

Official notes of topics discussed on 23 September 2025

Welcome and meeting opened

Attendees were welcomed

Review and update of action log

The following updates were given:

1 - **Travel costs for C1D visa** - action remains open

2 - **DEI** - Rachel to provide update in the next meeting after confirming that there may be some interest in setting up a Fleet Women's Network

3 - **Promotion and Succession Pool Management** – confirmed that days at CSMART counts towards eligibility and agreement to close the action

Business update – the slide of this presentation is attached to the email sent with this bulletin

This meeting falls just ahead of the Q3 update so a Q2 update was provided.

Within the quarterly earnings call, record revenue and net yields were reported for the Corporation although there is a continuing focus on paying back the debt generated within Covid.

Quarter 2 was a tough quarter; our full year financial performance is still in the balance and it will take continued focus in the second half of the year to reach our goals:

- **Guests:** quadrant is amber. Scores remain below 2025 target with the focus on consistency.
- **Finances:** quadrant is amber. The summer results will be critical. Future years sales is looking healthy.
- **People:** quadrant is green. Fleet participation in the 'Life On Board' culture survey was an incredible 81%. We have seen an increase in our Culture Score across both brands with P&O Cruises up by 8 points to 24 (target being 37) and Cunard up by 4 points to 34 (against a target of 45). The Security Rating Department restructure (which focused on performance and talent related promotion rather than legacy) was positively received.
Two SMT conferences have been held since the last meeting; a chance to get everyone's thoughts and alignment on the 10-year strategy. A day was spent on our strategic roadmap and a day on our people. Discussions took place around talent, ship performance and sustainability. The sessions were in smaller groups that enabled open discussions.
- **HESS & Sustainability:** quadrant is green for P&O Cruises and amber for Cunard. Both brands have experienced fewer incidents and RAAS scores have held up well. The emphasis is on consistency.

Items raised by Nautilus International/PAW reps

Uniform

The group found the response that was sent out with the agenda useful and previously were not aware of the feedback form. There was a request that the details could be included on the front of the 'Look Book' as well as a link to the feedback form which will be taken away as an action.

An issue was raised regarding the initial sizing process with reports that specific smaller sizes not being available with the expectation to order a larger size and the onboard seamstress will adjust it. Nautilus have requested that if a smaller size is needed, it should be ordered.

The action was noted regarding confirming what alterations on-board seamstresses are able to do. It was confirmed that alterations of all uniform is in the JD for the seamstress.

A discussion took place where it was shared that it would be helpful to be able to return uniform whilst at home rather than just when onboard. This will be followed up as an action and added to the action log.

Rotations for 2026

Members requested an update on the 2026 rotations and the transition to the Working Days Policy in 2026.

In early September 2025, monthly statements were released with the Officers rotations for 2026 being published.

The new Working Days Policy (effective 1st Jan 2026) was discussed, where one of the significant changes is the removal of On Company Business (OCB) and replacing it with Premium Pay (PP). OCB gave some flexibility to manage unplanned events but it was universally disliked by the Officers. It is a positive change and we'll be re-communicating to the fleet in advance of 1st January. It's clear that many have forgotten what was agreed as a number of Officers have given dates for OCB for 2026 which demonstrates that some comms are needed to support understanding. We plan to visit the ships during November and to support the change, we're also upskilling the shore team to support the change and in the way that they work. There was a request that we share the dates for ship visits with PAW reps so they can share onboard.

A key aim of MWFR was to ensure that the ships can work with shoreside to fill gaps and ensure we can best support the ships in the future. The group were asked if there was anything in particular that they wanted to raise regarding 2026 rotation plans. The group asked if there was a plan to have a list of people that are going to want to do PP and people that are not, which would save time in asking people that are definitely going to say no? Although this has been considered when drafting the new policy, because there are so many different scenarios, that approach wasn't considered manageable.

The group asked if we have enough Plumbers to fill roles as they are always seeing new faces? It was shared that we currently have the lowest number of gaps onboard since we started tracking and establishment levels are good. The historical reason we had Ratings gaps is due to the growth of the Riding Teams, but we have recovered well in the past 12 months. We do have the right number of Plumbers and we do measure team strength but we agree to take the discussion separately as it was about continuity at 1st Plumber and 1st Carpenter on a specific ship.

Pay aspirations for 2027

The question was asked regarding when we want to start pay negotiations for 2027. It was suggested that Nautilus go to members in June/July to start discussions in September.

Promotions

The group were thanked for all the questions raised. The responses are noted below:

- Request for transparency on the matrix used for new hires and their allocated days in rank – the document was created in 2023 and designed for internal teams. It is a live document that is reactive to market forces and designed for internal recruitment managers. There is no plan for this to be shared more widely.
- How many Officers are in succession pool? Currently 58 across all ranks (Aug 2025). 111 have been promoted in the year Aug 24 to Aug 25. We are always seeking to identify, develop and promote talent.

