



# Diversity, equity and inclusion at Carnival UK Shoreside

March 2024

# 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.

Our home on land is in Southampton. Our shoreside team is made up of almost 2,000 colleagues who work together to design our holidays, equip our ships with everything they need, support our people and chart a course across the oceans. Our head office, Carnival House, is here, but we also offer hybrid working and have a number of permanent homeworkers.

Within these pages, you'll find out more about how we're championing diversity, equity and inclusion (DEI) 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 attracting and supporting women to progress their careers with us. We also recognise the importance of intersectionality in our DEI strategy and how acts of inclusion across protected characteristics can have a halo effect on all underrepresented groups.

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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# Diversity, equity and inclusion



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# What is diversity, equity and inclusion?

Diversity, equity and inclusion (DEI) means ensuring everyone – no matter their beliefs, background or preferences – feels welcome, respected and protected at work, with the resources they need to achieve their goals.

**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.

**Equity** is about giving everyone equal possible outcomes. While equality means giving everyone access to the same thing, equity ensures all individuals have the support and tools they need to get to the same place.

**Inclusion** is the culture in which everyone feels invited, welcome and respected at work. By creating an environment where everyone feels safe to be themselves and is given equal opportunities, they can work in a way that best suits them and delivers business needs. Inclusion ensures everyone feels valued and adds value.

At Carnival UK, we take an intersectional approach to inclusion. This means we have initiatives in place to promote different aspects of DEI across all areas of our business, rather than solely focusing on a single characteristic such as gender. We all identify with a variety of characteristics, so it's important that we understand the diversity of our organisation, offer spaces for everyone to share their views and be heard, and create opportunities for connection between different groups. To support this, we have a Culture team at Carnival UK who are committed to supporting a culture of collaboration and togetherness with DEI at its heart.

## Why does DEI 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 included, safe and valued there. Not only is it the right thing to do, but the advantages of DEI in the workplace are numerous. A diverse group of people will bring a diversity of skills and experiences, different perspectives and more innovative ideas. DEI also matters to prospective talent and is key to an organisation's success and sustainability.

You can read one business case for inclusion and diversity from our partner Inclusive Employers [here](#).

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# How are we championing DEI?



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# Our Culture Essentials

It's up to all of us at Carnival UK to drive an inclusive culture. We encourage 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 they are the principles for how we interact with the places we travel and the people we meet there. With an operation of this scale, Health, Environment, Safety and Security are central to everything we do.

Ensuring our decisions today benefit tomorrow is critical for our future success. By upholding our cultural expectations and behaviours, we can 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:



### 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 Culture Essentials underpin our policies and are how we measure 50% of employee performance. You can read more about our Culture Essentials on our websites:



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# Our talent attraction

## What have we done?

- Introduced and constantly striving for greater use of 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
- Reviewed internal and external job descriptions and adverts to throw out biased language, remove barriers to entry and make copy more accessible
- Adapted job adverts to include messaging about our diversity ambitions and flexible working opportunities
- Analysed our applicant and offer data to better understand whether we lose certain applicants at different stages of our recruitment process. We shared this data with each business area to help them form localised plans for increasing diversity in their areas
- Increased diverse representation in our employer brand
- Engaged external support as needed to pursue diverse shortlists in our senior roles
- Worked with an independent agency in August 2022 to benchmark selected demographic data against our local corporate market (1.5-hour commute time from Southampton); when looking at Asian and Black ethnicity, the data showed that the talent pool in our local area is in line with our representation at Carnival UK
- Partnered with Ambitious about Autism, the national charity for autistic children and young people, to successfully create opportunities for individuals with autism to come and work with us
- Partnered with Code First Girls in 2023 and have since sponsored 90 women and non-binary individuals to complete online training, funded four degree places and offered four graduate placements in our Data Services team
- Participated in the Maritime Roadshow for Girls, which was attended by Captain Louise Sara. The roadshow aimed to encourage Key Stage 3 girls to choose STEM subjects and give students greater awareness of career opportunities across the maritime industry
- Talent acquisition team attended colleges to talk about careers at sea and on shore at Carnival UK
- Hosted Maritime Mondays at Carnival House in March 2024. Organised by Maritime UK Solent and Solent Careers Hub, this gave secondary school and college teachers, tutors, careers advisers and careers leaders the opportunity to visit a maritime site and learn more about opportunities at Carnival UK
- Partnered with Solent Maritime Education to utilise an already existing careers network to showcase Carnival UK careers to young people, individuals returning to work and careers advisers, all in the local Solent region
- Reviewed promotion data in 2023 to understand any differences or potential bias in specific demographics receiving promotions at Carnival UK. When looking at ethnicity, we found that we're promoting colleagues from Asian, Black, Mixed and White ethnicities in line with our establishment rates
- Created a bi-annual report on our shoreside DEI figures in 2023 and shared this with our people. As of November 2023, the representation of Asian, Black and Mixed ethnicities at Carnival UK is in line with the demographic of Hampshire. However, our representation is lower than the demographic of Southampton and the UK as a whole
- Highlighted our vacancies via weekly communications with all colleagues to increase visibility and awareness of job opportunities.

## We're committed to:

- Reviewing our recruitment practices and tools on an ongoing basis to keep raising our standards
- 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
- Continuing to share our DEI data with our people to ensure transparency.

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# Our leaders

## What have we done?

- 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
- Worked with Inclusive Employers on inclusive recruitment training and made this mandatory for all line managers
- Launched 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 to leaders and managers in the business who are level CUK 7-8 with no direct reports (a total of 800 colleagues)
- Provided and shared a suite of free online training for line managers on 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)
- Executive Leadership Team (ELT) members each act as executive sponsor and ally for a protected characteristic. Each network is sponsored by a member of the ELT to drive their learning, champion these networks and ensure underrepresented groups are represented at the highest level within our organisation
- Worked with the 50 most senior leaders in the organisation to analyse their behaviour and mindset preferences and provide them with insights for development – allowing them to recognise the strengths of others and increase their own adaptability for inclusive leadership
- VP of Culture, Talent and Learning and VP of Onboard Revenue and CCO sponsored participants of WiHTL's Ethnic Future Leaders Programme.

## We've committed to:

- Ensuring all CUK7-10 line managers have completed our Leadership and Management Essentials programme
- Continuing our work with Mindflick at a Senior Leadership Team level to support them with development as a group and in their functional areas. Mindflick's approach is about understanding diverse mindsets and behaviours and adapting our own style accordingly.



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# Our people

## What have we done?

- Supported colleagues via our in-house Occupational Health and Wellbeing services which play a critical role in providing resources, guidance and reasonable adjustments
- Continued to support colleagues via our CARE team and free Employee Assistance Programme, Health Hero, which provides counselling and practical information to all shoreside employees
- Launched a wellbeing hub on our 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 provide gender-neutral toilets in Carnival House
- Introduced free period products in Carnival House toilets for emergency use
- Created neurodiversity, menopause and fertility guides to share information, resources and support for colleagues and managers
- Offered up to five days' paid leave for fertility treatment in any year and up to two days' paid leave for partners who are supporting someone going through fertility treatment
- Evolved our hybrid working to support flexible working as well as effective collaboration and togetherness at Carnival House
- Shared Shore Learning Guides to support ongoing opportunities for learning and development
- Enrolled multiple colleagues for programmes including Ethnic Future Leaders, Global Female Leaders and Ethnic Senior Leaders through our collaboration with WiHTL
- Attended external training courses and conferences; for example, in 2023 we attended the Inclusioneers Conference and the WiHTL Inclusion Summit 2023
- Continued to address inclusion matters through our core learning curriculum
- Hosted ELT-sponsored listening groups for protected characteristics to hear lived experiences from colleagues
- Introduced a DEI Impact Assessment to enable colleagues to evaluate decisions that impact our people
- Accredited Bronze by Inclusive Employers in March 2024 as part of their Inclusive Employers Standard – an evidence-based workplace accreditation tool for inclusion and diversity
- Continued our funding of all employee-led networks (see more on page 10)
- Held an extensive range of virtual, in-person and hybrid events for all colleagues to champion and drive awareness of key DEI dates, religious events and inclusion themes, including Pride and Ramadan
- Educated the business around menopause as part of our wellbeing strategy with the introduction of Menopause Champions and cafés since March 2023
- Launched a Women in Tech community in March 2023 to strengthen and improve opportunities for women working in technology
- Partnered with TellJane to create guidance on how to prevent and manage instances of sexual harassment, including an in-depth guide and a suite of training videos
- Launched a Parental Leave community in February 2024 with a goal to support our people soon to be on or returning from parental leave
- Introduced a car parking app to benefit all colleagues when working from Carnival House by providing a fair way to allocate free available parking spaces.

## We've committed to:

- Progress our DEI strategy by understanding bespoke, action-focused feedback following the results of our IES submission and accreditation
- Launch manager and employee parental leave guides
- Introduce carers' leave to support parents and carers with time off for dependents
- Embed our evolved hybrid working approach with the support of our Employee Experience Groups to understand themes across the business.

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# Our inclusion champions

We're supported by passionate and active volunteers across the organisation to champion inclusion internally and externally. DEI is everyone's responsibility, and we encourage our people to organise their own activities, communities and programmes.

Colleagues come together at Carnival UK to provide safe spaces to connect, have their voices heard, seek support if they need it, as well as access and understand the benefits and resources available to them. These volunteers commit time and energy to championing our values and working 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've four employee-led networks which are driven by colleagues who are passionate about celebrating the diversity of our people. Supported by the Culture team, their work plays a fundamental role in championing DEI at CUK. You can find out more about our networks on the next page.

## Mental Health Champions and First Aiders

We've Mental Health Champions and First Aiders across all areas of Carnival UK who have completed additional training provided by MHFA England. They 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 run a community to drive learning and awareness of menopause and create spaces for colleagues to connect and feel supported. They run monthly Menopause Cafés which vary from informal opportunities to connect to informative sessions with guest speakers (talking about topics such as sleep, nutrition and the benefits of being active).

## Cancer Cafés

Cancer Cafés are aimed at supporting colleagues who are living with cancer. 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. With a direct link to their Senior Leadership Teams and a key responsibility for creating action plans for their areas, they act as an employee voice and advisory to leadership. They offer a way for all people to be included in business change by relying on employee feedback to make a difference.

## Charity partnerships

In 2023, a group of colleagues fundraised and supported a local charity of Carnival UK's choosing (nominated by employees). We raised £15,000 for our chosen charity, Monty's Community Hub, and a number of colleagues volunteered their time to support Monty's valuable services to vulnerable people in the local area. We're passionate about providing great opportunities for our people to get involved with our 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 Prince's Trust.

# Our employee-led networks

We have four employee-led networks at Carnival UK. These networks have full support of the business, but ultimately they are by employees, for employees.

Our networks each relate to a protected characteristic and are valued for their contribution to belonging and inclusion at Carnival UK. They 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 is sponsored by a member of the ELT to ensure these groups are represented at the highest level within our organisation.

## Our employee-led networks are:



### Athena

Athena is passionate about equal opportunities for people regardless of gender. They raise visibility of gender issues and invite everyone to join the conversation.



### Spectrum

Spectrum, Carnival UK's LGBT+ & Friends employee-led network, supports belonging and inclusion by championing, challenging and celebrating the LGBT+ agenda. Encouraging colleagues to be curious, they drive allyship to promote positive change across Carnival UK and the communities we are 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 people's ability to reach their 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. Its goal is to see diverse ethnic and cultural representation at all levels of CUK.

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

- Leading events to champion key dates, drive awareness of underrepresented groups and celebrate inclusion (such as events relating to Pride, Black History Month, trans and non-binary awareness and neurodiversity)
- Feeding back on policies – most recently our review of our Shore Transgender Policy
- Asking questions of the business; for example, this year REACH queried how we are attracting diverse talent at Carnival UK, which has led to a working group with relevant subject matter experts
- Sharing lived experiences, articles and stories via events, Teams channels and Internal Communications to help spread awareness and learning among all colleagues at CUK and enhance our employee insights
- Supporting events during National Inclusion Week
- Sharing best practice, providing feedback and championing intersectionality by leads from each network meeting monthly with the DEI & Engagement Manager.

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# Our engagement

## What have we done?

- 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. This involved several articles on our employee intranet page and three events: a virtual non-binary conversation with Emily Pattinson from Inclusive Employers for an interactive Q&A; an in-person meet and greet at Carnival House with our employee-led networks; and a virtual Lunch and Learn with Ambitious about Autism to discuss how our Technology team's partnership with the charity has helped CUK access a largely untapped talent pool
- Continued our engagement survey twice a year which gives us the opportunity to review employee experience by protected characteristics, including race and gender
- Supported our Employee Experience Groups to provide employee voice and engagement
- Increased focus on and sharing of key DEI metrics
- Empowered our employee-led networks to feedback on relevant policies and plan inclusive activity.

