

March 2026

Gender Pay Gap and Inclusion Report



Gender pay gap: What it means

Gender pay gap reporting is **not** about comparing salaries for the same job - equal pay laws require that men and women are paid equally for the same work- it's about measuring overall earning differences between all men and all women across all positions within an organisation to shine a light on any imbalance.

Every year, UK law requires organisations with 250 or more employees to publish a gender pay gap report - this is a transparent snapshot showing the difference between what men and women earn on average across an organisation. Although it's about pay, the gender pay gap is also the outcome of economic, cultural, societal, and educational factors. For example occupational segregation, which means that some roles or industries are dominated by a certain gender, or that traditionally it has been more common for women to look after children and other dependants.

This is important because it helps us understand and highlight patterns such as more men being in senior, higher-paid roles, women being concentrated in lower pay bands, or differences in bonus payments and working patterns such as part-time versus full-time. By reporting these figures and sharing what we're doing to address them, we're not just ticking a legal box, we're committing to fairness, transparency, and supporting everyone's potential.

This report provides detail of Carnival UK's gender pay gap as of 5 April 2025.

Gender pay gap: What it means

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How do we compare?

The overall gender pay gap for the UK, as reported by the Office for National Statistics in April 2025 (for 2024) is 13.1%. This figure is for all employees (full and part time), and has been steadily decreasing over time.

It's also important to understand differences in the gender pay gap within our sector (Travel, Hospitality and Leisure). Some key points:

- Overall, there were only very small gains within Hotel, Travel and Retail industry year on year (-0.6%).
- Within the sector, Travel has the biggest gap which actually increased from 2023 to 2024.



Source: 2025 Pay Gap Report by WIHTL & DiR featuring data from PwC.

Some **incorrect** assumptions about the gender pay gap

“Women are paid less than men for doing the same job”

Why is this incorrect? Equal pay is about paying men and women the same for the same work and is a separate legal requirement. The gender pay gap is about overall averages (not a comparison of two people in identical roles), which can be influenced by systemic issues such as role distribution and progression opportunities.

“All the leaders must be men”

Why is this incorrect? There may be multiple reasons for a pay gap which could include systemic, cultural or individual factors. The gender pay gap will usually highlight where there is over or under representation of genders in higher paying roles and/or lower paid roles.

“A high gender pay gap means that the company discriminates against women”

Why is this incorrect? In the same way that a small gap doesn't mean the company is “fair”, a small gap could mean a lack of diversity overall.

The gender pay gap highlights structural issues like representation in senior roles, occupational segregation, and progression barriers.

What does it mean for Carnival UK?

Carnival UK's gender pay gap is driven by an over-representation of women in lower quartile (or lower paid, entry level roles) and not driven by more men in senior roles. At Carnival UK we have the most equitable gender split at manager level and above

Our approach to pay is built on robust and gender neutral processes. Roles are levelled and benchmarked against reliable external market data to ensure salaries are set fairly and consistently, regardless of who is in the role.

Our established levelling and benchmarking framework provide the foundation for equal pay by enabling objective comparisons across roles and supporting sound pay governance.

In addition, we draw on external expertise through job matching methodologies, which gives us an independent and structured way to evaluate roles and validate our market positioning. Combined with clear compensation policies and regular review cycles, this structured approach ensures that pay outcomes are consistent, evidence-based, and free from gender bias.



The data

Carnival UK’s gender pay gap has stayed at 32% for the last two years, reducing by 12% points since reporting started in 2018. The key driver of the decline in our pay gap is more equal representation of males and females in our most senior roles.

Our 2025 snapshot was taken on 5 April 2025. Therefore, April payroll data has been used to calculate our gender pay gap.

Bonuses earned from 6 April 2024 – 5 April 2025 have been used to calculate our bonus gap.



Incentive scheme (bonuses)

The Carnival UK incentive scheme is inclusive of all employees regardless of gender or protected characteristics, but like our gender pay gap, it’s impacted by the representation of gender in the upper vs lower quartiles, and is therefore more variable than salary alone.

The reportable figures for bonus do not consider hours worked, which means bonus figures are impacted due to a higher proportion of females working part-time hours compared to males - this is a cultural trend that is seen across the UK.

Carnival UK encourages flexible working which helps promote inclusion and work-life balance, therefore we’ll continue to offer flexible and part-time roles where possible.

We report both the mean and median gender pay gaps as they measure different aspects of pay equality. The median shows the difference at the midpoint of male and female pay and reflects the typical employee experience, while the mean reflects the overall average and is influenced by the distribution of roles and seniority across the organisation. Together, they provide a fuller picture of our gender pay position.

	Pay Gap		Bonus Gap	
	Mean	Median	Mean	Median
2025	32%	37%	67%	84%
2024	32%	37%	69%	46%
2023	34%	38%	71%	71%
2022	35%	37%	68%	81%
2021	36%	38%	70%	47%
2020	36%	36%	70%	46%
2019	37%	37%	81%	97%
2018	44%	41%	83%	75%

Representation

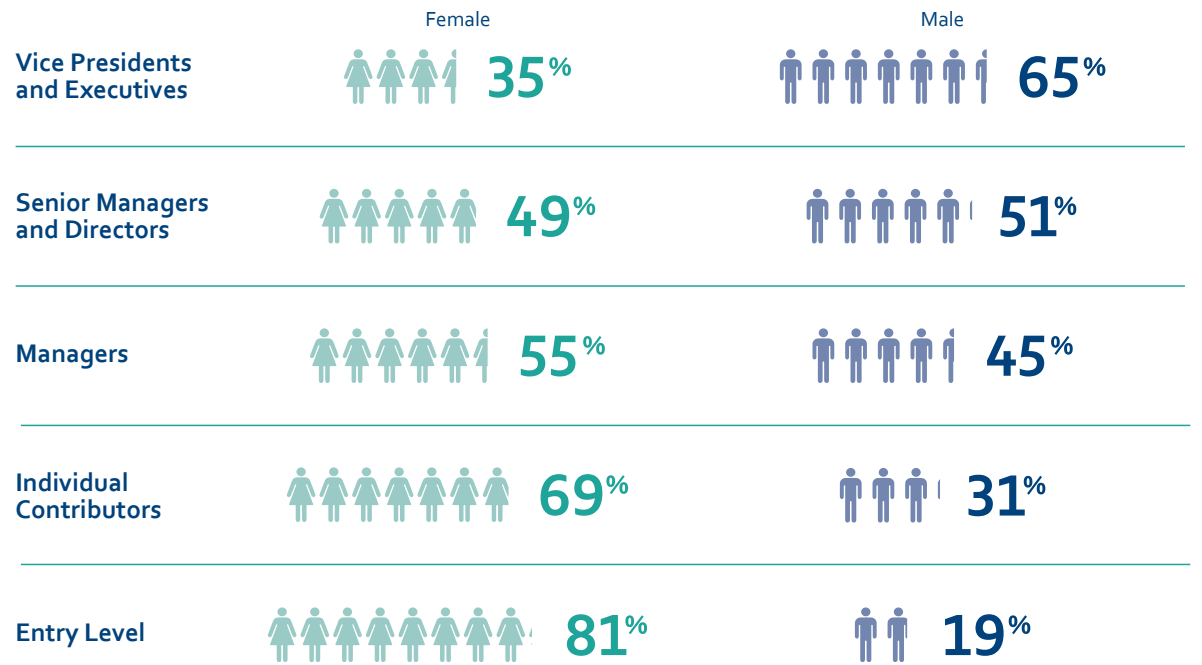
This table shows the representation of men and women at Carnival UK by breaking our organisation down into four equal-sized parts or 'quartiles'. These quartiles are based on salary, from lowest (lower quartile) through to highest (upper quartile). This breakdown is used across organisations and in gender pay gap reporting to show the distribution of males and females at comparable levels of the business.

Quartile	Ratio (%) April 2021	Ratio (%) April 2022	Ratio (%) April 2023	Ratio (%) April 2024	Ratio (%) April 2025
Lower quartile	20:80	19:81	20:80	18:82	20:80
Lower middle quartile	28:72	31:69	28:72	29:71	26:74
Upper middle quartile	48:52	47:53	44:56	41:59	44:56
Upper quartile	61:39	60:40	57:43	57:43	57:43

Gender representation at each quartile, over time. (Male:Female ratio)



At Carnival UK we are more familiar with talking about role levels. As part of our commitment to transparency, the information below shows the proportion of males and females at each role grouping. We have a near 50:50 split from Manager through to Director which is our core leadership population (accounting for 41% of Carnival UK shoreside employees.)



Gender representation for Carnival UK role levels

Case studies:

Women at Carnival UK





Helen Adams

Chief Financial Officer, Executive Leadership Team

Since joining Carnival UK in 2018, Helen has worked in a number of Finance roles, most recently as VP Finance Partnering, Reporting & Analytics, before being appointed to Chief Financial Officer in 2025.

Her leadership has been instrumental in strengthening financial insight, advancing analytical capability, and supporting strategic decision making across the organisation. Before joining Carnival UK, Helen built a successful career at PwC, where she spent over 12 years specialising in financial due diligence for acquisitions, mergers, and refinancing transactions. She led complex projects for both Corporate and Private Equity clients, developing deep expertise in commercial evaluation and financial analysis.

“ I have never felt that gender has been a barrier to progressing at Carnival UK and have always been supported by leaders who have actively sponsored my development and identified opportunities that would genuinely advance my professional career growth.

Today, our Executive Leadership Team reflects a more diverse group than ever before, with almost 50:50 male to female representation. That balance matters, because it brings different perspectives to the table and makes a real difference to the decisions we make and the culture we create.”

Helen’s career path at Carnival UK

- 2018 Senior Manager, Finance Reporting and Analytics
- 2019 Director, Finance Reporting and Analytics
- 2022 Senior Director, Finance Partnering
- 2023 VP Finance Partnering, Reporting & Analytics
- 2025 Chief Financial Officer



Jess Sherwood

Careers and Promotions Manager, People Team

Jess joined Carnival UK in 2013 as an Administrative Assistant in our Contact Centre Operations (CCO) team. Since then, she has progressed her career across the organisation and is currently our Careers and Promotions Manager. Jess’s journey illustrates how entry-level and contact centre roles can be a gateway to wider career opportunities at Carnival UK.

She’s also the as co-lead for our employee led community Nurture, which supports working parents at Carnival UK. Through the community, she helps break down barriers and raise awareness of cultural challenges such as work–life balance and career development for working parents.

“ I joined the Contact Centre straight out of college in 2013 as an Administration Assistant. Thanks to the fantastic development opportunities at Carnival UK, I’ve been able to progress through several roles across the business.

Women often experience imposter syndrome and hold back from applying for roles until they meet every single requirement. But pushing past that doubt can open unexpected doors. Research shows that men typically apply when they meet around 60% of the criteria, whereas women wait for 100% - even though they’re equally capable. So believe in yourself, take the leap, and apply. You might be surprised by what you can achieve.”

Jess’s career path at Carnival UK

- 2013 Admin Assistant, CCO

- 2013 Guest Relations Executive, CCO

- 2016 Guest Relations Team Leader, CCO

- 2019 Development Senior Consultant, CCO

- 2021 Communication and Engagement Manager, CCO

- 2024 Guest Experience Senior Manager, P&O Cruises Guest Experience (secondment)

- 2026 Careers and Promotions Manager, People Team



Harriet Read

Product Owner, Digital Technology Office (DTO)

Harriet is a key member of our Digital Technology Office (DTO), working in a field that is traditionally male dominated in the wider market.

She joined Carnival UK in 2021 as a PMO (Programme Management Office) Analyst and has since built a strong career path toward her current role as Product Owner.

“Although tech is often seen as a male-dominated space, I’ve never felt held back as a woman. If you’re passionate and willing to advocate for yourself, opportunities are there. One of the best things I’ve done for my career was finding a mentor - a senior leader from one of our sister brands - and Carnival UK has supported me to invest time in that relationship. It’s boosted my confidence and helped me get much clearer about where I’m heading.

My goal is to become a senior leader and a visible role model in tech. While I haven’t personally faced barriers, it’s clear women remain underrepresented at senior levels, and I want to help change that.”

Harriet’s career path at Carnival UK

- 2021 PMO Analyst, Technology

- 2022 Junior Project Manager, Technology

- 2023 Project Manager, Technology

- 2024 Onboard Connectivity Product Owner, DTO

- 2026 Flights Product Owner, DTO



Scan the QR code to hear more from Harriet about her career journey

Carnival UK: Who we are

Carnival UK is part of Carnival Corporation, the biggest travel and leisure company in the world. You might know us better by our brands – Cunard and P&O Cruises. We create unforgettable happiness for our guests by providing extraordinary cruise holidays, while honouring the integrity of every ocean we sail, place we visit and life we touch.

We have around 2,000 colleagues shoreside designing our holidays, ensuring our ships have everything they need, and supporting our people onboard to deliver extraordinary experiences for our guests.

Our people are the heart of our business, and we truly value the wide range of backgrounds, experiences, and skills they bring. We're committed to creating an environment where everyone can be themselves, and for Carnival UK to be known for its inclusive culture. Not only is this vital to our long term success as a sustainable and profitable business, but it's simply the right thing to do.



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, the Advisory, Conciliation and Arbitration Service, 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.”

A handwritten signature in black ink, appearing to read "Paul Ludlow".

Paul Ludlow
President, Carnival UK



Carnival UK's commitment to inclusion and belonging

Why inclusion matters

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, cultures, and characteristics.

This diversity brings a wealth of skills, experiences and perspectives, driving more innovative thinking and better outcomes. It also helps us attract the best talent and is essential to the long-term success and sustainability of our organisation.

This is why embedding inclusion and belonging into our decision making and everyday ways of working isn't only the right thing to do - it also makes good business sense.

Access to opportunity

We're committed to building a workforce that reflects the diverse communities we serve.

- Our recruitment approach aligns with leading inclusive employment practices, supported by mandatory Inclusive Recruitment training for all hiring managers.
- We use gender neutral job descriptions and continue to diversify our careers content to remove barriers and attract broader talent pools.
- In 2025, 16% of our shoreside new hires came from underrepresented backgrounds, and 58% were women.
- Within a traditionally male dominated industry, we are actively trying to increase female representation onboard our ships, reaching approximately 20% female representation in 2025. The International Maritime Organization (IMO) 2024 Women In Maritime Survey found that women represent 19% of total private and public sector maritime roles, whilst women are significantly under-represented in seafarer roles, accounting for only 1% of survey sample.
- We continue to explore and develop new talent markets, including Central and South America, with our fleet now representing 117 nationalities.
- Career Passports empower our crew to understand career pathways, development opportunities and progression, with over 500 crew members engaging since launch.

Inclusive leadership and culture

Inclusive leadership is central to creating a culture where people feel they belong.

- All leaders are automatically enrolled to complete Leadership and Management Essentials training.
- Inclusive Leadership and Inclusive Recruitment training is embedded across leadership development.
- We've supported the development of women senior leaders and senior leaders from underrepresented backgrounds by putting them forward to take part in WiHTL & DiR development programmes, creating unique experiences and learning opportunities for high-potential leaders across Carnival UK.
- Leaders have access to on demand learning resources to support continuous development.
- Executive leaders actively participate in inclusion initiatives, including direct engagement with crew through our Fleet Inclusion & Belonging programme, ensuring leadership decisions are grounded in lived experience.
- We've introduced Welfare Officer roles onboard all ships to coordinate activities that support the physical and mental health of our crew.





Community and representation

We're proud of the energy and commitment our people bring to shaping an inclusive culture, and we're fortunate to be supported by passionate, active volunteers from across the organisation who create safe spaces for colleagues to connect, share experiences, have their voices heard and seek support if they need it.

- Volunteers across the organisation help champion inclusion through:
 - Employee-led networks and communities
 - Employee Experience Groups
 - Inclusion and Neurodiversity Champions
 - Mental Health Champions and Mental Health First Aiders
 - Menopause Champions
- Our employee-led networks and communities are supported by Executive sponsors, ensuring strong governance and visibility at senior levels, and are enabled through digital forums, communications, and dedicated resources to help reach colleagues ship and shore.
- We introduced women's forums onboard all our ships, creating safe spaces for connection, support, and shared experience.
- We work closely with our Occupational Health and Wellbeing teams to focus on initiatives that are most impactful for our people.
- Our Employee Experience Groups provide feedback and counsel to senior leaders on how it feels to be a part of the business, and drive action plans for improvements based on employee feedback.

Our employee-led networks and communities

Our employee-led networks are:



Athena

Athena is building a community to share and understand the experiences of women at Carnival UK. They raise visibility of opportunities and challenges being faced by women and influence business change if needed.



Spectrum

Spectrum supports belonging and inclusion by championing, challenging, and celebrating the LGBTQ+ agenda. Encouraging colleagues to be curious, they drive allyship to promote positive change across Carnival UK and the communities we're a part of, creating a feeling of belonging for everyone.



m'power

As their strapline 'making it possible for all' indicates, m'power focuses on peoples' ability to reach their full potential by seeking to dismantle barriers faced by people with disabilities, impairments, and conditions at Carnival UK.



Reach

Reach – Race, Ethnicity and Cultural Heritage – support Carnival UK to become travel's employer of choice by championing an inclusive environment where diverse ethnic and cultural backgrounds are celebrated. Their goal is to see diverse ethnic and cultural representation at all levels of Carnival UK.

Our employee-led communities are:



Military, Veterans & Partners (MVP)

Our Military, Veterans & Partners (MVP) community exists for colleagues with a connection to the Armed Forces – as a Reservist, Veteran or Partner of someone who does.



Nexus

Nexus exists to provide support and help others navigate their way as they start with us at Carnival UK, whether it's someone's first job after education or if people are looking to progress within the business.



Nurture

Nurture is a community which supports all working parents to thrive, embrace new beginnings and readjust to life at Carnival UK following parental leave.



Education, awareness, and celebration

We take a year round approach to education, awareness, and celebration of diversity to recognise the richness of our global workforce.

- Throughout the year, we publish intranet articles, host talks and training sessions, and invite guest speakers to help educate colleagues and raise awareness around certain topics. Some examples include:
 - Articles celebrating Philippines Independence Day and Indian Independence Day, (recognising that a large number of our crew are Filipino or Indian - 23.9% and 20.9% respectively), Ramadan, Disability Pride Month, International Women's Day, Black History Month and more.
 - Talks and training sessions on Mental Load, Age Inclusion in the Workplace and Why Inclusion Makes Good Business Sense.
 - Inspiring guest speakers such as Sangeeta Pillai, award winning podcaster, South Asian feminist and activist, and Chris Lubbe, renowned anti-apartheid activist and former bodyguard of Nelson Mandela.
- We celebrate and mark key moments. Some examples include:
 - International Women's Day.
 - National Inclusion Week.
 - Pride celebrations onboard our ships and shoreside, including headline sponsorship of Southampton Pride.
 - South Asian Heritage Month, South African Heritage Day, Diwali and more.
- To support inclusive ways of working onboard, we developed nationality fact sheets, helping leaders and teams better understand cultural norms and communication styles.

Fair policies and processes

We regularly review and update our policies to reflect best practice and evolving colleague needs.

- Some examples of updated guidance include:
 - Sexual harassment policies and supporting resources.
 - Parental and adoptive parent guidelines for employees and line managers.
 - Transgender FAQs and manager guidance, with further all colleague guidance in development.
- We work closely with our Legal team and Inclusive Employers to ensure our approach supports colleagues respectfully and in line with emerging guidance and legislation.
- We've made improvements to rejoining processes for crew, making return to work experiences smoother and more supportive.



Employee voice, data transparency, and accountability

We believe trust is built through openness and listening and actively gather insights to better understand our people's experiences with us.

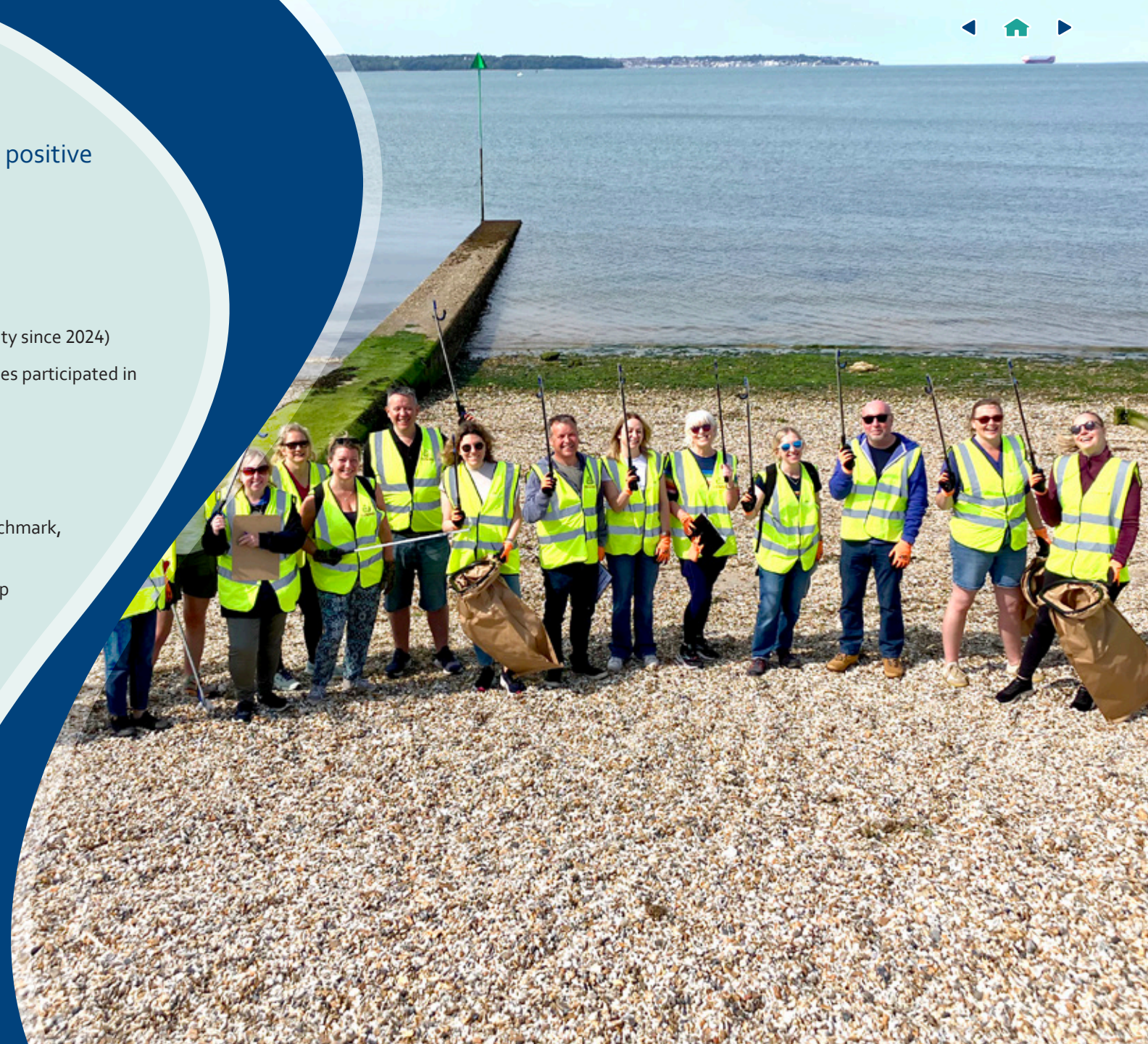
- We run employee engagement surveys for our shoreside colleagues and crew onboard to give our people the opportunity to be open and honest about their experiences working with us, including what we do well and how we could be better so that everyone can thrive.
- We're able to breakdown data from our engagement surveys by core demographics like gender, ethnicity, sexual orientation, disability, and age to ensure that all employees are having an equal experience.
- We empower our people to share their ideas, feedback, concerns and questions through various channels that are continuously monitored and actioned.
- We have a low attrition rate, however for those who choose to pursue other career paths we have exit surveys encouraging people to share open and honest feedback about their experiences working for us. This feedback helps us to make improvements for everyone.
- As part of our commitment to data transparency, each year we publish an internal People Demographics report which shows the breakdown of colleagues by gender, ethnicity, sexual orientation, disability, and age.
- We report our gender pay gap annually in line with legislative requirements. We also review our gender pay gap for fleet despite this not being a legal requirement as our ships are registered outside the UK. Our gender pay gap across our whole fleet was 2% in 2025.
- We continue to enhance our people systems and run campaigns that encourage voluntary data sharing, helping us better understand representation and inclusion across the organisation.



Social impact and partnerships

We work with charities and community partners to create positive impact beyond our workplace.

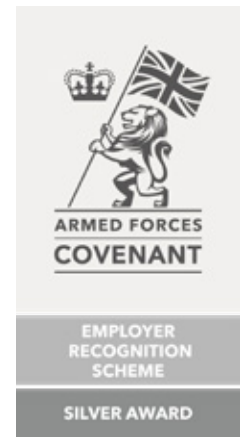
- Our charity partners:
 - The King's Trust (proudly raising over £3 million since 2007)
 - Teenage Cancer Trust (proudly raising over £1 million since 2015)
 - Saints Foundation (proudly working together to support the local community since 2024)
- Every employee receives one paid volunteering day per year. In 2025, colleagues participated in 22 coastal cleans globally, contributing:
 - 976 volunteer hours
 - 365,800m² of coastline cleared
 - 2,185kg of waste removed
- We are members of Inclusive Employers and WiHTL & DiR, enabling us to benchmark, share learning, and continuously improve.
- Carnival UK was a finalist in the 2025 Maritime Solent Sustainability Leadership Awards recognising our achievements in this area:
 - 20% reduction in CO₂e intensity.
 - Less Left Over: Food waste reduced by 40% since 2019.
 - Every Drop Counts: We produce over 80% of the water we use onboard our ships, reducing impact in water-scarce destinations.
 - Single use plastic reduced by 50% since 2018.
 - Each Southampton cruise turnaround generates up to £2.5 million for the local community with an expected value of £505 million a year and £2.5 billion over the next five years.



Recognition

Our commitment to inclusion and belonging continues to be recognised both internally and externally.

- Carnival UK named 'Diversity Champion' in the Maritime UK Awards 2025.
- Carnival UK Cadet Jasmine Bibby was named 'Cadet of the Year' at the Maritime Solent Awards 2025 for not only excelling in her own journey as a cadet, but for being a powerful advocate for the industry and inspiring other young women to consider careers in maritime.
- Continuous improvement to inclusive recognition practices across ship and shore, ensuring recognition is accessible, meaningful, and sustainable.
- Our employee-led networks and communities, along with our inclusion initiatives, received multiple internal awards for championing our Core Values, including recognition for:
 - The work our employee-led network and communities leads do to help ensure inclusion stays on the agenda.
 - Cultural heritage celebrations throughout the year.
 - Neurodiversity awareness campaigns, including colleague led storytelling that shared practical tips on understanding and supporting neurodivergent colleagues.



Our Core Values Awards recognise and celebrate colleagues who champion our Core Values.

Our Core Values are the non-negotiable ways of working that are central to who we are and how we show up. They are the cultural anchors that unite us, guide how we work together, help us solve problems and make great decisions, foster strong relationships and succeed.



Listen & Learn



Speak Up



Respect & Protect



Always Improving



Better Together



Guest Obsessed

Our continuous commitment to inclusion and belonging

Inclusion and belonging are not static - they require continuous action, learning and accountability. We remain committed to listening to our people, strengthening leadership capability, and creating environments where everyone can be their best selves and feel they truly belong.

Want to find out more?

Head to the diversity and inclusion pages on our websites:

