Officer Partnership at Work (PAW) Bulletin
Sep 2026

Official notes of topics discussed on 22nd Sep 2026

Welcome and meeting opened
Attendees were welcomed to the meeting and Andrew Baldwin, VP, Business Planning and Performance (Maritime) was introduced. Andrew has been with the business for 28 years, spending the first half of his career in guest-facing roles. He is now working closely with Fleet People Operations to ensure the Maritime and the People strategy remain connected.

Business Update
- Shore Consultation
As part of our ongoing work to simplify how we operate and better support our long-term strategy, Carnival UK has been reviewing organisational structures across the shore business. The aim is to create a more agile, connected organisation with clearer accountability, faster decision-making and stronger collaboration across brands and functions.
Collective consultation began on 16 July and has now moved into the final stages of individual consultation. We recognise that there are proposed redundancies and this is a difficult time for individuals. A further update for Fleet colleagues is expected in October/November, including details of the new structure and key contacts.
- Business Performance
During the Q2 Carnival Corporation earnings call, results exceeded guidance despite continued geopolitical and economic volatility. While consumer confidence remains softer in the UK market, our long-term outlook remains positive.
- Guest & Commercial
Amber status
Key highlights include:

- Record summer occupancy remains on track for 2026.
- Strong long-term demand, with the Summer 2028 launch performing ahead of expectations.
- Guest onboard revenue remains in line with forecast.
- Brand visibility remains high through major sponsorships and the announced Queen Mary 2 refit.
- Net Promoter Score (NPS) improved significantly in Q2 following disruption earlier in the year.

- People
Our priority change programmes remain on track, with pilots for Fleet Hotel Careers and Fleet Performance Management planned for Q4.
We also achieved our highest-ever participation rate in the culture survey and continue to see strong service scores across the fleet, reflecting the capability and commitment of our people.
- HESS & Sustainability
Amber for P&O Cruises | Red for Cunard
While compliance standards remain high across both brands, a number of incidents have impacted year-to-date performance, particularly for Cunard.
Improvement activity continues across the fleet, with a strong focus on learning from incidents, sharing best practice and strengthening the leadership, culture and behaviours that help prevent future events.
Looking Ahead
While external conditions remain challenging, our fundamentals remain strong. We are well booked, continuing to build brand strength, improving guest and colleague experiences, and maintaining a disciplined approach to costs.

Nautilus International Update
Nautilus confirmed that Sascha Meijer, General Secretary, was settling into her role and keen to visit ships. There is a visit arranged to Britannia on 16th October 2026.

Review and update of action log

The following updates were given:

1. **WhatsApp Communications:** As standard, Crew Compliance makes four contact attempts (three emails and one phone call) before sending a WhatsApp reminder. This process may be accelerated for seafarers assigned within 30 days of embarkation. WhatsApp messages are used only for non-responsive seafarers and serve as reminders to review and respond to existing email communications. No personal data is included in these messages. Action to be closed.
2. **Display screen equipment assessments**: Gladis guidance is currently being reviewed ready for publication.

Other items open on the action log are covered in the meeting notes below

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Agenda Items:

Maternity/Paternity Policy

A discussion was held on how Carnival UK can better support the retention of seafarers who wish to start families, particularly women progressing through senior ranks. Colleagues highlighted concerns that some may feel they must choose between a seafaring career and family life, creating a potential risk to talent retention.

The group discussed the existing Family Leave Policy, which allows eligible seafarers to return to their role within five years. While this was recognised as a significant commitment by the business, questions were raised about whether the policy is achieving its intended outcome, given the financial challenges associated with extended unpaid leave. It was agreed that utilisation data should be reviewed to better understand how the policy is being used and whether it is supporting retention.

There was also discussion around the absence of a formal paternity policy. While requests are currently considered on a case-by-case basis and are generally accommodated, colleagues noted that a clearer framework could improve transparency and consistency. At the same time, it was recognised that overly prescriptive policies can sometimes limit the flexibility currently available to support individual circumstances.

The conversation highlighted the role of external regulatory requirements, particularly those relating to the Maritime and Coastguard Agency (MCA) and Certificates of Competency, which create additional challenges for seafarers returning after an extended period away from sea. Opportunities to engage further with the MCA and explore ways to make re-entry and retraining more accessible will be pursued.

Key actions:

- Distribute the policy.
- Review utilisation data of Family Leave Policy over the past 5 years to assess effectiveness and impact on retention.
- Follow up with MCA (Nautilus to approach David Apperton)

Compensation for PAW reps

Confirmation that attendance at PAW meetings should result in a full day's pay (due to the length of meeting and pre/post work that is involved). Reps were asked to raise any issues through the PAW inbox (Partnershipatwork@carnivalukgroup.com). Some reps stated that their payslip shows only half a day pay for May's meeting.

Key actions:

Correct pay for attendees of May meeting (this action has been completed since the meeting took place)

Policies on HESS (Accessibility)

Some members report that they are unable to access policies whilst off the ship. This is actively being followed up with the ISM team.

Key actions:

- Clear guidance notes on how to access policies is to be requested
- Ensure this requirement is fed into the GHESS 2.0 development team

Relative Travel Update
An update was provided on two previously agreed areas of review aimed at improving family travel arrangements for seafarers:

The first relates to the potential introduction of a dedicated four-berth family cabin on each XL-class ship for officers whose allocated accommodation cannot accommodate family members, despite being eligible to do so on other vessels. Progress has been slower than anticipated while work continues to establish fair eligibility criteria across different ship configurations and officer ranks. Additional support from a shipboard representative is being sought to help progress this review.

The second area under consideration is whether discounted late-availability guest cabins could be made available to seafarers earlier than the current D-28 timeframe, together with the possibility of removing the requirement for the seafarer to be the lead passenger. Further work is required to develop appropriate eligibility rules and a fair allocation process.

Progress on both initiatives has been impacted by the ongoing shoreside collective consultation and limited availability of key stakeholders required to support the reviews.

A volunteer PAW representative has been engaged to support the review, with a meeting scheduled for the week commencing 28 October 2026.

<u>Key actions:</u>

- A further update has been committed for November.

Hotline misuse
Please see attached slide.

The PAW group received an overview of Carnival UK's independent third-party Speak Up reporting process. It was emphasised that reporting volumes should not be viewed solely as an indicator of issues within the business, but also as evidence that colleagues are aware of and feel able to use the available reporting channels. The majority of cases continue to be investigated and closed as unsubstantiated, demonstrating that concerns raised are being reviewed and assessed appropriately.

Discussion focused on the effectiveness of the process and the experience of colleagues who raise concerns. One representative shared feedback that, after reporting an issue through the whistleblowing channel and subsequently leaving the vessel, they found it difficult to remain informed about progress and were unable to determine whether any action had been taken. It was explained that the system includes a closed-loop process designed to provide updates to reporters where possible, although confidentiality requirements mean outcomes relating to other individuals cannot be shared.

Questions were also raised about anonymous reporting and whether colleagues receive sufficient feedback when concerns are submitted through the hotline. It was confirmed that the third-party system enables ongoing two-way communication with anonymous reporters, allowing investigators to seek additional information while protecting the individual's identity. Colleagues are also signposted to other Employee Relations processes where appropriate.
In addition to investigating individual concerns, insights from the Speak Up process are reviewed to identify recurring themes and potential cultural issues across the business and brands. This broader analysis helps ensure that trends and emerging risks can be identified and addressed proactively.

Flag State Inspection, Bermuda
An update was provided following feedback reportedly raised during a recent Flag State inspection concerning costs associated with visas and related travel requirements.
The business confirmed that no formal or informal approach has been received from the Flag State regarding this matter. It was agreed that further information would be helpful to better understand the concern, including details of the specific issue raised and whether it has affected multiple seafarers.

Discussion highlighted feedback received on board Queen Elizabeth, where concerns were understood to relate not to visa costs themselves, but to travel costs incurred in obtaining visas. It was also noted that the matter had been raised during crew meetings and at a closing meeting following the inspection.

Management reiterated that the business position remains unchanged and that it would be premature to take action until any findings or recommendations are formally communicated by the Flag State.

Change of Structure on Cunard
An update was provided on the ongoing rank alignment project across Cunard and P&O Cruises, which aims to create greater consistency between brands and support the movement of colleagues across the fleet. The changes also seek to better recognise technical roles within Cunard through the introduction of Merchant Navy diamond insignia where appropriate.

PAW representatives raised concerns that, for some ranks, changes to stripe allocations could unintentionally affect access to certain benefits and privileges that are currently linked to stripes. Examples discussed included family travel eligibility, deck privileges and company travel benefits.

Management reiterated that the project's intention is that no colleague should be adversely impacted as a result of the alignment exercise. Initial reviews indicate that family travel arrangements should not be affected, and any impact on deck privileges was not an intended outcome of the changes. It was acknowledged, however, that a review is required to ensure existing policies remain aligned with the revised rank structure.

Particular concern was raised regarding more junior officer ranks, where changes in stripes may have a greater practical impact. Representatives highlighted the importance of ensuring that colleagues do not lose access to benefits or onboard privileges simply because of changes to rank alignment.

The group agreed that a detailed comparison of current and future arrangements should be undertaken and reviewed at a future meeting. Any policy changes required to prevent unintended consequences will be considered as part of this review.

There was also discussion regarding opportunities for officers who are stuck in certain ranks to increase their stripe at their own expense. Management agreed to explore this further, recognising that any changes would need to balance operational complexity and cost considerations.

<u>Key Actions:</u>

- Review the impact of rank alignment on benefits, privileges and travel arrangements.
- Produce a comparison of current and proposed arrangements for discussion at the next meeting.
- Consider whether policy amendments are required to ensure no colleague is disadvantaged.
- Explore options relating to stripe increases for officers stuck in rank.
- Add the topic to the agenda for further review and update at the next PAW meeting.

Rotations
Members would like to discuss issues with rotations, including errors on statements of ADW, a lack of visibility of future planning, and the need to wait until August to know rotation schedules. Those who do not attend C-SMART are also reporting uncertainty with rotations.

An update was provided on the implementation of the new annual leave policy and the supporting reporting systems and dashboards introduced this year. While some issues were experienced during July and August, these have now been addressed. Representatives were encouraged to raise any concerns as soon as they arise so they can be investigated and resolved promptly.

It was outlined that the annual crew planning process, which takes place between April and August each year and balances operational requirements, career development opportunities and succession planning. It was acknowledged that there are periods during the year when future plans may not yet be visible to seafarers. In these situations, colleagues are encouraged to contact their Crew Planner directly, as additional information may be available ahead of formal publication.

Looking ahead, positive progress is being made towards longer-term workforce planning. Initial work has been undertaken to develop planning principles for Teams for Ships and a proposed approach for 2027, with a particular focus on planning for Senior Management Team ranks further in advance. The longer-term ambition is to move towards a rolling 12-month planning horizon, providing greater visibility and certainty for seafarers wherever possible.

It was emphasised that future planning decisions will continue to balance individual career aspirations, ship performance requirements and team cohesion, recognising the importance that deployment and career planning have for seafarers and their families.

Feedback from PAW representatives and subject matter experts will continue to inform the development of this approach, with further updates expected at future meetings.

Performance Management project update
Please see attached slides which give a full overview of the project and its progress.

A discussion was held on opportunities to simplify the current appraisal process and reduce the number of formal appraisal conversations undertaken each year. Management confirmed that this feedback has been received previously and is already being considered as part of the future performance management roadmap. While there is interest in streamlining formal appraisal requirements, it was emphasised that the business remains committed to maintaining regular performance conversations and ongoing support for colleagues.

Representatives also suggested that appraisal objectives could be more closely aligned to an individual's core role and responsibilities, similar to existing Personal Development Review (PDR) processes. Management acknowledged the importance of assessing core role performance while balancing the need to maintain a simple and consistent framework across different roles and functions. Since the meeting, it has been confirmed that the evaluation tracks performance against core values, brand values, leadership and job specifics - it will not cover PDR completion

The group discussed the potential for appraisals to provide a more structured opportunity to review progress against previous feedback and development actions, building on the strengths of the current PDR approach.

An update was also provided on the future performance management system. It was confirmed that historical appraisal information will be retained within Mistral, enabling both seafarers and new line managers to access previous performance records and maintain continuity when line managers change.

Questions were raised regarding the visibility of formal performance management records, including disciplinary and Performance Improvement Plan (PIP) information. It was confirmed that access to sensitive information will remain appropriately restricted and only available to those with a legitimate business need, with some information only being available via HRMs. The pilot launch for this process is March 2027.

WiFi
The discussion recognised the significant improvements made in recent years, while also acknowledging ongoing concerns around performance, usage limits and affordability.

Feedback from colleagues on board highlighted that the introduction of the seven-day internet package has improved affordability for many users. However, concerns were raised that internet performance has deteriorated since the introduction of fair usage limits, particularly when users exceed the monthly data allowance. Representatives reported that, in some cases, reduced-speed access following the data cap was insufficient for practical use.

There was also discussion around whether additional data packages could be made available for purchase, allowing users who require more data to pay for enhanced access. Management confirmed that options relating to usage tracking, package development and future service improvements are being explored as part of the ongoing roadmap.

The Working Group noted that internet usage patterns continue to evolve, with increased demand driven by video calling, streaming services, artificial intelligence tools and the growing expectation of constant connectivity. At the same time, the business must balance performance, affordability and fairness for all users across the fleet.
Management encouraged representatives to continue reporting specific connectivity issues through onboard IT support channels, as detailed examples help identify trends and support future improvements. Feedback received

through PAW and other forums will continue to be reviewed by the Working Group alongside operational and technical data.

The group also discussed future welfare connectivity initiatives, including exploring alternative solutions in key turnaround ports to supplement onboard connectivity and further improve crew access to communications.

Meeting closed
The next meeting will be held on 24th November 2026, 1pm – 4pm. This is a face-to-face meeting, please let us know if you can attend

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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
Andrew Baldwin (Vice President, Business Planning and Performance (Maritime))
Andy Walker (Director - Fleet People Operations Maritime)
Graeme Thomson (AVP, Fleet People Operations)
Liz Hardy (Senior Director, People (Maritime))
Nicola Worth (Senior Manager, Industrial Relations & ER policy
Lisa Kynaston (Senior Consultant, Industrial Relations & Employee Relations Policy)
George Cooper (Manager, Reward)
Dan Yeates (Manager, Wellbeing)
Kat Bosman (Manager, Ethics)

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

PAW Delegates
Martin Rakov (1st Officer)
Sam Brooks (Ships Services Engineer)
Phil McFarland (1st Officer)
John Fleming (Safety Officer)
Neil Williams (Security Officer)
Grace Haskins (2nd Officer)
Trev Trevarthen (Fleet Safety Trainer)

Apologies
Mark Downs (1st Engineer Officer (Vent))
Saurabh Garg (2nd Engineer Officer)
Joe Douglas (1st Officer)
Gregor Linfield (2nd Officer)