## We've committed to:

- Continuing to support our Employee Experience Groups to collate relevant feedback, create effective action plans and advise senior leadership on how to increase positive engagement and effect change
- Sharing our diversity data and insights with our people twice a year to encourage engagement, openness and transparency
- Hosting virtual and in-person events throughout 2024 and beyond to engage our people with our purpose, benefits, opportunities and inclusion themes
- Strategic workforce planning for targeted areas of our business, which will highlight additional opportunities and solutions.

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# Our community

## What have we done?

- Role-modelled inclusion as headline sponsors of Southampton Pride; our ship and shore colleagues proudly marched in the parade and represented our brands as inclusive places to work
- Partnered with non-profit organisation Ductu which brings big-brand employers into the education sector. We supported with the filming of our colleagues on board our ships and at Carnival House to create an interactive learning module which introduces various roles and areas of cruise holidays. This included filming of one of our female cadets with the goal to promote opportunities for women in Deck and Technology roles. These modules are focused on SENDs (Special Educational Needs and Disabilities) children and increase students' understanding of the opportunities available to them
- Shared best practice and learning with other local organisations as part of Southampton EDI City Network
- Continued our well-established charity partnerships with The Prince's Trust and Teenage Cancer Trust. As well as supporting with crucial fundraising, Cunard offered employability workshops to help equip young people across the UK with the skills and confidence to enter the travel industry and supported The Trust's Australian Get Into Maritime project which trains young First Nations people in the maritime industry
- Supported local charity, Monty's Community Hub (see our 'charity partnerships' on page 9)
- Continued to provide all Carnival UK colleagues with one day of paid volunteering every year
- Rosy Elstone, Director of Culture, spoke at a WiHTL HR Leaders event in February 2023 to share the evolution of our DEI strategy
- Jo Philips, Chief People Officer, presented at the Workplace South Conference in April 2023 which brings together senior leaders from a number of other organisations to share innovative, inclusion-related best practice
- Hannah Leach, Vice President, Culture, Talent and Learning, supported Business South in its lobbying of government to create more flexibility in how organisations utilise the apprenticeship levy; less restricted use would enable us to train for the skills we need and open up to opportunities for those less academically focussed
- VP of Culture, Talent and Learning worked with a reverse mentor outside of the organisation as part of WiHTL's Ethnic Future Leaders Programme
- Katie McAlister, Cunard President, spoke at a panel hosted by The Prince's Trust USA on building a better future of work for young women around the world – hosted aboard Cunard's Queen Mary
- Created a video testimony with Martel Fursdon, Deputy Captain of P&O Cruises Ventura, which was shared with EU parliament to promote empowering women in the Maritime industry in June 2023. This contributed to a debate in the EU Parliament – organised to raise awareness among the maritime community and policy makers about the importance of attracting women and young people to the maritime sector
- Named Employer of the Year at the Maritime UK Solent Awards in October 2023. This is the most prestigious event in the region's maritime calendar and recognises our commitment to creating an inclusive culture.

## We've committed to:

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

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# Our gender pay gap report



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# What is this report about?

This report provides details of Carnival UK's gender pay gap as of 5 April 2023. 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 2023. 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 up to April 2023.

## 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 up to April 2023.

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# A summary

## Key dates

- Our 2023 snapshot was taken on 5 April 2023. Therefore, April payroll data has been used to calculate our gender pay gap
- Bonuses earned from 6 April 2022 – 5 April 2023 have been used to calculate our bonus gap.

## Headlines

- Carnival UK results overall show some slight progression on April 2022 data, but mean and median measurements remain similar
- Our mean bonus gap remains steady and our median bonus gap has decreased by 10 percentage points to 71%
- We've made a positive increase in female representation in our upper quartile, with strong female representation in managerial and senior leadership roles across the organisation
- A high female population in the lower levels of our organisation is increasing our gender pay gap.



# Our gender pay gap

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

## Getting into the detail




Since 2018, our mean gender pay gap has reduced by 10 percentage points. Our median pay gap improved slightly in 2022, but in 2023 it regressed again by one percentage point. Our gender pay gap is an indicator that more male employees are in positions that command higher pay and more female employees are in positions that command lower pay. To eradicate the gap, we need greater gender balance across the organisation and are committed to addressing that.

Overall at Carnival UK, we over-index on female employees (at the time of the snapshot, we are 63% female and 37% male). We need to continue our focus on increasing the number of women in senior roles and analyse and address gender representation across the various teams and business areas. For example, males are underrepresented in our Customer Contact Centre and females are underrepresented in maritime and technical disciplines. We believe these patterns are seen across the industry and require a longer-term strategy to address them. We're therefore working both within and beyond our organisation to drive change across all areas of DEI. You can read more about how on pages 4-12.

# 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
Lower quartile	20:80	19:81	20:80
Lower middle quartile	28:72	31:69	28:72
Upper middle quartile	48:52	47:53	44:56
Upper quartile	61:39	60:40	57:43

Since 2021, the representation of women within our senior management, or upper quartile, has positively increased by 4 percentage points. Since 2022, we have also seen an increase in the representation of women in the lower middle and upper middle quartiles (by 3 percentage points), with strong female representation in particular in our upper middle quartile (56% female). Since this gender pay gap report, we also welcomed Cunard President Katie McAlister in August 2023 which has positively increased female representation on the Executive Leadership Team.

Our goal remains to increase the representation of women in senior management. However, we want to see a greater gender balance across all levels of our organisation. As mentioned, we over-index on female representation at Carnival UK – especially in our lower middle (72% female) and lower (80% female) quartiles. This high representation of women in the lower quartiles means the majority of men sit within the upper quartiles (top 50%) of the business.

Having such a high number of women representing the lower quartiles has a significant impact on our gender pay gap. While increased representation of women at the higher levels of our organisation continues to be our goal, this alone is not enough to bridge our pay gap and create gender equity throughout Carnival UK. By continuing our inclusive approach to recruitment and progression, we want to see greater balance throughout at all levels of the business, including higher representation of men in the lower quartiles.

# Our gender bonus gap

	Mean	Median
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%

## In 2022, our median bonus gap significantly increased

In our 2022 snapshot, the median bonus gap increased from 47% in the previous year to 81%. This was largely driven by additional vested shares for management and a one-off bonus paid to almost all colleagues as a thank you for their hard work during our operational pause. The high number of women representing the lower quartiles of our organisation vs the number of men in our upper quartiles meant the median bonus for men was higher than for women due to the imbalance in gender representation at all levels.

Our 2023 snapshot shows that our mean bonus gap has increased by three percentage points and our median bonus gap has decreased by 10 percentage points when compared to our 2022 snapshot.

## Our 2023 bonus pay gap is affected by the following:

- Fewer individuals received a bonus in our 2023 snapshot when compared to our 2022 snapshot. This is largely due to a significant number of colleagues in our 2022 snapshot receiving a one-off bonus for their hard work during our operational pause
- We've more men represented in the upper quartiles of our organisation and in bonus earning roles (see page 17)
- We continue to see a very high proportion of women in our Customer Contact Centre roles which receive smaller sales-based bonuses; this increases the bonus gap due to the high number of small bonuses for women in this business area
- Our bonus plan was paid out above target, which further increases our bonus gap
- A significant number of WOWPoints (which are financial credits awarded via an online shopping platform) were paid to women rather than men. Unlike bonus payments, these are discretionary rather than a defined percentage of salary, and as such tend to be for lower, more nominal amounts.

**Our commitment to improving our gender pay gap and increasing balanced gender representation at all levels of our organisation will have a direct impact on bridging our gender bonus gap. We therefore expect to see our gender bonus gap close in line with our gender pay gap.**

# Bonus pay

Employees who were paid bonus



In 2022, 86% of males received a bonus (2023 saw a decrease of 21 percentage points), and 88% of females received a bonus (2023 saw a decrease of 24 percentage points). As mentioned on page 18, this decrease is largely due to a significant number of colleagues receiving a one-off bonus in our 2022 snapshot for their hard work during our operational pause.

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. 65% of men received a bonus award, but only 3% is attributable to part-time colleagues. In contrast, 64% of women received a bonus, with 25% attributable to part-time colleagues.

Offering the option to work flexibly encourages inclusion, so we'll continue to do so.

## 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 2023.

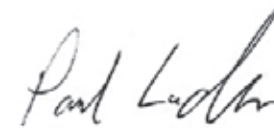
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# Statutory declaration and further information

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:

