

Official notes of topics discussed on 19 May 2026

Welcome and meeting opened

Attendees were welcomed to the meeting. Shannon Grimes Brown, 3rd Officer, was welcomed as a new PAW representative.

Maritime Fleet Workforce and Fleet People Operations announcement:

*Over the past few years, the combined efforts of the Maritime Fleet Workforce and Fleet People Operations Maritime teams have delivered some fantastic outcomes for our maritime Officers, crew and the wider business. Building on this strong foundation and planning for the future, we are now taking the next step in our evolution. From 16th March, the **Maritime Fleet Workforce team will join the Fleet People Operations Maritime team.** Integrating these teams will place the end-to-end Maritime fleet people processes into one team. This will benefit all with effective ways of working, clearer ownership, and closer collaboration across resourcing, planning and career progression. Most importantly, it will create a better, more joined up experience for our Maritime crew and onboard management teams.*

*The connection with Maritime & Sustainability remains critical. To support this, we have reshaped role of Senior Manager, Maritime Fleet Workforce, which is now reporting to **Andrew Baldwin**, VP, Maritime Planning & Performance. **Nat Phelps**, Manager, Maritime Fleet Workforce Training, will report to the Senior Manager Maritime Fleet Workforce and carry on the excellent work being done to support maritime training and capability.*

*The remaining members of the Maritime Fleet Workforce team will move into the **People team under Graeme Thomson**, AVP Fleet People Operations, line management is with the **Director, Fleet People Operations Maritime.***

*Building on the strength of the **CUK cadet programme** already in place, we will be expanding this programme to provide UK cadets on ships across our wider Carnival fleet. This step supports our corporate commitment to UK tonnage tax compliance and, importantly, enables us to scale consistently a program that is already delivering strong results across our fleet.*

*As part of this development, leadership of the **corporate cadet programme** will move into CSMART, where it will sit alongside our broader maritime professional development and training activities. This change reflects the ongoing evolution of CSMART as a centre of excellence for maritime professional development and training and will strengthen governance, consistency and long-term sustainability across the corporation and fleet. **Sophie Shaughnessy** has been appointed to run this corporate programme and will report to Mark Jackson. **Kristy Dawson** will also be joining the team reporting to Sophie. Our cadets in the CUK fleet will not experience any change as a result of this transition. The experience, support and delivery on board will remain exactly as today. Thank you to everyone involved for what you have achieved so far. The hard work has put us in a strong position and made this next step possible. These changes are about building on success — strengthening how we work together and creating even better outcomes for our maritime officers and the corporation as a whole.*

With effect from 01 May 2026, Andy Walker has been promoted to Director, Fleet People Operations Maritime, reporting to Graeme Thomson, AVP Fleet People Operations. During the transition period, Andy will combine his Director accountabilities with providing continued oversight of key Maritime workforce priorities.

Review and update of action log

The following updates were given:

- 1 Rotations for 2026:** please see update below. Action item to be closed.

- 2 Speak Up:** standing agenda item. There was no specific update today however the People Insights team will be invited to a future forum to provide an update.
- 3 Family travel & cabin availability/Employee Discounted Travel:** please see update below.
- 4 Workload of officers:** this forms part of a wider review, which is still ongoing.
- 5 MCA exams:** it was acknowledged that this is a known issue with the MCA. Officers are encouraged to speak to their careers manager who can provide support. Nautilus advised that they have been receiving complaints following changes the MCA have made to the Chiefs examination. Members who have feedback are encouraged to share this with Nautilus. Action item to be closed.
- 6 Flight upgrades:** it was confirmed that there is a way for officers to upgrade but not a way for the officer to pay this automatically. Action item to be closed.
- 7 WhatsApp Communications:** the data shows that since January 2026, WhatsApp was used to make contact with 62 seafarers, of which 22 were Maritime ranks by CSSI's onboarding team. CSSI will attempt contact via email and phone first (3 emails, 2 phone calls) and only then if they have not been able to reach the seafarer will they resort to WhatsApp. Typically, these cases have been related to Seafarers Medical Certificate of Fitness where we don't know whether the seafarer has an updated certificate.

Concerns were raised by the PAW reps regarding the use of WhatsApp to contact officers, including its use as a first point of contact, messages from unknown numbers, at occasionally unsociable times and uncertainty around sharing documentation from a data security perspective.

Clarity on approved communication channels and safeguarding was acknowledged. A review will be undertaken to provide clearer guidance, reinforce approved methods, and ensure documentation is not shared via WhatsApp.

- 8 Local leave flight costs:** we have explored whether there was a way of automating an update to officers with local leave requests of flight cost variations, however unfortunately this is not possible. Officers wishing to benefit from Local Leave can submit a request via the Crew Hub, and once a request is received the Fleet Travel team will provide the current flight price. The best approach to avoiding higher prices is to request Local Leave at the earliest opportunity, this is because flight prices are typically lower the further in advance someone books. For further information, please visit the Crew Hub and/or review the Local Leave policy on GHESS. Action item to be closed.

Business update

A business update for Q1 2026 was provided.

Life Onboard update

The Life Onboard Survey recently closed and the initial Maritime results were shared. Your SMT will have access to the ship's plan. In addition to the responses to questions, we also analyze the free form comments. Maritime ranks, Officers and ratings, had a response of approx. 1900 which is an excellent participation rate. Thanks were given to all onboard for completing the survey.

People Strategy (slides shared with bulletin)

Rosy Elstone, Director, Culture within the People Team attended to give an update on the People Strategy. The past year has been spent working with the Executive Leadership Team and the People and Legal Leadership Team developing our People Strategy which supports delivery of the 10-year business strategy, recognising that it's people not strategies that deliver our purpose. We have worked with external consultants, visited ships to understand the reality of life onboard and we've used data from the Life Onboard Surveys to inform us.

The People Strategy has four pillars which are the same ship and shore; whilst the aims are the same, how we get there will differ from ship to shore.

- **Effective Delivery** for now and tomorrow: this pillar is more focused on shore, but it will have an impact on fleet. We know it takes time to get things done and we've heard a lot about how when you need something doing, it's difficult to navigate the shoreside operation. We're working on who is accountable for decisions and the escalation route. This is work that will take us into next year and if there are any learnings that could work for fleet, we'll look at that but recognise that it is a different environment; accountabilities are often clearer onboard.
- Empowering our business with **future-ready skills**: this pillar is looking at what are our skills today, and what will it look like in 10 – 20 years. There are new technologies, so we know we'll need new skills. Historically we've recruited skills at the point we need them, which has worked to an extent, but we're looking at where those future skills are in the world and where there are skills that people have that could be adapted for the future. There is also something about looking at the skills we have today; we hear about the person who joined in one capacity, but they have a different skill set from previous experiences. We look at the job and the tasks they are recruited to for, but sometimes we may want and need to utilise those untapped skills.
- Consistently **high standards of leadership**: we have, both ship and shore, lots of passionate and committed leaders. We have managers who are leading multi-cultural and generational teams, but the expectations of what people expect at the start vs the end of their career is different. We need to support managers in leading their teams. We hear there is inconsistency in leadership; we hear it through the Life Onboard Survey. One of our challenges from a fleet perspective, is getting people through training courses – we have struggled to deliver meaty content (leadership and management essentials) we've had good feedback but people being able to demonstrate consistent leadership skills is difficult – were looking at how we deliver training.

PAW reps made suggestions regarding the location and method of delivery; Nautilus supported the focus on future skills but commented on the high training load which has been raised as an agenda item (see below).

Rosy confirmed that training load will be considered, along with being creative with how training is delivered, including location, technologies and when and where it is best to deliver training. It was commented that we need to differentiate between training and compliance.

- Enriching **career experiences**: this is what people might call an Employer Value Proposition (EVP). We know the cruise market is increasingly competitive; we know there is a lot about our EVP which is great, better than others, but we're not great at shouting about it. We already look at benefits, life onboard – all the things that make the experience outside of the job but we haven't looked at it collectively to target in on where it is most valued. To the earlier point about cultures, different people will want different things – so we'll look at things which either have broad appeal, or which can be tailored to personal preference.

Working Days Policy Update

It is now 4.5 months into the new Working Days Policy, which removed OCB, bought officers onto 200 ADW and introduced Premium Pay Days (PP), Early Embarkation Duty (EED) and Delay Disembarkation Days (DDD), along with thresholds at the end of the year.

We are now able to monitor all contracted days under the new policy terms, including the number of PP days utilised to date and where officers are within the thresholds (180 lower threshold; 220 upper threshold). New joiners were acknowledged as complex in that if they join in the second half of the year, they have their first 18 months prorated.

Statistics from the first 4.5 months were shared:

- 80% of officers are within the thresholds (180 – 220) for 2026.
- 18% are below the lower threshold – this is due to new joiners, study leave and medical leave periods. It was noted that this is a small number of officers.
- 38 officers overall are currently forecast to be over the upper threshold.

- PP cases – a slide was shown which showed the times where officers have agreed to PP. 45 officers have agreed to date. There was a spike in March due to events in the Middle East and temporary restrictions on flight availability. It's too early to comment on whether this level is as expected, it's a different way of working than OCB but the benefit we do see from PP is that more often than not, it's an officer who is experienced on the ship who covers the gap which reduces handover requirements. Knowing officers are compliant is part of ensuring we use PP appropriately.

Planning for 2027 – the Crew Planners are working on Teams for Ships, looking at the long-term future planning. They have started with SMT, HGM and HRM, and are now looking at officers who may benefit from a new ship. We're not rigid on changing ships every 3 years. The new plans then need uploading into Mistral, which requires manual amendments for green ports. The key difference for Crew Planners this year is that they are not chasing an ADW value (with underutilisation as previously); it should be easier with 12:12 with your back-to-back. These plans will be entered into Mistral from June to August, and you should get sight in your September statements.

A further update will be provided in the November PAW meeting, focusing on the end-of-year transition.

Hannah Leach, Vice President, Organisational Effectiveness, Carnival UK attended to give an update.

Since the last PAW meeting in February, we've had to reprioritise various activities while we divert resource to deal with the impacts of the crisis in the Middle East, which has impacted operations, crew flights and day-to-day trading. As such it was acknowledged that there has not been much progress made since the last meeting.

There are a lot of processes that need to be looked at, including considering how we manage requests for those on FTC contracts when it comes to Employee Discounted Travel. And with the family cabins on XL ships, because of the different platform configurations and the way inventory is currently managed onboard, we can't easily and categorically say who would or wouldn't be eligible. It is on the list for the next quarter but sadly I don't think we'll have a process in place for the summer.

A further update will be given when available.

Items Raised by Nautilus/PAW

Ship visits 2026

It was agreed that CUK would work with Nautilus to identify suitable dates for Nautilus to visit the ships. Nautilus to provide available dates.

Display Screen Equipment Assessments – Confirm whether these are available for roles that spend most of their day in front of a computer, including coverage for eyesight testing and basic costs of glasses.

PAW reps shared experiences of using monitors, including in the engine control room with headaches and use of glasses being reported while on watch for prolonged periods of time.

Guidance for individuals to assess and set up their workstation is available however in researching this it's been identified that this DSE guidance is not currently accessible through Gladis. The Maritime team is working with Training Governance to rectify this, and we'll provide an update when available. Officers were advised to speak to their line manager or Medical if experiencing any issues. Officers were also reminded that they have medicals every two years, and health screening at CSMART. We accept that administration can be high, but we'd like to get people away from their desks more. The HSE regulations governing DSE assessments are not applicable to a shipboard environment (i.e. a moving platform).

Fleet Incentive Plan – Policy vs. application – The policy states that if members are "acting up" for more than six months of the fiscal year, eligibility is reviewed on a case-by-case basis. However, the company's response indicates a 183-day rule, which does not align with the policy's wording.

It was agreed to discuss this query outside of PAW and respond to the individual's query directly.

Time and Attendance system – Request clarification on how the data is used. There is a concern that the system is being used by the office to change jobs and responsibilities, rather than to prevent working violations. Recent references to TAA have been made when implementing changes, without prior discussions with ships and ranks.

Clarity was requested regarding how the data from the Time and Attendance (TAA) system was used as there are concerns that it is used to look at ranks and responsibilities and ultimately could be used to cut people's jobs.

It was clarified that the MLC hold various parties to account for ensuring that hours of rest are monitored. The shipowner has a duty to monitor rest across the fleet; the Master is accountable for monitoring rest at ship level. Where rest violations occur, these are communicated ashore and the DPA is notified. Compensatory rest is to be provided. TAA reporting is also used when setting complement for a new vessel by comparing ships of same class or similar design, and similar in a major refit TAA may be used to assess the impact of any changes on workload from new machinery/equipment etc. TAA gives data on swipes on and off duty, it doesn't tell you specifically what a person is doing outside of rest hours. It may be reviewed but it would not be used in isolation to make decisions.

PAW reps added that they use TAA onboard at an individual level to monitor hours and rest of their team as they can't be with them all the time and that they would expect the company to do similar.

GLADIS – Members report that new joiners spend an excessive amount of time on training courses (over 50 courses, totaling more than 30 hours), rather than receiving induction for the actual job.

It was acknowledged that this item had been referenced earlier during the People Strategy discussion. There is recognition that there is a heavy training load, and the Training Governance Team are happy to hear feedback on this area.

Various suggestions were offered:

- Self-validation of previously taken courses is now available for a number of courses – if you do not pass the test you would need to complete the course again.
- Reviewing the duration of repeat training – go from yearly to two yearly.
- More training is now completed during CSMART New Hire Kit 3-week period.
- Review handover periods for new starters – this was not considered to be a preferable option due to OCS.
- Consider the cost impact of the training load.
- Consider the qualifications that people already have – is all the training necessary?
- Increase the grace periods for training.
- Reduce the frequency of gap reporting.

These suggestions will be shared with Training Governance for their review and consideration.

HR-related policy changes – Members request that HR policy changes be sent to personal email addresses. Due to the number of personnel employed, recent changes to the promotion policy have been missed, which is detrimental to promotion and job progression.

The following written update was given with the agenda:

In order to avoid company policies being shared to personal email addresses, these will continue to be shared to work email addresses/PAW email addresses. Please also remember that all PAW reps have access to GHESS when at home, which is where all live policies are saved. This item will remain on the agenda for further discussion.

PAW reps advised that the matter was bought up following a change in the Promotions Policy; the reduction in the number of days was missed resulting in an officer missing the opportunity to be considered for promotion.

It was agreed to take this away to look at the case specifics and review the process if necessary. Since the meeting, contact has been made to the individual who raised the concern. Officers are reminded that all information relating to the promotions process and yearly calendar is available on the Insider page of the Crew Hub - [Maritime Internal Promotions](#).

Any other business

PDR ratings/performance management

PAW reps commented that there was reluctance in giving Exceptional (3 in the new system, 5 in the old) either from individual managers who 'just don't give them', or where a manager wanted to give one, but they were told from shoreside that they couldn't. The observation was made that the change from 5 to 3 ratings gives less options and is not useful for highlighting exceptional performance. Further concerns were raised about a lack of visibility for line managers of their team's goals and performance from one tour to another.

It was confirmed that whilst the shipboard manager should take into account any feedback from the shoreside line manager, ultimately it should be the shipboard manager who sets the rating. Where a rating of '1' Needs Improvement or '3' Exceptional is being used, it is useful for Career/ shoreside managers to be made aware in case any support is required from a development plan perspective, when changing ships, or if talent is identified for potential promotion. The new rating system is a corporate initiative; there is an expected distribution curve at organisation level, but it's based on individual ratings. It was acknowledged that the appraisal system was clunky, and some changes were being considered, e.g. annual appraisals for SMT/senior managers.

Mistral has a performance module which will be utilised in the future for appraisals. It was agreed to invite Ellie Fishwick, Director, People Change Programmes, to a future PAW meeting.

Policy update

It was confirmed that the current PDR Advancement Policy is being revamped and updated to reflect the new Working Days Policy and the changes within the Maritime and People Team discussed at the start of the meeting. There is only one substantive change. A requirement to be compliant with all CSMART requirements has been included; plenty of notice will be given so it's not anticipated that it will cause any issues. The new policy will be circulated in due course.

Dates of 2026 Meetings

- 22nd September 2026
- 24th November 2026

Please continue to make every effort to attend as many as possible.

Meeting closed

The next meeting will be held on 22 September 2026, via Teams, 10:00–13:00.

Reminder of contact email addresses:

Partnershipatwork@carnivalukgroup.com - PAW inbox
maritimerotations@carnivalukgroup.com – Maritime Rotations
graeme.thomson@carnivalukgroup.com- AVP, Fleet People Operations
emma.tongs@carnivalukgroup.com – Crew Planning Manager, Maritime
andy.walker@carnivalukgroup.com – Director, Fleet People Operations Maritime
adam.shelmerdine@carnivalukgroup.com Senior Manager, Crew Compliance and Travel

In attendance:

Carnival UK

Andy Walker (Director - Fleet People Operations Maritime)
Graeme Thomson (AVP, Fleet People Operations)
George Mills (Manager, Maritime Careers and Promotion Deck)
Lisa Kynaston (Senior Consultant, Industrial Relations & Employee Relations Policy)
Jo Sterry (Consultant, Industrial Relations & Employee Relations Policy)

In Part

Hannah Leach (Vice President, Organisational Effectiveness)
Rosy Elstone (Director, Culture)

Nautilus International

Rachel Lynch (Strategic Organiser) – Rlynch@nautilusint.org
Samantha Udall (Membership and Research Administrator)

PAW Delegates

Martin Rakov (1st Officer)
Sam Brooks (Ships Services Engineer)
Dave Francis (Security Officer)
Phil McFarland (1st Officer)
Ernestine Schmidhuber (Environmental Officer)
Saurabh Garg (2nd Engineer Officer)
John Fleming (Safety Officer)
Neil Williams (Security Officer)
Charlotte Hird (2nd Engineer Officer)
Ross Cleland (2nd Officer)
Grace Haskins (2nd Officer)
Gregor Linfield (2nd Officer)

Apologies

Saurabh Garg (2nd Engineer Officer)
Neil Williams (Security Officer)
Liz Hardy (Senior Director, People, Maritime)
Nicola Worth (Senior Manager Industrial Relations & ER Policy)