
- ✓ No clutter. No loc
- ✓ Everything in its p
- ✓ Everything has a p
- ✓ Everything looks i

WHAT GUESTS FEEL

Guests may not know
why they feel comfort
But they will feel it.
The environment creates
Emotion creates loyalty.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 4.2

BOAT INSPECTION CHECKLIST

SAFETY EQUIPMENT CHECKLIST

Safety is non-negotiable. Lives depend on it.



PREVENT
Find issues before
they become problems.



VERIFY
Check everything.
Assume nothing.



TEST
Test critical systems
before every trip.



CONFIRM
Document and
confirm.



COMMUNICATE
Share status with
the crew.

1 FUEL SYSTEM



- ☐ Fuel level sufficient for planned route
- ☐ Fuel clean, no water or debris
- ☐ Fuel fills secured
- ☐ Vent lines clear
- ☐ No fuel leaks

Fuel Level: _____ % / Est. Range: _____ nm

2 ENGINES



- ☐ Engine oil level checked
- ☐ Cooling system operating
- ☐ No unusual noises or vibrations
- ☐ Trim/tilt operational
- ☐ Engine(s) start smoothly

Engine Hours: P _____ S _____

3 BATTERY & ELECTRICAL



- ☐ Batteries secure and terminals clean
- ☐ Voltage level normal
- ☐ Battery selector working
- ☐ All switches function
- ☐ No loose or corroded connections

Voltage: _____ V

4 NAVIGATION & ELECTRONICS



- ☐ GPS / Chartplotter on and working
- ☐ Radar (if equipped) operational
- ☐ Depth sounder working
- ☐ Compass accurate
- ☐ Navigation lights working

GPS Datum: _____

5 ANCHOR & MOORING



- ☐ Anchor secure and ready
- ☐ Chain / rope in good condition
- ☐ Windlass operational
- ☐ Snubber and shackles ready
- ☐ Spare anchor (if carried)

Anchor Type: _____

6 FRESH WATER



- ☐ Water tanks full
- ☐ Water pump working
- ☐ No leaks in system
- ☐ Showers working
- ☐ Pressure normal

Water Level: _____ %

7 ICE & COOLERS



- ☐ Ice quantity sufficient
- ☐ Coolers clean and sanitized
- ☐ Drains functioning
- ☐ Lids and seals in good condition
- ☐ No foul odors

Ice Quantity: _____ %

8 GUEST COMFORT SYSTEMS



- ☐ Audio system working
- ☐ Volume at safe level
- ☐ Lights interior/exterior working
- ☐ Fans / A/C (if equipped) working
- ☐ Sunshade / bimini secure

Comfort Check: _____

9 SWIM PLATFORM & LADDER



- ☐ Ladder secure and clean
- ☐ Steps in good condition
- ☐ Handrails secure
- ☐ Platform clear and safe
- ☐ Rinse shower working

Ladder Check: _____

10 TOWELS & LINEN



- ☐ Towels clean and folded
- ☐ Sufficient quantity onboard
- ☐ Extra towels stored
- ☐ Seat covers / cushions clean
- ☐ No stains or damage

Towels Onboard: _____

SYSTEMS STATUS SUMMARY

All systems checked and operational?



ALL GOOD
Ready to go.



ATTENTION
Needs monitoring.



NOT READY
Do not depart.



If any critical system is not 100%,
resolve it before departure.

FUEL & RANGE PLANNER

Planned Route: _____
Estimated Distance: _____ nm
Estimated Fuel Consumption: _____ L / nm
Total Estimated Fuel Needed: _____ L
Fuel on Board: _____ L
Reserve Required (30% minimum): _____ L
Reserve Available: _____ L ☐ OK ☐ LOW
Range Available: _____ nm ☐ OK ☐ LOW

NOTES / ACTIONS

Completed By: _____ Date: _____ / _____ / _____ Time: _____



GOLDEN RULE

A well-maintained boat
is a safe boat.

A safe boat creates
extraordinary experiences.

FOOD & BEVERAGE STANDARD

- ✓ Quality in every detail.
- ✓ Presentation is key.
- ✓ Temperatures matter.
- ✓ Hygiene always.
- ✓ Accommodate all dietary needs.



DEEP CIRCLE STANDARD
"Preparation is invisible.
Excellence is unforgettable."



- ✓ Priority to our
- ✓ top priority.
- ✓ Know procedures.
- ✓ Be prepared.
- ✓ Act immediately.
- ✓ Report everything.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



- ✓ One mission.
- ✓ Support each other.
- ✓ Communicate openly.
- ✓ Celebrate success together.



SECTION 4.2 PAGE 3 OF 5

- ✓ Learn every day.
- ✓ Improve constantly.
- ✓ Strive for excellence.
- ✓ Be the best version of you.

PERSONAL GROWTH



DEEP CIRCLE PLAYBOOE
OPERATIONS MANUAL



“Luxury fades.
Memories last.
People never forget
how you made
them feel.”

REMEMBER:

You are The Deep Circle.
You set the standard.
You create the experience.
You make the difference.





A clean, organized, safe and welcoming vessel communicates our standard before we say a word. Excellence is visible in the details.

4.1 BOAT PRESENTATION STANDARDS

4.2 BOAT INSPECTION CHECKLIST

4.3 EQUIPMENT STANDARDS

4.4 DIVE ENTRY & EXIT PROCEDURES

4.5 BOAT RESET PROCEDURE

4.1 Boat Presentation Standards

The vessel must always look ready, professional and inviting. Presentation is not decoration. It is part of safety, comfort and respect for our guests.



DEEP CIRCLE GOLDEN RULE

When a guest steps onboard, the boat should already be ready. Guests arrive. Everything is ready.

BOAT PRESENTATION PILLARS



SAFETY



PROFESSIONALISM



COMFORT



ATTENTION TO DETAIL



INVITING

DECK ORGANIZATION STANDARDS

- ✓ Everything has a dedicated place.
- ✓ Nothing loose on deck.
- ✓ Walkways clear at all times.
- ✓ No tripping hazards.
- ✓ Easy movement for guests and crew.
- ✓ Clean, dry and salt-free surfaces.



TANK RACK STANDARDS

- ✓ Cylinders secured.
- ✓ Properly organized.
- ✓ Easy to identify.
- ✓ Valves protected when appropriate.
- ✓ No loose tanks ever.



EQUIPMENT ORGANIZATION

Each guest set prepared in advance whenever possible.



MASK



FINS



BCD



REGULATOR



WEIGHTS



COMPUTER



Guests should not feel they are collecting rental gear. We deliver a prepared, effortless experience.

CREW AREAS – OUT OF SIGHT

Operational areas remain discreet.

Guests should not see:

- ✗ Mess
- ✗ Tools
- ✗ Spare parts
- ✗ Crew belongings



COOLER STANDARDS

Organized, clean and inviting.

- ✗ Not like a fishing trip.
- ✗ Not like a dive shop.

Separate whenever possible:

- ✓ Drinks
- ✓ Food
- ✓ Operational supplies



TOWELS PRESENTATION

- ✓ Clean.
- ✓ Fresh.
- ✓ Neatly folded.
- ✓ Easy to access.

- ✗ Never thrown in a pile.



WELCOME STATION

Visible, elegant, and ready.

- ✓ Fresh towels
- ✓ Welcome drinks
- ✓ Snacks

Creates the right first impression.



SNACK PRESENTATION

Presentation matters.

- ✓ Fruit cut properly.
- ✓ Containers clean.
- ✓ Boards and bowls neat.

Avoid:

- ✗ Plastic bags
- ✗ Store packaging
- ✗ Messy displays



WATER SERVICE STANDARDS

- ✓ Water available at all times.
- ✓ Cold and fresh.
- ✓ Guests should never need to search for it.



SAFETY EQUIPMENT VISIBILITY

- ✓ Visible enough for emergency access.
- ✓ Discreet enough to maintain aesthetics.



MUSIC STANDARDS

- ✓ Supports the atmosphere.
- ✓ Never dominates.
- ✓ Volume allows normal conversation.



NOISE DISCIPLINE

Never discuss in front of guests:

- ✗ Problems
- ✗ Clients
- ✗ Maintenance
- ✗ Schedules
- ✗ Money
- ✗ Personal issues

*We protect the atmosphere.
We protect the experience.*





Excellence is visible in the details.

The vessel must always communicate safety, professionalism, and care.

4.1

BOAT PRESENTATION STANDARDS

4.2

BOAT INSPECTION CHECKLIST

4.3

EQUIPMENT STANDARDS

4.4

DIVE ENTRY & EXIT PROCEDURES

4.5

BOAT RESET PROCEDURE

4.1 Boat Presentation Standards

A well-presented boat builds trust before a single word is spoken. Our guests should feel the Deep Circle standard the moment they arrive.



DEEP CIRCLE GOLDEN RULE

When a guest steps onboard, the boat should already be ready. Guests arrive. Everything is ready.

THE DEEP CIRCLE STANDARD



SAFETY FIRST

Visible, functional, and never compromised.



PROFESSIONAL ALWAYS

Our appearance, our boat, our attitude.



COMFORT OBSESSED

Guests feel cared for at every step.



ATTENTION TO DETAIL

Small things. Big difference.



INVITING ATMOSPHERE

Clean, organized, welcoming and alive.

VISUAL PRESENTATION CHECKLIST



- ✓ Decks clean and dry
- ✓ No clutter. No loose items
- ✓ Cushions clean, aligned and fluffed
- ✓ Walkways clear and safe
- ✓ Towels neatly folded
- ✓ Equipment stored and secured
- ✓ Trash removed
- ✓ Everything in its place

FIRST IMPRESSION ZONE MAP



- 1 **WELCOME ZONE** First contact area. Clean, open and inviting.
- 2 **SOCIAL AREA** Comfortable and organized. Ready for guests.
- 3 **EQUIPMENT ZONE** Out of sight, ready to deploy. Nothing loose or exposed.
- 4 **WALKWAYS** Clear and safe at all times.
- 5 **DIVE PLATFORM** Clean, gear secured, ladder ready.

DETAILS THAT MAKE THE DIFFERENCE

SPOTLESS SURFACES

Clean is not optional.



Wipe everything. Salt, water and sand have no place.

PERFECT SETUP

Everything has a purpose.



Tables set. Cushions aligned. Drinks ready.

FRESH & INVITING

A fresh boat creates emotion.



Fresh towels. Light scent. Good energy.

GEAR OUT OF SIGHT

Guests see the experience, not the equipment.



Store and secure everything. Clutter kills luxury.

LIGHT & MUSIC

The right atmosphere at the right time.



Volume at conversation level. Music supports the moment.

HYDRATION & SNACKS

Small touches, big impact.



Cold water always available. Fresh and high quality.

WHAT GUESTS FEEL



They feel welcomed.



They feel in good hands.



They feel excited for the dive.



They feel the Deep Circle difference.

*Emotion creates loyalty.
Loyalty creates legacy.*



WHAT WE NEVER ALLOW

- ✗ Clutter or loose equipment
- ✗ Dirty decks or surfaces
- ✗ Unpleasant odors
- ✗ Disorganized gear
- ✗ Trash in sight
- ✗ Disrespectful appearance
- ✗ Last-minute preparation

*Preparation is invisible.
Excellence is visible.*





Excellence is visible in the details.
The vessel must always communicate
safety, professionalism and care.
Every moment reflects our brand.

4.1

BOAT PRESENTATION STANDARDS

4.2

BOAT INSPECTION CHECKLIST

4.3

EQUIPMENT STANDARDS

4.4

DIVE ENTRY & EXIT PROCEDURES

4.5

BOAT RESET PROCEDURE

4.1 Boat Presentation Standards

Our boat is more than a vessel. It is our floating base, our stage, and our guest's first experience. A clean, organized and inviting environment builds trust before we speak a word.



DEEP CIRCLE GOLDEN RULE

When a guest steps onboard,
the boat should already be ready.
Guests arrive. Everything is ready.

THE DEEP CIRCLE PRESENTATION PILLARS



SAFETY FIRST

Visible, functional,
and never compromised.



PROFESSIONAL ALWAYS

Our appearance, our boat,
our attitude.



COMFORT OBSESSED

Guests feel cared for
at every step.



ATTENTION TO DETAIL

Small things.
Big difference.



INVITING ATMOSPHERE

Clean, organized,
welcoming and alive.

PRESENTATION CHECKLIST (AT A GLANCE)



- ✓ Decks clean and dry
- ✓ No clutter. No loose items
- ✓ Cushions clean, aligned and fluffed
- ✓ Walkways clear and safe
- ✓ Towels neatly folded
- ✓ Equipment stored and secured
- ✓ Trash removed
- ✓ Everything in its place
- ✓ Music on, volume at conversation level
- ✓ Welcome drinks & snacks ready
- ✓ Crew in position and ready to greet
- ✓ Smiles on. Energy high.

GUEST WELCOME FLOW



- 1 CREW READY**
Crew prepared and positioned before arrival.
- 2 VISUAL IMPACT**
Boat looks clean, organized and inviting.
- 3 WELCOME GREETING**
Contact, smile, name, and warm welcome.
- 4 ORIENTATION**
Brief and clear: safety, facilities, plan.
- 5 EXPERIENCE BEGINS**
Guests relax and enjoy. We take care of the rest.

DETAILS THAT MAKE THE DIFFERENCE

SPOTLESS & READY



- ✓ Wipe all surfaces.
- ✓ Salt, water and sand have no place.
- ✓ Everything clean and shining.

ORGANIZED & SECURE



- ✓ Gear stored properly.
- ✓ Tanks secured.
- ✓ Nothing loose or unsecured.
- ✓ Safety always.

COMFORT & STYLE



- ✓ Cushions aligned.
- ✓ Tables set.
- ✓ Ambiance created.
- ✓ Guests feel at home.

DETAILS THAT DELIGHT



- ✓ Fresh towels.
- ✓ Light scent.
- ✓ Small touches, big impact.

READY TO DIVE



- ✓ Dive platform clean.
- ✓ Ladder ready.
- ✓ Equipment accessible.
- ✓ Let's dive.

WHAT GUESTS NOTICE FIRST



Visual cleanliness
and conditions



Our energy
and attitude



How we welcome
and care



The overall feeling
of safety and comfort

*First impressions create emotions.
Emotions create loyalty.*

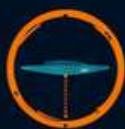


WHAT WE NEVER ALLOW

- ✗ Clutter or loose equipment
- ✗ Dirty decks or surfaces
- ✗ Unpleasant odors
- ✗ Disorganized gear
- ✗ Trash in sight
- ✗ Disrespectful appearance
- ✗ Last-minute preparation

*Preparation is invisible.
Excellence is visible.*





BOAT INSPECTION CHECKLIST

DAILY PRE-DEPARTURE INSPECTION

Every successful trip begins before guests arrive.

Excellence is never accidental. Every Deep Circle experience starts with a complete inspection of the vessel, equipment and guest areas before the first guest steps onboard.



4.1

BOAT PRESENTATION STANDARDS

4.2

BOAT INSPECTION CHECKLIST

4.3

EQUIPMENT STANDARDS

4.4

DIVE ENTRY & EXIT PROCEDURES

4.5

BOAT RESET PROCEDURE

DAILY INSPECTION FLOW

1



VESSEL READY

- ✓ Exterior clean
- ✓ Interior clean
- ✓ Deck washed
- ✓ No clutter
- ✓ Cushions positioned
- ✓ Bathrooms ready

2



GUEST AREAS

- ✓ Fresh towels prepared
- ✓ Welcome drinks cold
- ✓ Snacks ready
- ✓ Music tested
- ✓ Water available
- ✓ Seating arranged

3



SAFETY

- ✓ Oxygen onboard
- ✓ First Aid Kit
- ✓ VHF Radio
- ✓ Fire extinguishers
- ✓ Life jackets
- ✓ Throw ring

4



DIVE OPERATIONS

- ✓ Cylinders filled
- ✓ BCDs ready
- ✓ Regulators checked
- ✓ Weights prepared
- ✓ Spare equipment onboard

5



CAPTAIN APPROVAL

- ✓ Engines checked
- ✓ Fuel confirmed
- ✓ Weather reviewed
- ✓ Crew briefing completed
- ✓ Departure approved



THE FIVE-MINUTE WALK

Before guests arrive...

Walk the boat exactly as a guest would.

Ask yourself:

- ✓ Would I board this boat?
- ✓ Does everything look clean?
- ✓ Does everything smell fresh?
- ✓ Is anything out of place?
- ✓ Would I proudly welcome a VIP guest right now?



If not...

Fix it before boarding.



GOLDEN RULE

Guests should never witness preparation.
They should only experience perfection.



SAFETY

Nothing is more important.



PROFESSIONALISM

Our standard in every detail.



LUXURY

In the details they feel.



HOSPITALITY

Anticipate. Prepare. Deliver.



ACCOUNTABILITY

We inspect. We care. We own it.





BOAT INSPECTION CHECKLIST

SAFETY EQUIPMENT CHECKLIST

Safety is non-negotiable. *Lives depend on it.*



CHECK

Inspect condition and functionality.



VERIFY

Ensure quantity is complete.



TEST

Confirm operation where applicable.



REPLACE

Replace anything missing or expired.



DOCUMENT

Record inspection before departure.

1 OXYGEN SYSTEM



- ☐ O₂ cylinder full (min. 2000 psi)
- ☐ Regulator working properly
- ☐ Demand valve / Mask
- ☐ Nasal cannula
- ☐ Spare parts & tools
- ☐ O₂ unit easily accessible
- ☐ O₂ signage visible

Cylinder Pressure: _____ psi

2 FIRST AID



- ☐ Kit complete & organized
- ☐ Bandages & dressings
- ☐ Antiseptics & wipes
- ☐ Medications in date
- ☐ Scissors & gloves
- ☐ Thermal blanket
- ☐ Pain relievers / Antihistamines
- ☐ Any used items replaced

Expiry Check: _____

3 COMMUNICATIONS



- ☐ VHF radio powered on
- ☐ Channel 16 monitored
- ☐ Handheld VHF charged
- ☐ Spare battery available
- ☐ Phone in waterproof case
- ☐ WhatsApp / Satellite device
- ☐ Signal test completed

Call Sign / Vessel Name: _____

4 LIFE JACKETS



- ☐ Quantity matches capacity
- ☐ All in good condition
- ☐ Inflation system OK
- ☐ Whistles attached
- ☐ Lights (if equipped)
- ☐ Easy access, not blocked
- ☐ Guest briefed location

Total Life Jackets: _____

5 FIRE SAFETY



- ☐ Fire extinguishers present
- ☐ Inspection tag valid
- ☐ Gauge in green zone
- ☐ Mounts secure
- ☐ No corrosion or damage
- ☐ Engine room extinguisher
- ☐ Crew knows location

Extinguishers Onboard: _____

6 RESCUE EQUIPMENT



- ☐ Throw ring available
- ☐ Rope in good condition
- ☐ Rescue sling (if available)
- ☐ Rescue ladder onboard
- ☐ Rescue equipment accessible
- ☐ No damage or wear

Throw Ring Location: _____

7 EMERGENCY EQUIPMENT



- ☐ EPIRB present & registered
- ☐ Registration up to date
- ☐ Strobe light / Flares
- ☐ Signal mirror & whistle
- ☐ Emergency flashlight
- ☐ Spare batteries
- ☐ Emergency blanket

EPIRB Expiry: _____

8 DOCUMENTS & INFO



- ☐ Boat registration
- ☐ Insurance documents
- ☐ Dive operator permits
- ☐ Emergency contacts list
- ☐ Local emergency numbers
- ☐ DAN / Evacuation plan
- ☐ Logbook updated

Documents Onboard: _____



EMERGENCY CONTACTS

COAST GUARD / MARITIME: _____
LOCAL EMERGENCY: _____
HOSPITAL: _____
HYPERBARIC CHAMBER: _____
DAN / ASSIST: _____
COMPANY 24/7 CONTACT: _____



CREW CONFIRMATION

We have completed the safety inspection and all equipment is in place and operational.

CAPTAIN: _____ DATE: _____
DIVE GUIDE: _____ DATE: _____
DECKHAND: _____ DATE: _____



GOLDEN RULE

Guests do not need to know everything we check.

They only need to feel safe.



LOOK

Do a visual scan of everything. Don't assume.



TEST

If it has a function, test it.



CHECK DATES

Expired equipment is as dangerous as no equipment.



ACCESSIBILITY

Equipment that is hard to reach is as good as none.



RESTOCK

Replace used items before every trip.





BOAT INSPECTION CHECKLIST

SAFETY EQUIPMENT CHECKLIST

Safety is non-negotiable. *Lives depend on it.*



PREVENT

Find issues before they become problems.



VERIFY

Check everything. Assume nothing.



TEST

Test critical systems before every trip.



CONFIRM

Document and confirm.



COMMUNICATE

Share status with the crew.

1 FUEL SYSTEM



- ☐ Fuel level sufficient for planned route
- ☐ Fuel clean, no water or debris
- ☐ Fuel fills secured
- ☐ Vent lines clear
- ☐ No fuel leaks

Fuel Level: _____ % / Est. Range: _____ nm

2 ENGINES



- ☐ Engine oil level checked
- ☐ Cooling system operating
- ☐ No unusual noises or vibrations
- ☐ Trim/tilt operational
- ☐ Engine(s) start smoothly

Engine Hours: P _____ S _____

3 BATTERY & ELECTRICAL



- ☐ Batteries secure and terminals clean
- ☐ Voltage level normal
- ☐ Battery selector working
- ☐ All switches function
- ☐ No loose or corroded connections

Voltage: _____ V

4 NAVIGATION & ELECTRONICS



- ☐ GPS / Chartplotter on and working
- ☐ Radar (if equipped) operational
- ☐ Depth sounder working
- ☐ Compass accurate
- ☐ Navigation lights working

GPS Datum: _____

5 ANCHOR & MOORING



- ☐ Anchor secure and ready
- ☐ Chain / rope in good condition
- ☐ Windlass operational
- ☐ Snubber and shackles ready
- ☐ Spare anchor (if carried)

Anchor Type: _____

6 FRESH WATER



- ☐ Water tanks full
- ☐ Water pump working
- ☐ No leaks in system
- ☐ Showers working
- ☐ Pressure normal

Water Level: _____ %

7 ICE & COOLERS



- ☐ Ice quantity sufficient
- ☐ Coolers clean and sanitized
- ☐ Drains functioning
- ☐ Lids and seals in good condition
- ☐ No foul odors

Ice Quantity: _____ %

8 GUEST COMFORT SYSTEMS



- ☐ Audio system working
- ☐ Volume at safe level
- ☐ Lights interior/exterior working
- ☐ Fans / A/C (if equipped) working
- ☐ Sunshade / bimini secure

Comfort Check: _____

9 SWIM PLATFORM & LADDER



- ☐ Ladder secure and clean
- ☐ Steps in good condition
- ☐ Handrails secure
- ☐ Platform clear and safe
- ☐ Rinse shower working

Ladder Check: _____

10 TOWELS & LINEN



- ☐ Towels clean and folded
- ☐ Sufficient quantity onboard
- ☐ Extra towels stored
- ☐ Seat covers / cushions clean
- ☐ No stains or damage

Towels Onboard: _____

SYSTEMS STATUS SUMMARY

All systems checked and operational?



ALL GOOD
Ready to go.



ATTENTION
Needs monitoring.



NOT READY
Do not depart.



If any critical system is not 100%, resolve it before departure.



FUEL & RANGE PLANNER

Planned Route: _____
Estimated Distance: _____ nm
Estimated Fuel Consumption: _____ L / nm
Total Estimated Fuel Needed: _____ L
Fuel on Board: _____ L
Reserve Required (30% minimum): _____ L
Reserve Available: _____ L ☐ OK ☐ LOW
Range Available: _____ nm ☐ OK ☐ LOW



NOTES / ACTIONS

Completed By: _____ Date: ____/____/____ Time: _____



GOLDEN RULE

A well-maintained boat is a safe boat.

A safe boat creates extraordinary experiences.





BOAT INSPECTION CHECKLIST

DIVE EQUIPMENT CHECKLIST

Reliable gear. Safe dives. *Unforgettable experiences.*



INSPECT

Check every item carefully.



VERIFY

Ensure condition and functionality.



TEST

Test operation if applicable.



CONFIRM

Confirm complete and ready.



PREPARE

Prepare spares and backup gear.

1 CYLINDERS



- ☐ Visual inspection (no dents/damage)
- ☐ Hydro in date
- ☐ Valve functioning properly
- ☐ Valve O-rings in good condition
- ☐ Tank clean and dry
- ☐ MOD/Reserve labels visible
- ☐ Quantity matches manifest
- ☐ Secured properly on board

Notes: _____

2 REGULATORS



- ☐ First stage clean and dry
- ☐ HP & LP ports dust capped
- ☐ Hoses in good condition
- ☐ Second stage purge working
- ☐ No free flow or leaks
- ☐ Adjusted to correct settings
- ☐ Spare regulators onboard

Notes: _____

3 BCD's (BCDs)



- ☐ Inflator working
- ☐ Deflator working
- ☐ No leaks (inflate & hold test)
- ☐ Straps and buckles functional
- ☐ Weight pockets secure
- ☐ D-rings secure and intact
- ☐ Oral inflator in place

Notes: _____

4 WEIGHTS



- ☐ Weight belts in good condition
- ☐ Weights clean and dry
- ☐ Quantity sufficient
- ☐ Quick release functional
- ☐ Weight pockets (if used) OK

Notes: _____

5 MASKS & SNORKELS



- ☐ Mask skirt clean and flexible
- ☐ Strap working
- ☐ Lens clean and scratch-free
- ☐ Snorkel clear and functional
- ☐ Purge valve working
- ☐ Spare masks available

Notes: _____

6 FINS



- ☐ Blades in good condition
- ☐ Straps / buckles functional
- ☐ Springs / straps intact
- ☐ Size range available
- ☐ Spare fins available

Notes: _____

7 SPARE GEAR



- ☐ Complete spare regulator
- ☐ Spare BCD with inflator
- ☐ Spare mask
- ☐ Spare fins
- ☐ Spare weights
- ☐ Spare tank (if available)

Notes: _____

8 SMALL PARTS



- ☐ O-rings (assorted sizes)
- ☐ Zip ties
- ☐ Hose protectors
- ☐ Swivels / clips
- ☐ BCD inflator parts
- ☐ Mask straps

Notes: _____

9 SAVE-A-DIVE KIT



- ☐ O-rings
- ☐ Regulator tools
- ☐ Hose plugs
- ☐ Hose clamps
- ☐ Silicone grease
- ☐ Multi-tool

Notes: _____

10 SAFETY ACCESSORIES



- ☐ SMB + reel
- ☐ Dive lights (if used)
- ☐ Slate + pencil
- ☐ Knife / cutting device
- ☐ Whistle
- ☐ Surface signaling devices

Notes: _____



SPARE AIR STRATEGY

- ✓ Minimum 1 spare regulator for every 4 divers.
- ✓ Spare cylinders available for extended trips.
- ✓ All spares tested and ready to use.
- ✓ Crew trained in emergency procedures.



GOLDEN RULE

Equipment is our promise to our guests.
Never compromise on safety.

DIVE EQUIPMENT SUMMARY

	OK	ATTENTION	NOT READY
Breathing System (Cylinders, Regulators)	✓	!	✗
BCDs	✓	!	✗
Weights	✓	!	✗
Exposure Accessories (Fins, Masks, Snorkels)	✓	!	✗
Spare & Emergency Gear	✓	!	✗
Safety Accessories	✓	!	✗
Small Parts & Tools	✓	!	✗

Overall Status:

☒ ALL GOOD - READY TO DIVE

☐ ATTENTION - CHECK ITEMS

☒ NOT READY - DO NOT DEPART

DIVE LEADER CONFIRMATION

I confirm that all dive equipment has been inspected, tested and is ready for today's trip.

Dive Leader Name: _____

Signature: _____

Date: ____ / ____ / ____

Time: _____



FUEL & RANGE PLANNER

Planned Route: _____
Estimated Distance: _____ nm
Estimated Fuel Consumption: _____ L / nm
Total Estimated Fuel Needed: _____ L
Fuel on Board: _____ L
Reserve Required (30% minimum): ☐ OK ☐ LOW
Reserve Available: _____ L ☐ OK ☐ LOW
Range Available: _____ nm

NOTES / ACTIONS

Completed By: _____ Date: ____ / ____ / ____ Time: _____



GOLDEN RULE

A well-maintained boat is a safe boat.

A safe boat creates extraordinary experiences.





EQUIPMENT STANDARDS

4.3.1 EQUIPMENT PHILOSOPHY

OUR COMMITMENT

Every piece of equipment we provide is selected, maintained and prepared to the highest standard.

Because for our guests, excellence is not optional.

No equipment should ever become the guest's concern.

Our equipment is an extension of our hospitality. It must perform flawlessly, look impeccable and be ready to deliver extraordinary underwater experiences, dive after dive.



OUR EQUIPMENT PHILOSOPHY IS BUILT ON FIVE PILLARS



SAFETY FIRST

Every item is chosen and maintained to exceed industry safety standards. We protect our guests and our team, every single dive.



PERFORMANCE

Reliable, high-performance equipment ensures comfort underwater and confidence in every situation.



PRESENTATION

Clean. Organized. Impeccable. Our equipment reflects the same level of presentation as our boat and our service.



EXPERIENCE

When everything works perfectly, guests can focus on what truly matters: the ocean, the moment and the experience.



RESPONSIBILITY

We take full responsibility for our equipment. Our guests should never have to worry about it — we handle everything.

EQUIPMENT BELONGS TO THE CREW.

Not to the guest.

- ✓ Guests do not carry cylinders.
- ✓ Guests do not move weights.
- ✓ Guests do not search for a BCD.
- ✓ Guests do not set up equipment (unless they choose to).
- ✓ Guests arrive. We are ready.



OUR JOB IS SIMPLE:
REMOVE FRICTION. DELIVER MAGIC.

OUR PHILOSOPHY IN ACTION



SELECTED WITH PURPOSE

We invest in premium equipment from trusted brands. Quality is not negotiable.



MAINTAINED RELIGIOUSLY

Regular service, inspections and replacements ensure everything is always in peak condition.



CLEANED WITH CARE

After every dive, equipment is rinsed, inspected, disinfected when needed and properly dried.



ORGANIZED WITH INTENTION

Every item has its place. Easy to find, easy to check, always ready.



PREPARED WITH PRIDE

We prepare each set as if our best friend (or our family) will use it. Because someone will.

THIS IS OUR STANDARD



Premium equipment from trusted brands.



Routine inspections and preventive maintenance.



Thorough cleaning and proper drying after each dive.



Proper storage in controlled, dry and clean areas.



Continuous review and upgrade of our gear.



Trained crew, ownership and attention to detail.

“Guests dive.
We handle everything else.”



When our equipment is invisible to the guest, it means we have done our job perfectly. That is true luxury.



EQUIPMENT STANDARDS

4.3.2 GUEST EQUIPMENT PREPARATION

OUR PROMISE —

Every piece of equipment is prepared before our guests arrive so they can focus on what truly matters: the ocean.

Guests arrive.
We're ready.

READY BEFORE THEY ARRIVE.

All guest equipment is fully assembled, inspected and prepared before the first guest steps on board.

This ensures a seamless experience and allows our crew to deliver the highest level of safety and service.

 **EQUIPMENT BELONGS TO THE CREW. NOT TO THE GUEST.**



GUEST EQUIPMENT PREPARATION CHECKLIST

PREPARED WITH CARE. DELIVERED WITH PRIDE.

1 BCD / INFLATOR



- ☐ Inflator fully functional
- ☐ Oral inflator working
- ☐ Straps adjusted & ready
- ☐ No leaks / damage
- ☐ Dump valves working

Size: _____

2 REGULATOR



- ☐ First stage clean & dry
- ☐ HP / LP ports clean
- ☐ Second stage tested
- ☐ No free flow or leaks
- ☐ Hoses in good condition

S/N: _____

3 DIVE COMPUTER



- ☐ Battery above 30%
- ☐ Date & time set
- ☐ Units set (metric/imperial)
- ☐ Mode set correctly
- ☐ Screen clean & working

S/N: _____

4 WEIGHTS



- ☐ Weight correct for guest
- ☐ Belt / pockets in good condition
- ☐ Quick release functional
- ☐ Easy access positioned

Weight: _____ kg / lbs

5 MASK



- ☐ Skirt clean & soft
- ☐ Strap in good condition
- ☐ Buckles working
- ☐ Lens clean & scratch-free
- ☐ Defogged

Size: _____

6 FINS



- ☐ Correct size for guest
- ☐ Straps / buckles working
- ☐ Blades in good condition
- ☐ No cracks or damage

Size: _____

7 SMB / SAFETY



- ☐ SMB inflates fully
- ☐ Oral inflator working
- ☐ No leaks / damage
- ☐ Reel functional
- ☐ Line properly stowed

Color: _____

8 NITROX (IF APPLICABLE)



- ☐ Analyzer checked
- ☐ MOD calculated
- ☐ Tank labeled
- ☐ Percentage confirmed
- ☐ Guest briefed

%: _____ MOD: _____

9 GUEST TAG



- ☐ Name / Identifier added
- ☐ Size recorded
- ☐ Nitrox % (if applicable)
- ☐ Special notes added

Tag: _____

10 EXTRAS



- ☐ Mouthpiece (new/clean)
- ☐ Towel prepared
- ☐ Hood / boots (if needed)
- ☐ Gloves (if needed)
- ☐ Surface signaling device

Notes: _____

PREPARATION WORKFLOW



1 INSPECT

Inspect all equipment thoroughly.



2 ASSEMBLE

Assemble and adjust for the guest.



3 TEST

Test all functions and check for leaks.



4 CLEAN

Wipe down and ensure preparation is perfect.



5 TAG

Add guest tag with all relevant info.



6 PREPARE

Place in assigned spot on the boat.



READY TO WELCOME OUR GUEST.

Every detail.
Every time.



GUEST PREFERENCE CHECK

Confirm preferences before the trip:

- Current certifications
- Dive experience
- Equipment preferences
- Special requirements



NOT SURE? ASK.

When in doubt about sizing, configuration or setup, ask the guest before final preparation.



GOLDEN RULE

We prepare. We protect.
We anticipate. We deliver excellence.

Guests dive. We handle everything else.



DEEP CIRCLE STANDARD

"Preparation is invisible.
Excellence is unforgettable."



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL

SECTION 4.3.2

EQUIPMENT STANDARDS

4.3.3 EQUIPMENT INSPECTION

OUR COMMITMENT

Every piece of equipment is inspected, tested and verified before every trip.

If it's not perfect, it doesn't go in the water.

Inspect. Verify. Trust.

A complete daily inspection ensures safety, reliability and performance. We inspect like professionals, so our guests can dive with total confidence.



DAILY INSPECTION FLOW – EVERY SET, EVERY DIVE



1 BCD (BCDS)



- ☐ Inflator works (full inflate/deflate)
- ☐ Deflator works
- ☐ Oral inflator works
- ☐ All hoses secure & intact
- ☐ No leaks (pressurized test)
- ☐ Buckles & straps in good condition
- ☐ D-rings secure
- ☐ Tank band works
- ☐ Overall condition is excellent

Notes: _____

2 REGULATOR



- ☐ First stage secure & dry
- ☐ No leaks (hoses test)
- ☐ Intermediate pressure in range
- ☐ Second stage purge works
- ☐ Second stage breathes smoothly
- ☐ No free flow
- ☐ Hose in good condition
- ☐ Dust cap in place

Notes: _____

3 OCTOPUS / ALTERNATE



- ☐ Connected & functional
- ☐ Purge works
- ☐ Breathes smoothly
- ☐ No free flow
- ☐ Hose in good condition
- ☐ Easily accessible

Notes: _____

4 DIVE COMPUTER



- ☐ Screen clear & readable
- ☐ Buttons function properly
- ☐ Battery sufficient
- ☐ Time & date set
- ☐ Depth & temp test OK
- ☐ Settings verified
- ☐ Nitrox settings (if used)

Notes: _____

5 PRESSURE & GAUGE



- ☐ SPG accurate (within range)
- ☐ Needle returns to zero
- ☐ Console secure
- ☐ Hoses in good condition
- ☐ Compass functional
- ☐ Easy to read

Notes: _____

6 MASK



- ☐ Skirt clean & intact
- ☐ Strap good condition
- ☐ Buckles work smoothly
- ☐ No cracks in frame/lens
- ☐ Defogged

Notes: _____

7 FINS



- ☐ Blade in good condition
- ☐ Foot pocket intact
- ☐ Straps / buckles working
- ☐ Springs / straps OK
- ☐ Clean & ready

Notes: _____

8 WEIGHTS



- ☐ Weight belt in good condition
- ☐ Buckle works
- ☐ Correct amount for guest
- ☐ Weights clean & secure
- ☐ Quick release functional

Notes: _____

9 SMB / DSMB



- ☐ Oral inflator works
- ☐ Inflates & holds air
- ☐ Dump valve works
- ☐ Reel / line OK
- ☐ Clip / bolt snap secure

Notes: _____

10 ACCESSORIES



- ☐ Torch works (if used)
- ☐ Batteries charged
- ☐ Clips / bolts snap OK
- ☐ Slate / pencil present
- ☐ Everything secure

Notes: _____

FINAL CHECK BEFORE BOARDING



- ☒ All equipment inspected and functional
- ☒ All hoses secured and leak-free
- ☒ All settings verified
- ☒ Spare parts & tools available
- ☒ Equipment clean and presentable
- ☒ All items staged and ready for use

WE DIVE WITH CONFIDENCE.

DEFECT? TAKE ACTION.



DO NOT USE IT

If any item fails inspection, do not use it.



REPLACE IT

Use a spare immediately.



REPORT IT

Inform the dive leader and log the issue.



**SAFETY IS NOT NEGOTIABLE.
NEVER COMPROMISE.**

INSPECTION RECORD

DATE	INSPECTED BY	TOTAL SETS	NOTES

Daily inspection log must be completed.



GOLDEN RULE

Inspect like your life depends on it.
Because one day, it might.



“Guests dive.
We handle everything else.”



DEEP CIRCLE STANDARD
“Preparation is invisible.”
Excellence is unforgettable.”



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL

SECTION 4.3.3
PAGE 2 OF 5

EQUIPMENT STANDARDS

4.3.5 POST DIVE EQUIPMENT CARE

OUR COMMITMENT

Post dive care protects our equipment, preserves performance and guarantees the same exceptional experience for every guest.

Great dives begin with great care. *It's part of our promise.*

Care today. Performance always.

How we care for our equipment after every dive determines how it performs tomorrow.

Clean. Protect. Maintain. Document.

It's our standard.



OUR POST DIVE CARE PROCESS

- 

1 RINSE
Rinse thoroughly with fresh water to remove salt, sand and contaminants.
- 

2 DISINFECT (IF NEEDED)
Disinfect mouthpieces and masks. Clean items that require special attention.
- 

3 DRY
Allow all items to dry completely in a shaded, well-ventilated area. No direct sun.
- 

4 STORE
Store in designated locations. Organized, protected and ready for the next dive.
- 

5 INSPECT & LOG
Inspect as required and record in the maintenance log. Track. Improve. Ensure.

POST DIVE CARE CHECKLIST

	RINSE	DISINFECT (IF NEEDED)	DRY	INSPECT	STORE	LOG
 BCD (BCDS)	✓	✓	✓	✓	✓	✓
 REGULATOR (1ST & 2ND STAGE) & HOSES	✓	✓	✓	✓	✓	✓
 DIVE COMPUTER	✓	✓	✓	✓	✓	✓
 MASK	✓	✓	✓	✓	✓	✓
 FINS	✓		✓		✓	✓
 WEIGHTS	✓		✓		✓	✓
 SMB / DSMB	✓		✓		✓	✓
 REEL	✓		✓		✓	✓
 ACCESSORIES (TORCHES, COMPASS, ETC.)	✓		✓		✓	✓
 CYLINDER	RINSE EXTERIOR	-	-	-	-	✓

✓ All equipment must be completely dry before storage.

No moisture. No corrosion. No exceptions.

STORAGE STANDARDS

-  No direct sunlight. Protect from UV and heat.
-  Well-ventilated, clean and dry area. Humidity is the enemy.
-  Hang BCDs and regulators in natural position. Do not coil hoses tightly.
-  Keep items organized by type and size. Everything has a home.
-  Secure storage. Protect equipment and guests' trust.

MAINTENANCE LOG

-  Record every inspection and service.
- Track dates, technician and next due.
- Follow manufacturer's service intervals.
- Proactive maintenance = reliability.

Documented care is professional care.

ESSENTIAL CARE & MAINTENANCE SUPPLIES

-  Fresh water (with low TDS)
-  Mild soap (neutral pH)
-  Mask cleaner
-  Disinfectant (solution)
-  Silicone (lubricant)
-  O-rings assortment
-  Spare parts kit
-  Microfiber towels
-  Brushes (set)

Our gear is premium. Our care is premium.



GOLDEN RULE

If it's not clean, dry and ready, it's not Deep Circle.

We respect our equipment so it can protect our guests.

“Our equipment is an investment in safety, performance and our guests' trust. We take care of it like our lives depend on it. Because they might.”



SAFETY

Proper care ensures equipment performs when it matters most.



TEAMWORK

Everyone follows the process. Every time.



EXCELLENCE

Details make the difference.



Guests dive.

We handle everything else.



DEEP CIRCLE STANDARD

“Preparation is invisible. Excellence is unforgettable.”



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL

SECTION 4.3.5
PAGE 2 OF 5

EQUIPMENT STANDARDS

4.3.5 EQUIPMENT MAINTENANCE PROGRAM

OUR COMMITMENT

We maintain our equipment with the same precision and discipline we apply to safety and hospitality.

Well-maintained equipment protects lives and elevates experiences.

That is true luxury.

Reliability is not an accident.
It is a system.

Our maintenance program ensures every piece of equipment is safe, reliable and always ready to perform at its best. We follow manufacturer requirements, industry best practices and our own Deep Circle standards.



MAINTENANCE PRINCIPLES



SAFETY FIRST

Safety is the reason for every inspection, service and replacement.



PREVENTIVE

We prevent issues before they happen through regular maintenance.



PROFESSIONAL

Only qualified technicians and certified service centers perform service.



DOCUMENTED

If it's not documented, it didn't happen. We log everything.



TIMELY

We follow service intervals without exception.



QUALITY

We use genuine parts, quality consumables and proven procedures.



ACCOUNTABLE

Every team member is responsible for equipment care and reporting.

RECOMMENDED SERVICE SCHEDULE (MINIMUM)

EQUIPMENT	INSPECTION (BY CREW)	SERVICE (BY TECHNICIAN)	VISUAL / FUNCTION TEST	HYDROSTATIC TEST
REGULATORS	Daily	Annually (or every 100 dives)	Before every use	—
BCDs	Daily	Annually	Before every use	—
DIVE COMPUTERS	Daily	According to manufacturer	Before every use	—
CYLINDERS	Visual check (before every use)	—	Visual inspection (annually)	Every 5 years (or as required by local law)
SPG / GAUGE	Daily	Annually	Before every use	—
MASKS / FINS / SNORKELS	Daily	As needed	Before every use	—
SMB / REEL / ACCESSORIES	Daily	As needed	Before every use	—
DIVE LIGHTS	Daily	Annually	Before every use	—
OXYGEN KIT	After each use	Annually	Before every use	—

Note: Follow manufacturer recommendations. When in doubt, service.

MAINTENANCE CHECKLIST – DAILY OVERVIEW

- ✓ All equipment visually checked for damage or wear
- ✓ Inflator hoses, connections and valves checked
- ✓ Regulators tested for leaks and proper performance
- ✓ Second stage demand and purge tested
- ✓ SPG / gauges accurate and in range
- ✓ Dive computers powered on, settings verified
- ✓ Mask straps, skirts and buckles checked
- ✓ Fins, buckles and straps in good condition
- ✓ Weights cleaned and free of corrosion
- ✓ SMB / reel spooled and functional
- ✓ Lights charged and tested
- ✓ Nitrox label present and correct (if used)
- ✓ Cylinders: visual inspection, valve clean and open
- ✓ All O-rings in good condition
- ✓ Spare equipment checked and ready
- ✓ Maintenance log updated

! If any item fails inspection, tag it **OUT OF SERVICE** and take corrective action immediately.

SERVICE PARTNERS & STANDARDS



We work only with trusted, certified technicians and service centers.



- Regulators serviced by authorized technicians.



- Nitrox analyzers calibrated regularly by certified providers.



- Oxygen cleaning performed only by trained professionals.

- All services follow manufacturer specifications and ANSI / CE standards.

RECORDS & TRACEABILITY

We track every piece of equipment from purchase to retirement.

- ✓ Serial number recorded
- ✓ Date of purchase
- ✓ Service history and parts replaced
- ✓ Technician / service center
- ✓ Next service due date
- ✓ Location / assigned set



Scan to view example log



Accurate records = safety, reliability and peace of mind.

EQUIPMENT REPLACEMENT POLICY

We replace equipment based on safety, performance and appearance.

- ✓ Regulators: every 5–7 years or if performance degrades.
- ✓ BCDs: every 5–7 years or if wear affects safety.
- ✓ Masks / fins: as needed to maintain comfort and quality.
- ✓ Computers / lights: according to manufacturer and technology updates.
- ✓ Anything that cannot be maintained to our standard is replaced.



We would rather replace today than risk tomorrow.



GOLDEN RULE

If you wouldn't dive with it, our guests don't either.

Maintain it like your life depends on it. Because one day, it might.



Well-maintained gear protects our guests.



Well-maintained gear protects our team.



Well-maintained gear reflects our standard.



Our equipment is an investment in safety, performance and our guests' trust. We maintain it with the same care and respect we give to every dive experience.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 4.3.5
PAGE 5 OF 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

Every dive we lead is more than an activity.
It is a responsibility.

We dive with purpose,
plan with precision
and operate with care.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

PROFESSIONAL. SAFE. EXCEPTIONAL.

Great dives are not by chance.
They are by design.

This section defines how we plan, execute and supervise every dive to deliver unforgettable experiences with uncompromising safety.

Plan the dive. Lead the dive. Protect the dive.



EQUIPMENT
BELONGS TO
THE CREW.
NOT TO THE GUEST.



OUR DIVING OPERATIONS PRINCIPLES



SAFETY FIRST

Safety is non-negotiable.
We follow standards
that protect our guests
and our team.



PLAN EVERYTHING

Proper planning eliminates
surprises and increases
enjoyment.



KNOW YOUR GUESTS

Every guest is unique.
We assess, communicate
and adapt.



RESPECT THE OCEAN

We are guests in
the underwater world.
We observe, we don't
disturb.



LEAD BY EXAMPLE

Our guides set the tone.
Professional, calm and
in control.



CREATE MEMORIES

Unforgettable dives
come from excellent
operations and genuine
care.

OVERVIEW OF THIS SECTION

Section 5 defines all operational standards for planning, leading and managing dives in every environment.

- 5.1 Dive Planning
- 5.2 Site Selection & Conditions Assessment
- 5.3 Guest Assessment & Medical Readiness
- 5.4 Dive Briefing Standards
- 5.5 Buddy Teams & Group Management
- 5.6 Guide Ratios & Responsibilities
- 5.7 Entry Procedures
- 5.8 Underwater Conduct & Procedures
- 5.9 Exit Procedures
- 5.10 Types of Diving & Special Activities
- 5.11 Surface Support & Boat Procedures
- 5.12 Lost Dive & Emergency Response Underwater
- 5.13 Emergency Procedures & Response
- 5.14 Post Dive Debrief & Documentation

THE DEEP CIRCLE DIVE OPERATION FLOW



EVERY DIVE, EVERY TIME

- ✓ We plan with precision.
- ✓ We communicate clearly.
- ✓ We dive with discipline.
- ✓ We look after each other.
- ✓ We leave the ocean as we found it.
- ✓ We learn and improve.



KEY RESPONSIBILITIES – DIVE GUIDE

- Plan dives according to standards and conditions.
- Assess guests and confirm fitness to dive.
- Deliver complete and effective briefings.
- Lead by example: calm, aware and professional.
- Monitor group and environment continuously.
- Make decisions that prioritize safety.
- Handle emergencies with confidence.
- Document and report accurately.



KEY RESPONSIBILITIES – CREW

- Prepare the boat and equipment.
- Assist with entries, exits and surface support.
- Monitor tanks, weights and gear on board.
- Maintain situational awareness at all times.
- Support the dive guide and the guests.
- Act quickly and calmly in emergencies.



KEY RESPONSIBILITIES – CAPTAIN

- Evaluate conditions and approve the plan.
- Position the boat for safety and efficiency.
- Monitor weather, currents and traffic.
- Maintain communication with the guide.
- Execute recall procedures if required.
- Ensure all guests and crew are safe.



You are the leader, the guardian and the host.
Our guests trust your experience.



A strong team behind the guide
creates a safe and exceptional dive.



The captain ensures the safety
of everyone above and below.



GOLDEN RULE

No dive is so important
that it cannot be canceled.

When in doubt, don't go out.
Safety today, more dives tomorrow.



We don't control the ocean.
We respect it.
That's how we get to enjoy it.



REMEMBER

Our guests choose Deep Circle
for our professionalism, our care
and our experience.

Every dive is an opportunity
to exceed expectations.





DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.1 DIVE PLANNING

Every great dive begins
long before we enter the water.

Proper planning is the foundation of safety,
enjoyment and unforgettable experiences.
We plan every detail so our guests can
focus on what matters: the dive.



THE DEEP CIRCLE PLANNING PROCESS



1. GATHER INFORMATION

Collect all relevant
information about the
dive site, conditions,
guests and objectives.



2. ANALYZE & ASSESS

Evaluate conditions,
risks, guest abilities
and emergency
considerations.



3. PLAN THE DIVE

Define the dive plan,
roles, procedures and
contingencies.



4. BRIEF THE TEAM

Align guide, crew and
captain. Ensure clear
communication and
shared understanding.



5. BRIEF THE GUESTS

Deliver a clear, complete
and engaging briefing
tailored to the dive
and group.



6. EXECUTE THE DIVE

Follow the plan, adapt
as needed, always
prioritizing safety and
guest experience.



7. REVIEW & IMPROVE

Debrief, document and
identify opportunities
to improve every
dive experience.

KEY INFORMATION TO GATHER

- ✓ Dive site: features, depth, profile, hazards
- ✓ Conditions: current, visibility, temperature, swell, wind, tide
- ✓ Weather forecast and sea state
- ✓ Guest experience, training, certifications
- ✓ Medical considerations and restrictions
- ✓ Equipment requirements and special gear
- ✓ Site rules, permits and local regulations
- ✓ Emergency services and evacuation options
- ✓ Support resources: surface support, vessel, communication equipment

RISK ASSESSMENT FACTORS

- ✓ Environmental risks (current, surge, visibility, etc.)
- ✓ Site specific hazards (reefs, entanglement, depth, overhead environments)
- ✓ Human factors (experience, fitness, stress, fatigue, sun exposure)
- ✓ Equipment risks and redundancy
- ✓ Operational risks (boat traffic, other divers, surface conditions)
- ✓ Emergency access and response time
- ✓ Mitigation strategies and contingency plans

**If the risk is unacceptable, we change the plan
or the site. Never the standard.**

PLANNING TOOLS WE USE

- ✓ Dive charts and site maps
- ✓ Digital weather & ocean forecast tools
- ✓ Tide tables and current predictions
- ✓ DAN / RAN guidelines
- ✓ Gas planning tables & dive computers
- ✓ Communication devices
- ✓ Emergency action plan templates
- ✓ Dive logs and historical data

DIVE PLAN COMPONENTS

- ✓ Dive objective and highlights
- ✓ Maximum depth and bottom time
- ✓ Route / swim path and key points of interest
- ✓ Entry and exit procedures
- ✓ Turn pressure / time
- ✓ Gas management plan
- ✓ Buddy system and group management
- ✓ Communication plan (underwater & surface)
- ✓ Contingency plans (lost buddy, low on gas, etc.)
- ✓ Emergency procedures and signals
- ✓ Surface interval plan



When the guide and captain agree,
we go. When they don't, we don't.

GUIDE PRE-DIVE CHECKLIST

- ✓ Site and conditions reviewed
- ✓ Guest briefing completed
- ✓ Equipment checked and ready
- ✓ Boat and safety equipment checked
- ✓ Emergency oxygen ready
- ✓ Communication check with captain
- ✓ Roles and responsibilities assigned
- ✓ Emergency plan reviewed
- ✓ All On-Go decision made with captain



When the guide and captain agree,
we go. When they don't, we don't.

DOCUMENTATION & RECORDING

- ✓ Dive plan recorded in the log
- ✓ Site, conditions and group details
- ✓ Depth, time and bottom profile
- ✓ Guide and buddy team
- ✓ Equipment and gas used
- ✓ Notes on highlights and observations
- ✓ Incidents, near-misses or concerns
- ✓ Post dive debrief and improvements



What gets documented gets better.
What gets better gets unforgettable.



GOLDEN RULE

A good plan makes a great dive.
A flexible plan makes it exceptional.

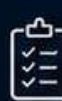
**Plan for the best. Prepare for the worst.
Expect the unexpected.**



OUR PROMISE

We will always choose safety over schedule,
experience over ego and precision over luck.

Because our guests trust us with their
most valuable moments.



REMEMBER

If conditions change,
we adapt the plan.
If the plan no longer
meets our standards,
we change the plan.
If the risk is too high,
we don't dive today.
There is always another day.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.2 SITE SELECTION & CONDITIONS ASSESSMENT

The right site. The right conditions.
The right experience.

We select dive sites based on safety, conditions,
suitability for our guests and the type of experience
we want to deliver.



EQUIPMENT
BELONGS TO
THE CREW.
NOT TO THE GUEST.

SITE CONDITIONS ASSESSMENT			
DATE	12 / 05 / 2025	SITE:	MANTA POINT
CONDITION	AM	PM	NOTES
CURRENT	Mild	Mild	Drifting S-SW
VISIBILITY	25 m	20 m	Good
SURGE	Low	Low	Good
WIND	8 k t	10 k t	ENE
TIDE	Incoming	High	11:30
WEATHER			
SAFETY LEVEL	GOOD	GOOD	
RECOMMENDATION	GO	GO	

SITE SELECTION CRITERIA



SAFETY FIRST

- Safe entry and exit procedures
- Appropriate depth and environment
- Emergency access available



SUITABLE FOR OUR GUESTS

- Match site to guest experience level
- Consider comfort and certification limits
- Consider physical fitness and conditions



CONDITIONS

- Current, visibility, swell, wind and tide
- Weather forecast and sea state
- Site specific seasonality



EXPERIENCE QUALITY

- Maximize life potential and biodiversity
- Unique features (wrecks, reefs, topography)
- Photographic opportunities



GROUP DYNAMICS

- Group size and mix
- Interests and expectations
- Special activities planned (photo, training, exploration)



OPERATIONAL FEASIBILITY

- Distance and travel time
- Boat traffic and congestion
- Permits, restrictions and protected areas

CONDITIONS ASSESSMENT – KEY FACTORS



CURRENT: direction, speed, and predictability



VISIBILITY: horizontal and vertical visibility



SURGE: size, frequency and impact at site



WIND: direction and speed



TIDE: stage (high/low), movement and range



WEATHER: forecast, rain, thunder, visibility



TEMPERATURE: air and water temperature



SEA STATE: wave height and boat comfort

CONDITIONS RATING GUIDE

RATING	CONDITIONS	ACTION
	Ideal conditions. Proceed as planned.	GO
	Minor limitations. Proceed with caution and monitor.	GO WITH CAUTION
	Significant limitations. Adjust plan or site.	CONSIDER CHANGE
	Conditions pose a risk.	DO NOT DIVE / CHANGE SITE

SITE DECISION CHECKLIST

- ☒ Site matches guest experience level
- ☒ Conditions are within safe limits
- ☒ Emergency plan is in place
- ☒ Entry and exit procedures are appropriate
- ☒ Depth and bottom time are suitable
- ☒ Gas planning is appropriate
- ☒ Wildlife interactions are responsible
- ☒ Environmental impact is minimized
- ☒ Alternative site identified if needed
- ☒ Captain, guide and crew agree on plan



If any answer is NO, reassess the plan or select a different site.

SITE KNOWLEDGE STANDARDS

- ☒ All guides know the site topography and hazards
- ☒ Key features, depths and navigation points mapped
- ☒ Entry / exit points identified and practiced
- ☒ Potential hazards and their mitigation known
- ☒ Lost diver procedures planned for the site
- ☒ Marine life behavior and hotspots understood
- ☒ Environmental sensitivities respected
- ☒ Our updates shared among the team



We study the site so our guests can enjoy it with confidence.

WHEN WE CHANGE THE PLAN

We change the plan or site if:

- ☒ Conditions exceed our safety limits
- ☒ Guest abilities or comfort level change
- ☒ Medical or physical concerns arise
- ☒ Equipment issue cannot be resolved
- ☒ Crowding or traffic becomes excessive
- ☒ Environmental impact would be too high
- ☒ Any team member has safety concerns



Flexibility is not compromise. It is professionalism.

ALTERNATIVE PLAN

Every dive plan includes:

- ☒ Primary site
- ☒ Alternative site #1
- ☒ Alternative site #2 (if needed)
- ☒ Surface interval planning
- ☒ Fuel and time considerations
- ☒ Return time and contingency plan



Always have a Plan B. Sometimes even a Plan C.



GOLDEN RULE

The best dive is the one you can walk away from and want to do again tomorrow.

Pride does not plan dives.
Professionalism does.



We can change the plan, but we never change our standards.



REMEMBER

Our guests trust us to make the right decisions when they cannot see everything.
We lead with knowledge.
We decide with care.
We dive with confidence.



DIVING OPERATIONS STANDARDS

5.3 GUEST ASSESSMENT & MEDICAL READINESS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

Know your guests.
Protect your guests.

A proper assessment ensures every dive is safe, comfortable and appropriate for each guest's abilities and conditions.

If in doubt, ask more questions.
When in doubt, don't dive out.
There is always another day.

GUEST ASSESSMENT PROCESS

- PRE-ARRIVAL INFORMATION**
Collect certification level, experience, logbook, medical conditions and special needs in advance.
- ARRIVAL INTERVIEW**
Discuss experience, comfort level, recent dives, goals and any concerns.
- SKILLS REVIEW (IF NEEDED)**
Conduct in-water or confined water skills review to confirm ability and confidence.
- ASSESS & CONFIRM**
Determine appropriate dive plan and level of supervision required.
- DOCUMENT**
Record assessment in dive log and inform the entire team.

GUEST EXPERIENCE LEVEL GUIDE

LEVEL	DESCRIPTION	EXAMPLE
NOVICE	New diver or < 20 dives. Limited experience. Needs close guidance.	Certification < 1 year or few open water dives.
INTERMEDIATE	20 - 100 dives. Comfortable in most conditions.	Dives regularly, some specialties, confident skills.
ADVANCED	100+ dives. Good buoyancy control, problem solver.	Regular diver, deep, drift or wreck experience.
EXPERT	500+ dives. High situational awareness, handles challenges.	Technical diving, strong current, leadership experience.

Experience is more than a number.
Evaluate the diver, not just the logbook.

MEDICAL READINESS

All guests must complete a medical statement prior to diving.

DO NOT DIVE if the guest:

- Has symptoms of illness or infection
- Has ear, sinus or lung congestion
- Is pregnant
- Has uncontrolled medical conditions
- Has had recent surgery (unless cleared)
- Has taken disqualifying medication
- Is under the influence of alcohol or drugs

WHEN IN DOUBT:

Consult a physician or
DAN Medical Information Line.



MEDICAL STATEMENT – KEY POINTS

- Past or current medical conditions
- Medications (prescriptions & over-the-counter)
- Allergies (medications, food, stings, etc.)
- Surgery or hospitalizations
- Asthma, seizures, diabetes, heart conditions
- Ear, sinus or respiratory problems
- Loss of consciousness or blackouts
- Mental health conditions
- Pregnancy (current or trying)
- Contact information for emergency

Medical information is confidential and used only for dive safety.

IN-WATER SKILLS REVIEW (IF NEEDED)

Use when there is any doubt about the guest's abilities or after a long time out of the water.

SKILLS TO CONFIRM

- Mask clear (standard & alternate)
- Regulator recovery & clear
- BCD inflation, deflation & oral inflation
- Weight system operation
- Hover and buoyancy control
- Emergency ascents
- Buddy breathing
- Finning & trim
- Awareness, communication & signals

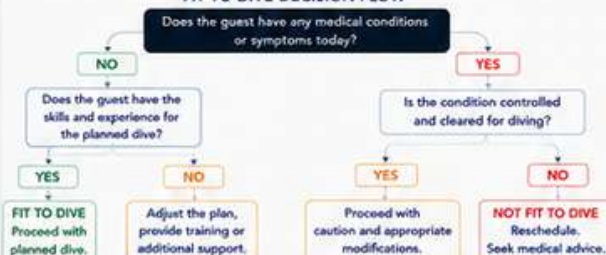
Short review, big impact.
It builds confidence for everyone.

COMMUNICATION & INFORMATION TO SHARE

- Guest experience level and any concerns
- Preferred dive style (relaxed, exploring, photography, etc.)
- Special skills or certifications
- Medical considerations or limitations
- Comfort with conditions (current, depth, cold, etc.)
- Any fears or past negative experiences
- Personal goals for the trip
- Equipment preferences
- Emergency contact information
- Dietary or other special needs (for surface intervals)

The more we know, the better experience we can deliver.

FIT TO DIVE DECISION FLOW



Our priority is the safety and well-being of our guests.

WHEN WE CHANGE THE PLAN

- Conditions exceed our safety limits
- Guest abilities or comfort level change
- Medical or physical concerns arise
- Equipment issues cannot be resolved
- Crowding or traffic becomes excessive
- Environmental impact would be too high
- Any team member has safety concerns

Flexibility is not compromise.
It is professionalism.

ALTERNATIVE PLAN

Every dive plan includes:

- Primary site
- Alternative site #1
- Alternative site #2 (if needed)
- Surface interval planning
- Fuel and time considerations
- Return time and contingency plan

Always have a Plan B.
Sometimes even a Plan C.

GOLDEN RULE

There is no shame in saying no to a dive.
It is our responsibility. It is our professionalism.
Safety first. Always.

“A great guide knows the ocean.
A great professional knows their guests.”



REMEMBER

Assessment is not about judging.
It is about understanding.
Understanding creates safety.
Safety creates trust.
Trust creates unforgettable experiences.

DIVING OPERATIONS STANDARDS

5.4 DIVE BRIEFING STANDARDS

A great briefing makes a great dive.

Our briefings are clear, complete and engaging. They set expectations, build confidence and help every guest enjoy the dive safely.

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.



BRIEF LIKE A PROFESSIONAL

- ✓ Be prepared
- ✓ Be clear
- ✓ Be concise
- ✓ Be confident
- ✓ Be engaging
- ✓ Be open to questions

THE COMPLETE DIVE BRIEFING CHECKLIST



1

DIVE OVERVIEW

- Site name
- Type of dive
- General description
- Why we are diving it



2

CONDITIONS

- Current (direction and strength)
- Visibility
- Surge / swell
- Wind
- Temperature



3

DIVE PROFILE

- Maximum depth
- Average depth
- Bottom time
- Planned time
- Safety stop
- Surface interval



4

ROUTE & KEY POINTS

- Entry point
- Travel path
- Key features
- Turn around point
- Exit point



5

HAZARDS & RISKS

- Natural hazards (reefs, currents, corals, etc.)
- Environmental risks (current, surge, cold, boat traffic)
- Other divers



6

DIVE PROCEDURES

- Entry procedure
- Buddy check
- Descent / ascent plan
- Safety stop location
- Exit procedure



7

TEAM & COMMUNICATION

- Buddy assignment
- Guide signals review
- Lost buddy plan
- Re-group plan
- Emergency plan



8

QUESTIONS

- Ask: "Any questions before we dive?"
- Confirm understanding
- Encourage open communication



A good dive briefing is not a speech. It is a conversation. Engage your guests. Invite questions. Make it easy to understand.



BRIEFING BEST PRACTICES

- ✓ Prepare before the guests arrive.
- ✓ Use visual aids: maps, charts, whiteboard.
- ✓ Face your guests and make eye contact.
- ✓ Speak clearly, slowly and with confidence.
- ✓ Keep it simple and focused.
- ✓ Adapt to the experience level of your group.
- ✓ Check understanding and invite questions.
- ✓ End with a positive and confident tone.



ADAPT YOUR BRIEFING

Match the depth and detail to your audience.



NOVICE DIVERS

More detail on procedures, signals and what to expect.



INTERMEDIATE DIVERS

Focus on route, conditions, and key points.



ADVANCED DIVERS

Highlights the features, challenges, gas management and risks.



VISUAL AIDS & TOOLS

- ✓ Site maps and charts
- ✓ Whiteboard drawings
- ✓ Underwater photos
- ✓ Compass
- ✓ Depth / time tables
- ✓ Current direction indicators
- ✓ Marine life identification guides



A confident guide creates confident and relaxed divers.



The better you adapt the the more your guests enjoy.



A picture, a map or a simple drawing says more than a thousand words.



KEY COMMUNICATION POINTS

- ✓ Review all hand signals.
- ✓ Confirm OK signal at the surface.
- ✓ Establish lost buddy procedure.
- ✓ Confirm re-group point and time.
- ✓ Agree on how to attract attention (lights, SMB, whistles, etc.).
- ✓ Ensure all divers know emergency surface signal.



THINGS NEVER TO FORGET

- ✗ Entry and exit procedures
- ✗ Maximum depth and bottom time
- ✗ Safety stop location and duration
- ✗ Turn pressure / gas management
- ✗ No decompression diving limits
- ✗ Lost buddy and emergency plan
- ✗ Boat location and identification
- ✗ What to do if separated from the group



Forget one of these, put the dive at risk.



POST BRIEFING CONFIRMATION

- ✓ Ask if everyone understands the plan.
- ✓ Verify buddy teams.
- ✓ Confirm gas and equipment readiness.
- ✓ Ensure everyone is comfortable.
- ✓ Finalize the plan and start the dive.



The last 30 seconds of the briefing can prevent incidents.



GOLDEN RULE

A good briefing = a safe dive.
A great briefing = an unforgettable dive.

Take the time. Do it right.
Your guests will feel the difference.



We don't dive to talk about the dive.
We talk about the dive
so we can enjoy the dive.



REMEMBER

The briefing is where we prepare for success.
The dive is where we collect memories.
Both start with you.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 5

DIVING OPERATIONS STANDARDS

5.5 BUDDY TEAMS & GROUP MANAGEMENT

No diver dives alone.
No one is left behind.

Strong buddy teams and effective group management are essential for safety, enjoyment and a smooth dive.



BUDDY CODE

- ✓ Plan together
- ✓ Dive together
- ✓ Stay together
- ✓ Look out for each other
- ✓ Ascend together
- ✓ Return together



BUDDY TEAM PRINCIPLES

- ✓ Buddies are the first level of safety underwater.
- ✓ Buddies share gas, awareness and responsibility.
- ✓ Know your buddy: skills, limitations and comfort.
- ✓ Continuous communication before, during and after the dive.
- ✓ If in doubt, abort the dive. There is always another day.



BUDDY TEAM CHECK

- B** BCD – Check inflation, deflation, clips
- W** WEIGHTS – Check amount and secure
- R** RELEASES – Check all releases
- A** AIR – Check pressure and gas
- F** FINAL OK – “OK to dive?”
- E** EXIT PLAN – Review exit and signals



IDEAL BUDDY CHARACTERISTICS

- ✓ Similar experience and certification level
- ✓ Similar gas consumption
- ✓ Good situational awareness
- ✓ Calm, respectful and positive attitude
- ✓ Comfortable communicating
- ✓ Responsible and safety-oriented
- ✓ Know each other or brief properly before the dive



GROUP SIZE GUIDELINES

EXPERIENCE LEVEL	MAX DIVERS PER GUIDE
Discover Scuba / Beginners	2
Open Water Certified	4
Advanced Open Water Certified	6
Advanced / Mixed Experience	6
Drift / Current / Deep / Tec	4

*These are maximums.
We may use lower ratios based on conditions and site.



A good dive briefing is not a speech. It is a conversation.
Engage your guests. Invite questions. Make it easy to understand.



PRE-DIVE BUDDY ASSIGNMENT

- ① Guides evaluate each diver's experience and comfort.
- ② Consider conditions, site type and dive profile.
- ③ Pair divers with similar skills and gas consumption.
- ④ Brief buddies together and confirm OK.
- ⑤ Assign clear roles if needed (lead / support diver).
- ⑥ Reassign if any concern before entering the water.



BUDDY RESPONSIBILITIES UNDERWATER

- ✓ Maintain visual contact.
- ✓ Monitor buddy's air, depth and time.
- ✓ Check on each other frequently.
- ✓ Assist if needed, without taking control.
- ✓ Share air if needed (trained and comfortable).
- ✓ Signal early if something is not OK.
- ✓ Ascend and exit together.
- ✓ Report any issue to the guide after the dive.



GROUP MANAGEMENT BY THE GUIDE

- ✓ Lead the dive with control and awareness.
- ✓ Brief the plan clearly and confirm understanding.
- ✓ Position in the water for maximum visibility.
- ✓ Monitor all divers constantly.
- ✓ Adjust the plan if needed.
- ✓ Control the pace and depth.
- ✓ Ensure buddy teams stay together.
- ✓ Make decisions for the safety of the group.



The right buddy can make a good dive great.
The wrong buddy can turn a good dive into an incident.



Your buddy is your teammate,
not your responsibility.



A good guide leads the dive.
A great guide leads the experience.

GROUP FORMATION UNDERWATER

STANDARD (RECREATIONAL)



CURRENT / DRIFT DIVING



DESCENT / ASCENT



Formation may change according to site, conditions and activity.

UNDERWATER COMMUNICATION



OK

We are OK



NOT OK

I have a problem



LOOK

Look over there



LOW ON AIR

Low on air



ASCEND

Let's go up



DESCEND

Let's go down



STOP

Stop / Hold



IF YOU LOSE YOUR BUDDY

- ✓ Stop. Look around.
- ✓ Look in all directions (360°).
- ✓ Ascend slightly and look again.
- ✓ Go to last known point.
- ✓ Wait 1 minute.
- ✓ If still not found, follow the lost buddy procedure.



Never continue the dive
without your buddy.
Report to the guide
immediately.



GOLDEN RULE

Take care of your buddy
and your buddy
will take care of you.

Teamwork makes every dive
safer and better.



“

We dive together.
We look out for each other.
We return together.
That's the Deep Circle way.

”



REMEMBER

You don't dive for yourself.
You dive for your team,
your buddies and your guests.
Your actions affect everyone.
Together we create
unforgettable dives.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5
PAGE 48 OF 45



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.6 ENTRY & EXIT PROCEDURES

Smooth entries. Safe exits.
Every time.

How we enter and exit the water sets the tone
for the entire dive. We control the process,
protect our guests and reduce risk.



QUICK RULES

- ✓ Be prepared
- ✓ Check your buddy
- ✓ Enter with control
- ✓ Descend together
- ✓ Exit with awareness
- ✓ Help each other



ENTRY PROCEDURES

METHOD	WHEN WE USE IT	KEY POINTS
 GIANT STRIDE	Most common entry from boats with good access.	• Mask on, hold regulator • Check BCD (deflate slightly) • Giant stride, looking forward • Keep gear close • Inflate BCD at surface
 BACK ROLL	Low freeboard boats, liveaboards or when space is limited.	• Sit on edge • Hand on mask & regulator • Roll back as a unit • Protect regulator and gauges
 SEATED ENTRY	Guest preference, limited mobility or difficult conditions.	• Sit on platform • Fins in first • Lower yourself in • Maintain control
 NEGATIVE ENTRY	Very rough conditions or to reduce impact.	• Head down, fins up • Hold mask & regulator • Enter vertically • Stay compact

ENTRY CHECK – BEFORE YOU GO

- ✓ Weights secured
- ✓ BCD deflated slightly
- ✓ Mask on, regulator in
- ✓ Computer check
- ✓ Fins on and secure
- ✓ Buddy check complete
- ✓ Area clear
- ✓ OK to enter?
- ✓ Go on guide signal
- ✓ Enter with control
- ✓ Regroup at surface



EXIT PROCEDURES

METHOD	WHEN WE USE IT	KEY POINTS
 BOAT LADDER	Most common exit in good conditions.	• Signal OK to exit • Remove heavy items at depth • Ascend near ladder • One diver at a time on ladder • Clear the area after exit
 GUIDE ASSIST	For guests, heavy gear or difficult conditions.	• Guide stabilizes diver • Assist with BCD and tank • Communicate clearly • Lift with legs, not back
 SELF-ASSIST	Experienced divers in good conditions.	• Approach ladder calmly • Remove fins if needed • Climb slowly and safely • Keep gear clear of ladder
 ZODIAC / TENDER	When using tenders or in surge conditions.	• Guide or crew assists • Hold on and wait • Step in the center • Sit down and stay seated

EXIT CHECK – AFTER YOU SURFACE

- ✓ OK signal to guide
- ✓ Check buddy
- ✓ Regulator in
- ✓ Check surroundings
- ✓ Ascend calmly
- ✓ Clear of other divers
- ✓ One at a time
- ✓ Secure gear on deck
- ✓ Rehydrate
- ✓ Debrief
- ✓ Ready for next dive

GENERAL RULES

- ✓ Never push or rush another diver.
- ✓ Control your body and equipment.
- ✓ Protect your mask, regulator and gauges.
- ✓ Enter and exit on the guide's signal.
- ✓ Maintain awareness of other divers.
- ✓ Communicate clearly.
- ✓ Safety and comfort come first.

★ We are professionals.
We make every entry and exit look easy.

CONDITIONS & CONSIDERATIONS

 SURGE & CURRENT	Use negative entry when needed. Exit with guide support.
 WIND	Position the boat for the wind and current.
 SPACE	Know your bubble. Give others room to enter and exit.
 EQUIPMENT	Secure cameras, lights and accessories before entry.
 GUEST COMFORT	Adapt the method to the guest's experience and confidence.

COMMON MISTAKES TO AVOID

- ✗ Jumping without looking.
- ✗ Entering with heavy or loose equipment.
- ✗ Not deflating BCD before entry.
- ✗ Ascending too far from the ladder.
- ✗ Crowding the ladder or platform.
- ✗ Exiting with fins in other divers' faces.
- ✗ Ignoring conditions and guide signals.

★ Small actions prevent big problems.
Attention to detail saves lives.

NIGHT DIVES – EXTRA CONSIDERATIONS

- ✓ Use giant stride or back roll with control.
- ✓ Lights ready before entry.
- ✓ Stay close to the guide at the surface.
- ✓ Watch for other divers' lights.
- ✓ Exit slowly and stay aware of surroundings.



STRONG CURRENT – EXTRA TIPS

- ✓ Enter upstream or up-current of the group.
- ✓ Use negative entry if impact is high.
- ✓ Hold onto the line or descent rope.
- ✓ Exit with guide support.
- ✓ Plan drift path and boat position.



EMERGENCY ENTRY / EXIT

- ✓ If a diver falls in: stop engines, throw ring or float, maintain visual contact.
- ✓ If a diver cannot exit: guide or crew assists immediately.
- ✓ Communication is critical.
- ✓ Call for help early.

We don't react to emergencies. We prevent them.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



*Excellence is invisible.
Our standards make it visible.*

SECTION 5

49



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 5

DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

5.7 ENTRY & EXIT PROCEDURES (CONT.)

Smooth entries. Safe exits.
Every time.

Mastering the details ensures every dive
begins and ends with safety, control
and professionalism.

EXIT LIKE A PROFESSIONAL

- Stay calm and controlled
- Follow the exit plan
- Communicate clearly
- Help each other
- Review and learn
- Do it right, every time



ENTRY/EXIT COMMUNICATION

Clear communication keeps everyone safe.

BEFORE ENTRY

- Confirm entry method.
- Confirm who goes first and last.
- Confirm any special conditions.
- Confirm hand signals to be used.
- Ask: "Any questions?"

DURING ENTRY / EXIT

- Guide provides clear OK to enter / exit.
- Divers acknowledge the signal.
- Maintain eye contact with guide.
- Speak up if conditions change.
- Help less experienced divers.



ENTRY/EXIT HAND SIGNALS

Use clear, simple signals.

SIGNAL	MEANING	DESCRIPTION
OK	All good	Thumb and index finger form an "O"
OK TO ENTER / EXIT	You may go	Point to diver, then thumb up
HOLD / WAIT	Not yet	Open palm facing diver, motion to hold
PROBLEM	Something is wrong	Wave hand, palm down, or point to problem
LOOK	Look over there	Point in direction with index finger
ASCEND	Go up	Thumb up
DESCEND	Go down	Thumb down
TOGETHER	Group up	Both hands together, palms facing



SPECIAL SITUATIONS

Conditions change. Be ready.

ROUGH SURFACE CONDITIONS

- Use back roll or seated entry.
- Hold onto a line or the guide.
- Enter with extra space between divers.
- Expect more movement during exit.

STRONG CURRENT

- Enter downstream or use negative entry.
- Cut descent line only when stable.
- Exit with guide support.
- Plan drift and boat position carefully.

NIGHT DIVES

- Use lights before entry.
- Enter one diver at a time.
- Stay close to guide and group.
- Watch for other divers' lights.



GEAR & EQUIPMENT CONSIDERATIONS

Check before you go.

- Mask on, strap tight
- Regulator in, working
- BCD inflated slightly
- Weights secure
- Fins on or ready
- Gauge/Computer check
- Lights/strobes ready (if used)
- Cutting tool accessible
- Surface marker (if used)
- Reel/spool secured (if used)
- Everything clipped or stowed



ACCOUNTABILITY & LOGGING

Every dive is documented.

- Record entry time and location.
- Record exit time and location.
- Record max depth and dive time.
- Record gas pressure at start and end.
- Record any issues or incidents.
- Record buddy team.
- Report hazards or near misses.
- Debrief with the team.



KEY TAKEAWAYS

Simple habits. Big impact.

- Plan your entry and exit.
- Use the right method for conditions.
- Communicate clearly.
- Check your gear.
- Look out for your buddy.
- Follow the guide.
- Take your time.
- Do it right, every time.



Good gear habits make every entry and
exit smooth and safe.



If it's not logged, it didn't happen.
Good records save lives.



Master the details.
Enjoy the dive.



GOLDEN RULE

A perfect dive
starts and ends
with control.

Take care of the details.
Take care of each other.



We plan the dive.
We enjoy the dive.
We finish the dive.
The Deep Circle way.



REMEMBER

Your actions set the standard.
Your example builds the culture.
Your discipline protects lives.

Professional in. Professional out.
That's how we dive.

DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

5.8 EMERGENCY PROCEDURES

Preparation prevents panic.
Training ensures response.

Emergencies are rare, but readiness is mandatory. Know the plan. Trust the training. Act decisively. Care for one another.

BE READY. BE CALM.
BE EFFECTIVE.

- ✓ Stay calm
- ✓ Assess quickly
- ✓ Act decisively
- ✓ Communicate clearly
- ✓ Care for the person
- ✓ Activate the plan
- ✓ Debrief and learn

EMERGENCY RESPONSE OVERVIEW



1. RECOGNIZE

Spot the signs early.

- ✓ Unusual behavior
- ✓ Difficulty breathing
- ✓ Equipment issues
- ✓ Injury or illness
- ✓ Separation
- ✓ Environmental change



2. ASSESS

Evaluate the situation.

- ✓ What happened?
- ✓ Who is affected?
- ✓ What are the risks?
- ✓ What resources are available?



3. COMMUNICATE

Share clearly.

- ✓ Alert the crew
- ✓ Inform the guide
- ✓ Use simple signals
- ✓ Confirm the plan



4. ACT

Take immediate action.

- ✓ Provide aid
- ✓ Stabilize the situation
- ✓ Control the scene
- ✓ Follow the plan



5. FOLLOW UP

Ensure resolution.

- ✓ Monitor condition
- ✓ Document the event
- ✓ Debrief the team
- ✓ Review and improve



Everyone has a role. Everyone follows the plan. Teamwork saves lives.



DIVER DISTRESS

Stay calm. Assess quickly.

- 1 Approach calmly and make contact.
- 2 Assess responsiveness and breathing.
- 3 Provide flotation and support.
- 4 Check gear and remove if needed.
- 5 Administer oxygen if trained and available.
- 6 Signal for help and bring to the boat.
- 7 Monitor and initiate emergency plan if needed.

POTENTIAL CAUSES

- Out of air
- Cold
- Panic
- Currents
- Fatigue
- Medical condition



INJURY OR ILLNESS

Provide care. Stabilize. Evacuate if needed.

- 1 Assess the injury or illness.
- 2 Provide first aid or emergency oxygen.
- 3 Immobilize if necessary.
- 4 Keep the person warm and comfortable.
- 5 Communicate with the crew.
- 6 Prepare for evacuation if required.
- 7 Monitor continuously.

COMMON CONDITIONS

- Cuts and lacerations
- Nausea or vomiting
- Sprains or strains
- Ear or sinus issues
- Decompression illness
- Allergic reactions



LOST DIVER / SEPARATION

Act fast. Search smart.

- 1 Note last known position and time.
- 2 Alert the crew and other divers.
- 3 Conduct a systematic search.
- 4 Use surface support if available.
- 5 Keep the group together.
- 6 Maintain contact and visibility.
- 7 Account for all divers.

KEY ACTIONS

- Stay calm
- Use resources
- Communicate
- Report findings
- Search methodically
- Return to plan



Your calm presence is their best chance.
Practice makes the difference.



Early care improves outcomes.
Know your skills and limits.



Seconds matter. Teamwork works.
Train for it. Trust it.



EQUIPMENT FAILURE

Solve the problem. Stay safe.

- 1 Identify the issue.
- 2 Signal the problem.
- 3 Switch to backup if trained.
- 4 Assist each other.
- 5 End the dive if needed.



Check. Signal. Solve.
Don't ignore small issues.



SEVERE WEATHER / ENVIRONMENT

Conditions can change fast.

- 1 Monitor conditions continuously.
- 2 Follow the guide's decision.
- 3 Return to the boat if needed.
- 4 Secure equipment.
- 5 Shelter or relocate as directed.



Your safety > your dive.
Conditions come first.



FIRE ON BOARD

Act immediately.

- 1 Shout FIRE.
- 2 Locate and use extinguisher.
- 3 Stop engines.
- 4 Move away from fuel.
- 5 Account for everyone.



Quick action controls fire.
Stay calm. Act fast.



MAN OVERBOARD

Every second counts.

- 1 Shout "Man Overboard".
- 2 Throw flotation device.
- 3 Keep visual contact.
- 4 Circle back with the boat.
- 5 Assist the person out.



Keep them in sight.
Get to them safely.



GOLDEN RULE

Stay calm.
Follow the plan.
Take care of each other.

Prepared divers save lives.
Trained teams prevent incidents.



“

Emergencies are managed,
not improvised.
Preparation builds confidence.
Training builds trust.
Teamwork saves lives.

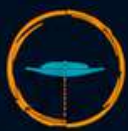
”



REMEMBER

Emergencies don't plan ahead.
We do.
Know the plan.
Practice the plan.
Trust the plan.

This is the Deep Circle way.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.9 SEARCH & RECOVERY

Prepared teams. Clear actions.
Better outcomes.

Search and recovery situations are time-sensitive
and high-stakes. A structured approach increases
success and reduces risk.

SEARCH SMART.
ACT FAST. STAY SAFE.

- ✓ Have a plan
- ✓ Communicate clearly
- ✓ Work as a team
- ✓ Manage the area
- ✓ Stay calm
- ✓ Bring everyone home



ASSESS

- Confirm the situation (lost diver or item).
- Gather details: time, location, depth, last known position.
- Assess conditions and available resources.

KEY FOCUS

Understand what, where, and when.



PLAN

- Define the search area and priorities.
- Assign roles and responsibilities.
- Determine patterns, depth limits and turn points.

KEY FOCUS

A good plan saves time and energy.



EXECUTE

- Begin search using the agreed pattern.
- Maintain buddy contact and visual coverage.
- Communicate findings regularly.

KEY FOCUS

Follow the plan. Stay together.



EVALUATE

- Review progress frequently.
- Adjust pattern or area as needed.
- Don't be afraid to change the plan.

KEY FOCUS

Stay flexible. Keep improving.



RECOVER & REPORT

- Recover diver or item safely and efficiently.
- Provide assistance if needed.
- Document the event and debrief the team.

KEY FOCUS

Close the loop. Learn and improve.



Teamwork, training and calm decisions bring the best outcomes.
Every search is different. Discipline and communication make the difference.

SEARCH PATTERNS



EXPANDING SQUARE
Good for open water with unknown currents.



PARALLEL SWEEP
Effective for areas with currents or structure.



SECTOR SEARCH
Ideal for large areas. Assign sectors to pairs.



CREEPING LINE
For small areas or when precision is needed.



COMMUNICATION IS CRITICAL

- ✓ Use clear, concise messages.
- ✓ Confirm instructions.
- ✓ Report findings immediately.
- ✓ Use hand signals when needed.
- ✓ Keep comms short and calm.

EXAMPLE CALLS

"Starting search pattern."
"Turning point."
"Nothing found."
"Diver located."
"Need assistance."



MANAGE THE AREA

- ✓ Set clear boundaries.
- ✓ Use float lines or GPS/markers if available.
- ✓ Keep other boats/divers clear of the area.
- ✓ Control entries and exits.
- ✓ Avoid contaminating the search area.

BE AWARE OF

Currents & depth changes
Limited visibility
Boat traffic
Fatigue & stress
Time & air planning



LOST DIVER PRIORITIES

- 1 Diver safety first.
- 2 Last seen location.
- 3 Depth and time.
- 4 Conditions.
- 5 Air management.



Act fast, but don't rush.
Safety first, always.



EQUIPMENT TOOLS

- ✓ Surface marker buoys
- ✓ Reels and lines
- ✓ Underwater slates
- ✓ Lights and torches
- ✓ Cutting tools
- ✓ GPS / compasses
- ✓ First aid & oxygen



Right tools. Right time.
Right outcome.



TEAM READINESS

- ✓ Train regularly.
- ✓ Run drills.
- ✓ Know your roles.
- ✓ Support each other.
- ✓ Trust the team.



Prepared teams
perform better.



DEBRIEF & LEARN

- ✓ What happened?
- ✓ What went well?
- ✓ What could improve?
- ✓ Update procedures if needed.
- ✓ Log and share the lessons.



Every dive teaches.
Every search improves.



GOLDEN RULE

We don't give up,
but we dive smart.
Plan well. Work together.
Everyone goes home.



“

The best teams are ready
before they need to act.
Preparation, communication
and care make the difference.

”



REMEMBER

A calm mind.
A clear plan.
A strong team.
That's how we bring
people home.
This is the Deep Circle way.



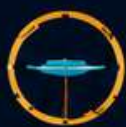
DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



*Excellence is invisible.
Our standards make it visible.*

SECTION 5

52



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 5

DIVING OPERATIONS STANDARDS

5.10 INCIDENT MANAGEMENT

Stay calm. Act fast.
Care for people. Protect the dive.

Incidents can happen. Our response makes the difference.
Preparation, teamwork and clear actions protect lives and limit impact.

THINK. ACT. CARE.

- ✓ Think before you act
- ✓ Act with confidence
- ✓ Care for everyone
- ✓ Protect the dive
- ✓ Learn and improve.

INCIDENT RESPONSE PROCESS



RECOGNIZE

- Notice the signs.
- Confirm the situation.
- Ensure safety first.

KEY FOCUS

Early recognition prevents escalation.



ALERT

- Notify the team.
- Use agreed signals.
- Call for help if needed.

KEY FOCUS

Clear alerts save time.



ASSESS

- Evaluate the situation.
- Identify risks.
- Determine priority.

KEY FOCUS

Good assessment leads to right actions.



RESPOND

- Take immediate action.
- Provide care.
- Control the situation.

KEY FOCUS

Act quickly. Stay in control.



MANAGE

- Monitor and adjust.
- Communicate updates.
- Keep area safe.

KEY FOCUS

Ongoing management keeps everyone safe.



DEBRIEF

- Review what happened.
- Capture lessons.
- Improve procedures.

KEY FOCUS

Every incident teaches us.



A calm team follows the plan. A prepared team saves lives.



COMMON INCIDENTS



MISSING DIVER

Follow lost diver protocol immediately.



LOST EQUIPMENT

Assess impact. Replace if needed.



INJURY OR ILLNESS

Provide first aid. Evacuate if needed.



EQUIPMENT FAILURE

Switch to backup. End the dive if needed.



SEVERE WEATHER

Abort or modify the dive. Return safely.



RESPONSE PRIORITIES

- 1 Safety of divers and crew
- 2 Rescue and first aid
- 3 Situation control
- 4 Communication
- 5 Documentation
- 6 Recovery and debrief



People first.
Then the dive.
Then the rest.



INCIDENT CHECKLIST

- ✓ Ensure diver and crew safety
- ✓ Stop the dive if needed
- ✓ Provide first aid / oxygen
- ✓ Alert boat and surface team
- ✓ Communicate clearly
- ✓ Document key details
- ✓ Debrief and record lessons
- ✓ Review and update procedures



KEY QUESTIONS

- What happened?
- Who was affected?
- What was the impact?
- What actions were taken?
- What can we learn?
- What can we improve?



LOST DIVER PROTOCOL

- 1 Act the team
- 2 Mark last known position
- 3 Start search pattern
- 4 Notify surface and boats
- 5 Extend search if needed
- 6 Debrief and report



Act fast. Every minute counts.



MEDICAL RESPONSE

- ✓ Assess and stabilize
- ✓ Provide first aid
- ✓ Administer oxygen
- ✓ Monitor vitals
- ✓ Prepare for evacuation
- ✓ Handover to medical care



Good care. Better outcomes.



COMMUNICATION PLAN

- ✓ Use clear, concise messages
- ✓ Confirm instructions
- ✓ Use hand signals if needed
- ✓ Keep updates flowing
- ✓ Avoid radio congestion
- ✓ Log important updates



Clear communication prevents confusion.



EVACUATION PLAN

- ✓ Prepare evacuation route
- ✓ Coordinate with boats
- ✓ Inform medical support
- ✓ Transfer with care
- ✓ Provide handover
- ✓ Confirm next steps



Plan the evacuation. Practice it. Be ready.



TEAM SUPPORT

- ✓ Look out for each other
- ✓ Manage stress
- ✓ Support the person
- ✓ Encourage communication
- ✓ Take breaks if needed
- ✓ We are stronger together



Caring for the team is part of the mission.



GOLDEN RULE

We act with care and professionalism.
We protect lives.

Every action matters.
Every diver matters.



Calm minds save lives.
Prepared teams handle anything.
We dive together.
We return together.
That's the Deep Circle way.



REMEMBER

Incidents don't define us.
Our response does.
Stay calm. Act fast.
Care for people.
Learn and improve.
Excellence in every response.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.11 POST-DIVE PROCEDURES

The dive doesn't end
when we surface.
Care continues. Learning never stops.

Proper procedures after every dive protect
people, equipment and future dives.

QUICK RULES

- ✓ Look after the diver.
- ✓ Look after the gear.
- ✓ Look after the boat.
- ✓ Capture the learnings.
- ✓ Debrief and improve.
- ✓ Prepare for next time.

POST-DIVE CHECKLIST

1	2	3	4	5	6
DIVER CARE	EQUIPMENT CARE	BOAT & AREA CHECK	DEBRIEF	DOCUMENT & LOG	PREPARE FOR NEXT DIVE
- Assist divers in and out of the water. - Check diver well-being. - Offer water and light snack. - Check for any signs of discomfort.	- Rinse all gear thoroughly with fresh water. - Inspect equipment for damage or wear. - Dry and store equipment properly. - Refill tanks and log pressures.	- Secure all gear and loose items. - Check boat systems and safety equipment. - Confirm area is clear of divers. - Log surface interval start time.	- Review the dive as a team. - What went well? - What can improve? - Share observations and feedback. - Capture key learnings.	- Record dive profile, time, max depth. - Note conditions and highlights. - Log any issues or incidents. - Complete equipment maintenance log.	- Review plan and conditions. - Check gas and consumables. - Reset and restock as needed. - Brief the team.
KEY FOCUS People first. Recovery starts now.	KEY FOCUS Good care. Gear lasts longer.	KEY FOCUS Safe boat. Ready for next dive.	KEY FOCUS Open feedback. Better every dive.	KEY FOCUS Good records. Better decisions.	KEY FOCUS Plan ahead. Dive ready.



Discipline after the dive creates excellence before the next.



COMMON INCIDENTS

- MISSING DIVER**
Follow lost diver protocol immediately.
- LOST EQUIPMENT**
Assess impact. Replace if needed.
- INJURY OR ILLNESS**
Provide first aid. Evacuate if needed.
- EQUIPMENT FAILURE**
Switch to backup. End the dive if needed.
- SEVERE WEATHER**
Abort or modify the dive. Return safely.



RESPONSE PRIORITIES

- 1 Safety of divers and crew
- 2 Rescue and first aid
- 3 Situation control
- 4 Communication
- 5 Documentation
- 6 Recovery and debrief



People first.
Then the dive.
Then the rest.



INCIDENT CHECKLIST

- ✓ Ensure diver and crew safety
- ✓ Stop the dive if needed
- ✓ Provide first aid / oxygen
- ✓ Alert boat and surface team
- ✓ Communicate clearly
- ✓ Document key details
- ✓ Debrief and record lessons
- ✓ Review and update procedures



KEY QUESTIONS

- What happened?
- Who was affected?
- What was the impact?
- What actions were taken?
- What can we learn?
- What can we improve?



LOST DIVER PROTOCOL

- 1 Alert the team
- 2 Mark last known position
- 3 Start search pattern
- 4 Notify surface and boats
- 5 Extend search if needed
- 6 Debrief and report



Act fast. Every minute counts.
Debrief immediately.



MEDICAL RESPONSE

- ✓ Assess and stabilize
- ✓ Provide first aid
- ✓ Administer oxygen
- ✓ Monitor vitals
- ✓ Prepare for evacuation
- ✓ Handover to medical care



Good care. Better outcomes.



COMMUNICATION PLAN

- ✓ Use clear, concise messages
- ✓ Confirm instructions
- ✓ Use hand signals if needed
- ✓ Keep updates flowing
- ✓ Avoid radio congestion
- ✓ Log important updates



Clear communication
prevents confusion.



EVACUATION PLAN

- ✓ Prepare evacuation route
- ✓ Coordinate with boats
- ✓ Inform medical support
- ✓ Transfer with care
- ✓ Provide handover
- ✓ Confirm next steps



Plan the evacuation.
Practice it. Be ready.



TEAM SUPPORT

- ✓ Look out for each other
- ✓ Manage stress
- ✓ Support the person
- ✓ Encourage communication
- ✓ Take breaks if needed
- ✓ We are stronger together



Caring for the team
is part of the mission.



GOLDEN RULE

We finish the dive
the right way.
Every time.
Care for people.
Care for gear.
Care for the mission.



“ The ending is
part of the dive.
Excellence in details.
Excellence in safety.
Excellence in everything
we do. ”



REMEMBER

Post-dive discipline
drives future success.
Good habits today.
Safer dives tomorrow.
Professional always.
This is the Deep Circle way.



DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

5.12 EQUIPMENT CARE & MAINTENANCE

Well cared for gear.
Ready for every dive.

Proper care extends equipment life,
ensures reliability, and protects lives.
Your gear is your life support.
Treat it that way.

CARE HABITS MATTER

- ✓ Rinse thoroughly
- ✓ Inspect completely
- ✓ Dry properly
- ✓ Store correctly
- ✓ Service regularly
- ✓ Log and track

EQUIPMENT CARE PROCESS



RINSE

- Rinse all equipment thoroughly with freshwater.
- Pay attention to regulators, valves, and zippers.

KEY FOCUS

Remove salt, sand, and debris.



INSPECT

- Check for wear, damage, or corrosion.
- Inspect hoses, O-rings, straps, and buckles.
- Test all moving parts.

KEY FOCUS

Find small issues before they grow.



CLEAN

- Use appropriate cleansers for specific equipment.
- Clean masks, fins, and computers carefully.

KEY FOCUS

Clean right. Protect materials.



DRY

- Hang equipment in shaded, well-ventilated area.
- Avoid direct sunlight and excessive heat.

KEY FOCUS

Thorough drying prevents damage.



SERVICE

- Follow manufacturer service intervals.
- Have regulators serviced by qualified technicians.

KEY FOCUS

Regular service ensures reliability.



STORE

- Store in a cool, dry place.
- Protect from dust, chemicals, and physical impact.

KEY FOCUS

Proper storage extends gear life.



LOG

- Record maintenance and service dates.
- Track issues and repairs.
- Stay organized.

KEY FOCUS

Good records support safety.



Consistent care. Reliable gear. Confident divers.



REGULATOR CARE

- ✓ Rinse inside and out.
- ✓ Purge and operate all functions.
- ✓ Inspect hoses and connections.
- ✓ Protect first stage from impact.
- ✓ Service annually.



Your regulator delivers life. Keep it perfect.



BCD CARE

- ✓ Rinse bladder and exterior.
- ✓ Inflate and check for leaks.
- ✓ Inspect straps, buckles, and D-rings.
- ✓ Check inflator and dump valves.
- ✓ Hang to dry fully inflated.



A reliable BCD is essential for your safety.



MASK & FIN CARE

- ✓ Rinse and clean with mild soap and water.
- ✓ Avoid harsh chemicals.
- ✓ Store masks in a protective case.
- ✓ Check fin straps and buckles.



Clear vision. Efficient movement. Take care of both.



DIVE COMPUTER CARE

- ✓ Rinse gently.
- ✓ Avoid pressing buttons underwater.
- ✓ Check for software updates.
- ✓ Protect from impact and heat.
- ✓ Keep battery charged.



Your data. Your safety. Keep it accurate.



WETSUIT & EXPOSURE GEAR

- ✓ Rinse inside and out.
- ✓ Use wetsuit shampoo occasionally.
- ✓ Avoid twisting when drying.
- ✓ Hang on wide hangers.
- ✓ Store away from sharp objects.



Comfort and protection depend on good care.



CYLINDER CARE

- ✓ Rinse valve and exterior.
- ✓ Inspect O-ring and valve.
- ✓ Remove boot and rinse underneath.
- ✓ Dry and store standing.
- ✓ Hydro test per schedule.



Inspect. Protect. Test. Breathe with confidence.



LIGHTS & ACCESSORIES

- ✓ Rinse and check seals.
- ✓ Dry before opening.
- ✓ Check batteries and charge.
- ✓ Inspect mounts and lanyards.
- ✓ Store safely in a case.



Small gear. Big impact. Keep it ready.



TOOLS & SPARES

- ✓ Rinse and dry tools.
- ✓ Check for rust or wear.
- ✓ Organize in a tool kit.
- ✓ Replace worn items.
- ✓ Keep spares stocked.



Right tool. Right time. Be prepared.



PRE-DIVE GEAR CHECK

Before every dive:

- ✓ Regulator – breathe and purge
- ✓ BCD – inflate and deflate
- ✓ Weights – secure and correct
- ✓ Mask – clear and comfortable
- ✓ Fins – secure and functional
- ✓ Computer – working and set
- ✓ Lights/Accessories – working



Be prepared. Check everything. Nothing is too small to check.



SERVICE INTERVAL REFERENCE

Follow manufacturer guidelines:

EQUIPMENT	SERVICE INTERVAL
Regulator (1st & 2nd stage)	Annually
BC Inflator	Annually
Dive Computer	As recommended
Cylinder Hydro Test	Every 3-5 years
Masks / Fins / Accessories	As needed



Service on time. Avoid surprises. Your safety is worth it.



STORAGE GUIDELINES

Store equipment:

- ✓ Clean and completely dry
- ✓ In a cool, dry, shaded area
- ✓ Away from chemicals
- ✓ Protected from dust
- ✓ With regulators unpressurized
- ✓ With BCDs slightly inflated



Good storage today. Reliable gear tomorrow.



GOLDEN RULE

Take care of your gear,
and your gear will
take care of you.

Respect it. Maintain it.
Trust it. Every time.



“Excellence is in the details.
Care in the preparation.
Discipline in the maintenance.
Confidence in every dive.
That's the Deep Circle way.”



REMEMBER

Well maintained gear
prevents problems.
Saves money.
Protects the team.
moitso excellence.
Excellence in everything we do.

DIVING OPERATIONS STANDARDS

5.13 DEBRIEF & CONTINUOUS IMPROVEMENT

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.
We return with every guest and every team member.

That is true luxury.

We learn. We improve.
We dive better.

Debriefing turns experience into excellence.
Open communication and honest feedback strengthen our team and our standards.
Every dive is a chance to get better.

DEBRIEF FOCUS

- ✓ What went well?
- ✓ What can we improve?
- ✓ What will we do differently?
- ✓ What did we learn?
- ✓ Share. Listen. Improve.
- ✓ Stronger together.

THE DEBRIEF PROCESS



GATHER

- Bring the team together in a relaxed setting.
- Ensure everyone has a voice.
- Create a safe space to share.

KEY FOCUS

Open and respectful communication.



REVIEW

- Review the dive plan and key objectives.
- Summarize the dive, from start to finish.
- Check against plan and conditions.

KEY FOCUS

Understanding what happened.



DISCUSS

- What went well?
- What didn't go well?
- What were the challenges?
- What worked especially well?

KEY FOCUS

Honest feedback. No blame.



LEARN

- Identify lessons and takeaways.
- Share ideas for improvement.
- Celebrate good decisions and actions.

KEY FOCUS

Turning experience into improvement.



DECIDE

- Define actions to improve.
- Assign owners and set priorities.
- Agree on what will change.

KEY FOCUS

Clear actions. Shared commitment.



FOLLOW UP

- Track actions and progress.
- Reinforce improvements.
- Keep learning, every single day.

KEY FOCUS

Continuous improvement is our standard.

Great teams reflect, adapt, and evolve. Every debrief makes our next dive safer and better.

SAFETY & PROCEDURES

- ⊙ Were safety procedures followed?
- ⊙ Were risks managed effectively?
- ⊙ Any safety concerns or near misses?

Safety is our top priority. Always.

TEAM PERFORMANCE

- ⊙ How did we work together?
- ⊙ Communication: clear and timely?
- ⊙ Role clarity and support?
- ⊙ Decision-making effectiveness?

Teamwork makes excellence possible.

DEBRIEF TOPICS

DIVE PLAN & EXECUTION

- ⊙ Did we meet our objectives?
- ⊙ Was the plan appropriate for conditions?
- ⊙ What would we adjust next time?

Plans guide us. Flexibility makes us strong.

EQUIPMENT & GEAR

- ⊙ Any equipment issues or concerns?
- ⊙ Did gear perform as expected?
- ⊙ What needs maintenance or replacement?

Reliable gear. Ready divers.

ENVIRONMENT & CONDITIONS

- ⊙ How were the conditions today?
- ⊙ Any environmental considerations?
- ⊙ What should we monitor next time?

Respect the ocean. Protect the future.

GUEST EXPERIENCE

- ⊙ How was the guest experience?
- ⊙ Did we meet or exceed expectations?
- ⊙ Any feedback from our guests?

Exceptional experiences are our mission.

COMMUNICATION

- ⊙ Was communication clear?
- ⊙ Did we use effective methods?
- ⊙ Any gaps or delays to improve?

Clear communication. Zero assumptions.

LOGISTICS & OPERATIONS

- ⊙ Were logistics smooth and efficient?
- ⊙ Any issues with timing, transport, or coordination?
- ⊙ How can we streamline processes?

Good operations create great experiences.

INCIDENTS & LESSONS

- ⊙ Review any incidents or concerns.
- ⊙ What were the root causes?
- ⊙ What will prevent recurrence?

Every incident is a learning opportunity.

RECOGNITION & APPRECIATION

- ⊙ Recognize great work and contributions.
- ⊙ Thank the team for their effort.
- ⊙ Build a positive and motivated team.

A valued team delivers excellence.

DEBRIEF QUESTIONS

- What went well?
- What can we improve?
- What will we do differently?
- What did we learn?
- Share. Listen. Improve.
- Stronger together.

Good questions lead to great diving. Never stop learning.

INCIDENT REPORTING

Report all incidents, no matter how small. Early reporting prevents bigger problems.

Include:

- What happened
- When and where
- People involved
- Actions taken
- Impact
- Lessons learned

Transparency builds trust. Reports protect lives.

CONTINUOUS IMPROVEMENT

- ⊙ Review logs and trends.
- ⊙ Identify patterns.
- ⊙ Update procedures.
- ⊙ Train and practice.
- ⊙ Strive for excellence.

We don't settle. We elevate.

GOLDEN RULE

We never stop learning.
We never stop improving.
We dive, we debrief, we get better.
Better every dive.
Better every day.



“Excellence is not an act, it's a habit. Small improvements, consistently applied, create extraordinary results.”



REMEMBER

Debrief with honesty. Act on what matters. Follow up and follow through. Together, we raise our standard every day. This is the Deep Circle way.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 5

DIVING OPERATIONS STANDARDS

5.14 TEAM FEEDBACK & GROWTH

We grow together.
Stronger teams. Safer dives.

Feedback and continuous improvement build trust, elevate performance, and ensure we deliver exceptional experiences every dive, every time.

FEEDBACK PRINCIPLES

- ✓ Be respectful
- ✓ Be specific
- ✓ Be solution focused
- ✓ Be timely
- ✓ Be honest
- ✓ Be supportive

FEEDBACK & GROWTH PROCESS



★ Feedback is a gift. Growth is a choice. Excellence is our standard.

GIVE EFFECTIVE FEEDBACK

- ✓ Be specific and descriptive.
- ✓ Use "I" statements.
- ✓ Focus on behavior, not personality.
- ✓ Share the impact.
- ✓ Offer suggestions.
- ✓ Close with encouragement.

★ Clear feedback drives better results.

RECEIVE FEEDBACK WELL

- ✓ Listen without interrupting.
- ✓ Stay open and positive.
- ✓ Ask for clarification.
- ✓ Thank the person.
- ✓ Reflect and consider.
- ✓ Take what helps, leave the rest.

★ Openness turns feedback into growth.

TEAM GROWTH HABITS

- ✓ Debrief after every dive.
- ✓ Encourage ideas and suggestions.
- ✓ Share knowledge and experiences.
- ✓ Support each other.
- ✓ Learn from mistakes.
- ✓ Strive for 1% better every day.

★ Small habits create extraordinary teams.

COMMON FEEDBACK TOPICS

- ⊙ Dive planning and execution
- ⊙ Communication and teamwork
- ⊙ Safety and risk management
- ⊙ Equipment and procedures
- ⊙ Guest experience
- ⊙ Environmental awareness

★ Every topic is an opportunity to improve.

FEEDBACK FRAMEWORK (SBI)

- | | |
|------------------|-------------------------------------|
| SITUATION | Describe the situation or context. |
| BEHAVIOR | Describe the behavior you observed. |
| IMPACT | Describe the impact it had. |
| NEXT STEP | Suggest or agree on the next step. |

★ Simple. Clear. Effective.

CONTINUOUS IMPROVEMENT TOOLS

- ⊙ After Action Review (AAR)
- ⊙ Lessons Learned Log
- ⊙ Dive Improvement Plan
- ⊙ Skills Development Plan
- ⊙ Mentoring & Coaching
- ⊙ Training & Certifications

★ Tools help us improve consistently.

DEBRIEF QUESTIONS

- ✓ What went well?
- ✓ What can we improve?
- ✓ What will we do differently?
- ✓ What did we learn?
- ✓ Share. Listen. Improve.
- ✓ Stronger together.

★ Good questions lead to great diving. Never stop learning.

INCIDENT REPORTING

Report all incidents, no matter how small. Early reporting prevents bigger problems.

- Include:
- What happened
 - When and where
 - People involved
 - Actions taken
 - Impact
 - Lessons learned

★ Transparency builds trust. Reports protect lives.

CONTINUOUS IMPROVEMENT

- ✓ Review logs and trends.
- ✓ Identify patterns.
- ✓ Update procedures.
- ✓ Train and practice.
- ✓ Strive for excellence.

★ We don't settle. We elevate.



GOLDEN RULE

We grow together.
We lift each other up.
We hold each other accountable.
Better team.
Better every dive.



“ Excellence is a journey, not a destination. Feedback fuels growth. Growth builds confidence. Confidence leads to extraordinary dives. ”



REMEMBER

Feedback is feedback. Not criticism. Growth is progress. We all have something to learn and something to teach. This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.15 RISK MANAGEMENT & DECISION MAKING

Good decisions create safe dives.
Better decisions create excellence.

We identify risks early, assess them honestly,
and act accordingly. When in doubt,
we pause. When it's right, we dive.
Our judgment protects what matters most.

DECISION CHECKPOINTS

- ✓ Is the plan sound?
- ✓ Are conditions acceptable?
- ✓ Is the team ready?
- ✓ Are risks controlled?
- ✓ Do we have a way out?
- ✓ Will this dive add value?
- ✓ If not, what's the option?

RISK MANAGEMENT PROCESS



IDENTIFY

- Spot potential hazards.
- Review the plan and environment.
- Consider past experiences.

KEY FOCUS

See it early.
Know what matters.



ASSESS

- Evaluate likelihood and impact.
- Use experience and data.
- Involve the team.

KEY FOCUS

Be honest.
Don't assume.



EVALUATE

- Compare against acceptable limits.
- Weigh benefits vs. risks.
- Consider alternatives.

KEY FOCUS

Balance risk
and reward.



DECIDE

- Choose the best course of action.
- Modify the plan if needed.
- Communicate clearly.

KEY FOCUS

Clear calls.
Aligned team.



ACT

- Execute the plan with discipline.
- Monitor and adapt as needed.
- Stay in control.

KEY FOCUS

Stick to the plan.
Stay aware.



REVIEW

- Debrief the dive.
- Capture lessons learned.
- Improve continuously.

KEY FOCUS

Learn. Improve.
Do it better.

☆ Good judgment is experience. Great judgment is experience + awareness + humility.

COMMON RISKS

- Adverse weather or sea conditions
- Equipment failure or malfunction
- Gas supply or breathing issues
- Navigation or loss of reference
- Fatigue or stress
- Limited visibility
- Marine life interactions
- Decompression or gas management

☆ Identify. Assess. Control.
Respect every risk.

RISK ASSESSMENT MATRIX

	Almost Certain	Likely	Possible	Unlikely	Rare
LIKELIHOOD	Minor	Moderate	Major	Severe	Critical
	Minor	Moderate	Major	Severe	Critical
	Minor	Moderate	Major	Severe	Critical
	Minor	Moderate	Major	Severe	Critical
	Minor	Moderate	Major	Severe	Critical

☆ Focus on high risk.
Control what you can.

DECISION GUIDELINES

- Don't dive to the plan. Dive the conditions.
- When in doubt, don't.
- Time pressure creates risk.
- Follow the weakest link.
- Stop if the risk increases.
- It's OK to change your mind.
- Safety over schedule.

☆ Discipline over ego.
Safety over everything.

TEAM DECISION TOOLS

- Pre-dive risk review
- Three-way check-in
- Challenge and response
- Stop work authority
- Shared situational awareness
- Clear communication
- Debrief and capture lessons

☆ Speak up. Listen up.
Decide together.

SITUATIONAL AWARENESS

- Scan the environment.
- Monitor equipment and gas.
- Track time and depth.
- Watch the team.
- Expect change.
- Stay present.

☆ Awareness is your advantage.
Use it.

IF THINGS CHANGE

- Reassess the situation.
- Communicate the change.
- Adjust the plan.
- Manage the new risks.
- Continue or abort.

☆ Adapt. Adjust. Act.
Stay in control.

RED FLAGS - STOP & REASSESS

- Plan no longer fits conditions
- Equipment malfunction
- Team not aligned
- Rising stress or fatigue
- Uncontrolled risk
- Gut says stop

☆ Red flags are not
suggestions. They are stops.

LESSONS LEARNED

- What went well?
- What could be better?
- What surprised us?
- What will we do differently?
- What will we keep doing?

☆ Capture today.
Improve tomorrow.

GIVE EFFECTIVE FEEDBACK

- Be specific and descriptive.
- Use "I" statements.
- Focus on behavior, not personality.
- Share the impact.
- Offer suggestions.
- Close with encouragement.

☆ Clear feedback drives
better results.

RECEIVE FEEDBACK WELL

- Listen without interrupting.
- Stay open and positive.
- Ask for clarification.
- Thank the person.
- Reflect and consider.
- Take what helps, leave the rest.

☆ Openness turns feedback
into growth.

TEAM GROWTH HABITS

- Debrief after every dive.
- Encourage ideas and suggestions.
- Share knowledge and experiences.
- Support each other.
- Learn from mistakes.
- Strive for 1% better every day.

☆ Small habits create
extraordinary teams.

DEBRIEF QUESTIONS

- What went well?
- What can we improve?
- What will we do differently?
- What did we learn?
- Share. Listen. Improve.
- Stronger together.

☆ Good questions lead to great diving.
Never stop learning.

INCIDENT REPORTING

Report all incidents, no matter how small.
Early reporting prevents bigger problems.

- What happened
- When and where
- People involved
- Actions taken
- Impact
- Lessons learned

☆ Transparency builds trust.
Reports protect lives.

CONTINUOUS IMPROVEMENT

- Review logs and trends.
- Identify patterns.
- Update procedures.
- Train and practice.
- Strive for excellence.

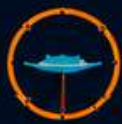
☆ We don't settle.
We elevate.

GOLDEN RULE
We grow together.
We lift each other up.
We hold each other accountable.
Better team.
Better every dive.



“The best divers
manage risk.
The best teams
make the right calls.
Excellence is
choosing safety.”

REMEMBER
Feedback is feedback.
Not criticism.
Growth is progress.
We all have something
to learn and something
to teach.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.16 INCIDENT REPORTING & LEARNING

Every report is a step forward.
Every lesson makes us stronger.

We report incidents, near misses, and concerns
openly. We learn together, improve together,
and raise our standards—every time.

REPORT, LEARN, IMPROVE

- ✓ Report early
- ✓ Report honestly
- ✓ Report completely
- ✓ Respect confidentiality
- ✓ Focus on learning
- ✓ Drive continuous improvement

INCIDENT REPORTING PROCESS

1



RECOGNIZE

- Identify an incident, near miss, or concern.
- Ensure safety first.
- Notify the team.

KEY FOCUS

See it.
Say it.

2



REPORT

- Complete the report as soon as possible.
- Be factual and objective.
- Include all details.

KEY FOCUS

Report early.
Report accurately.

3



REVIEW

- The team reviews the report.
- Clarify facts and gather more information if needed.

KEY FOCUS

Understand fully.
Ask questions.

4



ANALYZE

- Identify root causes and contributing factors.
- Look at systems, not blame.

KEY FOCUS

Find the why.
Focus on systems.

5



TAKE ACTION

- Implement corrective actions.
- Communicate changes to the team.
- Update procedures if needed.

KEY FOCUS

Act decisively.
Prevent recurrence.

6



FOLLOW UP

- Check that actions are working.
- Share lessons learned.
- Keep improving.

KEY FOCUS

Verify and adapt.
Never stop learning.



Our goal is learning and improvement, not blame. Transparency builds trust. Trust builds safety.



WHAT TO REPORT

- Incidents and accidents
- Near misses
- Equipment malfunctions
- Hazardous conditions
- Safety concerns
- Behavioral concerns
- Procedure gaps



If in doubt,
report it.



REPORTING GUIDELINES

- Report as soon as possible.
- Be factual, not emotional.
- Stick to observable facts.
- Use clear and simple language.
- Include who, what, when, where, and how.



Facts first.
Clarity always.



THE FIVE WHYS

- Why did it happen?
- Why did it happen?
- Why did it happen?
- Why did it happen?
- What can we do to prevent it?



Dig deeper.
Find the root cause.



ROOT CAUSE AREAS

- People (training, fatigue, behavior)
- Equipment (design, maintenance)
- Environment (conditions, layout)
- Process (procedures, planning)
- Management (communication, oversight, resources)



Look beyond
the surface.



REPORTING CHANNELS

- Team lead or dive supervisor
- Safety officer
- Operations manager
- Anonymous reporting option
- Emergency reporting (if urgent)



Multiple channels.
One standard report.



CONFIDENTIALITY

- Reports are confidential.
- Information is shared only on a need-to-know basis.
- We protect the reporter.
- No retaliation—ever.



Trust the process.
Your voice is safe.



LESSONS LEARNED

- Share lessons with the team.
- Use real examples (anonymized).
- Discuss what we learned.
- Apply lessons to training and planning.



Share knowledge.
Save lives.



CONTINUOUS IMPROVEMENT

- Track trends over time.
- Measure effectiveness of corrective actions.
- Review and update procedures.
- Commit to getting better every day.



Small improvements.
Big impact.



EXAMPLE CATEGORIES

- SAFETY** Anything that affected or could affect safety.
- EQUIPMENT** Equipment issues or failures.
- ENVIRONMENT** Weather, sea visibility, or location hazards.
- OPERATIONS** Procedures, planning, or execution gaps.
- PEOPLE** Behavior, communication, or teamwork.



QUALITY REPORT CHECKLIST

- Date, time, and location
- Description of what happened
- People involved
- Conditions & factors
- Immediate actions taken
- Potential consequences
- Recommendations
- Reporter name (optional)



Complete reports.
Better solutions.



WHEN IN DOUBT

- Stop.** Pause and ensure safety.
- Assess.** Understand what happened.
- Report.** Share what you know.
- Improve.** Apply the lesson.



The Deep Circle way.
Safe, smart, and sustainable.



THE GOLDEN RULE

We speak up.
We listen.
We learn.
We improve.
Excellence is a choice we make together.



“ Every report tells a story.
Every story teaches a lesson.
Every lesson makes us better. ”



REMEMBER

Assess the risk.
Trust the team.
Make the call.
Live with it.
Learn from it.
This is the Deep Circle way.

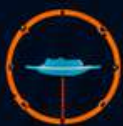


DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.17 EMERGENCY PREPAREDNESS & RESPONSE

Prepared teams protect lives.
Prepared minds stay calm.

Emergencies are rare, but readiness is not.
We plan, train, and equip so we can respond
effectively, protect lives, and bring everyone
home safely.

BE READY. STAY READY.

- ✓ Plan for the unexpected
- ✓ Train consistently
- ✓ Communicate clearly
- ✓ Act decisively
- ✓ Care for people
- ✓ Review and improve

EMERGENCY RESPONSE PROCESS



☆ Preparation prevents panic. Practice builds proficiency. Teamwork saves lives.



EMERGENCY QUICK REFERENCE



IN DOUBT?

- ☑ Protect the diver.
- ☑ Protect the team.
- ☑ Call for help.
- ☑ Make the call.



THE GOLDEN RULE

We speak up.
We listen.
We learn.
We improve.
Excellence is a choice we make together.



“ Every report tells a story. Every story teaches a lesson. Every lesson makes us better. ”



REMEMBER

Report early.
Be honest.
Focus on learning.
Respect the process.
Make it better.
This is the Deep Circle way.





DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

DIVING OPERATIONS STANDARDS

5.18 CULTURE, ACCOUNTABILITY & CONTINUOUS EXCELLENCE

Our culture is our competitive advantage.

We hold ourselves to the highest standards and empower each other to uphold them. Accountability drives trust. Excellence is a habit we practice every day.

EXCELLENCE IN ACTION

- ✓ Own the standard.
- ✓ Look out for each other.
- ✓ Speak up, respectfully.
- ✓ Follow through.
- ✓ Never stop improving.
- ✓ Make every dive exceptional.

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

OUR CULTURE PILLARS

1 SAFETY FIRST • Safety is non-negotiable. • We follow standards every time. • We look out for ourselves and others. KEY FOCUS Make safe choices. Stop if not safe.	2 INTEGRITY • We do the right thing, even when no one is watching. • We are honest, transparent, and fair. KEY FOCUS Be honest. Keep promises.	3 COMMUNICATION • Clear communication prevents problems. • We listen, confirm, and communicate clearly. KEY FOCUS Speak clearly. Listen actively.	4 TEAMWORK • We support each other. • We share knowledge and help each other succeed. • We are stronger together. KEY FOCUS Support others. Share knowledge.	5 CONTINUOUS IMPROVEMENT • We learn from every dive and every day. • We seek better ways to do things. KEY FOCUS Learn. Adapt. Get better.	6 PASSION & PURPOSE • We love what we do. • We create exceptional experiences. • We protect the ocean we explore. KEY FOCUS Do it with heart. Protect our ocean.
---	---	--	--	---	--

Our culture is built by everyone, every day. Protect it. Strengthen it. Live it.



ACCOUNTABILITY IN ACTION

- ✓ Know your role. Own your responsibilities.
- ✓ Follow standards and procedures.
- ✓ Speak up if something isn't right.
- ✓ Hold each other accountable with respect.
- ✓ Learn from mistakes. Move forward.

Accountability is not about blame.
It's about trust and results.



SPEAK UP CULTURE

- ✓ See something? Say something.
- ✓ Use CUS: Concern – Uncomfortable – Stop.
- ✓ Address issues early and respectfully.
- ✓ Listen without defensiveness.
- ✓ Resolve and move forward together.

Speaking up is a sign of professionalism.
It makes us safer and stronger.



RECOGNITION & APPRECIATION

- ✓ Notice and acknowledge great work.
- ✓ Thank your teammates.
- ✓ Celebrate wins, big and small.
- ✓ Show appreciation every day.
- ✓ Build a culture of positivity.

People who feel valued,
give their very best.

THE CONTINUOUS IMPROVEMENT LOOP



Better today than yesterday. Better tomorrow than today.



STANDARDS TOOLS

- CHECKLISTS**
Ensure nothing is missed.
- STANDARD OPERATING PROCEDURES (SOPs)**
Provide step-by-step guidance.
- TRAINING & CERTIFICATIONS**
Build knowledge and skills.
- DEBRIEFS & REVIEWS**
Capture lessons and improve.
- AUDITS & INSPECTIONS**
Verify and maintain standards.

Tools support standards.
Standards enable excellence.



MEASURING OUR SUCCESS

- SAFETY METRICS**
Zero harm. Always.
- QUALITY SCORE**
Guest and team feedback.
- LEARNING METRICS**
Training completed. Skills growth.
- OPERATIONAL METRICS**
On-time, on-target, every time.
- CULTURE METRICS**
Engagement. Accountability. Respect.

What gets measured,
gets managed and improved.



THE GOLDEN RULE

Do the right thing.
Do your best.
Treat others as you want to be treated.
**Excellence is a choice.
Choose it, every time.**



Excellence is not an accident.
It is the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.

– Aristotle



REMEMBER

Our standards define us.
Our culture unites us.
Our actions reflect us.
Our guests trust us.
The ocean inspires us.

This is the Deep Circle way.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

SECTION 5

DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

5.19 LEADERSHIP, RESPONSIBILITY & EMPOWERMENT

Leadership is service.
Empowerment is trust.

We lead by example, take ownership, and empower each other to make the right decisions. Strong leaders build confident teams and safe, successful operations.

LEADERSHIP IN ACTION

- ✓ Lead with integrity.
- ✓ Take ownership.
- ✓ Empower the team.
- ✓ Encourage initiative.
- ✓ Provide support.
- ✓ Celebrate success.
- ✓ Learn and adapt.

OUR LEADERSHIP PRINCIPLES



LEAD BY EXAMPLE

- Your actions set the standard.
- Be the role model you follow.

KEY FOCUS
Walk the talk.
Set the tone.



OWNERSHIP

- Take responsibility for outcomes.
- Don't make excuses.
- Find solutions.

KEY FOCUS
Own it.
Fix it.



EMPOWER OTHERS

- Trust the team.
- Delegate with clarity.
- Give people room to succeed.

KEY FOCUS
Trust.
Empower.
Support.



COMMUNICATE

- Communicate early and clearly.
- Listen actively.
- Encourage feedback.

KEY FOCUS
Be clear.
Be open.
Be present.



MAKE DECISIONS

- Think critically.
- Decide with confidence.
- Act in the best interest of safety.

KEY FOCUS
Gather facts.
Weigh options.
Decide & act.



CARE FOR PEOPLE

- Look out for your team.
- Show respect.
- Support well-being.

KEY FOCUS
Respect.
Care.
Look out.



DRIVE EXCELLENCE

- Set high standards.
- Pursue continuous improvement.
- Never settle.

KEY FOCUS
High standards.
Always improve.
Exceed expectations.



Great leaders create more leaders. We grow people. We grow teams. We grow excellence.



EMPOWERMENT IN PRACTICE

- ✓ Share information and context.
- ✓ Invite ideas and suggestions.
- ✓ Give authority with responsibility.
- ✓ Remove obstacles.
- ✓ Recognize and celebrate contributions.

Empowered people are engaged people.
Engaged people create results.



LEADERSHIP RESPONSIBILITIES

- ✓ Ensure safety is always first.
- ✓ Provide clear direction.
- ✓ Ensure resources are available.
- ✓ Develop and mentor the team.
- ✓ Hold the line on standards.

Leadership is not a title.
It is a responsibility.



DECISION-MAKING FRAMEWORK

IDENTIFY

What is the situation?

ASSESS

What are the facts and risks?

OPTIONS

What are the possible solutions?

DECIDE

Choose the best course of action.

ACT

Implement the decision.

REVIEW

Evaluate the outcome and learn.



Good decisions come from good process.
Good process comes from good leaders.



TEAM EMPOWERMENT TOOLS

- ✓ Daily briefings that encourage input
- ✓ Open-door communication
- ✓ Cross-training and skill building
- ✓ After action reviews (AARs)
- ✓ Recognize strengths and potential

Invest in people.
It always pays the best interest.



BUILDING LEADERS AT EVERY LEVEL

- ✓ Encourage initiative.
- ✓ Give opportunities to lead.
- ✓ Provide feedback and coaching.
- ✓ Celebrate growth and progress.
- ✓ Develop the next generation.

Everyone can lead.
Everyone can grow.



LEADERSHIP MINDSET

- ✓ Stay humble.
- ✓ Stay curious.
- ✓ Stay calm under pressure.
- ✓ Stay committed to the team.
- ✓ Stay focused on the mission.

Mindset drives behavior.
Behavior drives culture.



LEADERSHIP SELF-CHECK

Ask yourself:

- ✓ Am I leading by example?
- ✓ Do I take ownership of outcomes?
- ✓ Do I empower my team?
- ✓ Do I communicate clearly and listen?
- ✓ Do I put safety and people first?

Leadership is a daily choice.
Choose to lead. Choose to serve.



“ The best leaders don't create followers. They create more leaders. Leader is a verb. Lead with purpose. Empower with trust. Serve with pride. ”



REMEMBER

- ✓ Leadership is service.
- ✓ Responsibility builds trust.
- ✓ Empowerment builds teams.
- ✓ Communication builds clarity.
- ✓ Excellence is a habit.
- ✓ We lead. We empower.
- ✓ We dive. We succeed.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5

DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

5.20 PERFORMANCE, FEEDBACK & CONTINUOUS GROWTH

We don't just meet standards.
We raise them.

Performance grows through feedback, reflection,
and action. We learn, adapt, and improve—
individually and as a team.
Excellence is a journey, not a destination.

GROW EVERY DAY

- ✓ Reflect on every dive.
- ✓ Seek feedback.
- ✓ Learn continuously.
- ✓ Apply what you learn.
- ✓ Share knowledge.
- ✓ Be better tomorrow.

THE PERFORMANCE CYCLE



OBSERVE

- Watch.
- Listen.
- Gather facts.

KEY FOCUS
See clearly.



REFLECT

- Think critically.
- Consider impact.
- Be honest.

KEY FOCUS
Understand
the why.



EVALUATE

- What went well?
- What could improve?
- What mattered most?

KEY FOCUS
Learn
the lesson.



PLAN

- Set goals.
- Define actions.
- Prioritize.

KEY FOCUS
Choose
the steps.



ACT

- Take action.
- Execute the plan.
- Stay committed.

KEY FOCUS
Do it.
Do it well.



REVIEW

- Check results.
- Measure progress.
- Celebrate wins.

KEY FOCUS
Measure
the impact.



REPEAT

- Adjust.
- Learn again.
- Keep growing.

KEY FOCUS
Never stop
improving.

★ Small, consistent improvements lead to exceptional results.



GIVE & RECEIVE FEEDBACK

GIVE FEEDBACK THAT HELPS

- ✓ Be specific and timely.
- ✓ Focus on behavior, not personality.
- ✓ Describe impact, not intention.
- ✓ Offer suggestions.
- ✓ End with encouragement.

RECEIVE FEEDBACK WITH AN OPEN MIND

- ✓ Listen without interrupting.
- ✓ Ask questions.
- ✓ Thank the person.
- ✓ Apply what you receive.

★ Feedback is a gift.
Use it. Give it. Grow.



PERFORMANCE STANDARDS

We hold ourselves accountable to these standards:

- ✓ Safety is our top priority.
- ✓ Communication is clear and respectful.
- ✓ Preparation is thorough.
- ✓ Execution is disciplined.
- ✓ Teamwork is seamless.
- ✓ Care for people and the ocean is non-negotiable.
- ✓ Excellence is the expectation.

★ Our standards define us.
Our actions prove it.



SETTING SMART GOALS

- | | | |
|----------|------------|-----------------------------|
| S | SPECIFIC | Clear and well-defined. |
| M | MEASURABLE | Track progress and results. |
| A | ACHIEVABLE | Challenging but realistic. |
| R | RELEVANT | Aligned with our mission. |
| T | TIME-BOUND | Set a deadline. |

★ Goals turn intentions into achievements.



CONTINUOUS LEARNING

- Stay curious.
- Read. Research. Ask questions.
- Learn from experience.
- Learn from others.
- Pursue training and certifications.
- Share knowledge freely.

★ A curious mind
creates a better diver.



AFTER ACTION REVIEW (AAR)

- 1 What was the plan?
- 2 What actually happened?
- 3 What went well?
- 4 What could improve?
- 5 What will we do differently next time?

★ Review today.
Improve tomorrow.



RECOGNIZE & CELEBRATE

- Recognize effort and attitude.
- Celebrate milestones.
- Appreciate the small wins.
- Build a culture of gratitude.
- Together, we achieve more.

★ Celebrate people.
Strengthen the team.



THE GOLDEN RULE

Do your best.
Help others do theirs.
Learn every day.
Leave every place
better than you found it.
**Better people.
Better divers.
Better world.**



“ The capacity to learn
is a gift;
the ability to learn
is a skill;
the willingness to learn
is a choice. ”

— Brian Herbert



REMEMBER

- ✓ Reflect on every dive.
 - ✓ Seek feedback.
 - ✓ Set goals.
 - ✓ Take action.
 - ✓ Keep improving.
 - ✓ Inspire others.
- This is the Deep Circle way.

DIVING OPERATIONS STANDARDS

5.21 SAFETY, WELL-BEING & RISK MANAGEMENT

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

Safety is our foundation.
Well-being is our priority.
Risk management is our responsibility.

We identify risks, take preventive action, and respond effectively so everyone returns safely.

SAFETY IS EVERYONE'S JOB

- ✓ Think ahead.
- ✓ Stay alert.
- ✓ Look out for each other.
- ✓ Speak up.
- ✓ Follow procedures.
- ✓ Respect limits.
- ✓ Come home together.

RISK MANAGEMENT PROCESS



★ Good risk management is proactive, not reactive. We plan for success and prepare for the unexpected.



PEOPLE RISKS

- Fatigue and stress
- Medical conditions
- Inexperience or skill gaps
- Complacency
- Poor communication



EQUIPMENT RISKS

- Equipment failure
- Poor maintenance
- Incorrect setup
- Limited redundancy
- Battery or gas issues



ENVIRONMENTAL RISKS

- Currents and surges
- Poor visibility
- Weather changes
- Marine life interactions
- Temperature extremes



OPERATIONAL RISKS

- Unclear plans
- Procedure deviations
- Poor briefing
- Workload and time pressure
- Logistics and transport



KEY ACTIONS

- Assess fitness to dive
- Match tasks to training
- Encourage rest and hydration
- Promote open communication
- Foster a speak-up culture



KEY ACTIONS

- Inspect before every dive
- Follow manufacturer schedule
- Use correct configuration
- Carry backups
- Document and report issues



KEY ACTIONS

- Check conditions
- Monitor forecasts
- Use proper exposure protection
- Respect marine life
- Have an exit plan



KEY ACTIONS

- Plan and brief thoroughly
- Follow procedures
- Manage workload
- Allow contingency time
- Review and debrief



WELL-BEING MATTERS

PHYSICAL

- Stay hydrated.
- Eat well.
- Get enough rest.
- Know your limits.



MENTAL

- Stay positive.
- Manage stress.
- Focus on the present.
- Ask for help if needed.



EMOTIONAL

- Support each other.
- Be kind.
- Respect differences.
- Look out for your team.



TEAM WELL-BEING

- Check in regularly.
- Encourage breaks.
- Build trust.
- Celebrate wins.



WHEN TO SPEAK UP

If something doesn't feel right—say something.

- ✓ Unclear plan?
- ✓ Unsafe condition?
- ✓ Equipment issue?
- ✓ Feeling unwell?

SPEAK UP EARLY. IT SAVES LIVES.

RISK-LEVEL GUIDE

- HIGH** Unacceptable. Do not proceed.
- MEDIUM** Manage and mitigate. Proceed with caution.
- LOW** Acceptable. Monitor.
- VERY LOW** Acceptable. Continue to monitor.



CONTINGENCY PLANNING

- Plan for what can go wrong.
- Have back-up plans.
- Know emergency procedures.
- Practice scenarios.
- Be ready to adapt.

Good plans help us succeed.
Good contingencies keep us safe.



LESSONS LEARNED

- Every dive is a learning opportunity.
- Capture lessons.
- Share insights.
- Improve continuously.
- Make tomorrow safer than today.

Experience is our teacher.
Improvement is our choice.



THE GOLDEN RULE

Plan for the dive.
Manage the risks.
Protect each other.
Come home together.
Every time.



“We cannot control the ocean, but we can control how we prepare, how we act, and how we care for each other. That is true professionalism. That is the Deep Circle way.”



REMEMBER

- ✓ Reflect on every dive.
- ✓ Seek feedback.
- ✓ Set goals.
- ✓ Take action.
- ✓ Keep improving.
- ✓ Inspire others.



DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

5.22 EMERGENCY, RESILIENCE & CONTINUOUS IMPROVEMENT

We prepare for the unexpected.
We learn from every experience.
We come back stronger.

Emergencies test us. Resilience defines us.
Continuous improvement keeps us ready.
Our standards protect lives and elevate
every dive.

RESILIENCE IN ACTION

- ✓ Stay calm. Think clearly.
- ✓ Follow training.
- ✓ Support each other.
- ✓ Adapt and overcome.
- ✓ Learn and improve.
- ✓ Stronger today, safer tomorrow.

EMERGENCY RESPONSE PROCESS



Preparation prevents panic. Practice builds proficiency. Teamwork saves lives.



EMERGENCY QUICK REFERENCE



IN DOUBT?

- ☹️ Protect the diver.
- ☹️ Protect the team.
- ☎️ Call for help.
- ☎️ Make the call.



THE GOLDEN RULE

People are our priority.
Procedures are our guide.
Preparation is our promise.
Excellence is our habit.
Every dive. Every time.



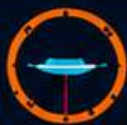
“Adversity reveals character.
Preparation builds resilience.
Teamwork creates success.”

– Unknown



REMEMBER

- ✓ Reflect on every dive.
 - ✓ Seek feedback.
 - ✓ Set goals.
 - ✓ Take action.
 - ✓ Keep improving.
 - ✓ Inspire others.
- This is the Deep Circle way.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.23 TEAMWORK, COMMUNICATION & SITUATIONAL AWARENESS

One team. One plan.
One safe dive at a time.

Clear communication and strong teamwork
help us anticipate, adapt, and respond.
Situational awareness keeps us one step
ahead and everyone safe.

AWARENESS IN ACTION

- ✓ Know your role.
- ✓ Know your plan.
- ✓ Know your team.
- ✓ Notice changes.
- ✓ Adapt early.
- ✓ Communicate often.
- ✓ Stay present.

THE TEAMWORK PILLARS

1 TRUST • Depend on your team. • Support each other. • Speak up. KEY FOCUS Be reliable. Build confidence.	2 COMMUNICATION • Share information. • Listen actively. • Confirm and clarify. KEY FOCUS Say it. Hear it. Confirm it.	3 SITUATIONAL AWARENESS • Stay alert. • Observe constantly. • Anticipate changes. KEY FOCUS Look around. Think ahead. Stay aware.	4 TEAMWORK • Work together. • Cover each other. • Win together. KEY FOCUS Share the load. Support always. No one dives alone.	5 ADAPTABILITY • Expect change. • Adjust quickly. • Stay flexible. KEY FOCUS Stay calm. Adjust. Keep going.	6 LEADERSHIP EVERYWHERE • Lead by example. • Look out for others. • Take initiative. KEY FOCUS See a need. Take action. Make it better.
---	---	---	---	---	---

Great teams are built on respect, clarity, and care. Together we create safer, stronger dives.

EFFECTIVE COMMUNICATION

- ✓ Use clear, simple language.
- ✓ Brief before the dive.
- ✓ Use standard hand signals.
- ✓ Confirm key messages.
- ✓ Encourage questions.

Clarity prevents confusion.
Communication prevents incidents.

SITUATIONAL AWARENESS CHECKLIST

- ✓ What is my environment doing?
- ✓ What is my team doing?
- ✓ What is my equipment doing?
- ✓ What could go wrong?
- ✓ What will I do about it?

Awareness is not a moment.
It is a habit.

LOOK OUT FOR EACH OTHER

- ✓ Buddy check. Then check again.
- ✓ Watch for signs of stress or fatigue.
- ✓ Share gas. Share solutions.
- ✓ Speak up if something is not right.
- ✓ Celebrate good calls.

Care for the team.
The team cares for you.

CROSS-CHECK CULTURE

- ✓ Cross-check equipment.
- ✓ Cross-check the plan.
- ✓ Cross-check before changes.
- ✓ Assume nothing.
- ✓ Verify everything.

Check twice.
Dive once.

CHALLENGES & CONFLICT

- ✓ Address issues early.
- ✓ Speak with respect.
- ✓ Focus on solutions.
- ✓ Escalate when needed.
- ✓ Keep emotions in check.

Disagree with the issue.
Agree on the goal.

DEBRIEF & LEARN TOGETHER

- ✓ Share what went well.
- ✓ Share what can improve.
- ✓ Listen without judgment.
- ✓ Document lessons learned.
- ✓ Apply improvements.

Every debrief is a gift.
Every lesson makes us better.

TEAM COMMUNICATION TOOLS

- ✓ Hand signals
- ✓ Pre-dive brief
- ✓ Underwater slates
- ✓ Primary & backup comms
- ✓ Debrief discussions



SITUATIONAL AWARENESS MODEL



TEAM SUCCESS FACTORS

- ✓ Every goal
- ✓ Mutual respect
- ✓ Open communication
- ✓ Continuous learning
- ✓ Commitment to safety

Strong teams don't just happen.
Improvement is our habit.



RISK GOLDEN RULE

Treat your team
as you want
to be treated.
**Excellence is
a choice.
Choose it,
every time.**



“Alone we can do so little;
together we can do so much.
Talent wins games,
but teamwork and intelligence
win championships.”

— Michael Jordan



IN DOUBT?

- ✓ Know your role.
- ✓ Know your plan.
- ✓ Know your team.
- ✓ Notice changes.
- ✓ Adapt early.
- ✓ Communicate often.
- ✓ Stay present.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



*Excellence is invisible.
Our standards make it visible.*

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.24 PROFESSIONALISM, ACCOUNTABILITY & CONTINUOUS GROWTH

We act with professionalism.
We own our actions.
We grow every day.

Professionalism builds trust. Accountability
drives results. Continuous growth makes
us the best we can be—for our guests,
our team, and our ocean.

PROFESSIONALISM IN ACTION

- Be prepared.
- Be respectful.
- Be reliable.
- Be accountable.
- Be solutions-focused.
- Be proud of the details.
- Be a Deep Circle leader.

THE PROFESSIONAL STANDARD

1	2	3	4	5	6	7
BE PREPARED	BE RESPECTFUL	BE RELIABLE	BE ACCOUNTABLE	BE SOLUTIONS-FOCUSED	BE PROUD OF THE DETAILS	BE A DEEP CIRCLE LEADER
- Know the plan. - Check your gear. - Anticipate needs. - Stay ready.	- Respect our guests. - Respect our team. - Respect the ocean. - Respect our boats and equipment.	- Do what you say. - Be on time. - Follow through. - Be consistent.	- Own your actions. - Learn from mistakes. - Speak up. - Make it right.	- Look for solutions. - Stay positive. - Think ahead. - Make it happen.	- Small things make a big difference. - Check your work. - Never cut corners.	- Lead by example. - Help others grow. - Protect our culture. - Elevate the standard.
KEY FOCUS Preparation prevents problems.	KEY FOCUS Respect creates trust.	KEY FOCUS Reliability builds confidence.	KEY FOCUS Accountability earns respect.	KEY FOCUS Solutions move us forward.	KEY FOCUS Details define our excellence.	KEY FOCUS Leaders elevate everyone.

Professionalism is not a title. It's a choice we make every day.



ACCOUNTABILITY IN ACTION

- Take ownership.
- Don't make excuses.
- Communicate early.
- Follow up.
- Close the loop.
- Learn and improve.

We own it.
We fix it.
We learn from it.



COMMITMENT TO GROWTH

- Stay curious.
- Ask questions.
- Seek feedback.
- Practice with purpose.
- Learn from others.
- Pursue excellence.

Growth is a journey.
Never stop learning.



FEEDBACK CULTURE

GIVE FEEDBACK THAT HELPS

- Be specific.
- Be timely.
- Focus on behavior.
- Offer suggestions.
- End with encouragement.

RECEIVE FEEDBACK

- Listen openly.
- Stay calm.
- Ask clarifying questions.
- Thank the feedback.
- Apply and improve.

Feedback is respect.
Feedback is a gift.
Feedback makes us better.



THE GROWTH MINDSET

- Challenges help me grow.
- Mistakes help me learn.
- Feedback helps me improve.
- Effort leads to progress.
- I can always get better.

Mindset drives behavior.
Behavior drives results.



DAILY SELF-CHECK

- Was I prepared today?
- Did I communicate clearly?
- Did I treat everyone with respect?
- Did I take ownership of my actions?
- Did I focus on solutions?
- Did I pay attention to the details?
- Did I help someone grow?
- Did I represent Deep Circle with pride?

Great days start with self-awareness.
Great leaders start with self-discipline.

CONTINUOUS IMPROVEMENT CYCLE

REFLECT

What happened?
What went well?
What could be better?

IMPROVE

Take action.
Build skills.
Make it better.

REPEAT

Do it again.
Raise the bar.
Inspire others.

Reflect. Improve. Repeat.
That's how we lead.



THE GOLDEN RULE

Care for the team.
Care for the guests.
Care for the ocean.
Excellence in all we do.
Every dive.
Every time.



“Excellence is not an act, but a habit. We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

— Aristotle



IN DOUBT?

- Know your role.
- Know your plan.
- Know your team.
- Notice changes.
- Adapt early.
- Communicate often.
- Stay present.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.25 LEADERSHIP, DECISION-MAKING & CONTINUOUS EXCELLENCE

Leaders set the tone.
Standards set us apart.

Strong leadership and smart decisions keep
our dives safe and our experiences exceptional.
We lead by example and never stop improving.

LEADERSHIP IN ACTION

- ✓ Lead with calm and clarity.
- ✓ Make sound decisions.
- ✓ Empower the team.
- ✓ Take responsibility.
- ✓ Mentor others.
- ✓ Strive for excellence.
- ✓ Protect our guests and each other.

LEADERSHIP PRINCIPLES



1 LEAD WITH PURPOSE

- Know the mission.
- Set the example.
- Inspire confidence.

KEY FOCUS

Purpose drives performance.



2 MAKE SOUND DECISIONS

- Assess the facts.
- Consider the risks.
- Choose wisely.

KEY FOCUS

Good decisions create safe outcomes.



3 EMPOWER THE TEAM

- Delegate clearly.
- Trust your team.
- Encourage input.

KEY FOCUS

Empowered teams perform at their best.



4 TAKE RESPONSIBILITY

- Own the outcome.
- Learn from mistakes.
- Apologize and make it right.

KEY FOCUS

Accountability builds credibility.



5 DEVELOP OTHERS

- Mentor and teach.
- Provide feedback.
- Support growth.

KEY FOCUS

We grow leaders, not just divers.



6 STRIVE FOR EXCELLENCE

- Focus on details.
- Improve every day.
- Raise the standard.

KEY FOCUS

Excellence is a habit, not an act.



7 CARE FOR PEOPLE

- Look out for others.
- Show respect.
- Build strong relationships.

KEY FOCUS

People come first, always.

★ Leadership is action. Every choice, every moment, every dive.



DECISION-MAKING FRAMEWORK

- ✓ Stop and assess.
- ✓ Identify options.
- ✓ Evaluate risks and benefits.
- ✓ Make the call.
- ✓ Review the outcome.



Good decisions are deliberate, not accidental.



COMMUNICATION LEADERSHIP

- ✓ Be clear and concise.
- ✓ Listen actively.
- ✓ Confirm understanding.
- ✓ Share updates.
- ✓ Close the loop.



Clear communication prevents confusion.



SITUATIONAL LEADERSHIP

- ✓ Know your team.
- ✓ Read the environment.
- ✓ Adjust your style.
- ✓ Lead with flexibility.
- ✓ Stay one step ahead.



Adapt your leadership to the moment.



RISK AWARE LEADERSHIP

- ✓ Anticipate what could go wrong.
- ✓ Challenge assumptions.
- ✓ Encourage speak up.
- ✓ Manage risk, not fear.
- ✓ Never compromise safety.



Smart leaders reduce risk. Strong leaders manage it.



DEBRIEF TO IMPROVE

- ✓ What went well?
- ✓ What could improve?
- ✓ What will we change?
- ✓ Share lessons learned.
- ✓ Document key takeaways.

Every dive is a lesson.
Every lesson makes us better.



BUILDING A LEARNING CULTURE

- ✓ Ask questions.
- ✓ Encourage curiosity.
- ✓ Share knowledge.
- ✓ Welcome new ideas.
- ✓ Celebrate improvement.

A learning team is a winning team.



RECOGNIZE & CELEBRATE

- ✓ Acknowledge effort.
- ✓ Celebrate wins.
- ✓ Thank the team.
- ✓ Build morale.
- ✓ Make it meaningful.

Recognition fuels motivation and loyalty.



CONTINUOUS EXCELLENCE

- ✓ Set high standards.
- ✓ Measure and track.
- ✓ Identify gaps.
- ✓ Improve systems.
- ✓ Never settle.

Excellence is a journey without a finish line.



PLAN

Is the plan clear and complete?



TEAM

Is the team ready, briefed, and aligned?



RISK

Have risks been identified and managed?



EQUIPMENT

Is all gear checked, tested, and ready?



COMMUNICATION

Have we communicated clearly and confirmed?



LEADERSHIP

Am I leading by example and staying present?



REVIEW

What will we learn and improve?

THE LEADER'S DAILY CHECKLIST



THE GOLDEN RULE

Lead with heart.
Decide with logic.
Act with integrity.
Care for people.
Protect the ocean.
**Better leaders.
Better divers.
Better world.**



“A leader is best when people barely know they exist, when their work is done, their aim fulfilled, they will say: we did it ourselves.”

— Lao Tzu



IN DOUBT?

- ✓ Know your role.
- ✓ Know your plan.
- ✓ Know your team.
- ✓ Notice changes.
- ✓ Adapt early.
- ✓ Communicate often.
- ✓ Stay present.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



*Excellence is invisible.
Our standards make it visible.*

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.26 CONTINGENCY PLANNING & PROBLEM-SOLVING

Expect the unexpected.
Plan. Adapt. Overcome.

Effective contingency planning and calm
problem-solving protect lives, reduce risk,
and ensure we can handle any situation
with confidence.

BE READY. STAY CALM. SOLVE IT.

- ✓ Anticipate problems.
- ✓ Use training and experience.
- ✓ Communicate clearly.
- ✓ Follow procedures.
- ✓ Take action.
- ✓ Learn and improve.

CONTINGENCY PLANNING PROCESS



1

IDENTIFY POTENTIAL ISSUES

- Review the plan.
- Look at the risks.
- Consider past experiences.

KEY FOCUS
See it coming.



2

ASSESS IMPACT & LIKELIHOOD

- How bad could it be?
- How likely is it?
- What are the consequences?

KEY FOCUS
Understand the
real risk.



3

DEVELOP OPTIONS

- What can we do?
- List possible responses.
- Consider resources.

KEY FOCUS
Have a plan B (or C).



4

ASSIGN ROLES & RESPONSIBILITIES

- Who does what?
- Define clear roles.
- Delegate authority.

KEY FOCUS
Everyone knows
their job.



5

COMMUNICATE THE PLAN

- Share the plan.
- Review procedures.
- Confirm understanding.

KEY FOCUS
Communication
saves lives.



6

PRACTICE & REVIEW

- Run through scenarios.
- Update the plan.
- Learn and improve.

KEY FOCUS
Practice builds
confidence.



7

MONITOR & ADAPT

- Conditions change.
- Monitor constantly.
- Adjust as needed.

KEY FOCUS
Stay flexible.
Stay ahead.



We plan for problems so we can dive with confidence.

SCENARIO	POTENTIAL SIGNS	IMMEDIATE ACTIONS	TEAM ROLES	KEY REMINDERS
 WEATHER DOWNSHIFT	• Increasing wind • Building swells • Poor visibility	• Assess conditions • Adjust plan or site • Communicate update	• Leader: Decide • Team: Implement • Communications: Notify	• Safety over schedule • Have alternate sites • Keep everyone informed
 EQUIPMENT FAILURE	• Gear malfunction • Unusual noises • Performance issues	• Stop and assess • Use backup gear • Fix or abort if needed	• Diver: Report • Tech: Repair/replace • Leader: Evaluate	• Know your gear • Carry spares • Don't take chances
 MEDICAL EMERGENCY	• Injury or illness • DCS symptoms • Unconscious diver	• Render first aid • Administer oxygen • Evacuate if needed	• First Responder: Lead • Team: Assist • Leader: Coordinate	• Act fast • Follow protocols • Document everything
 LOST DIVER	• Missed check-in • Separation • Poor visibility	• Search pattern • Surface support • Notify authorities if needed	• Leader: Coordinate • Divers: Search • Surface: Support	• Use procedures • Stay calm • Time is critical
 COMMUNICATION BREAKDOWN	• Radio failure • Misunderstanding • No response	• Use backup methods • Confirm message • Re-establish contact	• Sender: Repeat • Receiver: Confirm • Leader: Monitor	• Clear is kind • Check and confirm • Never assume
 ENVIRONMENTAL HAZARD	• Strong currents • Marine life threat • Sudden weather	• Move to safety • Shelter/abort dive • Assess conditions	• Leader: Decide • Team: Execute • Spotter: Monitor	• Respect the ocean • Know limits • When in doubt, out

PROBLEM-SOLVING DECISION FRAMEWORK



OBSERVE

What's happening?
Gather facts.
Stay aware.



ANALYZE

What's the cause?
What's the impact?
What's needed?



CHOOSE

What are the options?
What's the best
course of action?



ACT
Implement the plan.
Use resources.
Stay decisive.



EVALUATE

Did it work?
What can we
improve?



ADAPT

Adjust the plan.
Learn.
Move forward.

WHEN IN DOUBT

Stop.
Think.
Communicate.
Act safely.
Protect life.



THE GOLDEN RULE

Lead with heart.
Decide with logic.
Act with integrity.
Care for people.
Protect the ocean.
**Better leaders.
Better dives.
Better world.**



“A leader is best
when people barely know
they exist, when their work
is done, their aim fulfilled,
they will say: we did it
ourselves.”

— Lao Tzu



IN DOUBT?

- ✓ Know your role.
- ✓ Know your plan.
- ✓ Know your team.
- ✓ Notice changes.
- ✓ Adapt early.
- ✓ Communicate often.
- ✓ Stay present.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.27 CULTURE, WELL-BEING & CONTINUOUS EXCELLENCE

Care for the team.
Raise the standard.
Elevate every dive.

A strong culture and commitment to well-being and improvement ensure we deliver extraordinary experiences—safely, consistently, and with heart.



WELL-BEING IN ACTION

- ✓ Look out for each other.
- ✓ Speak up. Listen well.
- ✓ Manage fatigue.
- ✓ Stay hydrated and nourished.
- ✓ Take breaks when needed.
- ✓ Respect time off.
- ✓ Balance is performance.

OUR CULTURE PILLARS



CARE FOR PEOPLE

- We value every person.
- We show respect.
- We support well-being.

KEY FOCUS

People are our priority.



SAFETY IS OUR CORE

- We never compromise.
- We follow the standards.
- We stop if unsure.

KEY FOCUS

We choose safety, every time.



PURPOSE DRIVES US

- We dive with purpose.
- We protect the ocean.
- We create meaning.

KEY FOCUS

Purpose gives every dive value.



TEAMWORK BUILDS US

- We trust each other.
- We communicate.
- We win together.

KEY FOCUS

Together we are stronger.



EXCELLENCE EVERY DAY

- We raise the bar.
- We learn and improve.
- We deliver our best.

KEY FOCUS

Small improvements lead to greatness.



RESPECT THE OCEAN

- We minimize impact.
- We educate and inspire.
- We leave it better.

KEY FOCUS

The ocean is our future.



OWN IT & GROW

- We take ownership.
- We seek feedback.
- We never stop growing.

KEY FOCUS

Growth is a daily choice.

Our culture is who we are when no one is watching.

CONTINUOUS IMPROVEMENT SYSTEM



IDENTIFY

Spot opportunities to improve.



ANALYZE

Understand the root cause.



PLAN

Decide the best solution.



IMPLEMENT

Take action and execute.



REVIEW

Measure results and learn.



SHARE

Share lessons and replicate.

WE IMPROVE BY:

- ✓ Debriefing after dives and trips
- ✓ Encouraging suggestions from everyone
- ✓ Reviewing incidents and near-misses
- ✓ Tracking actions and following up

Better today than yesterday. Better tomorrow than today.

TEAM WELL-BEING



PHYSICAL

- Stay fit and active.
- Eat well and stay hydrated.
- Get enough rest.



MENTAL

- Manage stress.
- Stay positive and focused.
- Ask for help if needed.



EMOTIONAL

- Check in with each other.
- Share how you feel.
- Support your teammates.



SOCIAL

- Build strong relationships.
- Celebrate wins.
- Have fun together.



WORK-LIFE BALANCE

- Respect time off.
- Disconnect to recharge.
- Come back refreshed.

A healthy team performs at its best.

TOOLS & SUPPORT



Training & Certification
Ongoing training and skill refreshers.



Mentorship
Learn from experience. Guide others.



Resources
Up-to-date manuals, checklists, and guides.



Open Door Policy
Talk to anyone. Any time.



Wellness Resources
Access support when you need it.

RECOGNITION & APPRECIATION



Recognize effort and attitude.



Thank each other.



Celebrate achievements.



Share success.



Make appreciation a habit.



Feeling valued drives passion and performance.

LEARNING FROM EXPERIENCE



Every experience teaches us something.

We learn from:

- ✓ Successes
- ✓ Challenges
- ✓ Incidents
- ✓ Near-misses

Take the lesson. Teach the lesson.
Make the lesson stick.

Experience is the best teacher.
Reflection makes it valuable.

THE LEADER'S DAILY CHECKLIST



PLAN

Is the plan clear and complete?



TEAM

Is the team ready, briefed, and aligned?



RISK

Have risks been identified and managed?



EQUIPMENT

Is all gear checked, tested, and ready?



COMMUNICATION

Have we communicated clearly and confirmed?



LEADERSHIP

Am I leading by example and staying present?



REVIEW

What will we learn and improve?



THE GOLDEN RULE
Lead with heart.
Decide with logic.
Act with integrity.
Care for people.
Protect the ocean.
**Better leaders.
Better dives.
Better world.**



“A leader is best when people barely know they exist, when their work is done, their aim fulfilled, they will say: we did it ourselves.”
— Lao Tzu



REMEMBER

- ✓ Care for yourself.
 - ✓ Care for each other.
 - ✓ Communicate openly.
 - ✓ Keep improving.
 - ✓ Protect the ocean.
 - ✓ Celebrate the journey.
 - ✓ Stay present.
- This is the Deep Circle way.



DIVING OPERATIONS STANDARDS

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every guest and every team member.

That is true luxury.

5.28 SUSTAINABLE OPERATIONS & ENVIRONMENTAL STEWARDSHIP

Protect our ocean.
Preserve our playground.
Inspire through action.

We operate responsibly today to ensure a thriving ocean for tomorrow—because extraordinary experiences depend on a healthy, beautiful marine world.

WELL-BEING IN ACTION

- Look out for each other.
- Speak up. Listen well.
- Manage fatigue.
- Stay hydrated and nourished.
- Take breaks when needed.
- Respect time off.
- Balance is performance.

OUR STANDARDS PILLARS



SAFETY IS FOUNDATIONAL

- Put safety first.
- Follow procedures.
- Stop if unsure.
- Look out for others.

KEY FOCUS

Zero compromise.
Everyone goes home.



COMMUNICATION IS CRITICAL

- Brief clearly.
- Listen actively.
- Ask questions.
- Confirm understanding.

KEY FOCUS

Clear communication prevents incidents.



TEAMWORK IS OUR STRENGTH

- Support one another.
- Share the workload.
- Respect all roles.
- Win together.

KEY FOCUS

Together we dive better and safer.



PROFESSIONALISM IS OUR PROMISE

- Be prepared.
- Stay calm.
- Act with integrity.
- Represent Deep Circle.

KEY FOCUS

We are professionals in every moment.



CONTINUOUS IMPROVEMENT

- Learn every day.
- Debrief and improve.
- Embrace feedback.
- Strive for excellence.

KEY FOCUS

Better today, better tomorrow.



ENVIRONMENTAL STEWARDSHIP

- Protect the ocean.
- Minimize impact.
- Educate others.
- Lead by example.

KEY FOCUS

Healthy ocean, better experiences.



PURPOSE DRIVES US

- Create meaning.
- Inspire through action.
- Elevate every guest.
- Make it unforgettable.

KEY FOCUS

Purpose turns dives into legacy.

Standards are not just rules. They are our values in action.



COMMUNICATION BEST PRACTICES

- Use simple, clear language.
- Confirm key info (read back).
- Encourage questions.
- Report issues early.
- Debrief after every dive.



Communicate early.
Communicate often.
Communicate openly.



CONTINGENCY MINDSET

- Expect the unexpected.
- Plan for it.
- Stay calm.
- Adapt and overcome.
- Learn and move forward.



Prepared minds handle any situation.



OUR ENVIRONMENTAL COMMITMENTS

- Do not touch marine life.
- Maintain proper buoyancy.
- Avoid single-use plastics.
- Dispose of waste properly.
- Support local conservation.



We don't own the ocean.
We protect what we love.

FROM PRE-DIVE TO POST-DIVE: OUR WORKFLOW



PLAN

- Review conditions.
- Assess risks.
- Allocate resources.
- Prepare the plan.

KEY FOCUS

A good plan prevents problems.



BRIEF

- Share the plan.
- Review procedures.
- Assign roles.
- Confirm understanding.

KEY FOCUS

Clear brief.
Confident team.



DIVE

- Follow the plan.
- Monitor the dive.
- Communicate.
- Look out for others.

KEY FOCUS

Situational awareness at all times.



SAFETY STOP & ASCEND

- Follow procedures.
- Ascend smoothly.
- Check the team.
- Surface together.

KEY FOCUS

Slow is smooth.
Smooth is safe.



RECOVERY

- Account for team.
- Check equipment.
- Hydrate.
- Report issues.

KEY FOCUS

Recovery is part of the dive.



DEBRIEF

- Share observations.
- Discuss what went well.
- Identify improvements.
- Capture learnings.

KEY FOCUS

Every dive teaches us.



FOLLOW UP

- Document dive.
- Track actions.
- Improve systems.
- Prepare for next dive.

KEY FOCUS

Continuous improvement never ends.

Discipline in process. Freedom in the ocean.

TOOLS & SUPPORT



Training & Certification
Ongoing training and skill refreshers.
Mentorship
Learn from experience. Guide others.
Resources
Up-to-date manuals, checklists, and guides.
Open Door Policy
Talk to anyone. Any time.
Wellness Resources
Access support when you need it.

RECOGNITION & APPRECIATION



- Recognize effort and attitude.
- Thank each other.
- Celebrate achievements.
- Share success.
- Make appreciation a habit.



Feeling valued drives passion and performance.



LEARNING FROM EXPERIENCE

Every experience teaches us something.

We learn from:

- Successes
- Challenges
- Incidents
- Near-misses

Take the lesson. Teach the lesson.
Make the lesson stick.



Experience is the best teacher.
Reflections make it valuable.



THE GOLDEN RULE

Think before you act.
Care before you dive.
Respect before you explore.
Safety before adventure.
Team before self.
Do right. Every time.



“The ocean is not a place to visit.
It is a place to respect,
protect, and return to
better than we found it.”

— Jacques Cousteau



REMEMBER

- Plan with purpose.
- Communicate clearly.
- Follow the standards.
- Support your team.
- Protect the ocean.
- Strive for excellence.
- Make every dive count.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.29 EQUIPMENT CARE, RELIABILITY & READINESS

Reliable gear.
Confident divers.
Extraordinary experiences.

Our equipment standards ensure every dive is safe, smooth, and stress-free—so we can focus on what matters most: people and the ocean.

READY GEAR. SAFE DIVES.

- ✓ Inspect before every dive.
- ✓ Clean after every dive.
- ✓ Maintain regularly.
- ✓ Store properly.
- ✓ Replace when needed.
- ✓ Log everything.
- ✓ Be ready. Stay ready.

EQUIPMENT STANDARDS

1	2	3	4	5	6	7
DIVE GEAR	TANKS	REGULATORS	BCDs	DIVE COMPUTERS	LIGHTS & TOOLS	LOG & TRACK
- Mask, fins, snorkel - BC, regulators, gauges - Wetsuit/drysuit - Weights & accessories - Inspect and test	- Visual inspection - Hydro or up to date - Valves clean - O₂ clean when needed - Proper labeling	- First stage check - Second stage check - Hoses & connections - Leak test - Oral inflate test	- Inflate/deflate test - Oral inflate test - Dump valves check - Straps & buckles - Overall condition	- Battery charge - Settings correct - Date & time set - Depth & pressure test - Backlight check	- Battery check - Function test - Spare batteries - Tool condition - Secure attachment	- Inspection logged - Maintenance logged - Service records - Issues reported - Trend monitoring
KEY FOCUS Complete, functional, and comfortable.	KEY FOCUS Safe, compliant, and ready.	KEY FOCUS Breathe easy. Dive easy.	KEY FOCUS Stable, reliable, and secure.	KEY FOCUS Accurate data. Informed divers.	KEY FOCUS See clearly. Be prepared.	KEY FOCUS Documented care. Proactive safety.

CARE & MAINTENANCE PROCESS

1	2	3	4	5	6
BEFORE THE DIVE	DURING THE DIVE	POST-DIVE RINSE	CLEAN & DRY	STORE PROPERLY	INSPECT & LOG
- Inspect all equipment. - Test functions. - Check fit and comfort. - Confirm readiness.	- Monitor performance. - Report any issues. - Use equipment properly. - Take care of our gear.	- Rinse with fresh water. - Flush regulators. - Soak if needed. - Remove salt and sand.	- Clean thoroughly. - Dry completely. - Prevent corrosion. - Check for wear.	- Store in cool, dry place. - Hang or lay properly. - Protect from damage. - Keep organized.	- Final inspection. - Log condition. - Note maintenance. - Plan next service.

Great dives start with great care. Take care of the gear, and it will take care of you.



MAINTENANCE SCHEDULE

- ✓ Daily: Inspect and test.
- ✓ Weekly: Deep clean and review.
- ✓ Monthly: Full service check.
- ✓ Annually: Professional service.
- ✓ As needed: Replace or repair.



Prevent problems.
Extend life. Save costs.



REPLACEMENT GUIDELINES

- ✓ Regulators: Every 2–3 years or as needed.
- ✓ BCDs: Every 3–5 years or as needed.
- ✓ Hoses: Every 3–5 years.
- ✓ Masks/Fins: Replace if damaged.
- ✓ Lights: Replace batteries regularly.



When in doubt,
replace it out.



EQUIPMENT RESPONSIBILITIES

- ✓ Team leads: Ensure compliance.
- ✓ Divers: Use with care and report issues.
- ✓ Crew: Maintain and store properly.
- ✓ Management: Provide and support.
- ✓ Everyone: Own the standard.



Shared responsibility.
Stronger dives.

EQUIPMENT RED FLAGS



VISUAL DAMAGE

- Cracks, tears, or corrosion
- Frayed straps
- Loose parts



PERFORMANCE ISSUES

- Air leaks
- Hard to breathe
- Inconsistent performance



WARNING SIGNALS

- Unusual noises
- Poor inflation
- Gauge/Computer errors



WEAR & TEAR

- Worn hoses
- Stuck valves
- Damaged connections



ACTION

- Stop. Don't dive.
- Report immediately.
- Tag and remove from service.



If something
doesn't look right,
feel right, or work
right—speak up.
Your voice saves lives.



THE GOLDEN RULE

Take care of the gear,
and the gear will
take care of you.

**Prepared gear.
Confident divers.
Extraordinary dives.**



Quality is never an accident.
It is always the result of
intelligent effort.

— John Ruskin



REMEMBER

- ✓ Inspect before every dive.
- ✓ Clean after every dive.
- ✓ Maintain on schedule.
- ✓ Log everything.
- ✓ Replace when needed.
- ✓ Be ready. Stay ready.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.30 EMERGENCY PREPAREDNESS & RESPONSE EXCELLENCE

Prepared for anything.
Focused on what matters.
Committed to getting
everyone home safe.

Emergencies are rare, but readiness is
not optional. We train hard, plan smart,
and respond with calm and competence.



READINESS IN ACTION

- ✓ Expect the unexpected.
- ✓ Train like it could happen.
- ✓ Communicate clearly.
- ✓ Act decisively.
- ✓ Care for each other.
- ✓ Improve every time.
- ✓ Bring everyone home.

EMERGENCY RESPONSE GUIDELINES



1 ASSESS THE SITUATION

- Stay calm.
- Ensure safety.
- Assess depth.
- Identify the problem.

KEY FOCUS

What is happening?
Who is affected?



2 ALERT THE TEAM

- Notify crew.
- Use clear comms.
- Call for help if needed.
- Activate plan.

KEY FOCUS

Clear call.
Clear plan.



3 PROVIDE IMMEDIATE CARE

- First aid / O₂.
- Support airway and breathing.
- Control bleeding.
- Keep warm.

KEY FOCUS

Care first.
Stabilize.



4 COMMUNICATE EFFECTIVELY

- Use closed-loop communication.
- Give updates.
- Confirm actions.
- Avoid assumptions.

KEY FOCUS

Clear, calm,
and concise.



5 EXECUTE THE RESPONSE PLAN

- Follow procedures.
- Use checklists.
- Assign roles.
- Work as a team.

KEY FOCUS

Teamwork wins.
Follow the plan.



6 HAND OFF TO PROFESSIONALS

- Provide full report.
- Share vitals.
- Transfer care.
- Stay with diver until released.

KEY FOCUS

Smooth transfer.
Complete info.



7 DOCUMENT THE EVENT

- Record details.
- Actions taken.
- Times and names.
- Equipment used.

KEY FOCUS

Accurate record.
Better learning.



8 REVIEW & IMPROVE

- Debrief the team.
- Identify lessons.
- Update procedures.
- Train and rehearse.

KEY FOCUS

Learn today.
Stronger tomorrow.



Preparation prevents panic. Training builds confidence. Teamwork saves lives.

COMMON EMERGENCY SCENARIOS & KEY ACTIONS

SCENARIO	SIGNS / INDICATORS	IMMEDIATE ACTIONS	KEY CONSIDERATIONS
 OUT OF AIR	• Buddy out of air • Rapid breathing • Anxiety	• Share air immediately • Ascend if needed • Get to surface safely	• Maintain control • Conserve air • Reassure and communicate
 CRAMP	• Muscle pain • Inability to move • Discomfort	• Stop and rest • Stretch gently • Ascend if severe	• Hydration and conditioning • Check gear fit • Report and review
 EAR / SINUS DISCOMFORT	• Ear pain • Pressure • Reduced hearing	• Stop descent • Ascend slowly • Equalize gently	• Never force equalization • Use descent line • If severe, abort dive
 MASK FLOOD	• Water in mask • Reduced visibility • Discomfort	• Clear mask • Check strap • Continue dive	• Practice skills • Stay calm • Signal buddy
 DIVER UNRESPONSIVE	• No response • Not breathing • No movement	• Ascend immediately • Secure airway • Begin CPR / O₂	• Call for help • Use AED if available • Continue care
 SEVERE WEATHER	• Strong winds • Lightning • Rough seas	• Secure divers • Return to shelter • Cease operations	• Monitor weather • Safety over schedule • Communicate decisions

EMERGENCY EQUIPMENT CHECKLIST

	OXYGEN KIT (100%)	✓
	PRIMARY FIRST AID KIT	✓
	AED (AUTOMATED)	✓
	EMERGENCY O ₂ UNIT	✓
	TRAUMA KIT	✓
	SATELLITE COMM / VHF	✓
	FIRE EXTINGUISHER	✓
	SPARE MASKS / FINS	✓
	BLANKETS / WARMTH	✓
	SAFETY & SIGNAL GEAR	✓
	TOOLS & REPAIR KIT	✓
	EMERGENCY PROCEDURES	✓

Check before every trip.
Replenish after every use.

EMERGENCY COMMUNICATION PROTOCOLS



1. INITIATE
Send distress call
or alert.



2. CONFIRM
Confirm receipt
and detail.



3. COORDINATE
Share location,
status, plan.



4. ASSIGN
Assign roles
and actions.



5. UPDATE
Provide updates
regularly.



6. RESOLVE
Confirm resolution
and stand down.



COMMUNICATION IS A LIFELINE

Clear info.
Right people.
Right time.
Better outcomes.



THE GOLDEN RULE

When things go wrong,
we own it.
We pause.
We think.
We act.
Control your mind.
Care for your buddy.
Execute the plan.
Everyone goes home.



“

You don't rise to the
occasion. You fall to the
level of your training.
Train well. Prepare well.
Lead well.

— Unknown



REMEMBER

- ✓ Be prepared.
- ✓ Stay calm.
- ✓ Communicate.
- ✓ Take action.
- ✓ Care for others.
- ✓ Learn and improve.
- ✓ Protect the ocean.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE
PRIVATE OCEAN EXPERIENCES

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

DIVING OPERATIONS STANDARDS

5.31 RISK AWARENESS, DECISION-MAKING & DIVE READINESS

Smart divers manage risk.
Prepared teams succeed.

We identify, assess, and manage risk so
we can dive with confidence and return
safely—every time.

THINK. CHECK. DIVE.

- ✓ Evaluate the risk.
- ✓ Make smart decisions.
- ✓ Prepare the team.
- ✓ Check the gear.
- ✓ Confirm readiness.
- ✓ Dive with confidence.
- ✓ Return together.

RISK ASSESSMENT MATRIX

SEVERITY \ LIKELIHOOD	UNLIKELY	POSSIBLE	LIKELY
LOW (MINOR)	LOW Monitor	LOW Monitor	MEDIUM Plan
MODERATE (MEDIUM)	LOW Monitor	MEDIUM Plan	HIGH Act
HIGH (MAJOR)	MEDIUM Plan	HIGH Act	EXTREME Stop
CRITICAL (SEVERE)	HIGH Act	EXTREME Stop	EXTREME Stop

When in doubt, reduce risk or **don't dive**.

DECISION TREE SHOULD WE DIVE?



DIVE READINESS CHECKLIST



PERSONAL READINESS

- ✓ Rested & hydrated
- ✓ No illness or injury
- ✓ Mentally focused
- ✓ Fit to dive



TEAM READINESS

- ✓ Briefed & aligned
- ✓ Roles & responsibilities clear
- ✓ Communication systems checked
- ✓ Buddy checks complete



EQUIPMENT READINESS

- ✓ Gear inspected & tested
- ✓ Spare O-rings & essentials packed
- ✓ Batteries charged
- ✓ Lights & tools checked



PLAN READINESS

- ✓ Dive plan reviewed
- ✓ Contingency plan in place
- ✓ Exit strategy confirmed
- ✓ Emergency contacts set



**READY TODAY.
SAFE TOMORROW.**

INCIDENT REPORTING & LEARNING



1

REPORT

Report incidents, near-misses, and hazards immediately.



2

INVESTIGATE

Identify root causes. Gather facts. No blame.



3

LEARN

Share lessons. Improve systems. Update standards.



4

IMPROVE

Implement changes. Measure results. Raise the bar.



5

PROTECT

Stronger today. Safer tomorrow. Always.



Every incident is a lesson. Every lesson makes us better.



THE GOLDEN RULE

No dive is worth a risk we are not willing to take.
Care for the team.
Care for the ocean.
Care for yourself.

**One team.
One standard.
Everyone home.**



“

Preparation is the foundation of confidence.
Teamwork is the key to success.

— Unknown



REMEMBER

- ✓ Assess risk. Make smart calls.
- ✓ Prepare the team and gear.
- ✓ Follow the plan.
- ✓ Stay calm and communicate.
- ✓ Look out for each other.
- ✓ Protect the ocean.
- ✓ Return together.

This is the Deep Circle way.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

5.32 THE DEEP CIRCLE DIVE LEADER

LEADERSHIP BEGINS BEFORE THE DIVE.
IT CONTINUES LONG AFTER.



LEAD WITH PURPOSE

Every decision you make affects
the safety and experience of others.



NEVER RUSH

Time pressure is the enemy
of safety and excellence.



BE CALM. INSPIRE CONFIDENCE.

Your calm is contagious.
Guests feel what you feel.



NEVER SHOW STRESS

Keep perspective.
Find solutions. Stay composed.



PREPARATION PREVENTS PROBLEMS

Know the plan. Know the site.
Know your team. Know your gear.



COMMUNICATE CLEARLY

Before, during and after the dive.
Clarity prevents confusion.



SAFETY IS NEVER NEGOTIABLE

Protect your team. Protect your guests.
If in doubt, don't do it.



PROTECT YOUR TEAM

Look out for your buddies.
Take care of each other.



LEAD BY EXAMPLE

Your attitude, standards and actions
set the tone for everyone.



PROTECT YOUR GUESTS

Create trust. Deliver confidence.
Make every dive unforgettable.



PROTECT THE OCEAN

We are guests in their world.
Respect. Educate. Lead by example.

“
The best
dive leaders
are remembered
for how safe
and confident
they made
people feel.

LEADERSHIP IS SERVICE.
EXCELLENCE IS A CHOICE.
THE OCEAN IS OUR WHY.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5
PAGE 22 OF 28

OUR COMMITMENT

We plan with precision.
We brief with clarity.
We dive with purpose.

We return with every
guest and every team
member.

That is true luxury.

SECTION 5

5.33 THE DEEP CIRCLE DIVE STANDARD



We don't **rush** dives.



We don't chase **numbers**.



We don't compromise **standards**.



We create **extraordinary** experiences.

OUR STANDARD



SAFETY



PROFESSIONALISM



LEADERSHIP



HOSPITALITY



RESPECT

MEMORABLE OCEAN EXPERIENCES

No Stress. No Rush. Just Ocean.

ONE STANDARD. ONE TEAM. ONE **EXTRAORDINARY** EXPERIENCE.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



Excellence is invisible.
Our standards make it visible.

SECTION 5



DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SECTION 6

SAFETY & RISK MANAGEMENT



Professional Standards



Risk Management



Emergency Response

“

*Safety is not paperwork.
Safety is culture.*

”

NO STRESS. NO RUSH. JUST OCEAN.



6.1 | DEEP CIRCLE SAFETY PHILOSOPHY

“

Safety is not a department.

Safety is not paperwork.

Safety is a mindset.

It is the foundation of every decision we make.

”

OUR SAFETY PHILOSOPHY

At Deep Circle, safety comes before:

- › Schedule
- › Revenue
- › Convenience
- › Ego
- › Expectations

Nothing is more important than ensuring every guest and every team member returns safely.

Luxury begins with trust.
Trust begins with safety.

THE THREE GOLDEN RULES

01

RULE #1

No guest experience is worth an accident.

02

RULE #2

When in doubt, choose the safer option.

03

RULE #3

The ocean will still be there tomorrow.



THE DEEP CIRCLE SAFETY CULTURE

We don't take unnecessary risks.

We don't impress people by pushing limits.

We impress people through preparation, professionalism and sound judgment.

Every operation is built on conservative decision-making.



THE SAFETY DECISION TEST

Before making any operational decision, ask:

- ✓ Is it safe?
- ✓ Is it responsible?
- ✓ Is it professional?
- ✓ Would I be comfortable explaining this decision to the guest's family?

If the answer to any question is **No. Stop. Reassess.**
Decide again.



OUR PROMISE

Every guest should remember:

“

“I felt completely safe.”

”

Not because we talked about safety all day.

Because every detail reflected it.



THE DEEP CIRCLE STANDARD

Safety is invisible.

Guests should notice confidence, not the systems working behind it.

CLOSING QUOTE

“ *The safest operations are usually the ones guests never notice.* ”





6.2 | SAFETY LEADERSHIP



LEADERSHIP CREATES SAFETY

Safety does not begin with procedures.
Safety begins with leadership.
Every crew member influences
the safety culture of the operation.

Every decision.
Every action.
Every attitude.

Leadership is not a position.
Leadership is a responsibility.

THE DEEP CIRCLE LEADER



CALM

Even under pressure.



PREPARED

Preparation prevents panic.



OBSERVANT

Small details prevent major incidents.



PROFESSIONAL

Confidence comes from competence.
Never from ego.



APPROACHABLE

Every team member should feel comfortable raising concerns.
Questions improve safety. Silence creates risk.



COMMUNICATOR

Communicates clearly, concisely and calmly.



LEAD BY EXAMPLE

- Leaders never ask others to follow standards they do not follow themselves.
 - If the leader skips procedures... The team will skip procedures.
 - If the leader respects standards... The team will respect standards.
- Culture is created by example.**



COMMUNICATION

Before speaking:

- Think.
- Be concise.
- Remain calm.
- Confirm understanding.

During operations:

- Short messages.
- Clear instructions.
- No unnecessary conversations during critical moments.



DECISION MAKING

A good leader makes good decisions.

A great leader makes conservative decisions.

If two options are available...

**Choose the safest one.
Always.**



TEAM RESPONSIBILITY

Leadership means protecting:

- Guests
- Crew
- The vessel
- The environment
- The reputation of Deep Circle

Every decision reflects the brand.

THE DEEP CIRCLE LEADERSHIP TEST

Before making any important decision, ask:

- ✓ Am I protecting my guests?
- ✓ Am I protecting my team?
- ✓ Am I protecting the operation?
- ✓ Am I setting the right example?

If the answer is not a confident "Yes"...
**Pause.
Reassess.
Lead better.**

“ Great leaders don't create followers.
They create professionals. ”





6.3 | THE DEEP CIRCLE SAFE™ DECISION MODEL

Before making any important decision, use the SAFE™ Model. It is simple, repeatable and effective. It prevents impulsive actions and reduces risk.

GOOD DECISIONS PROTECT PEOPLE.
GREAT DECISIONS PROTECT THE FUTURE.

WHY WE USE SAFE™



PREVENTS REACTIVE DECISIONS
We stop automatic reactions.



INCREASES SITUATIONAL AWARENESS
We evaluate the full picture.



REDUCES HUMAN ERROR
We slow down to think clearly.



BUILDS A CULTURE OF EXCELLENCE
We choose safety even when no one is watching.



HOW TO APPLY SAFE™



S • STOP

- Stop any action.
- Take a breath.
- Create a moment of control.



A • ASSESS

- What is happening?
- What are the risks?
- What resources do we have?



F • FORECAST

- What could happen?
- What is the best case?
- What is the worst case?
- What is most likely?



E • EXECUTE

- Make the decision.
- Communicate clearly.
- Take action.
- Monitor the results.
- Reassess if needed.



**WHEN IN DOUBT,
USE SAFE™**

SAFE™ is not only for emergencies. It is for everyday decisions, big or small. It is how professionals think. It is how we lead. **It is how we protect.**





6.4 | DYNAMIC RISK ASSESSMENT

Risk changes. Conditions change. People change. A Dynamic Risk Assessment (DRA) is a continuous process that helps us identify, evaluate and manage risks before they become incidents.



Assess early.
Assess often.
Operate safely.

THE DRA PROCESS



RISK MATRIX

LIKELIHOOD	CONSEQUENCE				
	1 MINOR	2 MODERATE	3 MAJOR	4 SEVERE	5 CATASTROPHIC
5 ALMOST CERTAIN	HIGH	HIGH	EXTREME	EXTREME	EXTREME
4 LIKELY	MODERATE	HIGH	HIGH	EXTREME	EXTREME
3 POSSIBLE	LOW	MODERATE	HIGH	HIGH	EXTREME
2 UNLIKELY	LOW	LOW	MODERATE	HIGH	HIGH
1 RARE	LOW	LOW	LOW	MODERATE	HIGH

LOW Acceptable with routine controls
MODERATE Additional controls required
HIGH Significant controls required
EXTREME Unacceptable Do not proceed

WHAT TO CONSIDER



ENVIRONMENTAL CONDITIONS

Weather, sea state, visibility, currents, temperature.



HUMAN FACTORS

Experience, fatigue, stress, fitness, distractions.



EQUIPMENT & SYSTEMS

Equipment condition, configuration, maintenance, redundancy.



OPERATIONAL FACTORS

Dive plan, depth, profile, bottom time, penetration, contingencies.



EXTERNAL FACTORS

Traffic, other boats, wildlife, regulations, local restrictions.

DRA CHECKLIST

- ☐ Have we identified all significant hazards?
- ☐ Have we analyzed likelihood and consequence?
- ☐ What is the overall risk level?
- ☐ Are control measures in place and effective?
- ☐ Is the risk acceptable?
- ☐ Do we have a plan B?
- ☐ Are we prepared to change or cancel the plan?
- ☐ Will we reassess if conditions change?



If anything changes, reassess.
Conditions change.
Risk changes.
So do we.

KEY PRINCIPLES



BE PROACTIVE

Anticipate problems before they happen.



BE HONEST

Be honest about risks and limitations.



BE CONSERVATIVE

When in doubt, reduce the risk.



BE FLEXIBLE

Adapt the plan to the conditions.



BE ACCOUNTABLE

You are responsible for the decision.



DRA IS NOT A FORMALITY.
IT IS A MINDSET.
IT IS PROFESSIONALISM.

A good assessment prevents incidents.
A great assessment prevents emergencies.



SAFETY & RISK MANAGEMENT

PROFESSIONAL STANDARDS • RISK MANAGEMENT • EMERGENCY RESPONSE



6.5 | HAZARD IDENTIFICATION



SEE IT. UNDERSTAND IT. MANAGE IT.

Hazards are everywhere.
Some are obvious. Some are not.
Our job is to identify them before
they become a problem.



LOOK AROUND

Scan the environment, equipment,
people and conditions.



THINK AHEAD

What could go wrong?
What if conditions change?



IDENTIFY & LIST

Write it down. Share it.
Make it visible to the team.



MANAGE & REVIEW

Apply controls. Monitor.
Review and update continuously.

COMMON HAZARDS



ENVIRONMENTAL

- Weather changes
- Sea state
- Currents & visibility
- Temperature
- Lightning



HUMAN FACTORS

- Fatigue
- Stress
- Distractions
- Complacency
- Inexperience



EQUIPMENT

- Equipment failure
- Poor maintenance
- Configuration errors
- Missing gear
- Battery / air supply



OPERATIONAL

- Dive planning
- Communication
- Procedures
- Time management
- Depth & gas limits



HEALTH & MEDICAL

- Dehydration
- Ear / sinus issues
- Pre-existing conditions
- Decompression illness
- First aid readiness



EXTERNAL

- Other vessels
- Local regulations
- Marine life
- Noise / pollution
- Permissions



HAZARD IDENTIFICATION CHECKLIST

- ☐ Have I scanned the environment?
- ☐ Have I considered the forecast and conditions?
- ☐ Have I checked all equipment and systems?
- ☐ Have I assessed the team (experience, fitness, readiness)?
- ☐ Have I reviewed the dive plan and contingencies?
- ☐ Have I identified emergency resources?
- ☐ Have I communicated the hazards to the team?
- ☐ Have I documented the critical hazards?



REMEMBER

Hazards don't
disappear.
They just hide.

Stay alert.
Stay proactive.

HAZARD VS. RISK



HAZARD

A potential source of harm
or adverse condition.



RISK

The likelihood and consequence
of that hazard causing harm.

**IDENTIFY THE HAZARD.
MANAGE THE RISK.**

“
The more
we identify
today, the less
we react to
tomorrow.
”



NO STRESS. NO RUSH. JUST OCEAN.



6.6 | INCIDENT REPORTING & LEARNING

EVERY REPORT IS AN OPPORTUNITY TO PREVENT THE NEXT INCIDENT.

We report to learn, not to blame.
We share to improve, not to criticize.
We are stronger when we learn together.



REPORT PROMPTLY

Report all incidents, near misses and hazards as soon as possible.



BE FACTUAL

Stick to the facts. What happened, when, where and how.



NO BLAME

We focus on systems and processes, not individual mistakes.



DRIVE IMPROVEMENT

Use every lesson learned to make our operations safer.



WHAT TO REPORT



INCIDENTS

Any event that resulted in or could have resulted in harm, damage or loss.



NEAR MISSES

Events that did not cause harm but had the potential to do so.



HAZARDOUS CONDITIONS

Unsafe conditions that could lead to an incident.



GOOD CATCHES

Things we did right that prevented an incident.

THE REPORTING PROCESS



1 RECORD

Complete the incident report form as accurately as possible.



2 SUBMIT

Submit the report to your supervisor or safety officer.



3 REVIEW

The report is reviewed and root causes are identified.



4 ACTION

Corrective actions are assigned and tracked to completion.



5 LEARN

Lessons learned are shared and applied to prevent recurrence.



REPORTING CHECKLIST

- ☐ What happened?
- ☐ When and where did it happen?
- ☐ What was I doing at the time?
- ☐ What equipment was involved?
- ☐ Who was involved?
- ☐ What were the conditions?
- ☐ What were the immediate results?
- ☐ What could have been done differently?
- ☐ Have I attached photos or documents (if available)?



BE CLEAR.
BE COMPLETE.
BE HELPFUL.



LESSONS LEARNED

We communicate lessons learned through safety briefs, team meetings and updates to procedures.

ONE LESSON SHARED
CAN SAVE A LIFE.



OUR COMMITMENT

We are all responsible for reporting.
We are all responsible for learning.
We are all responsible for keeping each other safe.

TOGETHER, WE MAKE
DEEP CIRCLE SAFER.



SAFETY & RISK MANAGEMENT

PROFESSIONAL STANDARDS • RISK MANAGEMENT • EMERGENCY RESPONSE



6.7 | MANAGEMENT OF CHANGE (MOC)

Change is constant. Managing change well prevents incidents.
Managing change poorly creates risk.



**NO CHANGE IS TOO SMALL.
NO CHANGE IS AUTOMATICALLY SAFE.**

Evaluate the change.
Control the risk.

WHAT IS MANAGEMENT OF CHANGE?

A structured process to identify, assess and control risks associated with changes before they are implemented.



PLAN THE WORK. WORK THE PLAN. REVIEW THE OUTCOME.

TYPES OF CHANGE



EQUIPMENT / TECHNICAL

New equipment, upgrades, modifications, maintenance changes.



PEOPLE / ORGANIZATIONAL

New roles, staffing changes, restructuring, contractors.



PROCEDURES / PROCESS

New or revised procedures, operating methods, work practices.



FACILITIES / PHYSICAL

Layout changes, construction, relocation, storage changes.



EXTERNAL

Regulatory changes, client requirements, third-party activities.

THE MOC PROCESS - 8 KEY STEPS

1		IDENTIFY THE CHANGE	Describe the change clearly. Why is it needed?
2		SCREEN THE CHANGE	Does it require MOC? (Use screening criteria)
3		ASSESS THE IMPACT	Identify hazards. Assess risks and consequences.
4		DEVELOP CONTROLS	Define risk controls and mitigation measures.
5		REVIEW & APPROVE	Get required reviews. Obtain authorization.
6		IMPLEMENT THE CHANGE	Communicate clearly. Implement as planned.
7		VERIFY EFFECTIVENESS	Check that controls are working as intended.
8		REVIEW & CLOSE	Capture lessons learned. Update as needed.

MOC CHECKLIST

- ☐ Have we clearly described the change?
- ☐ Have we assessed the risks and impacts?
- ☐ Have we identified the required controls?
- ☐ Have we involved the right people?
- ☐ Have we communicated the change?
- ☐ Are resources and training in place?
- ☐ Have we verified the change is effective?
- ☐ Have we documented and closed the change?



When in doubt,
do the MOC.
It's better to
be safe than
sorry.

EXAMPLES OF CHANGES THAT NEED MOC

- Replacing critical equipment
- Changing a procedure
- Adding new chemicals
- Changing operating conditions
- New software or systems
- Maintenance strategy change
- Organizational restructure
- New contractor onboard
- Layout or facility modifications
- Regulatory or standard updates
- Changes based on incident
- Lessons learned



If the change can introduce a new hazard, increase a risk, or affect a safeguard — do MOC.



**GOOD CHANGE MANAGEMENT
PREVENTS TOMORROW'S INCIDENTS**



We manage change.
We protect people.
We protect the experience.

SAFETY & RISK MANAGEMENT

PROFESSIONAL STANDARDS • RISK MANAGEMENT • EMERGENCY RESPONSE



6.8 | RISK ASSESSMENT

You can't manage what you don't assess. A good risk assessment helps us make smart decisions and protect people, assets and the environment.



IDENTIFY HAZARDS.
ASSESS THE RISK.
TAKE ACTION.
REVIEW AND IMPROVE.



THE RISK ASSESSMENT PROCESS

- 1 IDENTIFY HAZARDS**
What could cause harm?
- 2 ASSESS THE RISK**
How likely is it? What's the potential impact?
- 3 EVALUATE CONTROLS**
What controls are already in place?
- 4 DETERMINE RISK LEVEL**
Use the risk matrix to determine the level.
- 5 DECIDE ON ACTIONS**
Implement controls or additional measures.
- 6 REVIEW & MONITOR**
Check effectiveness and update regularly.

RISK MATRIX

LIKELIHOOD	Almost Certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium
		Insignificant	Minor	Moderate	Major	Catastrophic
		IMPACT				
		LOW	MEDIUM	HIGH	EXTREME	
		Acceptable	Monitor & Manage	Action Required	Stop Activity	

RISK ASSESSMENT CONSIDERATIONS



PEOPLE

Skills, experience, fatigue, health, behavior.



EQUIPMENT

Condition, maintenance, suitability, availability.



ENVIRONMENT

Weather, sea state, visibility, temperature, currents.



PROCEDURES

Work practices, plans, communication.



FACILITIES

Vessel layout, access, storage, stability.



EXTERNAL FACTORS

Regulations, third parties, local conditions.



CHANGE

What has changed that may introduce risk?



RISK ASSESSMENT CHECKLIST

- ☐ Have hazards been identified?
- ☐ Have risks been assessed for likelihood and impact?
- ☐ Are existing controls effective?
- ☐ Is the overall risk level acceptable?
- ☐ Are additional controls required?
- ☐ Have actions been assigned?
- ☐ Have relevant people been consulted?
- ☐ Has the assessment been documented?
- ☐ When will the assessment be reviewed?



If anything changes, reassess the risk.

Stay alert.
Stay safe.

RISK LEVEL GUIDANCE

LOW

Acceptable risk.
No action required.
Monitor as needed.

MEDIUM

Review controls.
Monitor and manage.

HIGH

Implement additional controls.
Senior approval needed.

EXTREME

Unacceptable.
Stop activity until risk is reduced.



REMEMBER



ASSESS BEFORE YOU ACT.
Take time to do it right.



EVERYONE PLAYS A ROLE.
Speak up. Share concerns.



REVIEW REGULARLY.
Conditions and risks change.



GOOD ASSESSMENT SAVES LIVES.
It's at the heart of safe operations.



NO STRESS. NO RUSH. JUST OCEAN.

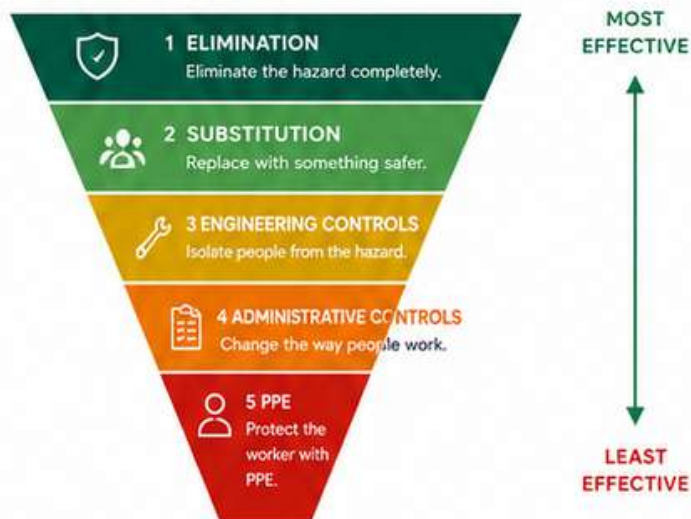


6.9 | RISK CONTROL & MITIGATION

Risks can't always be eliminated, but they can be controlled.
Effective controls reduce the likelihood and consequence of harm.

HIERARCHY OF CONTROLS

Use the highest level of control that is reasonably practicable.



CONTROL TYPES & EXAMPLES



ELIMINATION

Remove the hazard.

- Remove unnecessary equipment
- Cancel high-risk activities



SUBSTITUTION

Use a safer alternative.

- Use non-toxic chemicals
- Use electric tools instead of fuel-powered



ENGINEERING

Isolate people from the hazard.

- Guarding, barriers, shields
- Ventilation, isolation, automation
- Equipment design improvements



ADMINISTRATIVE

Change the way people work.

- Procedures, safe work practices
- Training and competency
- Signage, warnings, permits
- Scheduling, supervision



PPE

Protect the worker with personal protective equipment.

- Life jackets, helmets
- Gloves, eye protection
- Hearing protection
- Appropriate clothing

RISK CONTROL PROCESS



RISK CONTROL CHECKLIST

- ☐ Have hazards been clearly identified?
- ☐ Have risks been assessed?
- ☐ Are controls in place using the highest level reasonably practicable?
- ☐ Are people trained in the controls?
- ☐ Is the equipment in good condition?
- ☐ Are procedures up to date?
- ☐ Are controls verified regularly?
- ☐ Are records maintained?
- ☐ Are improvements identified and implemented?



Good controls are planned, implemented and verified.

Controls save lives.

EXAMPLES OF RISK CONTROLS

HAZARD	EXAMPLES OF CONTROLS
ROUGH SEA CONDITIONS	• Monitor forecasts • Set operation limits • Use experienced crew
EQUIPMENT FAILURE	• Preventive maintenance • Inspections • Redundancy
SLIPS, TRIPS & FALLS	• Non-slip surfaces • Housekeeping • Handrails & lighting
FIRE	• Fire detection • Extinguishers • Drills & training
MEDICAL EMERGENCY	• First aid kits & training • Communication • Emergency plan

KEY PRINCIPLES



PEOPLE FIRST

Protect people above all else.



PROPORTIONATE

Controls should match the level of risk.



PRACTICABLE

Consider effectiveness and practicality.



CONTINUOUS IMPROVEMENT

Review, learn and keep improving.



ACCOUNTABLE

Everyone has a role in managing risk.



SAFETY & RISK MANAGEMENT

PROFESSIONAL STANDARDS • RISK MANAGEMENT • EMERGENCY RESPONSE



6.10 | SAFE WORK PRACTICES (SWP)

Safe Work Practices are step-by-step instructions that describe how to do a task safely. They help prevent incidents by ensuring consistent, correct, and safe performance.



RIGHT TASK. RIGHT WAY. EVERY TIME.

- ✓ Plan the work.
- ✓ Follow the steps.
- ✓ Use the right tools and PPE.
- ✓ Stay focused.
- ✓ Report issues.



ELEMENTS OF A SAFE WORK PRACTICE

-  **1. JOB TITLE**
Clearly identify the task.
-  **2. PURPOSE**
Why the task is being done.
-  **3. HAZARDS**
What could go wrong?
-  **4. CONTROLS**
How risks will be managed.
-  **5. PROCEDURE**
Step-by-step instructions.
-  **6. VERIFICATION**
How to confirm the task is done safely.
-  **7. REFERENCES**
Related SOPs, manuals, regulations.

HOW TO USE SAFE WORK PRACTICES



BEFORE THE TASK

- Review the SWP.
- Understand the steps and hazards.
- Gather the right tools and PPE.



DURING THE TASK

- Follow each step in order.
- Stay aware of your surroundings.
- Stop if conditions change.



AFTER THE TASK

- Verify the work is complete.
- Clean up and secure the area.
- Report any issues or near misses.



CONTINUOUS IMPROVEMENT

- Provide feedback.
- Update the SWP when needed.
- Learn and share lessons.

EXAMPLES OF SWP TOPICS



BOAT OPERATIONS

Pre-departure checks, docking, fueling, anchoring.



EQUIPMENT HANDLING

Use, inspection, maintenance, and storage.



DIVING OPERATIONS

Briefings, entries, buddy checks, emergency ascent.



EMERGENCY RESPONSE

Medical assistance, man overboard, evacuation.



HOUSEKEEPING

Cleaning, waste disposal, spill response.

SWP CHECKLIST

- ☐ Is the SWP up to date?
- ☐ Does it include all major steps?
- ☐ Are hazards identified?
- ☐ Are controls clearly stated?
- ☐ Are tools and PPE specified?
- ☐ Is the sequence logical and clear?
- ☐ Is verification or sign-off included?
- ☐ Is training provided?
- ☐ Are workers following the SWP?
- ☐ Are improvements documented?



IF IT'S NOT
IN THE SWP,
IT DOESN'T
GET DONE.

GOOD PRACTICES

- ✓ Know the SWP before you start.
- ✓ Follow the steps—don't skip any.
- ✓ Use the right tools and PPE.
- ✓ Communicate with your team.
- ✓ Stop and reassess if needed.
- ✓ Report problems and suggest improvements.



SAFE WORK IS SMART WORK.
SAFE WORK IS OUR STANDARD.



REMEMBER



FOLLOW THE SWP

It's there to protect you and others.



THINK. PLAN. ACT.

Take time to do it right.



SPEAK UP

If something looks unsafe, say something.



KEEP IMPROVING

Better SWPs lead to safer operations.



NO STRESS. NO RUSH. JUST OCEAN.



6.11 | PERMIT TO WORK (PTW)

A Permit to Work is a formal authorization system used to control certain types of work that could cause serious injury, illness, property damage, or environmental harm.



NO PERMIT. NO WORK.

If a permit is required and not in place, the work must not begin.

WHEN IS A PTW REQUIRED?

A PTW is required for non-routine work or work with higher risk that could impact people, assets or operations.



HOT WORK

Welding, cutting, grinding, torch use



ELECTRICAL WORK

High voltage, testing, live work



CONFINED SPACE

Entry into tanks, voids, enclosed spaces



LIFTING OPERATIONS

Cranes, lifting gear, suspended loads



MECHANICAL WORK

Equipment isolation, maintenance, line breaking



CHEMICAL WORK

Handling hazardous chemicals, line opening

THE PTW PROCESS



PTW CHECKLIST (KEY QUESTIONS)

Before Issuing:

- ☐ Has the work been clearly defined?
- ☐ Have all hazards been identified?
- ☐ Have risks been assessed?
- ☐ Are controls and precautions in place?
- ☐ Are isolations and de-energizations required?
- ☐ Are affected people informed?
- ☐ Are workers competent and authorized?
- ☐ Is the work area inspected and prepared?
- ☐ Is emergency response considered?
- ☐ Has the permit been reviewed and approved?

Before Starting:

- ☐ Is the permit valid for the work?
- ☐ Are controls implemented?
- ☐ Is isolation verified and tested?
- ☐ Is atmospheric testing (if applicable) completed and acceptable?
- ☐ Are communication and rescue plans in place?
- ☐ Have all team members been briefed?
- ☐ Are tools and equipment in good condition?
- ☐ Can the work start safely?

During the Work:

- ☐ Are controls effective?
- ☐ Have any changes occurred?
- ☐ Is monitoring and inspection ongoing?
- ☐ Are permit conditions still valid?

After Completion:

- ☐ Is the work completed as planned?
- ☐ Are systems restored and tested?
- ☐ Is the area clean and safe?
- ☐ Has the permit been closed and returned?

EXAMPLES OF WORK REQUIRING A PTW



HOT WORK

- Welding
- Cutting
- Grinding
- Torch use
- Brazing



ELECTRICAL WORK

- High voltage work
- Live testing
- Panel access
- Temporary power



CONFINED SPACE

- Tank entry
- Void entry
- Bilge access
- Duct or pipe entry



LIFTING OPERATIONS

- Crane lifts
- Overhead lifts
- Material hoists
- Suspended loads



MECHANICAL WORK

- Line breaking
- Pump maintenance
- Valve overhaul
- Equipment repair



CHEMICAL WORK

- Chemical transfer
- Line opening
- Tank cleaning
- Solvent use

PTW BEST PRACTICES

- ✓ Plan the work and anticipate the risks.
- ✓ Use the correct permit for the work.
- ✓ Communicate clearly with all affected.
- ✓ Verify isolations and test before starting.
- ✓ Monitor the work and adapt as needed.
- ✓ Close the permit properly.
- ✓ Learn from every job and improve.



PLAN IT.
CONTROL IT.
DO IT SAFELY.

COMMON PTW FAILURES

- ⚠ Starting work without a permit.
- ⚠ Incomplete hazard assessment.
- ⚠ Missing or ineffective controls.
- ⚠ Bypassing isolation or verification.
- ⚠ Poor communication.
- ⚠ Scope changes not reviewed.
- ⚠ Permit not closed or returned.
- ⚠ Shortcuts create incidents. Follow the process. Save lives.

REMEMBER



A PERMIT DOES NOT MAKE THE WORK SAFE. CONTROLS DO.



EVERYONE HAS A ROLE. DO YOUR PART.



SPEAK UP IF SOMETHING ISN'T RIGHT.



SAFE WORK IS PLANNED WORK.



6.12 | INCIDENT REPORTING & INVESTIGATION

Reporting and investigating incidents helps us learn, improve, and prevent recurrence. Every incident is an opportunity to make operations safer.



**REPORT IT.
INVESTIGATE IT.
LEARN FROM IT.**

No blame. Just facts.
Focus on learning,
not fault.

TYPES OF INCIDENTS



INJURY / ILLNESS

Any work-related injury or illness, no matter how minor.



PROPERTY DAMAGE

Damage to equipment, vessel, facilities, or other property.



ENVIRONMENTAL RELEASE

Spills, leaks, or releases that impact the environment.



NEAR MISS

An event that could have resulted in injury, damage, or loss.



SECURITY INCIDENT

Threats, breaches, unauthorized access, or suspicious activity.



OTHER

Any other incident that could impact people, assets, or operations.



When in doubt, report it. It can help prevent the next incident.

REPORTING REQUIREMENTS

- ✓ Report all incidents as soon as possible.
- ✓ Use the correct reporting system or form.
- ✓ Provide accurate and complete information.
- ✓ Notify your supervisor immediately.
- ✓ Preserve the scene if it is safe to do so.
- ✓ Cooperate with the investigation.

INVESTIGATION PRINCIPLES



FACTUAL

Base findings on facts and evidence, not assumptions.



JUST CULTURE

Focus on learning and improvement, not blaming people.



SYSTEMS FOCUSED

Look for system and process issues, not just individual actions.



THOROUGH

Ask "why" until you get to the root cause.



CONFIDENTIAL

Respect privacy and share information only on a need-to-know basis.

THE INVESTIGATION PROCESS

1



DEFINE THE SCOPE

Understand what happened, when, where, and who was involved.

2



COLLECT INFORMATION

Gather facts, documents, photos, and witness statements.

3



IDENTIFY CAUSES

Determine the immediate, underlying, and root causes.

4



IDENTIFY CONTRIBUTING FACTORS

Look at conditions, actions, and system weaknesses.

5



DEVELOP CORRECTIVE ACTIONS

Identify actions to eliminate or reduce similar risks.

6



IMPLEMENT ACTIONS

Assign owners, set deadlines, and implement corrective actions.

7



VERIFY EFFECTIVENESS

Confirm actions are effective and risks are controlled.

8



CLOSE & COMMUNICATE

Close the investigation and share lessons learned.

WHAT TO INCLUDE IN A REPORT

- Date, time, and location
- Type of incident
- People involved
- Description of what happened
- Immediate actions taken
- Injuries or damage (if any)
- Photos or evidence
- Witnesses
- Your contact information

WHY REPORT?

- ✓ Protect people and assets
- ✓ Prevent future incidents
- ✓ Meet legal and company requirements
- ✓ Improve procedures and training
- ✓ Build a stronger safety culture



Reporting today prevents tomorrow.

INCIDENT SEVERITY GUIDELINES

LEVEL	DESCRIPTION	EXAMPLES
1 – MINOR	No injury or very minor injury. No lost time.	First aid treatment, minor property damage, near miss.
2 – MODERATE	Injury requires medical treatment. Limited impact.	Significant property damage, environmental release contained.
3 – MAJOR	Serious injury or illness. Major impact to operations.	Hospitalization, major spill, vessel damage.
4 – CRITICAL	Life-threatening or fatality. Severe impact to operations.	Fatality, multiple serious injuries, major pollution or vessel loss.



All incidents are important. Report and investigate all levels.

INVESTIGATION TOOLS



5 WHYS

Ask "why" repeatedly to find the root cause.



FISHBONE DIAGRAM

Identify causes in categories: People, Process, Equipment, Materials, Environment, Management.



CHANGE ANALYSIS

Identify changes that may have contributed to the incident.



BARRIER ANALYSIS

Identify failed or missing controls that should have prevented the incident.

LESSONS LEARNED



What happened?

Understand the facts.



Why did it happen?

Identify root causes.



What can we do better?

Identify improvements.



Share and apply.

Communicate lessons and make changes.



Learn today. Prevent tomorrow.



6.13 | EMERGENCY PREPAREDNESS & RESPONSE

Emergencies can happen. Being prepared and knowing how to respond can save lives, reduce injuries, and protect our guests, crew, and assets.



**BE PREPARED.
ACT CALMLY.
MAKE IT COUNT.**

- ✓ Know the plan.
- ✓ Know your role.
- ✓ Stay calm and communicate.



COMMON EMERGENCIES



MEDICAL EMERGENCY
Injury, illness, allergic reaction, heart attack, drowning.



FIRE / EXPLOSION
Engine fire, fuel leak, electrical fire, gas leak.



MAN OVERBOARD
Person falls overboard or is in the water.



SEVERE WEATHER
High winds, lightning, heavy rain, rough seas.



VESSEL DAMAGE
Collision, grounding, flooding, loss of steering or power.



SECURITY THREAT
Suspicious activity, piracy, unauthorized boarding.



Assess the situation. Ensure safety. Communicate. Take action.

EMERGENCY RESPONSE FLOW

- 1  **ASSESS**
 - What happened?
 - Who is affected?
 - What are the hazards?
- 2  **ALERT & COMMUNICATE**
 - Notify the crew.
 - Contact for help if needed.
 - Provide clear information.
- 3  **SECURE THE AREA**
 - Ensure immediate safety.
 - Eliminate or control hazards.
 - Prevent the situation from worsening.
- 4  **RESPOND**
 - Provide first aid if trained.
 - Use equipment as required.
 - Follow emergency procedures.
- 5  **MONITOR & ADAPT**
 - Monitor the situation.
 - Reassess risks.
 - Adjust actions as needed.
- 6  **RESOLVE & REVIEW**
 - Resolve the emergency.
 - Account for everyone.
 - Debrief and document.

EMERGENCY EQUIPMENT CHECKLIST

- | | | |
|---|--|--------------------------|
|  | First Aid Kit | ☐ |
|  | AED (Automated External Defibrillator) | ☐ |
|  | Fire Extinguishers | ☐ |
|  | Life Jackets (PFDs) | ☐ |
|  | Life Ring / Throw Bag | ☐ |
|  | EPIRB / PLB | ☐ |
|  | VHF Radio | ☐ |
|  | Flashlights / Backup Lights | ☐ |
|  | Emergency Flares | ☐ |
|  | Tool Kit | ☐ |
|  | Spill Kit | ☐ |
-  Check regularly. Replace as needed. Know where everything is.



EMERGENCY CONTACTS

VHF CH (Primary) _____
 VHF CH (Secondary) _____
 Local Coast Guard _____
 Marine Rescue _____
 Emergency (General) _____
 Company Operations _____
 Doctor / Medical Advice _____



Post in a visible location.
Keep updated at all times.



CREW ROLES & RESPONSIBILITIES



CAPTAIN / LEAD
Take command, assess, decide, communicate.



COMMUNICATOR
Make calls, relay information, log updates.



SAFETY OFFICER
Monitor hazards, secure area, account for crew.



FIRST AID PROVIDER
Provide medical care within training.



DECK CREW
Assist with tasks, equipment, and passengers.



Everyone has a role. Follow your leader.
Work together. Stay professional.



BEST PRACTICES

- ✓ Know your emergency plan and practice it.
- ✓ Conduct regular drills and training.
- ✓ Inspect equipment and maintain readiness.
- ✓ Communicate clearly and calmly.
- ✓ Keep guests informed and reassured.
- ✓ Learn from every incident.



Preparation today saves lives tomorrow.



NO STRESS. NO RUSH. JUST OCEAN.



6.14 | INCIDENT REPORTING & INVESTIGATION

Timely and accurate reporting helps us learn, improve, and prevent future incidents. Every crew member plays a role in maintaining a culture of safety and transparency.



REPORT. LEARN. IMPROVE.

Every report helps make us safer.



WHAT TO REPORT



INJURIES & ILLNESS

All injuries, no matter how minor. Seek medical attention when needed.



NEAR MISSES

Events that could have resulted in injury, damage, or loss.



EQUIPMENT FAILURE

Malfunctions, damage, or performance issues.



ENVIRONMENTAL EVENTS

Weather, sea conditions, marine life encounters, or pollution.



SECURITY INCIDENTS

Suspicious activity, breaches, unauthorized access.



FIRE / EXPLOSION

Fire, fuel leak, electrical fire, gas leak, or smoke.



If in doubt, report it.
Small details can prevent major incidents.

REPORTING PROCESS

1



OBSERVE

- Notice the incident or condition.
- Ensure immediate safety.
- Prevent further risk.

2



REPORT

- Inform your supervisor.
- Complete an Incident Report Form as soon as possible.
- Provide factual, accurate details.

3



REVIEW

- Supervisor reviews the report.
- Determines immediate actions.
- Escalates if necessary.

4



INVESTIGATE

- Identify root causes.
- Gather facts and evidence.
- Interview involved parties.

5



CORRECT

- Implement corrective actions.
- Update procedures if needed.
- Communicate lessons learned.

6



FOLLOW UP

- Verify effectiveness.
- Monitor and review.
- Close the report.



Accurate reporting today prevents incidents tomorrow.

REPORTING GUIDELINES



BE OBJECTIVE

Report facts, not opinions or assumptions.



BE TIMELY

Report as soon as possible. Delays reduce accuracy.



BE DETAILED

Include who, what, where, when, how, and why.



BE CONFIDENTIAL

Respect privacy. Share only with those who need to know.



NO BLAME CULTURE

We focus on systems, not individuals.

TOOLS & FORMS

- Incident Report Form
- Near Miss Report Form
- Equipment Issue Form
- Medical Report Form
- Environmental Report Form
- Security Incident Report Form



WHO TO REPORT TO

Immediate Supervisor _____
Safety Officer _____
Deck Captain _____
General Manager _____
Emergency (24/7) _____



When in doubt, escalate.



DOCUMENTATION & RECORDS

- ✓ All reports are logged and stored securely.
- ✓ Reports are reviewed during safety meetings.
- ✓ Lessons learned are shared across the crew.
- ✓ Records are retained according to policy and legal requirements.
- ✓ Confidentiality and data protection are ensured.



Good records = safer operations.



BEST PRACTICES

- ✓ Encourage open communication.
- ✓ Report everything, no matter how small.
- ✓ Focus on prevention, not punishment.
- ✓ Learn from every incident.
- ✓ Make safety everyone's responsibility.



Safety is a mindset. Make it a habit.





6.15 | HAZARD IDENTIFICATION & ASSESSMENT

Identifying hazards before they cause harm is a fundamental step in preventing incidents. A structured assessment helps us understand risks and take effective control measures.



**SEE IT. ASSESS IT.
CONTROL IT.**

Good observation prevents accidents.



COMMON HAZARD CATEGORIES



PEOPLE

Human error, fatigue, lack of training, complacency.



EQUIPMENT

Mechanical failure, poor maintenance, incorrect use.



ENVIRONMENT

Weather, sea conditions, marine life, visibility.



FACILITIES & ASSETS

Vessel condition, deck hazards, slips, trips, falls.



PROCESSES

Poor procedures, communication breakdowns, planning failures.



EXTERNAL

Third parties, visitors, suppliers, regulatory changes.



Hazards can exist alone or combine to create greater risk.

HAZARD ASSESSMENT PROCESS

1



IDENTIFY HAZARDS

Look at the task, environment, equipment, and people.

2



ASSESS RISKS

Evaluate the likelihood and severity of potential harm.

3



DETERMINE RISK LEVEL

Use the risk matrix to classify Low, Medium, High, or Extreme.

4



DECIDE CONTROLS

Apply controls using the hierarchy of controls.

5



IMPLEMENT CONTROLS

Put controls in place before the work begins.

6



MONITOR & REVIEW

Continuously monitor and review as conditions change.



Reassess when the task, environment, or people change.

RISK MATRIX

		SEVERITY (CONSEQUENCE)				
		INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	CATASTROPHIC 5
LIKELIHOOD (PROBABILITY)	ALMOST CERTAIN 5	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
	LIKELY 4	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	POSSIBLE 3	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	UNLIKELY 2	LOW	LOW	MEDIUM	MEDIUM	HIGH
	RARE 1	LOW	LOW	LOW	MEDIUM	MEDIUM

- EXTREME** Unacceptable risk. Stop activity. Take immediate action.
- HIGH** Significant risk. Urgent action required.
- MEDIUM** Moderate risk. Action required to reduce risk.
- LOW** Low risk. Manage through routine procedures.



Aim to reduce all risks to As Low As Reasonably Practicable (ALARP).

HAZARD IDENTIFICATION SOURCES

- Pre-job briefings
- Work observations
- Incident and near miss reports
- Inspections and audits
- Safety meetings and toolbox talks
- Lessons learned
- Industry alerts and bulletins
- Crew and guest feedback



Multiple perspectives lead to better hazard detection.

HAZARD CONTROL EXAMPLES



ELIMINATION

Remove the hazard.

- Cancel dive due to severe weather.



SUBSTITUTION

Use a safer alternative.

- Use eco-friendly cleaning products.



ENGINEERING CONTROLS

Isolate people from the hazard.

- Install non-slip decking.



ADMINISTRATIVE CONTROLS

Change the way people work.

- Implement permit to work system.



PPE

Protect the worker.

- Use cut-resistant gloves.

KEY PRINCIPLES



THINK AHEAD

Identify hazards before work begins.



ASSESS REALISTICALLY

Consider worst credible outcomes.



CONTROL EFFECTIVELY

Use the highest level of control reasonably practicable.



REVIEW CONTINUOUSLY

Conditions change. So should our assessments.



SAFETY IS EVERYONE'S DUTY

Stay alert. Speak up. Take care of each other.



NO STRESS. NO RUSH. JUST OCEAN.



6.16 | JOB SAFETY ANALYSIS (JSA)

A Job Safety Analysis (JSA) breaks a task into its steps, identifies potential hazards, and determines the safest way to complete the job.

It is a proactive tool that prevents incidents before they happen.



**PLAN THE WORK.
IDENTIFY THE RISKS.
CONTROL THE HAZARDS.**

Safe planning leads to safe performance.



WHEN TO USE A JSA



New or non-routine tasks
Tasks that are performed infrequently.



High-risk activities
Tasks with a higher potential for injury or damage.



Changes in conditions
New equipment, environment, or procedures.



New crew or training
To ensure understanding and competency.



After an incident
To learn and improve processes.



Review JSAs regularly and update when conditions change.

THE JSA PROCESS

1



SELECT THE JOB

Choose the task or activity to be analyzed.

2



BREAK DOWN THE STEPS

List the basic steps in the order they are performed.

3



IDENTIFY HAZARDS

Identify potential hazards for each step.

4



ASSESS RISKS

Determine the likelihood and severity.

5



DETERMINE CONTROLS

Identify controls to eliminate or reduce the risks.

6



IMPLEMENT & COMMUNICATE

Implement controls and communicate to the team.

7



REVIEW & IMPROVE

Monitor effectiveness and update as needed.



A good plan, communicated and followed, keeps everyone safe.

JSA EXAMPLE – DECK HANDLING OPERATION

STEP	POTENTIAL HAZARDS	RISK LEVEL	CONTROLS
1. Prepare equipment	Improper equipment, PPE not used	M	Inspect equipment, Use correct PPE
2. Clear area	Trip hazards, Poor visibility	M	Clear area, Ensure lighting
3. Communicate plan	Miscommunication, Unclear roles	H	Brief the team, Confirm roles
4. Lift load	Overexertion, Pinch points, Dropped load	H	Use proper lifting technique, Tag lines, Lift within limits
5. Move load	Collision, Unstable load	H	Maintain visibility, Move slowly, Guide load
6. Set down load	Pinch points, Unstable surface	M	Secure load, Check surface
7. Secure & inspect	Load not secured, Equipment damage	M	Secure properly, Final inspection

RISK LEVEL: L = LOW M = MEDIUM H = HIGH E = EXTREME



Eliminate when possible. Control what remains. Monitor and improve continuously.

JSA BEST PRACTICES

- ✓ Involve the crew who perform the work.
- ✓ Be specific and realistic.
- ✓ Identify hazards at each step.
- ✓ Focus on controls, not just PPE.
- ✓ Communicate clearly and confirm understanding.
- ✓ Document and keep JSAs accessible.
- ✓ Review and update regularly.



Planning is not paperwork. It's a lifesaving habit.

COMMON HAZARD CONTROLS



ELIMINATION

Remove the hazard completely.



SUBSTITUTION

Use a safer alternative.



ENGINEERING

Isolate people from the hazard.



ADMINISTRATIVE

Change the way people work.



PPE

Use appropriate protective equipment.



Use a combination of controls for the best protection.

REMEMBER



THINK BEFORE YOU ACT.
A few minutes of planning can save hours of pain.



KNOW THE JOB. KNOW THE RISKS.
Understand the task and the hazards.



USE GOOD JUDGMENT.
If something doesn't feel right, stop and reassess.



SAFE TODAY. SAFE EVERY DAY.
Everyone goes home.





6.17 | SAFETY MEETINGS & BRIEFINGS

Clear communication saves lives. Safety meetings and briefings ensure everyone understands the plan, the risks, and their responsibilities.



**SHARE INFORMATION.
ALIGN EXPECTATIONS.
SAIL SAFELY.**

A good briefing is the foundation of a safe operation.



TYPES OF MEETINGS



PRE-DEPARTURE BRIEFING

Before every trip to review the plan, conditions, roles, and safety measures.



DAILY SAFETY MEETING

Review the day ahead, weather, risks, activities, and any changes.



CHANGE BRIEFING

When plans, conditions, or activities change significantly.



POST-OPERATION DEBRIEF

Review what went well, what didn't, and lessons learned.



EMERGENCY BRIEFING

Provide clear instructions during an emergency situation.



Tailor meetings to the audience and the situation. Keep it relevant and concise.

BRIEFING CHECKLIST

- ☐ **THE PLAN**
What are we doing today? Where are we going?
- ☐ **CONDITIONS**
What are the current conditions and forecast?
- ☐ **POTENTIAL RISKS**
What hazards exist and how are we managing them?
- ☐ **CONTROLS**
What safety measures and procedures are in place?
- ☐ **ROLES & RESPONSIBILITIES**
Who is doing what? Who is in charge?
- ☐ **COMMUNICATION**
How will we communicate during the operation?
- ☐ **EMERGENCY PROCEDURES**
What could happen and how will we respond?
- ☐ **EQUIPMENT CHECK**
What equipment do we need and where is it?
- ☐ **QUESTIONS**
Does anyone have questions or concerns?



Encourage questions. Clarify doubts. Confirm understanding.

GOOD BRIEFING PRINCIPLES



BE CLEAR

Use simple, direct language.



BE CONCISE

Focus on what matters.



BE VISUAL

Use charts, maps, and demonstrations when helpful.



BE INTERACTIVE

Ask for input and confirm understanding.



BE CONSISTENT

Follow a standard structure.



BE PROFESSIONAL

Lead with confidence and calm.



A well-delivered briefing builds confidence and reduces risk.

WHO SHOULD ATTEND?



ALL CREW MEMBERS

Everyone involved in the operation.



GUESTS

Ensure guests understand the plan and safety rules.



CONTRACTORS & SUPPLIERS

Include anyone working on board.



VISITORS & PILOTS

Share key information relevant to their role.



The right people. The right information. Every time.

BRIEFING TOOLS



ROUTES & MAPS

Show the plan visually.



WEATHER REPORTS

Share current and forecast conditions.



RISK ASSESSMENTS

Highlight key risks and controls.



CHECKLISTS & FORMS

Ensure nothing is missed.



COMMUNICATION PLAN

Confirm channels and procedures.



Good tools make briefings clearer and more effective.

COMMON BRIEFING MISTAKES



Too much information.

Overloading loses attention.



Assuming everyone understands.

Always confirm.



Skipping briefings when busy.

Shortcuts create risk.



Not updating when things change.

New information requires a new briefing.



Lack of follow-up.

Unanswered questions remain risks.



Avoid these mistakes. Protect the operation.





6.18 | EMERGENCY RESPONSE & EVACUATION

Being prepared determines the outcome. A clear plan, trained team, and calm response can save lives. Know the plan. Practice it. Be ready.



**PREPARED TODAY.
PROTECTED TOMORROW.**

Every second counts.
Stay calm. Act fast.
Work as a team.



EMERGENCY ACTION PLAN (EAP)

- A written plan for potential emergencies.
- Identifies roles, procedures, communication, and resources.
- Reviewed at least every 6 months or when operations change.
- All crew must know their role and the plan.
- Drills and simulations build confidence and speed.

Plan for the worst. Expect the best. Be ready for anything.

ROLES & RESPONSIBILITIES

- CAPTAIN / LEAD**
Overall authority. Decision maker. Coordinates external help.
- SAFETY OFFICER**
Leads the response. Oversees the plan execution.
- DIVE SUPERVISOR**
Manages diver emergency. Provides medical assistance.
- COMMUNICATOR**
Handles all communications. Contacts external support.
- DECK CREW**
Supports evacuation, logistics, and guest care.
- ALL CREW**
Follow instructions. Assist where needed. Stay calm.

Everyone has a role. Everyone is part of the response.

DIVER EMERGENCY FLOW

- 1 RECOGNIZE**
Identify the problem early.
- 2 ASSESS**
Check diver response, breathing, consciousness, and injuries.
- 3 PROVIDE FIRST AID**
Administer oxygen. Provide first aid and support.
- 4 NOTIFY**
Inform Captain and Safety Officer. Activate emergency plan.
- 5 EVACUATE**
Prepare for evacuation to medical facility.
- 6 HANDOVER**
Transfer care to medical professionals. Share information.

Early action. Calm team. Better outcome.

EVACUATION CHAIN

- ONBOARD CARE**
Provide immediate care and stabilization.
- MARINE EVACUATION**
Transfer to fastest available transport (tender, yacht, or helicopter).
- MEDICAL FACILITY**
Transport to the most appropriate medical facility.
- FAMILY & GUEST CARE**
Inform as appropriate. Provide updates and support.

Speed, communication, and coordination save lives.

COMMUNICATION HIERARCHY



Clear hierarchy. Clear messages. No confusion.

EMERGENCY CONTACTS & ACTIVATION

- DAN (Divers Alert Network)**
+1 919 684 8111
24/7 Emergency Hotline
- U.S. COAST GUARD (VHF CH. 16)**
or local Coast Guard
Immediate assistance
- EMS / AMBULANCE**
Activate early. Provide details and location.
- LOCAL AUTHORITIES**
Police, Port Authority, or relevant agencies as needed.

Know the numbers. Save them. Have them accessible.

EMERGENCY EQUIPMENT CHECK

- Oxygen system (full & ready)
- First Aid Kit (complete & stocked)
- AED (Automated External Defibrillator)
- Emergency medications
- Communication devices (VHF, phones, PLB)
- Stretcher / Evacuation equipment
- Fire extinguishers
- Life jackets / PFDs
- Emergency lighting
- Spill kit

Check regularly. Replace as needed. Be ready. Always.

COMMON EMERGENCIES WE PREPARE FOR

- DIVER MEDICAL EMERGENCY**
- TRAUMA / INJURY**
- FIRE / SMOKE ONBOARD**
- MAN OVERBOARD (MOB)**
- SEVERE WEATHER**
- SECURITY THREAT**

You can't predict everything. You can be prepared for anything.

KEY REMINDERS

- STAY CALM**
Your calm is contagious.
- ACT FAST**
Time is critical.
- FOLLOW THE PLAN**
The plan works if you work it.
- COMMUNICATE**
Keep information flowing.
- CARE FOR PEOPLE**
People first. Always.

Preparation is peace of mind. Response is professionalism.





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES



SECTION 7

LEADERSHIP, TEAM CULTURE & BRAND STANDARDS

BUILDING A TEAM
WORTH FOLLOWING



LEADERSHIP



TEAM CULTURE



BRAND STANDARDS

“
Great teams don't just happen.
They are built with *purpose*,
driven by *values*, and *united*
by a shared standard of *excellence*.
”

NO STRESS. NO RUSH. JUST OCEAN.



DEEP CIRCLE PLAYBOOK
OPERATIONS MANUAL



*Excellence is invisible.
Our standards make it visible.*

SECTION 7

95

LEADERSHIP, TEAM CULTURE & BRAND STANDARDS



BUILDING A TEAM WORTH FOLLOWING

OUR BELIEF



Deep Circle is not built by boats.
Deep Circle is not built by equipment.
Deep Circle is built by people.

Every team member contributes to the guest experience.
Regardless of role.



THE DEEP CIRCLE CULTURE

WE VALUE:

- ✓ Character before credentials.
- ✓ Attitude before ego.
- ✓ Team before individual recognition.



Skills can be taught.
Character is much harder.

THE DEEP CIRCLE AMBASSADOR

Every team member represents the brand.

NOT ONLY:

- Instructors
- Captains
- Managers

BUT ALSO:

- Divers
- Divemasters
- Crew
- Hosts
- Photographers

LEADERSHIP PHILOSOPHY



Leaders lead by example.
Not by title.

The best leaders:

- ✓ Arrive first.
- ✓ Stay calm.
- ✓ Remain humble.
- ✓ Help others succeed.

THE GUEST COMES FIRST



Not the instructor.
Not the captain.
Not the owner's ego.
Not social media.

The guest experience always comes first.

EGO-FREE OPERATIONS



One of Deep Circle's core principles:

- ✓ We do not compete internally.
- ✓ We do not show off.
- ✓ We do not take unnecessary risks.

The ocean is not a stage.

PROFESSIONAL CONDUCT



Every team member should be:

- ✓ Calm
- ✓ Respectful
- ✓ Reliable
- ✓ Professional

Guests should feel confidence simply by observing the team.

INTERNAL COMMUNICATION



Problems are discussed internally.

- ✓ Respectfully.
- ✓ Professionally.
- NEVER:**
 - ✗ Complain in front of guests.
 - ✗ Blame another team member.
 - ✗ Discuss company problems.
 - ✗ Create unnecessary drama.

CONTINUOUS LEARNING



- ✓ Every trip teaches something.
- ✓ Every incident teaches something.
- ✓ Every guest teaches something.

Deep Circle is a learning organization.

ACCOUNTABILITY



When mistakes happen:

- ✓ Own them.
- ✓ Learn from them.
- ✓ Improve.

We do not hide mistakes.
We correct them.

RECOGNITION



Celebrate:

- ✓ Professionalism.
- ✓ Consistency.
- ✓ Teamwork.
- ✓ Leadership.

Not ego.

BRAND REPRESENTATION



Every Deep Circle team member should ask:

Does this action strengthen the brand?

OR

Does this action weaken the brand?

EXPANSION PRINCIPLE

If Deep Circle operates tomorrow in:

- Dominican Republic
- Costa Rica
- Florida
- Maldives

The guest should feel:

- ✓ The same culture.
- ✓ The same professionalism.
- ✓ The same hospitality.

THE DEEP CIRCLE STANDARD

A guest should be able to say:

"I don't know exactly who owns the company, but I know everyone onboard cared."



THE DEEP CIRCLE LEGACY

We are not trying to build trips.
We are trying to build trust.

Trust creates loyalty. → Loyalty creates reputation. → Reputation creates longevity.

FINAL LEADERSHIP PRINCIPLE

People may forget:

- The dive site.
- The yacht.
- The weather.

They will remember:

- ✓ The people.
- ✓ The atmosphere.
- ✓ The way they felt.



DEEP CIRCLE GOLDEN RULE

Every team member should act as if:

The reputation of the company depends on them today.

Because it does.

7.2 LEADERSHIP BY EXAMPLE



BUILDING A TEAM WORTH FOLLOWING



At Deep Circle, leadership is not about position. It is about influence, character and daily actions. Our leaders set the tone for the team, shape the culture, and ultimately define the guest experience.



THE DEEP CIRCLE LEADER

A leader is anyone the team looks to for guidance, support or direction. Every role has the opportunity to lead. True leadership is earned every day.

LEADERS LEAD BY EXAMPLE

- ✓ Arrive first, prepared and ready.
- ✓ Maintain a professional appearance.
- ✓ Stay calm, positive and solution oriented.
- ✓ Follow procedures — every single time.
- ✓ Respect every team member and every guest.
- ✓ Communicate clearly and kindly.
- ✓ Never ask the team to do something you would not do yourself.

WHAT GUESTS NOTICE

- ✓ The way we treat each other.
- ✓ How we speak to one another.
- ✓ How we handle challenges.
- ✓ The energy we create.
- ✓ How we make them feel.

When leaders model the right behavior, guests feel safe, welcomed and cared for.

THE 6 PILLARS OF LEADERSHIP BY EXAMPLE



1 INTEGRITY

Do the right thing, even when no one is watching.



2 CALM UNDER PRESSURE

Lead with a calm mind. It creates confidence in the team and guests.



3 HUMILITY

Stay humble. Listen more than you speak. Give credit to the team.



4 SERVICE MENTALITY

Be the first to help, leaders serve the team and the guests first.



5 ACCOUNTABILITY

Take ownership of results. Hold yourself to the highest standards.



6 DEVELOP OTHERS

Invest in your team. Help them grow, learn and succeed.

DAILY LEADERSHIP IN ACTION

BE PRESENT



Be visible. Be available. Be engaged.

SET THE TONE



Your attitude becomes the team's attitude.

CREATE CLARITY



Communicate expectations clearly.

SUPPORT & EMPOWER



Give your team the tools and confidence to succeed.

SOLVE, DON'T BLAME



Focus on solutions, not problems. Focus on improvement, not blame.

CELEBRATE WINS



Recognize effort, progress and teamwork. Big or small.

LEADERSHIP IS NOT

- ✗ It is not about being the loudest person on the boat.
- ✗ It is not about showing off your dive skills.
- ✗ It is not about having all the answers.
- ✗ It is not about focusing on ego or recognition.
- ✗ It is not about power or control.
- ✗ It is not about being perfect.



It is about building trust, creating a positive environment, and helping the team and the guests succeed.

LEADERSHIP IN EVERY ROLE

CAPTAINS: Lead with safety, confidence and calm.

INSTRUCTORS: Lead with knowledge, patience and professionalism.

DIVEMASTERS: Lead with awareness, support and responsibility.

CREW MEMBERS: Lead with attitude, effort and teamwork.

HOSTS / SERVICE TEAM: Lead with hospitality, attention to detail and warmth.

PHOTOGRAPHERS: Lead with creativity, awareness and respect for the experience.

LEADERSHIP COMMITMENT

As a Deep Circle leader, I commit to leading by example every day. I will uphold the standards of our brand, care for our team, and create extraordinary experiences for our guests.



MY ACTIONS INSPIRE.
MY ATTITUDE INFLUENCES.
MY LEADERSHIP MATTERS.

**LEADERSHIP IS NOT A TITLE.
IT IS A CHOICE.
EVERY SINGLE DAY.**



DEEP CIRCLE LEADERSHIP PRINCIPLE

- ✓ We lead so others can succeed.
- ✓ We lead so guests can have the experience of a lifetime.
- ✓ We lead so Deep Circle continues to grow with purpose.
- ✓ We lead for the ocean, for our team, and for our legacy.

"People may forget what you said.
People may forget what you did.
But they will never forget how you made them feel."

— Maya Angelou

7.3 BRAND REPRESENTATION & PROFESSIONAL CONDUCT



YOU REPRESENT MORE THAN YOUR ROLE, YOU REPRESENT DEEP CIRCLE.



Every action, every word and every decision reflects the Deep Circle brand.
Our reputation is built by our guests' experiences with us.
Protect it. Strengthen it. Live it.



WHAT IT MEANS TO REPRESENT DEEP CIRCLE



YOU ARE A TRUST BUILDER
Guests trust us with their safety, time and their most valuable moments.



YOU SET THE STANDARD
Your attitude, behavior and appearance set the tone for the entire experience.



YOU CREATE LOYALTY
Memorable experiences come from consistent professionalism and genuine care.



YOU PROTECT THE BRAND
One negative action can damage the brand. One positive action can elevate it.

PROFESSIONAL APPEARANCE

LOOK CLEAN. LOOK PREPARED.
LOOK PROFESSIONAL.

- ✓ Wear clean, ironed uniforms.
- ✓ Wear the correct uniform for the activity.
- ✓ Keep hair neat and tidy.
- ✓ Maintain personal hygiene.
- ✓ No excessive jewelry.
- ✓ Shoes must be clean and appropriate.
- ✓ Sunglasses should be professional and polarized when on duty.
- ✓ Your appearance shows respect for the guests and the brand.



★
IF YOU ARE ON DUTY,
YOU ARE REPRESENTING
DEEP CIRCLE.

PROFESSIONAL CONDUCT



BE ON TIME
Punctuality shows respect for your team and your guests.



BE PREPARED
Know your role, the plan, the guests and the standards.



BE RESPECTFUL
Treat every guest and team member with dignity.



BE CALM
Maintain composure in all situations.



BE SOLUTION-ORIENTED
Focus on solutions, not problems.



BE DISCREET
Respect guest privacy. What you see and hear, stays with you.

HOW WE SPEAK



SPEAK RESPECTFULLY.
No shouting. No sarcasm. No negative tone.



USE POSITIVE LANGUAGE.
Encourage. Support. Guide.



LISTEN ACTIVELY.
Make guests feel heard and understood.



BE CLEAR AND CONCISE.
Communicate in a way that is easy to understand.

DIGITAL REPRESENTATION



- ✓ Be mindful of what you post.
- ✓ Do not share guest photos without permission.
- ✓ Do not share internal information.
- ✓ Do not post negative comments about guests, colleagues or the company.
- ✓ Use social media to inspire, not to complain.
- ✓ Remember: what is online is permanent.

WHAT WE DO NOT DO

- ✗ We do not argue with guests.
- ✗ We do not use offensive language.
- ✗ We do not show favoritism.
- ✗ We do not consume alcohol or substances during work hours.
- ✗ We do not use our phone while on duty (except for work).
- ✗ We do not discuss company matters with guests.
- ✗ We do not take unnecessary risks.

THE DEEP CIRCLE IMPRESSION FORMULA



ATTITUDE
How you act

+



APPEARANCE
How you present yourself

+



COMMUNICATION
How you speak and listen

+



PROFESSIONALISM
How you handle every situation

=



THE DEEP CIRCLE EXPERIENCE

BEFORE YOU ACT, ASK YOURSELF:



Does this action strengthen the Deep Circle brand?
Or
Does this action weaken the Deep Circle brand?

PROTECTING THE BRAND

- ✓ Follow the standards.
- ✓ Follow the procedures.
- ✓ Protect the equipment.
- ✓ Protect the environment.
- ✓ Protect the guest experience.
- ✓ Protect the team.
- ✓ Protect the reputation.

THE BRAND IS NOT
JUST OUR LOGO.
IT IS OUR BEHAVIOR.



OUR PROMISE TO GUESTS



Every guest should feel safe, respected, valued and inspired.
That is our promise.
That is our standard.
That is Deep Circle.

YOUR ROLE, YOUR IMPACT.

You may be the first person a guest meets.
You may be the last person a guest remembers.
Either way, you leave an impact.

Make it a positive one.



7.4 TEAM CULTURE & INTERNAL COMMUNICATION

ONE TEAM. ONE CULTURE. ONE PURPOSE.



Our team culture is the foundation of the guest experience. We support each other, communicate clearly and solve problems together. We lift each other up so we can deliver excellence every day.



OUR CULTURE

- ✓ We are one team, not individuals.
- ✓ We respect every role on board.
- ✓ We support each other.
- ✓ We celebrate wins together.
- ✓ We learn from mistakes.
- ✓ We value honesty and transparency.
- ✓ We create a positive and professional environment.

CORE VALUES IN ACTION

-  **Respect:** Treat every team member with dignity.
-  **Support:** Help others succeed.
-  **Integrity:** Be honest and trustworthy.
-  **Reliability:** Do what you say you will do.
-  **Teamwork:** Together we create extraordinary experiences.

INTERNAL COMMUNICATION PRINCIPLES



BE CLEAR
Communicate clearly and directly. Avoid assumptions and mixed messages.



BE AN ACTIVE LISTENER
Listen to understand, not just to reply.



BE TIMELY
Share important information as soon as possible.



BE FACT-BASED
Focus on facts, not opinions or emotions.



BE CONFIDENTIAL
Respect sensitive information. Keep it within the right people.



BE SOLUTION-FOCUSED
When challenges arise, focus on solutions, not blame.

WE COMMUNICATE



RESPECTFULLY
With kindness and professionalism.



OPENLY
Share what's important.



HONESTLY
Tell the truth in the right way.



POSITIVELY
Focus on solutions and improvements.

WHAT WE DO NOT DO

- ✗ We do not complain in front of guests.
- ✗ We do not blame or criticize other team members.
- ✗ We do not raise our voice or show disrespect.
- ✗ We do not discuss company problems on social media.
- ✗ We do not spread rumors or unverified information.
- ✗ We do not ignore problems hoping they will go away.
- ✗ We do not create drama or take sides.

REMEMBER



How we communicate internally is how guests experience us externally.

FEEDBACK & CONFLICT RESOLUTION



GIVE FEEDBACK
Give feedback privately, respectfully and with good intentions. Focus on behaviors, not personalities.



RECEIVE FEEDBACK
Be open. Listen. Thank the person. Use it to grow.



RESOLVE CONFLICTS EARLY
Address issues early and directly with the person involved. If needed, involve a leader. Our goal is resolution, not division.



Disagreements are normal. Disrespect is not. We are professionals.

TEAM MEETINGS & BRIEFINGS



DAILY BRIEFINGS
Every day before operations, we align on the plan, roles, safety and guest expectations.



DEBRIEFINGS
After each day, we review what went well, what we can improve and any important updates.



OPEN-DOOR POLICY
Team members can always speak to their leaders with respect and confidence.



Your voice matters.
Your ideas matter.
Your perspective can make us better.

We are stronger when everyone participates.

A CULTURE OF CARE

We care about each other as people, not just as team members.

- ✓ Check in with your teammates.
- ✓ Support them during tough times.
- ✓ Celebrate their achievements.
- ✓ Take care of your own well-being.



A strong team is a caring team.

REMEMBER OUR PURPOSE

We are here to create life-changing experiences for our guests. We cannot do that without a healthy, respectful and united team. Take care of the team, and the team will take care of the guests.

★ ONE TEAM. ONE CULTURE. ONE PURPOSE.

7.5 LEGACY & EXPANSION MINDSET

WE ARE BUILDING MORE THAN A DIVE OPERATION.

WE ARE BUILDING A LEGACY THAT INSPIRES GENERATIONS.



Our legacy is defined by the experiences we create today and the impact we leave tomorrow.

We grow with purpose, lead with integrity, and expand without compromising our standards or our values.

Think long term. Act today.



- ✓ We don't just follow the ocean.
- ✓ We protect it.
- ✓ We share it.
- ✓ We elevate it.

OUR LEGACY PILLARS



EXCELLENCE WITHOUT COMPROMISE
We set the standard in safety, service and professionalism in every detail.



OCEAN STEWARDSHIP
We protect the ocean and marine life through responsible actions and education.



PEOPLE DEVELOPMENT
We invest in our team and community. We create opportunities and build leaders.



AUTHENTIC CONNECTIONS
We build real relationships with our guests, partners and local communities.



SUSTAINABLE GROWTH
We expand thoughtfully, respecting local cultures, environments and regulations.

EXPANSION GUIDING PRINCIPLES



PROTECT OUR STANDARDS
We expand only when we can maintain the Deep Circle standard in every location.



RESPECT LOCAL, ELEVATE GLOBAL
We honor local culture, talent and environments while bringing world-class hospitality and diving.



BUILD LOCAL TEAMS
We develop and empower local teams. We grow together.



DOCUMENT, SYSTEMIZE, SHARE
We document our systems so your knowledge can be replicated without losing our soul.



GROW WITH PURPOSE
Every new base must have purpose, demand and alignment with our values.



CREATE POSITIVE IMPACT
We leave every place better than we found it.

BEFORE WE EXPAND, WE ASK:

- ✓ Can we deliver our full standard here?
- ✓ Will we create positive impact?
- ✓ Do we have the right partners and people?
- ✓ Is it aligned with our mission and values?



YOUR ROLE IN OUR GROWTH



THINK LIKE AN OWNER
Care for the business as if it were your own. Protect it. Improve it. Make it grow.



BE SOLUTION ORIENTED
Find better ways, simplify processes and contribute ideas that make us stronger.



SHARE KNOWLEDGE
Teach, mentor and support others. Your knowledge multiplies when you share it.



BE AN AMBASSADOR
Represent Deep Circle everywhere, inside and outside of work.



RAISE THE STANDARD
Never settle. Keep elevating the experience for our guests and our team.

SUCCESS IS MEASURED BY:

- ✓ Happy, returning guests.
- ✓ Strong, empowered teams.
- ✓ Safe, unforgettable experiences.
- ✓ Healthy oceans and communities.
- ✓ Sustainable growth and opportunities.

OUR VISION

To be the most trusted and respected private ocean experience company in the world.

To inspire a new generation of ocean lovers, divers and leaders.

To open doors to the ocean in the most exceptional way possible.



OUR COMMITMENT TO FUTURE GENERATIONS.

We are building something that will last. Not just for us, but for our families, our team, our guests and the ocean.



We protect what we love.



We educate to inspire.



We lead by example.



We create opportunities.



We leave a legacy.

ONE LEGACY. MANY DESTINATIONS.

Expanding our presence. Maintaining our essence.



Different places. Same standard. Same purpose. One Deep Circle.



The ocean connects us all.
Our mission connects everything we do.
Our legacy is in every dive,
every smile and every life we touch.

– Deep Circle

LEAVE YOUR MARK

You are part of something bigger.
What you today becomes
the story of tomorrow.

**DIVE DEEP. LEAD STRONG.
LEAVE A LEGACY.**





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

THE DEEP CIRCLE LEGACY

No Stress. No Rush. Just Ocean.



WHY WE EXIST

The ocean has the power to slow us down.
To reconnect us.
To remind us what truly matters.

Deep Circle was created to make that connection possible.
Not through crowds.
Not through rushed schedules.
Not through transactional tourism.

But through meaningful experiences designed around people, nature and genuine hospitality.



WHAT MAKES US DIFFERENT

We do not measure success by:

- ✗ Number of dives
- ✗ Number of guests
- ✗ Number of boats

We measure success by:

- ✓ Guest satisfaction
- ✓ Safety standards
- ✓ Returning guests
- ✓ Lasting memories



OUR COMMITMENT

Whether operating from:

- ✓ A private yacht
- ✓ A dive boat
- ✓ A luxury resort
- ✓ A partner vessel
- ✓ A future destination

Our standards remain the same.

The platform may change.
The experience does not.



WHAT WE BELIEVE

- ✓ We believe safety creates freedom.
- ✓ We believe hospitality creates trust.
- ✓ We believe attention to detail creates memorable experiences.
- ✓ We believe the ocean deserves respect.
- ✓ We believe luxury is not excess.
- ✓ Luxury is care.



THE DEEP CIRCLE STANDARD

Every experience should feel:

- | | |
|----------------|--------------------|
| ✓ Personal | ✗ Not generic. |
| ✓ Professional | ✗ Not improvised. |
| ✓ Safe | ✗ Not risky. |
| ✓ Relaxed | ✗ Not rushed. |
| ✓ Memorable | ✗ Not forgettable. |



THE GUEST PROMISE

When a guest chooses Deep Circle, they can expect:

- ✓ Professional guidance.
- ✓ Luxury hospitality.
- ✓ Attention to detail.
- ✓ Respect for the ocean.
- ✓ And a team that genuinely cares.



LOOKING AHEAD

Today Deep Circle operates in the Dominican Republic.

Tomorrow it may operate elsewhere.
But wherever the journey leads, one principle remains unchanged:

SAME STANDARDS.
SAME PHILOSOPHY.
SAME COMMITMENT.



THE DEEP CIRCLE LEGACY

The goal is not simply to organize dives.
The goal is not simply to charter boats.
The goal is not simply to teach courses.
The goal is to create experiences people remember for years.

- ✓ Experiences they talk about.
- ✓ Experiences they share.
- ✓ Experiences they return for.



THE OCEAN PROMISE

We are guests in the ocean.
Not owners.
Not conquerors.
Not spectators.
Guests.

- ✓ We protect what inspires us.
- ✓ We leave only bubbles.
- ✓ We take only memories.



FINAL PROMISE

When guests leave Deep Circle, we want them to feel:



Safer.



Happier.



More connected
to the ocean.



Than when
they arrived.

DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

SAFETY FIRST.
HOSPITALITY ALWAYS.

NO STRESS. NO RUSH.
JUST OCEAN.





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

EPILOGUE

The ocean has always been there.
Before us. It will remain long after us.

Our responsibility is not simply to guide
people through it.

Our responsibility is to help them
reconnect with it.

Every smile. Every safe dive.
Every unforgettable sunset.
Every child who discovers the ocean.
Every guest who returns home inspired...

becomes part of something much bigger.

THAT IS DEEP CIRCLE.

No Stress. No Rush. Just Ocean.





DEEP CIRCLE

PRIVATE OCEAN EXPERIENCES

ENRIQUE PISANI

FOUNDER — DEEP CIRCLE

-  Luxury Hospitality Professional
-  PADI Instructor
-  Multi-Certified Water Sports Instructor
-  Professional Skipper
-  Yacht Operations Specialist
-  Liveaboard Leader
-  Hospitality Entrepreneur

Enrique Pisani has spent more than 20 years living and working around the world's oceans, leading premium guest experiences across Europe, Asia, Africa and the Americas.

Throughout his career he has combined luxury hospitality, professional diving, yacht operations, water sports management and expedition leadership within some of the world's most exclusive destinations.

Today, Deep Circle represents the culmination of that journey: a philosophy built around safety, hospitality, professionalism and meaningful human connection with the ocean.

“Luxury is not what people see.
Luxury is what people feel.”
— Enrique Pisani

A GLOBAL VISION

Today we operate in the Caribbean.
Tomorrow we explore new horizons.
Our standards are global.
Our promise is always the same.

SAME STANDARDS. SAME PHILOSOPHY. SAME COMMITMENT.

SAFETY
FIRSTHOSPITALITY
ALWAYSPEOPLE
MATTEROCEAN
RESPECTEDFUTURE
FOCUSED





DEEP CIRCLE



PRIVATE OCEAN EXPERIENCES

NO STRESS.
NO RUSH.
JUST OCEAN.