- How are Officers in the succession pool prioritised? They are ordered by interview score or time in rank, as per the internal promotions policy.
- Are the succession pools capped. Not at the moment. We plan to smooth or reduce promotion windows so we do not have to 'cap' the succession pools.
- Expectations on timeframe for promotion once successful? This is hard to say as it depends on the position and turnover. Currently in most ranks there is healthy retention but, there are and will still be opportunities for promotion
- Feedback suggests there is a feeling that those loyal to the ship operator seem to be at a disadvantage. It was emphasized that fairness and transparency is a priority within the WF team. If anyone is aware of cases that falls outside this standard then engage the maritime WF directly so we can investigate.
- A discussion followed on how we assess 'merit' to support promotion decisions. Appraisal tools need to be improved and a systemised appraisal tool is being investigated. For senior ranks we have existing mechanisms to measure talent e.g. interviews, recommendations, simulators
There were comments raised that the latest version of appraisal ratings does not allow for nuance due to the wide banding of each assessment.
- Why was the interview process scrapped from 3rd to 2nd officer? It was deemed not to be adding sufficient value. The interview process didn't effectively assess talent or align individuals for promotion but it held up the process as officers had to wait for interview slots. Officers either passed or failed the interview rather than being scored.
- Officers were encouraged to reach out to their Career Managers if they want to discuss their promotion potential, or assessment of how long promotion might take

Cabin allocations

It was confirmed that all watchkeepers that don't get natural light when they are on duty are allocated outside cabins. Supernumerary roles can be in a non-watchkeeping cabin.

There was confirmation that there has been no change in the cabin allocation and rank alignment since the flag change and the ISM Team have confirmed that there have been no audit findings in 2025.

It was agreed that we don't want people in cabins that are fitted with BNWAS alarms who are not Deck Officers. If watchkeepers are placed in cabins that do not meet the requirements they should raise this immediately with their line manager. This should be appropriately managed onboard but can be escalated to Maritime WF team if required.

Policy updates

There was a feeling policy updates are not communicated to those onboard. It was confirmed that if a policy just required some housekeeping, then it wouldn't be flagged but if changes had been made to the spirit of the policy, then it would be. It was explained that there is RACI for each policy which identifies who needs to be consulted with and informed of any changes. If there are significant changes then this would be flagged in the SMT dashboard or in the PAW forum, if the policy was covered by the CBA. The group was encouraged to raise specific examples.

The group were concerned about out-of-date policies on GHESS and were encouraged to raise this directly with the policy owner, which is stated on the policy.

As part of the preparatory work for GHESS2.0 all policies and documents in HESS are being reviewed and rationalized. This should remove all out of date or legacy policies.

Speak Up

Jane Cripps, VP Ethics & Compliance Officer joined the meeting. Attached slide deck for further details on this topic.

The group asked if there was any push-back on when it would be appropriate or not appropriate to use the hot line? When a hotline report is made, individuals are typically asked to raise it with other channels if they feel comfortable to and it is reiterated that this will often be the most appropriate route for quick resolution. People may come to the hotline as a last resort or if they have concerns about being identified.

The question was raised around what is in place for repetitive calls? As the process is truly anonymous, we don't know who is raising the issue. Trying to identify patterns is hard to determine. If there are repeated issues, then we know we don't have to spend more time investigating, the hotline is a route for concerns to be raised, however the investigation process and teams are the same as they would be for any other channel via which concerns are raised. If there is no substance, we can encourage people to come forward so we can investigate further. It is hard to prove conclusively if a complaint is made in bad faith.

It was recognised that the process can be very time-consuming and has a big impact on people. 100s of shoreside managers have been upskilled to aid moving through the process quickly if formal action is required. There is support for people from an ER perspective and we are picking up trends.

There was a desire from the reps to do more to encourage people not to use the hotline when it is not appropriate, and that established procedures should be utilised rather than anonymous reporting. Other brands have the same issues so we share ideas and anything we can do to improve the situation can be built into global initiatives. It was agreed to take away to consider what further can be done.

Update from Fleet Travel

Seafarers Travel Policy

An updated version of the policy is now ready for GHESS. The two main changes are:

- extending the travel allowance to offer meals in travel for all. This change has been approved by FMSI and FMSB board
- general housekeeping regarding FTC wording

There has been no feedback received on Zenith car hire so we believe they are coming back to pre-pandemic norms.

We have listened, gone to the board with what's coming out of this group and are grateful for the feedback.

Policy update

Code of Conduct and Onboard Complaints policies

The main changes to the policies, that were sent out with the agenda, are:

Onboard Complaints Policy

- General updates – updating policy owner, clarifications, re-ordering of paragraphs for flow, correcting typos etc.
- Updated language in respect of Fixed Term Contracts.
- Included wording to clarify role of companion.
- Consistency – amended policy to be consistent with use of complaint.
- Relevant Authority updated to Bermuda only.
- Home country Competent Authorities all reviewed and updated where necessary. This section has been reformatted and moved to Appendix 1 to ensure paragraphs 4 and 5 are not lost at the end of a long list.

Fleet Code of Conduct

- General updates – updating policy owner, clarifications, correcting typos etc.

- Updated language in respect of Fixed Term Contracts.
- Included wording to clarify role of companion.
- Clarification on when a Letter of Concern can be issued.

Any further comments should be submitted **via the PAW email by cob 05 October 2025**.

Family travel and cabin availability update

Doug Cox, Reward Director joined the meeting. We were reminded that the issue started with the availability of alternative cabins for family and friends, particularly on the XL ships. Some really good discussions have taken place with PAW reps to gather feedback and the benchmarking with sister brands is complete. The challenges include the access at D-1 with no guarantee. In comparison to our sister brands, our offering looks good but access to them is harder compared with their offering, which is easier to access but costs more. Focus has been on UK based officers, but this problem is not just UK officers it is for all as cabin availability impacts everyone and it is a much larger discussion now including shore eligibility, pensioner travel etc and how we go about this prioritisation. The Commercial department are also involved in the analysis of the cost impact. There is no definitive answer at the moment but it has the right traction. A decision regarding how we proceed will be made in Q1 and Doug will be invited to return and report to PAW.

A question was raised about being able to 'gift' discounted cruises to significant others. The group were reassured that this will form part of the same discussion.

It was agreed to invite Doug back in the New Year for an update.

Check in on Nautilus/PAW 2025 priorities

The following were identified as important priorities:

- Continued focus on rotations - gaps and rotations visibility – covered in this meeting
- Transition to new working days policy and premium pay – covered in this meeting
- Maternity/Paternity/Family friendly policies – this is likely to move to at least 2026
- Workload of 1st Officers – this has been a real focus over the last few months. George Mills, Manager Maritime Careers and Promotion will be invited to the next meeting to present findings from ship visits for an interim and longer-term solution
- Accompanied travel especially for XL classes – covered in this meeting and invite Doug Cox, Reward Director back in early 2026
- OCS cabins – roaming roles and trans-shipping scenarios. This issue has now been addressed so we will remove this item although the group is encouraged to share any new feedback.
- Reducing the time to return to work following sickness once an ENG1 has been issued. The group were given assurance that there is now no delay if an unrestricted ENG1 is issued as no further checks are needed. If there are restrictions on an ENG1 then the medical teams need to understand them. A recent restructure in the Health Services shoreside Team has resulted in a single focal point for all Maritime officers, which shows up unnecessary delays and provides visibility of any concerns around return to work. Thanks was given to PAW for the feedback which has enabled this change. This will now be removed
- Speak Up – added to the list. Jane Cripps, VP Compliance & Ethics attended today

The group were reminded that they do not need to wait for these meetings to raise issues.

AOB

2026 meetings - it was agreed to look at the dates for meetings in 2026.

PAW Delegates and election in Nov – Nautilus has written to members already and hopes that delegates will remain. If members know of anyone who would like to be involved, please reach out to them. New candidates should start in November; we have 10 delegates who have reapplied to remain in post and 2 new delegates so far. Rachel will have a chat with them before they join to manage expectations regarding the proactive approach we would like to see.

CUK will also be extending invitations to individuals interested in becoming a PAW Rep. A communication is planned later this year.

Meeting closed

The next meeting is being held in person at Carnival House on 11th November 2025, 10:00 – 14:00.

Members are requested to confirm their attendance in advance. We will be observing the two minute silence at 11:00.

Reminder of contact email addresses:

Partnershipatwork@carnivalukgroup.com - PAW inbox

maritimerotations@carnivalukgroup.com – Maritime Rotations

graeme.thomson@carnivalukgroup.com - Director, Fleet People Operations Maritime

emma.tongs@carnivalukgroup.com – Crew Planning Manager, Maritime

andy.walker@carnivalukgroup.com – Senior Manager – Maritime Fleet Workforce

adam.shelmerdine@carnivalukgroup.com Senior Manager, Fleet Travel

Sophie.shaughnessy@carnivalukgroup.com – Senior Director Maritime Fleet Workforce Maritime Fleet Workforce

In attendance:

Carnival UK

Nicola Worth (Senior Manager Industrial Relations & ER Policy)

Sophie Shaughnessy (Senior Director – Maritime Fleet Workforce)

Liz Hardy (Senior Director, People – Maritime)

Graeme Thomson (Director, Fleet People Operations – Maritime)

Lisa Kynaston (Senior Consultant, Industrial Relations & Employee Relations Policy)

In Part

Adam Shelmerdine (Senior Manager, Fleet Travel)

Doug Cox (Director, Performance and Reward)

Jane Cripps (VP Ethics and Compliance Officer)

Nautilus International

Rachel Lynch (Strategic Organiser) – Rlynch@nautilusint.org

PAW Delegates

Tim Trevarthen (Fleet Safety Trainer)

Martin Rakov (1st Officer)

John Fleming (Safety Officer)

Bradley Clarke (1st ETO)

Grace Hawkins (3rd Officer)

Sam Brooks (Ships Services Engineer)

Mark Lanford (Ships Services Engineer)