



# Inclusion and belonging at Carnival UK Shoreside

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.

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. We offer hybrid working, with the majority of our people working from Carnival House, our iconic head office in Southampton. We also have a number of permanent homeworkers.

Within these pages, you'll find out more about how we're championing inclusion and belonging at Carnival UK, including information and insights into our gender pay gap report. We've work to do, but together we're committed to closing our gap by aiming for gender balance at every level of our organisation, from senior leadership through to entry level roles.

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. We believe that inclusion and belonging is everyone's responsibility at Carnival UK whether you're a line manager, a recruiter, an employee-led network lead, a colleague or an ally. To keep us accountable and help us to achieve this, we have a Culture team committed to promoting a positive culture based on collaboration and togetherness, with inclusion and belonging at its heart. 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, are respected and that we belong.

A diverse group of people 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 organisation's 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 of 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 of 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?

- All hiring managers complete Inclusive Recruitment training to raise awareness, promote fairness and aim for gender-balanced shortlisting and gender-balanced interview panels
- Enhanced our recruitment practices and tools, building inclusion into all activity to raise the standards of recruitment
- We continue to review internal and external job descriptions and adverts to eliminate biased language, remove barriers to entry and make copy more accessible - adapting job adverts to include more overt messaging about diversity ambition and flexible working opportunities
- We give employees the opportunity to disclose their personal characteristics on our people systems and have recently added Religion, giving us another lens to understand our people
- Increased diverse representation across external channels (social media, website, event collateral etc.) promoting careers at Carnival UK

## We've committed to:

- Reviewing our recruitment practices and tools on an ongoing basis to keep raising our standards to ensure we're hiring the right people in the right roles
- Continuously reviewing our existing and potential partnerships to help us attract and retain diverse talent
- Collating and encouraging our people to share diversity data throughout the employee lifecycle to allow us to apply demographics and better understand the inclusion health of our organisation
- Ensuring our careers websites are fully compliant with the European Accessibility Act 2025



# Our leaders

## What have we done?

- Completed the Inclusive Employers Standard submission (a globally recognised workplace accreditation and benchmarking tool for inclusion and diversity) and received Bronze
- Promoted our new Chief Financial Officer, Helen Adams, increasing the female representation at our Executive Leadership Level. The Carnival UK President now has three female and four male Direct Reports
- Promoted and role-modelled a flexible working culture for both existing colleagues and job applicants
- Welcomed external thinking through continued relationships with Women in Hospitality, Travel and Leisure (WiHTL), Inclusive Employers, Code First Girls and Ambitious about Autism
- We've continued to roll out our Inclusive Leadership training as part of our Leadership and Management Essentials programme, focusing on psychological safety, unconscious bias and the principals of being an inclusive leader. This training isn't only available to line managers, but also to leaders and managers in the business with no direct reports (a total of 800 employees)
- To continue to build on our foundation of inclusion, we launched our Level Two Leadership and Management Essentials to Senior Managers and Directors
- Ensured our leaders had a suite of online training for inclusive management practices and behaviours, including monthly Leaders Exchange sessions on topics such as communicating with empathy; access to Good Practice resources; and manager guides (including neurodiversity, wellbeing and performance)
- Each member of our Executive Leadership Team (ELT) sponsors and allies with one of our employee-led networks (ELNs) and/or communities to drive learning and ensure underrepresented groups are championed at the highest level of the organisation

## We've committed to:

- Ensuring all line managers have completed Leadership and Management Essentials
- Developing our senior leaders to ensure they understand the value of and are able to adopt different mindsets and adapt their style





# Our people

## What have we done?

- We continued to invest in our employee-led networks (ELNs) and communities
- We now have four ELNs that represent protected characteristics (ethnicity, gender, sexual orientation and disabilities) and three employee-led communities (for working parents, those beginning their careers and Carnival UK, or those who are military veterans and/or partners) to support our colleagues as they navigate life here at Carnival UK. Find out more about our ELNs and Communities on page 11
- Held an extensive range of virtual, in-person and hybrid events for all colleagues to champion and drive awareness of key dates, such as Pride, Ramadan, International Women's Day and more
- Updated our Leave of Absence Policy to now include up to five days paid carer's leave for those with caring responsibilities
- Sponsored go Code First Girls/non-binary individuals to complete online training, funded four degree places and offered four graduate placements in our technology department
- We continue to support flexible working through our hybrid approach, striking the right balance between in person and remote working to achieve our business goals and create community
- Continued to support our Employee Experience Groups (EEGs) to collate relevant feedback, create effective action plans and collaborate with senior leadership to increase positive engagement and effect change
- We've supported the development of women and ethnic senior leaders by putting them forward to take part in WiHTL development programmes; creating unique experiences and learning opportunities for high potential leaders across Carnival UK
- Reverse mentoring is a key part of the above programmes and our leaders have been able to develop professionally and personally since sponsoring participants
- Communicated to colleagues that they can use 'Flexible Bank Holidays' for those who don't acknowledge or celebrate the traditional English Bank Holidays and would prefer to use this paid time off to celebrate their own religious or cultural holidays
- To help transform the experiences of our working parents with children under the age of five, we invested in the award-winning expert developed Louenna for Business app
- Bi-annual Culture and Engagement survey to track key inclusion topics as well as additional analysis of results comparing the experience of over and under-represented groups

## We've committed to:

- Continuing to progress our inclusion and belonging work with our bespoke, action-focused feedback from Inclusive Employers
- Launching manager and employee parental leave guides

# Our inclusion champions

We're fortunate to be supported by passionate and active volunteers across the organisation who help us to champion inclusion internally and externally. Inclusion and belonging is everyone's responsibility, and we empower our people to get involved by organising their own activities, communities and programmes.

Colleagues from across Carnival UK come together to provide safe spaces to connect, share experiences, have their voices heard and seek support if they need it, as well as access and understanding of the benefits and resources available to them. These volunteers commit their time and energy to championing our values and helping us work towards ensuring everyone feels welcome, valued and included, and ultimately is given equal opportunities to succeed in our organisation and beyond.

## Employee-led networks

We have four employee-led networks and three employee-led communities which are driven by colleagues who are passionate about celebrating the diversity of our people. Supported by the Culture Director as well as the Executive Leadership Team, their work plays a fundamental role in championing inclusion and belonging at Carnival UK.

## Mental Health Champions and First Aiders

We have Mental Health Champions and First Aiders across all areas of Carnival UK; our people volunteer their time to undertake additional training and actively engage in activities to raise awareness of the importance of mental health, signpost appropriate support and resources to colleagues, and remind people of inclusion events taking place within CUK and the wider community.

## Menopause Champions

Menopause Champions are volunteers who run a community to drive learning and awareness of menopause as well as create spaces for colleagues to connect and feel supported. They run monthly Menopause Cafés which vary from informal connection opportunities to informative sessions where topics such as sleep, nutrition, the benefits of being active or available support are discussed.

## Cancer Cafés

Cancer Cafés are run by volunteers in the business as a community aimed at supporting colleagues who are living with cancer whether that be their own diagnosis or that of a loved one. Having identified a need to support our people living and working with cancer, they provide safe spaces to connect with others going through a similar experience.

## Employee Experience Groups

Employee Experience Groups are made up of passionate individuals from all levels of the organisation who want to make Carnival UK the best place possible for everyone to work. They provide feedback and counsel to senior leaders on how it feels to be part of our organisation, and they drive action plans to drive improvements in their part of the business. They offer a way for all people to be included in business change by sharing employee feedback on the things that matter most.

## Charity partnerships

We're passionate about providing great opportunities for our people to get involved with our charity partners, which is why we provide all colleagues with one day of paid volunteering every year. We're especially committed to supporting our ongoing partnerships with Teenage Cancer Trust and The King's Trust (previously The Prince's Trust) and new in 2024, the Saints Foundation., Southampton Football Clubs official charity.

# Our employee-led networks

We have four employee-led networks at Carnival UK (each one relating to a protected characteristic) and three employee-led communities (relating to potential points within our lives). These networks and communities have the full support of the business, but ultimately, they are by employees, for employees.

Each is valued for their contribution to belonging and inclusion at Carnival UK and are supported by guidance from our leaders, the provision of business resources and by colleagues with planning, volunteering and event attendance.

As well as a yearly budget to support network events and activity, each network and community is sponsored by a member of the Executive Leadership Team to ensure they are represented at the highest level within our organisation.

## Our networks and communities help Carnival UK better understand people's experiences by:

- Leading events to champion key dates, drive awareness of under-represented groups and celebrate inclusion
- Feeding back on our processes, ways of working and policies
- Sharing lived experiences, articles and stories via events, Teams channels and Internal Communications to help spread awareness and learning among all colleagues at Carnival UK and enhance our employee insights
- Sharing best practice, providing feedback and championing intersectionality





# Our employee-led networks and communities

## Our employee-led networks are:



### Athena

Athena is passionate about equal opportunities for people regardless of gender. They raise the visibility of gender issues and create a community for women to share experiences and influence change so that we can all fulfil our potential.



### Spectrum

Spectrum, supports belonging and inclusion by championing, challenging and celebrating the LGBTQ+ agenda. Encouraging colleagues to be curious, they drive allyship to drive 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 CUK.

## 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 a career break, as they transition from ship to shore or if they just fancied a career change.



### Nurture

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

# Our engagement

## What have we done?

- In order to provide full transparency of diversity at Carnival UK, we published an annual report on our shoreside diversity figures in 2024 and shared this with our people. As of November 2024, the representation of Asian, Black and Mixed ethnicities at Carnival UK is above the demographic of Hampshire. However, our representation is lower than the UK as a whole
- Continued a regular drumbeat of internal communications on the topic of inclusion including case studies, events, success stories and thought leadership
- Celebrated National Inclusion Week and championed the ways we can all take action and make an impact by showing allyship at Carnival UK
- We continue to run our internal Culture and Engagement survey twice a year giving us the opportunity to review employee experience by protected characteristics, including race and gender
- Empowered our employee-led networks and communities to feedback on relevant policies and plan inclusive activity
- Launched our new Intranet giving us the ability to create community engagement groups; giving our networks and communities spaces to drive engagement and start conversations from across the business
- Continued to evolve our wellbeing hub on the employee intranet (containing wellbeing webinars; manager's guides and useful links to support colleagues with everything from sleep, finances, and managing pressure and stress to hormones, health and addictions)
- Continued to support of employees via our Occupational Health team, CARE team, and free Employee Assistance Programme; Health Hero, which provides counselling, support and practical information to all shoreside employees, 24/7
- Attend external training courses and conferences to help deepen our knowledge on inclusion and belonging as well as best practices.

## We've committed to:

- Supporting Employee Experience Groups to work with senior leaders to gather feedback, including engagement survey data, and create action plans to boost engagement and drive change
- Sharing our diversity and demographic data with our people each year to encourage engagement, openness and transparency



# Our community

## What have we done?

- Role-modelled inclusion as headline sponsors of Southampton Pride; employees proudly marched in the parade and represented our brands as inclusive places to work
- Continued our well-established charity partnerships with The King's Trust (helping young people realise their potential) and Teenage Cancer Trust (supporting young people to put them in the best possible place mentally, physically and emotionally for their cancer treatment and beyond) During our ten-year partnership with Teenage Cancer Trust our guests have donated over £1 million
- In 2024 we started a three-year partnership with the Saints Foundation (Southampton Football Club's charity) to support people in need throughout the city and local communities, by providing life changing opportunities across five areas – health, education, gender equality, employability and pathways
- Won Diversity Champion of the Year in the Maritime UK Solent Awards
- Shortlisted for Employer of the Year at the Maritime UK Awards
- Rosy Elstone, Culture Director, spoke about multi-national workplaces on a panel of Inclusive Employers for Global Inclusion Week
- Female leaders from Carnival UK spoke at the Association of Sail Training Organisers conference to promote cadetship, showcase the importance of inclusion and belonging in the workplace and the critical role employee-led networks play. Those in attendance work closely with young people from diverse backgrounds to help teach them how to sail
- Continued to provide all employees with one day of paid volunteering every year

## We've committed to:

- Continue our ongoing charity partnerships with Teenage Cancer Trust, The King's Trust, and the Saints Foundation finding more ways to work together with our employee-led networks to support underrepresented groups and our community





# Our gender pay gap report



# What is this report about?

This report provides details of Carnival UK's gender pay gap as of 5 April 2024. The gender pay gap measures the difference in mean and median earnings (for pay and for bonuses) between all women and all men across an organisation, across all positions.

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

## Headlines

- Carnival UK have seen a steady decrease in our mean gender pay gap since 2018, the decrease from 2023 to 2024 is the biggest decrease (-2%) that we have seen since 2019. Our mean gender pay gap is 32%
- Our median bonus gap has decreased a further 25 percentage points from last year to now 46% (following a 10-percentage point decrease the prior year)
- Carnival UK see the most equitable split of males and females in the upper and upper middle quartiles, with our upper quartile at 57:43 (male: female)
- The Carnival UK gender pay gap is driven by an over-representation of females in our lower and lower middle quartiles, our internal analysis shows that it is not due to unfairness in starting salaries for males and females



*“I’m very pleased we’re nearing a 50/50 gender split in our upper quartile leadership roles. As a leadership team we know how much we benefit from diversity in leadership and this achievement reflects the hard work and dedication we’ve put into sponsoring talent and fostering gender representation at that level. We recognise that this is something we would like to see throughout all levels of the business and will continue to work towards this.”*

**Jo Phillips** - Chief People Officer



# Our gender pay gap

	Mean	Median
2024	32%	37%
2023	34%	38%
2022	35%	37%
2021	36%	38%
2020	36%	36%
2019	37%	37%
2018	44%	41%

## Narrowing the gap





Since 2018, our mean gender pay gap has reduced by 12 percentage points. Our median gap shows less movement, staying static between 37-38% for the last 4 years.

Overall at Carnival UK, we employ more females than males (at the time of the snapshot, we are 64% female and 36% male). It is often assumed that the gender pay gap is driven by a skew towards males in the upper quartile, however the key driver of the Carnival UK gap is that we have proportionally more females in the lower quartile for salary (page 18). In fact, the upper and upper middle quartiles are where we see most equitable gender split which has seen improved female representation in recent years.

# Representation of men and women at Carnival UK

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).

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

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

Since 2021 we have increased representation of females in our upper and upper middle quartiles (that is our manager, senior management and leadership), the upper middle quartile has increased 7 percentage points, and upper quartile by 4 percentage points. However, we have not made any significant shifts in our lower middle (71% female) and lower (82% female) quartiles which remain disproportionately female. Most females (59%) in our lower quartile roles work in our Contact Centre (CCO). This industry traditionally attracts more females due to its flexible hours and home working options, making it harder to balance gender representation.

Our goal is to see a greater gender balance across all levels of our organisation, and our focus has been increasing representation and visibility of women in senior roles. By the end of 2024 (not all accounted for within this gender pay gap) the Carnival UK President has three female and four male direct reports. However, we recognise that without an increase in male representation in our lower quartiles we will not be able to make a significant shift to our overall gender pay gap.

In 2024 Carnival UK conducted a voluntary in-depth modelling analysis to understand what changes in gender representation would have the biggest impact on decreasing our gender pay gap. It was found that complete 50:50 representation at manager level and above, the gender pay gap would not shift significantly (only by a couple of percentage points) this is reflective of the progress we have been making over the last 5 years to increase female representation in more senior, higher paid, roles.

However, were we to have completely 50:50 representation below manager level, we would significantly decrease the gender pay gap to be in line with the national average. We recognise that this kind of shift requires a long-term strategy and we are committed to being an inclusive employer to our people now, and in the future.

# Our gender bonus gap

	Mean	Median
2024	69%	46%
2023	71%	71%
2022	68%	81%
2021	70%	47%
2020	70%	46%
2019	81% <small>75% when excluding £50 voucher</small>	97% <small>60% when excluding £50 voucher</small>
2018	83%	75%

The mean gender bonus gap is more sensitive to outliers than the median gender bonus gap and this is reflected in our lower median (46%) compared to our mean (69%). Our median gender bonus gap has decreased significantly from last year, we have seen this before because of one-off bonus payouts being paid as a Thank-You to all employees.

## This year:

- Our mean bonus gap has decreased 2 percentage points from last year to now 69% but has stayed consistent between 68% and 71% over the past 5 years
- Our median bonus gap has decreased a further 25 percentage from last year to now 46%. This has seen a further decrease from the previous year where it saw a decrease of 10 percentage points
- We saw a decrease in the proportion of females receiving a bonus which decreased 6 percentage points to now 58% while males saw a slight increase of 4 percentage points to now 69%. This has been heavily driven by CCO which saw a 20 percentage points drop in female bonus recipients from the previous year

As we strive towards our long-term goal of travel's employer of choice, we're committed to investing in our future, this includes the launch of our new incentive scheme, which makes all employees, across all levels of the business, eligible to receive a bonus. This enables more of our employees to benefit from Carnival UK's continued success. Whilst we do not yet know what impact this will have on the gender bonus pay gap (which is impacted largely by gender representation in the upper and lower quartiles), we believe that providing more employees with an incentive plan is a positive change for an inclusive employer.



# Bonus pay

Employees who were paid bonus



Looking at the proportion of employees who received a bonus; 70% of all males received a bonus and 58% of all females received a bonus

The Carnival UK incentive scheme is 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.

The reportable figures for bonus do not consider hours worked, which means bonus figures can be adversely affected if one group is more likely to work part-time. Of those employees who received a bonus award, 22% of females were part-time and 2% of males were part-time.

Carnival UK encourage flexible working which in turn encourages inclusion and work-life balance, we will therefore continue to offer flexible and part-time roles where possible.

## When calculating the gender bonus gap, bonuses...

- that have been pro-rated for part-time employees remain pro-rated (i.e. they are not increased to their full-time equivalent)
- include vouchers, money or securities
- relate to profit sharing, productivity, performance, incentive or commission
- include 'token' amounts, such as low-value vouchers
- are considered over a 12-month period up to April 2024.

# 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:

