



« How do we feel at Ponant? »

Results

Crew (Onboard Teams)

April 2019

Agenda

- **Context of the survey**
- **Main results of the Company**
- **Focus on Crew (Onboard Teams)**

CONTEXT OF THE SURVEY

The survey « How do we feel at Ponant? »

Context

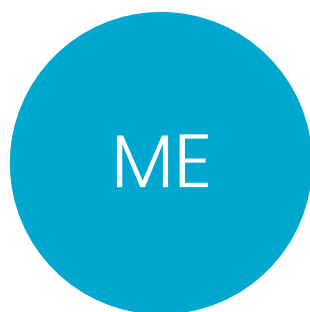
- **The survey « How do we feel at Ponant? »**
 - A new consultation of the Ponant teams since 2014
 - Survey conducted between 1st and 21st October 2018
 - Survey managed and facilitated by WINGMIND, an external provider. Responses were directly collected by WINGMIND. Only collective results were returned to Ponant. No individual results were transmitted.
- **Several objectives**
 - Collect employee perceptions of quality and living conditions at work in our Company
 - Reveal the company's strengths and areas of progress
 - Define a prioritized action plan
- **A broader consultation to the international and the sea**
 - 740 people invited ashore and onboard
 - 2 languages (French and English)

The survey assesses 3 human dimensions

These 3 dimensions are composed of 15 themes and covered by 78 indicators

ME Dimension

Focus on individuals



Individual Fulfilment

- Work Life Experience
- Sense of recognition
- Empowerment
- Personal Growth

YOU Dimension

Focus on relationships



Quality of Relationships

- Camaraderie & Kindness
- Transparency & Dialogue
- Cooperation
- Managerial Relationship
- Customer Relationship
- Relationship Integrity

WE Dimension

Focus on the team



Strength of the Team

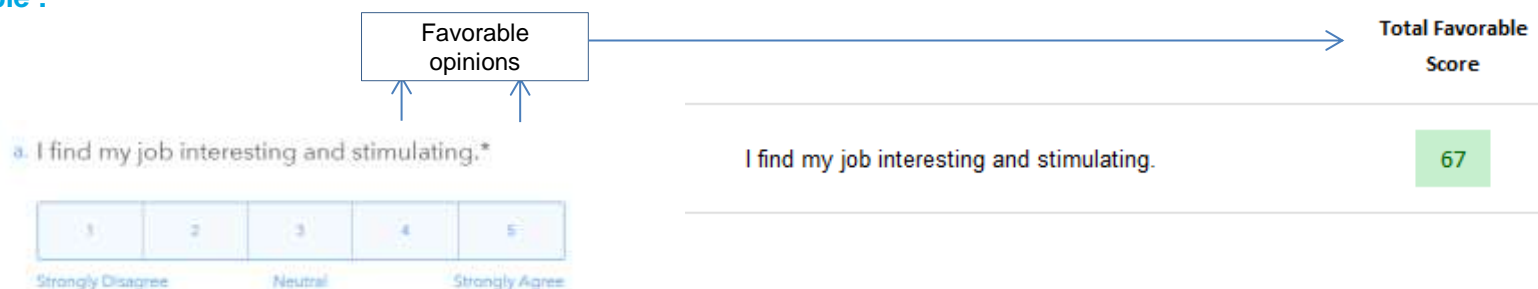
- Leadership, Strategy & Values
- Engagement
- Team Spirit
- Agility & Innovation
- Collective Efficiency

The questionnaire of the survey is composed of :

- **78 statements that describe the ideal organisation.**

For each statement, the Total Favorable Score corresponds to the percentage of favorable opinions (answer 4 and 5) among all participants within the company.

Example :



How to read the results?

Explanatory Note

Color code of the scores

81	> 75 : Strength
72	60 - 75 : Potential strength
55	50 - 60 : Cautionary point
40	< 50 : Area for improvement

MAIN RESULTS OF THE COMPANY

Participation rate

Participation rate











63%

Nb of people invited 740
Nb of participants 465

Participation rate Ashore / Onboard

Ashore		73%
Onboard		54%

Participation rate By department

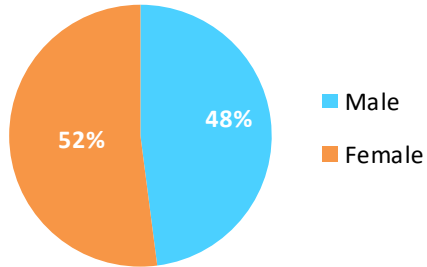
Global Product		86%
Administration & Finance		78%
Sales & Marketing		70%
Marine Operations		69%
Brand		67%
Expedition - Onboard		62%
Revenue & Data Analytics		62%
Deck & Engine - Onboard		60%
General Secretary		58%
Hotel Department - Onboard		44%

Average time to complete (in min)

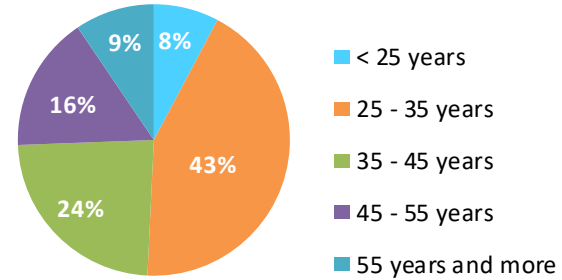
0:27

Demography of participants

Gender

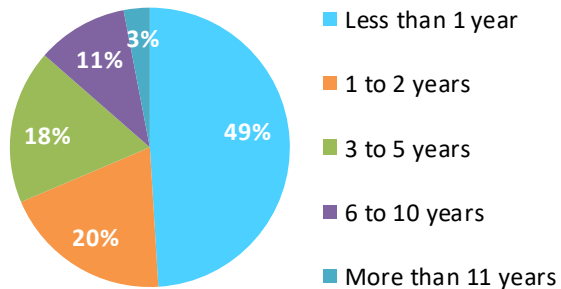


Age



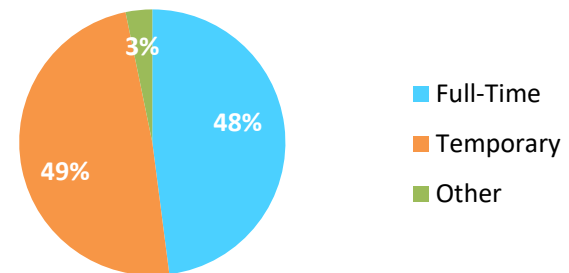
Average age : 37

Seniority



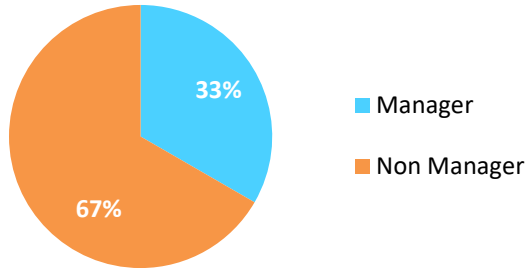
Average seniority : 4,2

Work Contract

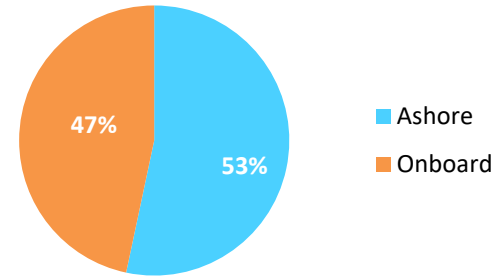


Demography of participants

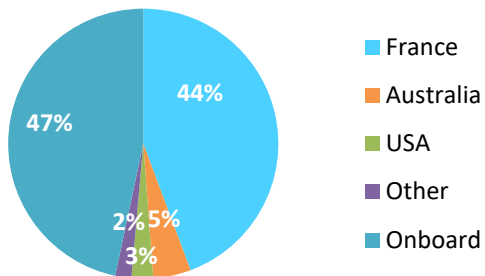
Management



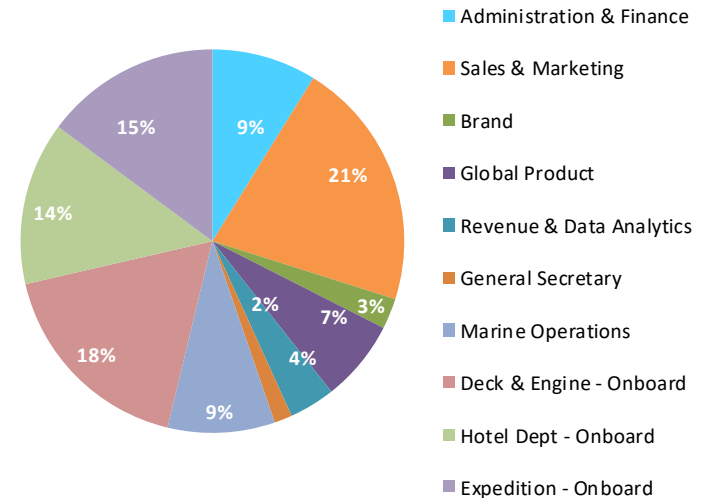
Ashore / Onboard



Country



Department



Global Result

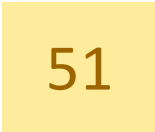
■ > 75 : Strength
■ 60 - 75 : Potential strength
■ 50 - 60 : Cautionary point
■ < 50 : Area for improvement

TEAM Score



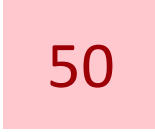
ME

Individual Fulfilment



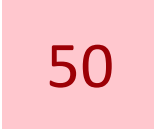
YOU

Quality of Relationships



WE

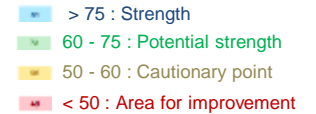
Strength of the Team



Work Life Experience	58	Camaraderie & Kindness	59	Leadership, Strategy & Values	56
Sense of Recognition	37	Transparency & Dialogue	33	Engagement	64
Empowerment	58	Cooperation	43	Team Spirit	42
Personal Growth	41	Managerial Relationship	56	Agility & Innovation	40
		Customer Relationship	60	Collective Efficiency	46
		Relationship Integrity	40		

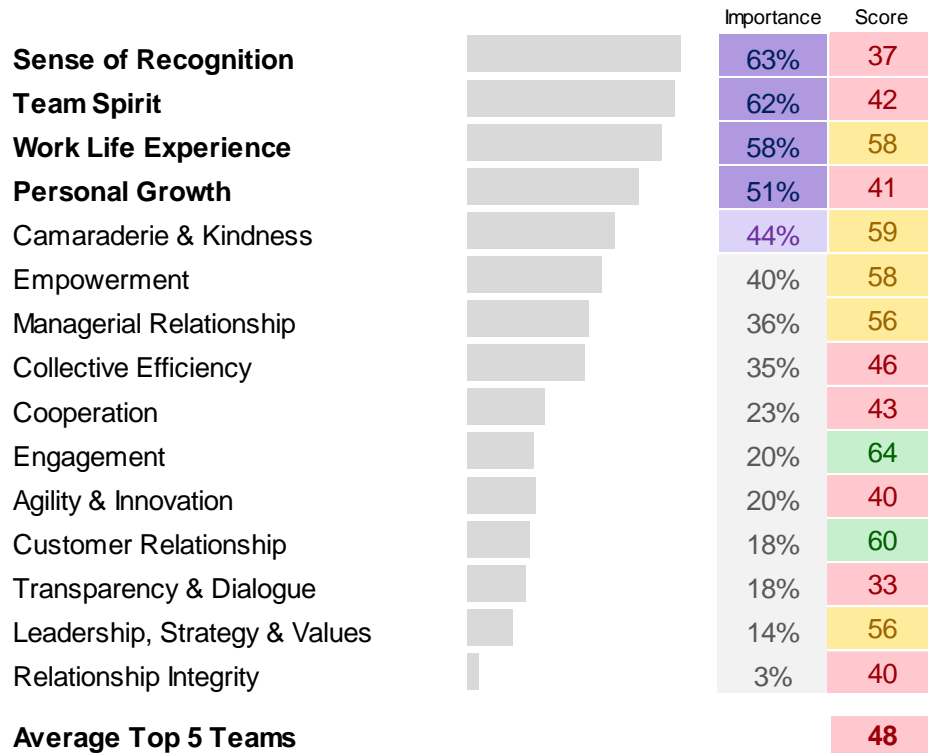
Perception of priorities

The most important for teams and company



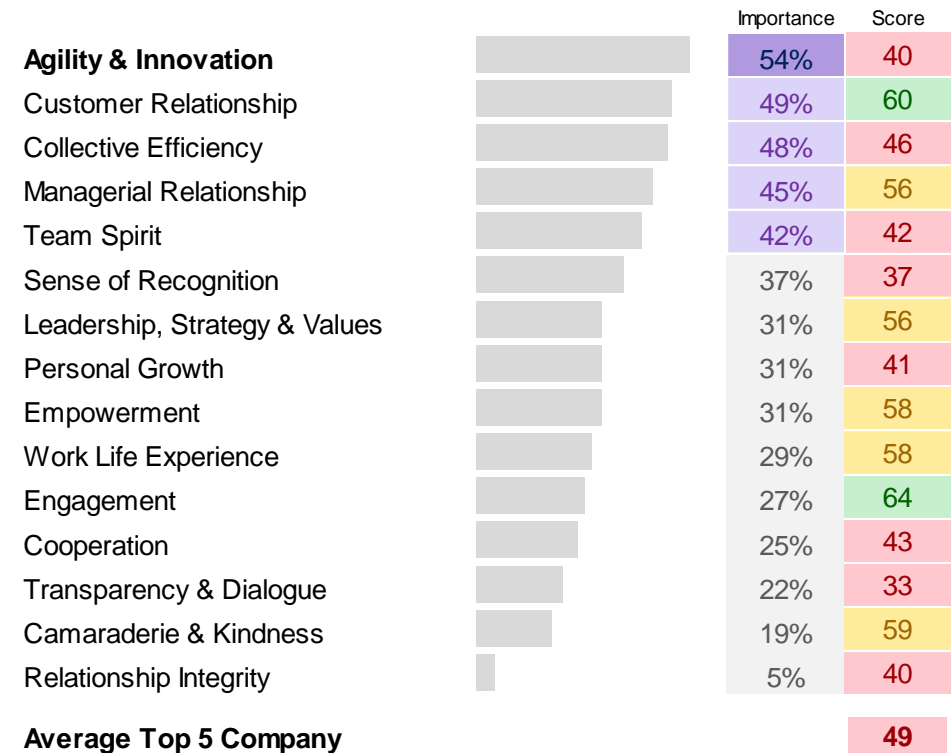
The most important for teams

What are the 5 most important themes for your personal fulfilment and satisfaction at work?



The most important for company

What are the 5 most important themes for your company to function well and be successful?



- For each theme, the percentage represents the share of participants who selected this theme in their top 5

Themes Ranking

View of scores and perceived priorities

- > 75 : Strength
- 60 - 75 : Potential strength
- 50 - 60 : Cautionary point
- < 50 : Area for improvement

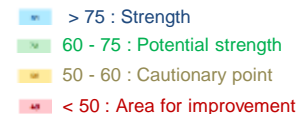
		Total Favorable		Importance		Importance	
		Score	Rank	Teams(*)	Rank	Company(**)	Rank
TEAM SCORE		50					
ME		51					
YOU		50					
WE		50					
Potential strength	Engagement	64	1	20%	11	27%	11
	Customer Relationship	60	2	18%	12	49%	2
Cautionary point	Camaraderie & Kindness	59	3	44%	5	19%	14
	Empowerment	58	4	40%	6	31%	7
	Work Life Experience	58	5	58%	3	29%	10
	Managerial Relationship	56	6	36%	7	45%	4
	Leadership, Strategy & Values	56	7	14%	14	31%	7
Area for improvement	Collective Efficiency	46	8	35%	8	48%	3
	Cooperation	43	9	23%	9	25%	12
	Team Spirit	42	10	62%	2	42%	5
	Personal Growth	41	11	51%	4	31%	7
	Agility & Innovation	40	12	20%	10	54%	1
	Relationship Integrity	40	13	3%	15	5%	15
	Sense of Recognition	37	14	63%	1	37%	6
	Transparency & Dialogue	33	15	18%	13	22%	13

* % of participants who chose this theme among the 5 most important for their personal fulfilment and their satisfaction at work

** % of participants who chose this theme among the 5 most important for the smooth functioning and success of the company

TEAM Score by segment

Demographic segments



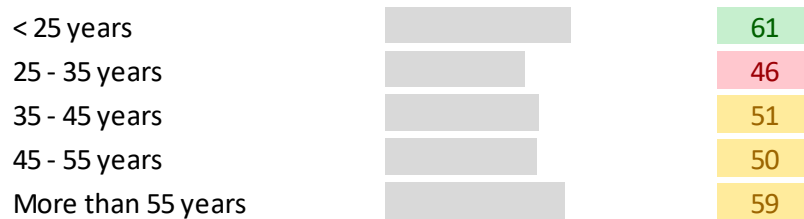
TEAM Score by Gender



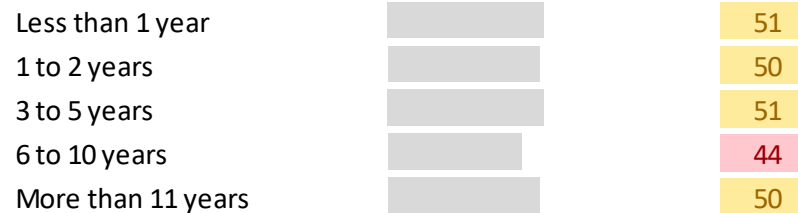
TEAM Score by Work Contract



TEAM Score by Age

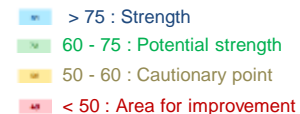


TEAM Score by Seniority



TEAM Score by segment

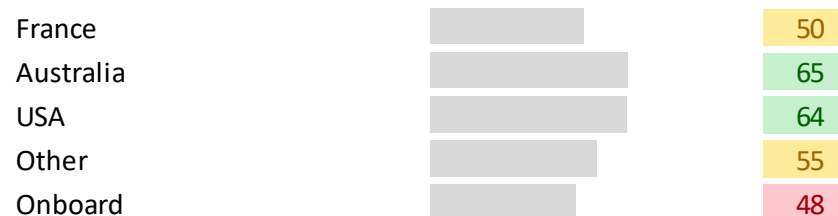
Specific segments



TEAM Score Ashore / Onboard



TEAM Score by Country



TEAM Score by Management Role



TEAM Score by Department



What can be celebrated

Strengths



The 5 main strengths

- 1. Pride and positive vision of the company**
- 2. Pride of the product and service**
- 3. Job interest and satisfaction**
- 4. Friendliness and solidarity in teams**
- 5. Skills and adaptability of teams**

Other positive points

- **A first consultation extended to the international and the Sea**
- **Balanced results between the 3 Dimensions - ME (51), YOU (50) and WE (50)**
- **A certain homogeneity between services and between teams ashore and onboard**
- **Transverse and legible improvement axes, identifiable in all segments**
- **A homogeneity of results between women and men**

What can be improved

Areas for improvement



The 5 main areas for improvement

1. Recognition and Respect
2. Listening and taking into account ideas and feelings
3. Stress and work-life balance
4. Organisation and Resources
5. Collaboration and collective spirit

Other areas for improvement

- Communication and information flow
- Quality of relationships
- Evolution and training
- Adherence to Management
- Decision making and delegation

FOCUS ON THE CREW (Onboard Teams)

Themes Ranking

Focus on the Crew (Onboard Teams)

■ > 75 : Strength
■ 60 - 75 : Potential strength
■ 50 - 60 : Cautionary point
■ < 50 : Area for improvement

Number of participants

Deck & Engine	82
Hotel Department	64
Expedition	69
Total Crew	217

Participation rate : 54 %

	Score Company	Score Onboard Teams	Deck & Engine	Hotel Dept	Expedition	Crew Gap (*)
TEAM SCORE	50	48	44	48	52	↓ -2
ME	51	51	49	49	56	→ 0
YOU	50	50	44	49	58	→ 0
WE	50	42	39	46	41	↓ -8
Potential strength						
Engagement	64	51	49	56	48	↓ -13
Customer Relationship	60	56	47	52	71	↓ -4
Cautionary point						
Camaraderie & Kindness	59	59	54	56	66	↓ -1
Empowerment	58	58	57	55	62	→ 0
Work Life Experience	58	59	57	56	65	↑ 1
Managerial Relationship	56	58	52	58	65	↑ 2
Leadership, Strategy & Values	56	43	38	50	40	↓ -14
Area for improvement						
Collective Efficiency	46	46	39	51	49	→ 0
Cooperation	43	49	44	47	56	↑ 5
Team Spirit	42	37	34	38	40	↓ -5
Personal Growth	41	42	43	42	40	↑ 1
Agility & Innovation	40	34	35	35	30	↓ -7
Relationship Integrity	40	42	34	38	54	↑ 1
Sense of Recognition	37	34	27	30	47	↓ -3
Transparency & Dialogue	33	33	29	35	34	↓ -1

* Crew Gap : Difference between the Favorable Score of the Crew and the Favorable Score of the Company

Most Important themes and score

Focus on the Crew (Onboard Teams)

■ > 75 : Strength
■ 60 - 75 : Potential strength
■ 50 - 60 : Cautionary point
■ < 50 : Area for improvement

	Importance for Teams (*)	Score
Team Spirit	67%	37
Work Life Experience	62%	59
Sense of Recognition	62%	34
Camaraderie & Kindness	54%	59
Personal Growth	48%	42
Managerial Relationship	35%	58
Collective Efficiency	33%	46
Empowerment	29%	58
Cooperation	26%	49
Customer Relationship	23%	56
Transparency & Dialogue	20%	33
Engagement	19%	51
Agility & Innovation	15%	34
Leadership, Strategy & Values	13%	43
Relationship Integrity	3%	42

** % of participants in Crew who chose this theme among the 5 most important for their personal fulfilment and their satisfaction at work*

Comparison Ashore / Onboard

View of scores – Ashore / Onboard

■ > 75 : Strength
■ 60 - 75 : Potential strength
■ 50 - 60 : Cautionary point
■ < 50 : Area for improvement

		Score Company	Score Ashore	Score Onboard
	TEAM SCORE	50	52	48
	ME	51	51	51
	YOU	50	49	50
	WE	50	57	42
Potential strength	Engagement	64	75	51
	Customer Relationship	60	64	56
Cautionary point	Camaraderie & Kindness	59	60	59
	Empowerment	58	59	58
	Work Life Experience	58	57	59
	Managerial Relationship	56	54	58
	Leadership, Strategy & Values	56	68	43
Area for improvement	Collective Efficiency	46	46	46
	Cooperation	43	39	49
	Team Spirit	42	47	37
	Personal Growth	41	40	42
	Agility & Innovation	40	46	34
	Relationship Integrity	40	39	42
	Sense of Recognition	37	40	34
	Transparency & Dialogue	33	34	33

Main reasons for satisfaction

Answers to : « What are you most satisfied with about the company? »

All Company

Answers	Nb	%
The destinations / Beautiful places to visit / The trip	87	21,01%
The team / Team spirit	87	21,01%
The product	62	14,98%
Interest in my job / I love my job / Quality of work	48	11,59%
The atmosphere / The relationship with colleagues	44	10,63%
The evolution of the company / Its development / Its growth	42	10,14%
Career evolution	36	8,70%
DK / NOTHING	35	8,45%
innovation	21	5,07%

Crew (Onboard Teams)

Answers	Nb	%
The destinations / Beautiful places to visit / The trip	80	45,20%
The team / Team spirit	41	23,16%
DK / NOTHING	23	12,99%
Interest in my job / I love my job / Quality of work	19	10,73%
Career evolution	17	9,60%
The atmosphere / The relationship with colleagues	14	7,91%
Others - Work Conditions	13	7,34%
The service quality	10	5,65%
The evolution of the company / Its development / Its growth	9	5,08%
The product	9	5,08%
Total	177	100,00%

Main reasons for dissatisfaction

Answers to : « What are you least satisfied with about the company? »

All Company

Answers	Nb	%
Salary / Compensation	116	27,82%
Lack of recognition / consideration	69	16,55%
Lack of communication / Lack of information	65	15,59%
DK / NOTHING	43	10,31%
Others - Work Conditions	27	6,47%
Quality management / HR management	26	6,24%
Bad relationship between colleagues	25	6,00%
Workload	24	5,76%
Lack of staff	23	5,52%

Crew (Onboard Teams)

Answers	Nb	%
Salary / Compensation	71	36,41%
Lack of recognition / consideration	42	21,54%
DK / NOTHING	26	13,33%
Lack of communication / Lack of information	21	10,77%
Others - Work Conditions	17	8,72%
Salary too low compared to employee involvement	13	6,67%
Quality management / HR management	13	6,67%
Others - Remuneration & Benefits	13	6,67%
Bad relationship between colleagues	10	5,13%
Lack of staff	10	5,13%
The conditions of the contract	10	5,13%
Bad relationship with management / Bad relationship with the Marseille team	9	4,62%
Disorganization	8	4,10%
Food quality	8	4,10%
Others - Organizaion	8	4,10%
Working conditions	8	4,10%
Total	195	100,00%

Summary : 8 main areas for improvement



- 1. Recognition & Respect** (Respect & consideration, compensation & benefits)
- 2. Team Spirit** (Listening and taking into account ideas and feelings of teams, collaboration and collective spirit)
- 3. Work Life Experience** (Stress and work-life balance, other working conditions)
- 4. Personal Growth** (Evolution & training, feedback on work and performance)
- 5. Organisation and Resources** (Organisation & process, material and people resources, change management)
- 6. Quality of Relationships**
- 7. Communication and information flow**
- 8. Management** (Strategy, management style, decision making and delegation)