



Inclusion and belonging at Carnival UK Fleet

March 2025

Welcome

Carnival UK is part of Carnival Corporation, the world's largest travel and leisure company. You might know us better by our brands, Cunard and P&O Cruises. We create unforgettable holiday happiness for our guests by delivering extraordinary cruise holidays every day. With this purpose comes a responsibility to reduce our impact on the environment, respect the communities we touch and invest in our people to deliver positive change – not just for today, but for the long term.

Within these pages, you'll find out more about how we're championing inclusion and belonging across our fleet, including information on our gender pay gap report. We've work to do, but together we're committed to closing our gap by attracting and supporting women to progress their careers with us.

Our people are the heart of our business. Our goal is to create an environment where everyone can be themselves and for Carnival UK to be known and chosen for its inclusive culture. Not only is this imperative for our future performance and success as a sustainable and profitable organisation, but it's simply the right thing to do.

Paul Ludlow
President, Carnival UK

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Inclusion and belonging

What is inclusion and belonging?

Our mission at Carnival UK is to ensure everyone, no matter their beliefs, background or preferences, feels welcome, respected and protected at work, with the resources and support they need to achieve their goals.

We're committed to creating an inclusive culture where difference is respected and valued, and where our people can be themselves and thrive. We strongly believe that, to maximise our potential and be travel's employer of choice, we need people with a diverse set of backgrounds, culture and characteristics. This is why incorporating inclusion and belonging into our core values is not only the right thing to do, but it also makes good business sense.

Diversity is the mix of people. A diverse organisation includes a large mix of people with a variety of different characteristics, such as age, disability, race, socio-economic background, religion and faith, sexual orientation, sex or gender identity.

Inclusion is the act of creating spaces where everyone feels welcome and can participate fully. It's removing barriers and creating an environment where diverse perspectives are valued and heard with everyone feeling safe to be their true self.

Belonging is the feeling of being accepted, valued and celebrated for who you are. It's about feeling like you're part of something bigger and that your contributions matter.

At Carnival UK, we take an intersectional approach to inclusion. We all identify with a variety of characteristics so it's important we understand the diversity of our organisation, offer spaces for people to share their views and be heard and create opportunities for connections between different groups. It's no small feat but it makes a big impact, and we need everyone to play their part. This is why we believe that inclusion and belonging is everyone's responsibility at Carnival UK whether you're a line manager, a recruiter, a colleague, employee-led network lead, or an ally. To help us achieve this, we have a Culture team committed to promoting a positive culture based on collaboration and togetherness. In the following pages, you can explore some of what Carnival UK have done so far and our commitments for the future.

Why does inclusion matter?

If you've ever felt left out, excluded, ignored, unsafe, unwelcome or underappreciated, then you'll most likely understand why inclusion is so important.

Many of us spend a large amount of our time at work, so it's important that we all feel that we're included, we're safe and we're valued. The advantages of inclusion and belonging in the workplace are numerous, a diverse group of people will bring a wide range of skills and experiences, different perspectives and more innovative ideas. Inclusion and belonging also matters to prospective talent and is key to an organisations success and sustainability.

Discover more about why this is important for business [here](#).

How are we championing inclusion and belonging?



Our Culture Essentials

It's up to all of us at Carnival UK to drive an inclusive culture where our people can be themselves and thrive. We encourage all our people to uphold our cultural expectations through our Culture Essentials.

Our Culture Essentials are the key actions and behaviours that guide us to create a culture of trust, openness and care. They're all about our relationships with each other and are our underlying principles for how we interact with the places that we travel and the people we meet there. With an operation of this scale, Health, Environment, Safety and Security are central to everything that we do with our Culture Essentials underpinning all our policies.

Ensuring our decisions today benefit tomorrow is critical for our future success. By upholding our cultural expectations and behaviours, we create unforgettable holiday happiness in ways that are good for our people, the planet and profit now and for years to come.

Every brand in our Carnival family champions our Culture Essentials so we can build an even stronger culture, together. You can read more about our Culture Essentials on our websites:



Speak Up

Say something,
do something



Respect & Protect

Respect and protect our
people, the planet, the law
and our company



Improve

Focus on compliance
and our performance
as a team



Communicate

Talk openly about our values
and priorities, and act as we
expect others to



Listen & Learn

Listen to each other,
be accountable for our actions
and learn from our mistakes



Empower

Give our teams what
they need to succeed

Our talent attraction

What have we done?

- Centring inclusion and belonging in our external job marketing to demonstrate that we are an inclusive employer and to encourage people to join us, regardless of their background or characteristics
- Created a variety of content to capture the broad representation of people working on board our ships, including women in Maritime roles and a range of ethnicities
- Provided our recruitment teams with relevant tools and guidance to ensure our job descriptions and advertisements are gender neutral
- Ensured diversity is reflected in our recruitment materials across all ranks and roles
- Reviewed language used in interviews to ensure they were accessible, particularly where English may not be an applicant's first language
- We continue to support individuals from all backgrounds to start their career at sea via our in-house Carnival Cadet programme. Our programme funds tuition fees so talented individuals can train in maritime colleges whilst earning a salary and obtaining practical experience on our ships
- We have a number of policies in place to ensure that all genders, including non-binary and transgender colleagues feel safe, protected and included from the moment they join the ship

We've committed to:

- Reviewing our recruitment tools, materials and guidance on an ongoing basis to ensure we're hiring the right people for the right roles
- Continuing our strategic workforce planning for targeted areas of the business, enabling us to highlight additional opportunities to attract diverse talent to work on board our ships.
- Increasing female representation on board our ships; setting aspirational targets to hold us accountable
- Ensuring our careers websites are fully compliant with the European Accessibility Act 2025



Our people

We have almost 120 different nationalities in our ships' company. We're proud of our diverse teams and the variety of perspectives, values and skills our people bring to Carnival UK. As we welcome colleagues from all over the world, we're committed to ensuring everyone living and working on our ships feels respected, protected and included at all times.

What have we done?

- Changed our approach to sexual harassment training to in person training to ensure our people feel safe, respected and protected
- Trialled Welfare Officers on some of our ships to help us embed inclusion and respect at work, and drive local engagement and enrichment activities to bring our crew together
- Launched our nationality guides, designed to help people understand cultural norms and behaviours and aid teams to work better together by understanding differences
- Held an extensive range of in-person events across our ships for all colleagues to champion key awareness and recognition dates and inclusion themes including religious festivals, national independence days, Pride and belonging
- Continued to measure performance for officers in line with our Culture Essentials
- Continued our well-established charity partnerships with The King's Trust (previously The Prince's Trust) and Teenage Cancer Trust. As well as supporting with crucial fundraising
- Continued to offer our Crew Assistance Programme (CAP) which provides counselling and other services. Our CAP is run by ComPsych and can be confidentially accessed 24 hours a day, seven days a week
- To combat loneliness, we offer complimentary WhatsApp messaging for all colleagues to ensure they can stay connected to loved ones
- We offered same sex and/or same nationality cabin berthing to help our people feel connected, included and settled by establishing support networks

Leadership

- Introduced our Leadership and Management Essentials (Level One) programme across our fleet, equipping line managers with the tools to uphold clear leadership expectations and behaviours, inclusive leadership practices and the performance and development of diverse teams. This includes an Inclusive Leadership Module.
- Held Mental Health Awareness 'train the trainer' sessions for all of our onboard HR Managers to ensure that they're equipped to support all colleagues onboard with their mental wellbeing
- Won Diversity Champion of the Year in the Maritime UK Solent Awards
- Shortlisted for Employer of the Year at the Maritime UK Awards. This is the most prestigious event in the region's maritime calendar and is a testament to our commitment of creating an inclusive culture
- Captain Louise Sara was awarded the Merchant Navy Medal for services to welfare, safety, diversity and inclusion
- Cunard's Captain Inger Thorhauge launched our new ship Queen Anne on her maiden voyage in May 2024

We've committed to:

- Enhancing our strong partnerships with the Teenage Cancer Trust and The King's Trust with various fundraising activities on board our ships
- Driving initiatives to improve women's experience on board – see page 8 to find out more
- Continuing our long-term programme of activity to drive inclusion and respect
- Tracking visits to our Culture hub on our employee intranet, sentiment from employee engagement surveys and insights from Speak Up reports to understand the impact of our inclusion and respect activity and identify opportunities to improve
- Introducing a Welfare Officer on board each of our ships

Women's experience

According to the BIMCO International Chamber of Shipping report 2021, the representation of women on board our ships is significantly higher than the numbers quoted for the global seafarer workforce. However, women are still significantly underrepresented across our fleet. As these patterns are seen across the industry, they require a long-term strategy to address them.

Alongside our work to attract diverse talent to our organisation (see page 6), we're committed to better understanding and improving our women crew experiences onboard.

What have we done?

- Female representation across our ships has increased across our Maritime, P&O Cruises and Cunard fleet, in April 2024 we had over 20% female representation on board our ships
- Participated in the steering committee for a cross-industry campaign led by the International Seafarers Welfare and Assistance Network (ISWAN) around the personal safety of women seafarers, with a particular focus on male allyship
- Our Women Officers Network continue to create safe spaces and mentoring programmes for people onboard our ships who identify as female or non-binary; building a community where people can connect and share experiences, seek advice and excel their careers at sea
- Following feedback from last year, we now offer more uniform choices for women and those who identify as non-binary aboard our ships
- We've updated our 'Look Books' and updated our Appearance Policy for crew
- Carnival Support Services India (CSSI) promoted a 'She at Sea' campaign to support our goals to increase female representation onboard our ships
- Free period products in shared toilets to ensure these products are available for all colleagues on board

- Across our ships and shore, we celebrated and promoted women in the industry for IMO's International Day for Women in Maritime
- Utilised fleet listening tools (Life on Board Surveys and Speak Up reports) to monitor women's experiences whilst onboard. Through these tools and various colleague-initiated groups we've seen an increase in scores for women feeling like they can speak up and challenge, that their voice is heard and that their opinions are valued
- Our Women Officers Network won the Seatrade Cruise Award for the Investment in People category



Our engagement

What have we done?

- Maintained a regular drumbeat of communications on the topic of inclusion via our Internal Communications team, including templates to support the promotion of key dates relating to inclusion and belonging, case studies, success stories, engagement events and thought leadership
- Ran our internal Culture and Engagement survey twice a year to understand colleague's experiences on board and create relevant action plans
- Shared our organisation's experiences and developed organisational subject matter knowledge through external events including D&I Leaders Forum, WiHTL (Women in Hospitality, Tourism and Leisure) and Inclusive Employers

We've committed to:

- Progressing our inclusion and belonging strategy utilising the bespoke, action-focused feedback received from our Inclusive Employers Standard submission and accreditation
- Continuing our relationship with Women in Hospitality, Travel and Leisure (WiHTL) and Inclusive Employers to continue education across all diversity and inclusion topics and keep up to date with industry best practices.



Gender pay gap report

What is this report about?

This report provides details of our gender pay gap for a snapshot of employees employed by FMSI (Fleet Maritime Services International) and FMSB (Fleet Maritime Services Bermuda) on Carnival UK ships Arvia, Britannia and Iona, based on data from April 2024. At this time, Arvia, Britannia and Iona were the only United Kingdom registered ships within our fleet and as per the legislation are the only ships for which this reporting obligation applies.

We welcome pay gap reporting, as we're committed to closing our gender pay gap with long-term solutions focussed on supporting women to progress their careers with us. You can read more about how we're championing diversity, equity and inclusion across our fleet on pages 5-10.

Gender pay is different to equal pay. Equal pay is when there is no difference in pay between men and women who carry out the same or similar jobs. Our compensation is informed by an external job evaluation methodology, salary benchmarking and associated guidelines, to guide objective gender-neutral decision-making around pay.

We recognise that the current gender pay gap legislation does not consider individuals who identify as non-binary. However, as an inclusive employer we strive for inclusion and fairness regardless of how individuals identify.

Mean gap explained

The 'mean' is the 'average'. The mean gender pay gap for salaries is found by comparing the mean female salary with the mean male salary, for which we look at the average hourly rate of pay of women and men at Carnival UK in April 2024. The same calculation is applied to determine the mean gender pay gap for bonuses, but for this we look at bonuses paid over a 12-month period to April 2024.

Median gap explained

The 'median' is the 'middle point' and best understood by thinking in terms of a list. If we listed the salaries of all female employees in order of highest to lowest and did the same for all male employees, the median gender pay gap is calculated by taking the salary that falls in the middle of each list and comparing them. The same calculation is also applied to determine the median gender pay gap for bonuses paid, but for this we look at bonuses paid over a 12-month period to April 2024.

A summary

Key dates

- Our 2023 snapshot was taken on 5 April 2024. Therefore, April payroll data has been used to calculate our gender pay gap
- Bonuses earned from 6 April 2023 – 5 April 2024 have been used to calculate our bonus gap
- As per the legislative requirement, we report two figures in this report; Fleet Maritime Services International (FMSI) and Fleet Maritime Services Bermuda (FMSB). Both FMSI and FMSB are engaged by Carnival plc to provide seafarers (employed by either FMSI or FMSB respectively) to work on board Carnival plc's vessels in the P&O Cruises and Cunard fleets. FMSB employs officers and crew that are UK, EU or Swiss residents, and FMSI employs officers and crew from around the rest of world
- We are required to report on employed ship's company on board ships which are UK registered; Arvia, Britannia and Iona (at the snapshot date)
- Prior to 2023, only FMSI employees were included in the gender pay gap (due to FMSB having fewer than 250 employees, as per the requirements to disclose gender pay gap)
- In total, for April 2024 the gender pay gap reporting accounts for 4,216 reportable colleagues (3895 colleagues for FMSI and 321 for FMSB), note this represents approximately one third of our total crew compliment

Headlines:

- The overall gender pay gap for reportable colleagues is 1%. For our submission we report FMSI and FMSB separately
 - FMSI; mean pay gap has decreased from 4% to 2%, median gap has moved from 0.4% to 7%
 - FMSB; mean pay gap has increased from 43% to 48%, median pay gap has increased from 46% to 48%
- 51% of males received a bonus, and 50% of females. The mean bonus gap is 12%
 - FMSI; mean bonus gap has decreased from 9% to 3%, median gap has moved from 17% to 3%
 - FMSB; mean bonus gap has increased from 22% to 69%, median pay gap has increased from 34% to 75%
- The higher gender pay gap for FMSB is driven by the low number of reportable colleagues and a higher representation of males in the upper quartile

Gender pay gap

Getting into the detail

Gender Pay Gap - FMSI

Year	Mean	Median
2024	2%	7%
2023	4%	-0.4%

Gender Pay Gap - FMSB

Year	Mean	Median
2024	48%	48%
2023	43%	46%

Gender Bonus Gap - FMSI

Year	Mean	Median
2024	3%	3%
2023	9%	17%

Gender Bonus Gap - FMSB

Year	Mean	Median
2024	69%	75%
2023	22%	34%

FMSI mean gender pay gap remains small and has decreased since last year, now at 2%. This accounts for a higher proportion of our population and is more representative of our fleet overall. Similarly, the gender bonus gap for FMSI colleagues has decreased, now at 3%. When looking at representation of males and females across the pay bands, we see a similar male-to-female ratio within each quartile.

For FMSB the mean gender pay gap is higher (48%) and has increased 5 percentage points since last year. For FMSB, the upper quartile consists of 95% males, in contrast to the lower quartile which is 35% male. Due to the low number of reportable colleagues (321), the bonus gap can therefore be significantly influenced by a small group of individuals, the mean bonus gap now stands at 69%.

Bonus Pay

The Carnival UK incentive schemes are inclusive of all employees regardless of gender or any protected characteristic, but as with our gender pay gap it is impacted by the representation of gender in the upper vs lower quartiles.

When calculating the gender bonus gap, bonuses...

- are considered over a 12-month period up to April 2024
- include annual performance bonus schemes, service incentives and retention awards

Representation of men and women in our Fleet

This table shows the representation of men and women within FMSI and FMSB reportable colleagues by breaking our organisation down into four equal-sized parts or 'quartiles'. These quartiles are based on salary, from lowest (lower quartile) through to highest (upper quartile).

For each quartile, the **male:female** ratio is as follows:

FMSI

Quartile	 Ratio (%) April 2023	 Ratio (%) April 2024
Lower quartile	80:20	81:19
Lower middle quartile	89:11	86:14
Upper middle quartile	83:17	89:11
Upper quartile	85:15	83:17

FMSB

Quartile	 Ratio (%) April 2023	 Ratio (%) April 2024
Lower quartile	39:61	35:65
Lower middle quartile	60:40	42:58
Upper middle quartile	74:26	72:28
Upper quartile	96:04	95:05

Carnival UK is committed to increasing the representation of females onboard, despite the maritime industry traditionally being male-dominated. We recognise the importance of diversity and inclusion and are working to attract and support women in careers at sea. (for more information on women's experience see page 9)

Reporting the gap

We are aware that the reporting requirements for the gender pay gap means that we are only reporting a small population of our fleet, and we therefore have conducted some internal analysis comparing salary across the fleet to ensure we have a holistic view, despite it not being required by law.

As of February 2025, there are no UK registered ships in our fleet, this change was so that we could offer weddings and ceremonies at sea to create unforgettable holiday happiness for our guests. To facilitate this enhancement to our guest experience, Arvia, Britannia and Iona will continue to be British ships and will be moved to Bermuda Flag, part of The Red Ensign Group, which permits weddings on board. Despite not needing to report the gender pay gap for legislative reasons going forward, we remain committed to understanding and addressing any pay gap across our fleet to ensure we are an inclusive employer.

Statutory declaration and further information

If you would like to know more about the gender pay gap reporting regulations, further details can be found [here](#).

ACAS has also provided a full description of the reporting requirements and the distinction between gender pay reporting and equal pay [here](#).

“I confirm the information in this statement as required by the Gender Pay Gap Reporting Regulations is accurate.”

Paul Ludlow
President, Carnival UK

Want to find out more?

Head to the diversity and inclusion pages on our websites:

