



Employee Engagement Report
Q1 - 2025

seatedmessage

CONTENTS



03 EXECUTIVE SUMMARY

04 ENPS - GOODWELL SCORE

05 COMPARISON TO PRIOR SURVEY

07 CATEGORY SUMMARY

11 CATEGORY SCORES

12 COMMENTS NEEDING REVIEW

13 COMPANY STRENGTHS

14 ENPS CHARTS

EXECUTIVE SUMMARY

The overall sentiment expressed in the feedback is predominantly positive. Employees consistently describe the company as professional, supportive, and well-managed with a strong workplace culture. Many respondents specifically praise the company leadership, particularly Lena and Stu, who are repeatedly mentioned for being easy to work with, caring for staff, and going "above and beyond" for both clients and therapists.

Key Strengths

Communication and Accessibility: Employees frequently highlight the company's excellent communication as a major strength. Comments specifically mention the clarity of job descriptions, ease of contact for questions, and the professional yet human communication style. The "practitioners lounge" platform is mentioned as being clear and easy to navigate.

Company Culture and Support: Multiple employees express appreciation for the supportive environment. Staff members feel respected, understood, and well-advocated for. Several respondents noted that they feel "cared for" and that the company demonstrates "integrity and kindness." One employee even described it as "the best workplace I have ever had."

Administration and Payment: The company receives consistent praise for its reliable and prompt payment processes. Employees appreciate that superannuation is handled properly, invoices are prepared efficiently, and payment rates are generally considered fair.

Professional Standards: Several comments note the high standard of care and professionalism within the organization. The company is described as upholding strong virtues and maintaining a professional yet warm atmosphere.

EXECUTIVE SUMMARY

Areas for Improvement

Job Availability and Consistency: The most frequently mentioned concern relates to the availability and consistency of work. Multiple employees noted "not many jobs," "not much work at the moment," and "the work isn't consistent." One employee specifically mentioned hoping the company would become better known to create more job opportunities.

Compensation: While payment administration is viewed positively, several employees expressed a desire for better compensation. Comments include mentions of being "on the same rate for a long time" despite increasing cost of living, and pay being "on the lower end compared to other massage companies."

Job Scheduling and Notice: A few employees mentioned challenges with job scheduling, specifically noting that notice for ad-hoc jobs is too short, making it difficult to accept assignments. One comment specifically mentioned having to "turn them down instead of accepting" due to insufficient notice.

Training and Onboarding: One employee detailed an experience where they received inadequate training before starting work, which led to performance issues and removal from assignments. This suggests an opportunity to improve the onboarding process, particularly for hands-on learners who may need more than just online training.

Conclusion

The feedback reveals a company with strong leadership and a positive, supportive culture that employees genuinely appreciate. Communication practices and administrative processes appear to be particular strengths. To further improve employee engagement, the organization should consider addressing the consistency of work opportunities, reviewing compensation structures in light of cost-of-living increases, improving advance notice for job assignments, and enhancing the training process. The high regard employees have for the leadership team provides a solid foundation for implementing these improvements.



68

eNPS

(2024 Customer Avg = 46.5)

64%

Participation Rate

(2024 Customer Avg = 66%)



GOODWELL SCORE

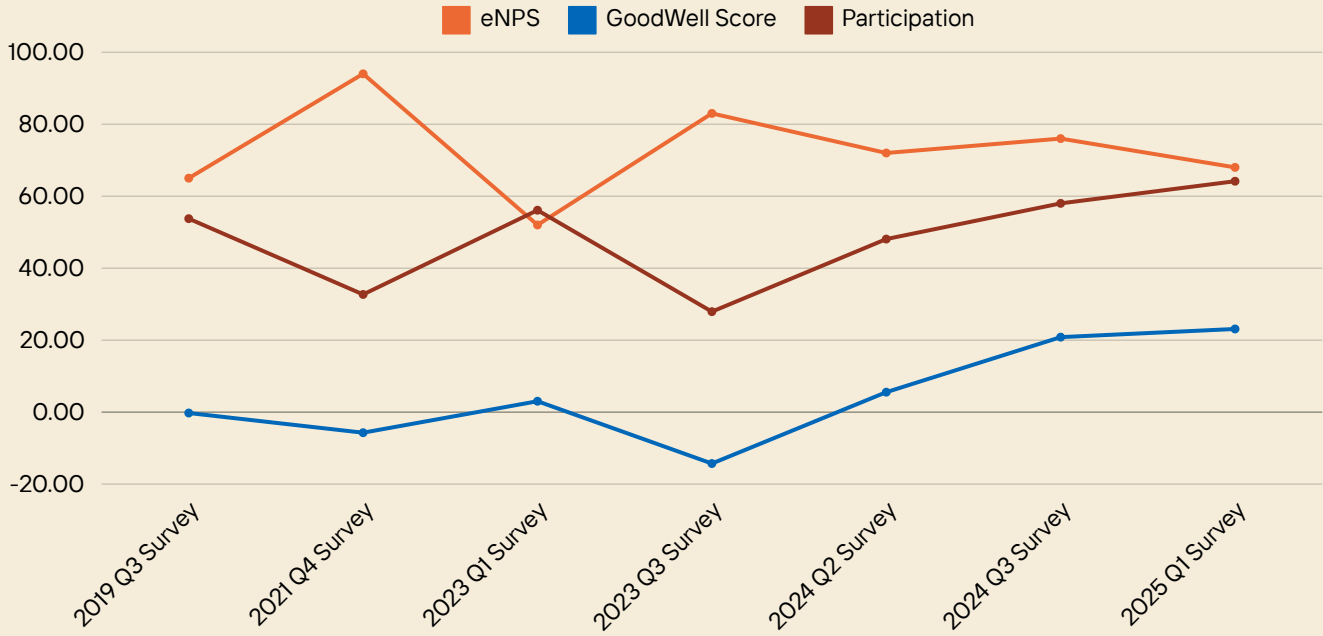
Measuring employee engagement is critical for companies to understand how satisfied and committed their employees are. A common metric used is the employee Net Promoter Score (eNPS) which asks employees how likely they are to recommend their company as a place to work. However, one limitation of eNPS is that it does not capture the views of employees who do not respond to our surveys.

We have developed an enhanced approach to measuring engagement called the GoodWell Score. This proprietary methodology incorporates the standard eNPS approach along with a proprietary model for incorporating non-participants. By accounting for both survey respondents and estimated scores for non-respondents, the GoodWell Score provides a more comprehensive and meaningful measure of employee sentiment across our entire workforce.

The benefit of this enhanced approach is that leadership has a fuller picture of employee engagement levels, allowing our customers to better identify priorities and opportunities to strengthen their culture. The most accurate approach is to encourage strong participation in the survey, however, when employees do not respond the GoodWell score provides a solid approach to making sure all voices are accounted for.

Ultimately, we believe this metric empowers our customers to make smarter decisions to enhance the employee experience for all.

ENPS AND GOODWELL SCORE



COMPARISON TO LAST SURVEY

Employee Sentiment Analysis: Q3 2024 vs Q1 2025

Evolution of Employee Sentiment

The comparison between the Q3 2024 and Q1 2025 employee engagement surveys reveals notable shifts in workforce sentiment and priorities. While overall positive sentiment remains strong across both periods, the focus areas of employee feedback have evolved.

In Q3 2024, employees primarily highlighted the strong teamwork culture and supportive environment, with multiple comments praising the professional team dynamics. Comments such as "Seated Massage is run by a highly professional team of caring team members" and "I feel part of a team" were common. The organizational resources and systems were frequently mentioned positively, with the practitioner platform described as "incredibly well organised & thorough" and "quite efficiency."

By Q1 2025, the focus has noticeably shifted toward compensation concerns. Several employees explicitly mentioned pay rates, with statements like "It would be great to have a pay rise. I've been on the same rate for a long time and the cost of living has increased significantly" appearing multiple times. While the positive sentiment toward management remains, the absence of teamwork mentions in Q1 2025 is notable compared to its prominence in Q3 2024.



COMPARISON TO LAST SURVEY CONTINUED

Consistent Themes Across Both Surveys

Communication quality remains a consistently positive theme throughout both survey periods. Employees continually praise the clarity and effectiveness of communications, with comments like "Communication is very clear and prompt" in Q3 2024 and "Great communication, great jobs and easy to follow job details" in Q1 2025. The management team, particularly Lena and Stu, receives positive mentions in both surveys, demonstrating consistent leadership appreciation. Both surveys reflect appreciation for the professional environment and ethical standards of the organization. Comments describing the company as having "high levels of integrity" appear in both periods, suggesting this remains a core organizational strength.

Another consistent theme across both surveys is concerns about work availability. In Q3 2024, comments like "there isn't much work" appeared, and similar sentiments were expressed in Q1 2025 with "Not much work at the moment" and hopes for "more job opportunities." This represents a persistent challenge recognized by multiple employees.

Unique Developments in Q1 2025

The Q1 2025 survey shows increased concern about compensation that wasn't as prevalent in Q3 2024. Several employees specifically mentioned pay rates, suggesting this has become a more pressing issue for the workforce. Additionally, there appears to be more emphasis on procedural clarity in Q1 2025, with one employee noting the lack of training before starting work.

The Q1 2025 survey also reveals more detailed comments about specific job conditions, such as the physical workspace at client sites, with one employee noting a client "provided a room that almost doesn't have enough space to move around the massage chair."

Overall Sentiment

Both surveys reflect predominantly positive sentiment, with employees consistently expressing appreciation for the organization's values, leadership, and professional environment. The workforce appears to feel respected and valued, with comments like "They care for the therapists and treat them all with respect, understanding and kindness" representative of both periods.

However, the evolution from teamwork emphasis to compensation concerns suggests a potential shift in employee priorities that warrants attention. The consistent mention of limited work availability across both surveys indicates an ongoing challenge that continues to affect employee satisfaction.

CATEGORY SUMMARY

Compensation

Compensation emerges as a significant concern among practitioners. Multiple employees express dissatisfaction with current pay rates, with one noting, "I've been on the same rate for a long time and the cost of living has increased significantly since then." Another explicitly states that "Pay is on the lower end compared to other massage companies." However, there are some positive mentions, with one practitioner commenting that the "Pay rate is good," and others appreciating the "Prompt and consistent payment" system. The company appears to handle financial administration efficiently, with one employee highlighting that "they pay your superannuation and the invoice is already done once you finish the job." A notable positive is the fair adjustment of rates for travel, showing some flexibility in compensation structure.

Benefits

Benefits receive minimal direct mention in the feedback, suggesting this may not be a prominent feature of the employment package or may be an area for potential development. The primary benefit highlighted by practitioners appears to be flexibility, with one employee specifically valuing the ability to "choose which days I'm available for work." The company's administrative support in handling superannuation payments is appreciated, providing some financial security. Beyond these aspects, the lack of commentary on traditional benefits such as healthcare, retirement plans, or other perks indicates this could be an opportunity area for enhancing the overall employment proposition, especially given the physical nature of the work performed by these practitioners.

Process

Processes at Seated Massage receive generally positive feedback, particularly regarding job descriptions and administrative efficiency. Multiple practitioners praise the system with comments like "Good system" and note that "the job description is concise" and "clear." The company's operational platform receives specific recognition, with one employee stating, "It is a well managed copy with a very clear platform" and another appreciating the "easy to follow job details on the practitioners lounge." However, some operational issues emerge around job scheduling, with concerns about "not enough ongoing jobs" and that "notice for adhoc jobs is too short," leading to missed opportunities. The invoicing process is notably streamlined, with practitioners appreciating that "the invoice is already done once you finish the job."

Leadership

Leadership receives strong positive feedback from numerous practitioners. Management figures Lena and Stu are specifically named by multiple employees, with comments such as "Lena & Stu both go above and beyond" and "Lena and Stu are very easy to work with and provide great care for the staff." Leadership is characterized as supportive, with statements like "Good boss" appearing multiple times and one practitioner noting, "I always feel well supported & advocated for." The emphasis on respect is significant, with employees feeling that leadership "treat all their practitioners with respect." This positive leadership atmosphere appears to cultivate loyalty, evidenced by one practitioner who states, "I will choose jobs with them over other providers." No substantial critical feedback about leadership emerged, suggesting it is a significant strength.

CATEGORY SUMMARY

Culture

Culture emerges as a standout positive in the feedback data. Multiple practitioners characterize the company as having a "Friendly working atmosphere" that is "Totally professional and fun." Several employees praise the environment as exceptionally positive, with one stating it has been "the best workplace I have ever had." The company culture is explicitly noted as "above average compared to other massage companies." Employees repeatedly mention feeling respected and valued, with comments like they "care for the therapists and treat them all with respect, understanding and kindness." The organization appears to successfully balance professionalism with personal connection, described as "Professional and human" and a "professional & personable company." These consistent cultural strengths likely contribute to retention and practitioner satisfaction.

Resources

Resources receive limited explicit mention in the feedback, suggesting potential room for improvement or greater awareness. One practitioner notes a specific resource challenge at a client site, mentioning "a room that almost doesn't have enough space to move around the massage chair," indicating that workspace adequacy can vary by location. The feedback lacks references to equipment quality, maintenance support, or supplies provided by the company. This silence on resource matters could indicate either satisfaction with the status quo, practitioners supplying their own resources, or an opportunity for the company to more visibly support practitioners with enhanced resource provision. Given the physical nature of massage therapy, ensuring appropriate resources are available should remain a consideration for management.

Training

Training emerges as an area with mixed feedback and potential for improvement. One practitioner specifically highlights a gap in practical training, stating, "I didn't receive any training as to the procedure" and noting, "as a hands-on learner I would have liked to have done the training before starting work." This employee distinguishes between online and hands-on training, indicating that the existing online training was insufficient for their learning style. The consequence was serious—being "taken off the number of jobs I had been put on." This suggests a need for more comprehensive onboarding and training procedures, particularly for practitioners with different learning preferences. No other employees specifically mention training, which could indicate either satisfaction or that training is not a significant aspect of the practitioners' experience with the company.

Opportunity for Growth

Opportunity for growth receives limited direct mention, suggesting this may be an area for development. The most significant growth-related concern centers around job availability, with multiple practitioners noting issues such as "Just not many jobs," "Not much work at the moment," and "The work isn't consistent." One employee explicitly expresses hope that "our company will be known by more and more people so that we can get more job opportunities," indicating a desire for business growth that would translate to increased practitioner opportunities. The feedback lacks references to career advancement pathways, skill development programs, or mentorship opportunities, which are traditional components of professional growth. This suggests potential for implementing structured growth frameworks that could enhance practitioner retention and satisfaction beyond simply increasing job frequency.

CATEGORY SUMMARY

Communication

Communication stands out as a significant strength based on consistent positive feedback. Multiple practitioners explicitly praise the company's communication approach, with comments such as "Very excellent communication," "Good communication," and "Professional and human communication." Employees appreciate accessibility, noting they're "easy to contact if you have any questions." This strength extends to responsiveness, with one practitioner mentioning that "support given was prompt." The effectiveness of operational communications is also noted, with praise for "easy to follow job details." This consistent positive feedback across multiple employees suggests that communication is deeply embedded in the company's operational culture. No negative comments about communication appeared in the feedback, indicating this is a well-established organizational strength.

Employee Feedback or Recognition

Employee feedback and recognition systems receive minimal direct mention, though broader themes of respect and support suggest a generally positive environment. The company appears to acknowledge performance issues when they arise, as evidenced by one practitioner who was "told I was doing a few things wrong," though this employee desired more proactive guidance. No specific recognition programs or feedback mechanisms are mentioned by practitioners, suggesting either their absence or low visibility. One employee notes feeling "well supported & advocated for," which indicates some level of attention to practitioner needs. The strong emphasis on respect throughout multiple comments ("treat all their practitioners with respect") suggests recognition of practitioner value, though more structured recognition programs might further enhance engagement and retention.

Customer Service

Customer service orientation is evident in practitioner comments about both their treatment by the company and their service to clients. Practitioners appreciate that management ensures "the client and therapist are looked after," suggesting a balanced approach to customer service. Client satisfaction appears strong, with one practitioner noting, "All the clients I work with who receive chair massages are relaxed and happy!" The company maintains "high standard of care" and practitioners experience reward when providing good service, as one notes the "great feeling of reward, when I understand from their good feedback that I have simply made them feel better." This emphasis on quality service appears aligned with the company's values, with one employee describing it as a "professionally run business with a great mission." No significant negative feedback regarding customer service appears in the comments.

Product

Product offerings, specifically seated massage services, receive limited direct discussion in the feedback, though contextual comments suggest general satisfaction with the service model. The core product is implicitly valued by practitioners, with one stating, "I like working as a corporate massage therapist" and another noting the rewarding nature of "providing seated massage to clients." Service delivery has some operational challenges, with one practitioner feeling that "the jobs themselves are really full on and not enough time between people when giving chair massage," suggesting potential scheduling pressures. The positive client response to services is highlighted, with practitioners noting that clients are "relaxed and happy" after receiving massage. The company's focus on quality appears strong, maintaining a "high standard of care" in service delivery, though additional product innovations or expansions are not mentioned.

CATEGORY SUMMARY

Teammates

Teammate relationships generally appear positive, though with variable levels of engagement among practitioners. Several employees explicitly praise their colleagues, with comments such as "All the staff u work with are great" and "I tend to also click very well with some of the other therapists." The distributed nature of the work means some practitioners have limited colleague interaction, with one noting, "I don't generally speak with other therapists outside of work." No negative comments about colleague relationships appear in the feedback, suggesting a generally harmonious practitioner community. The company culture appears to attract like-minded professionals, as one practitioner observes that positive relationships with colleagues "just shows a lot about how much of a good company Seated Massage is." This indicates successful cultural alignment in hiring practices.

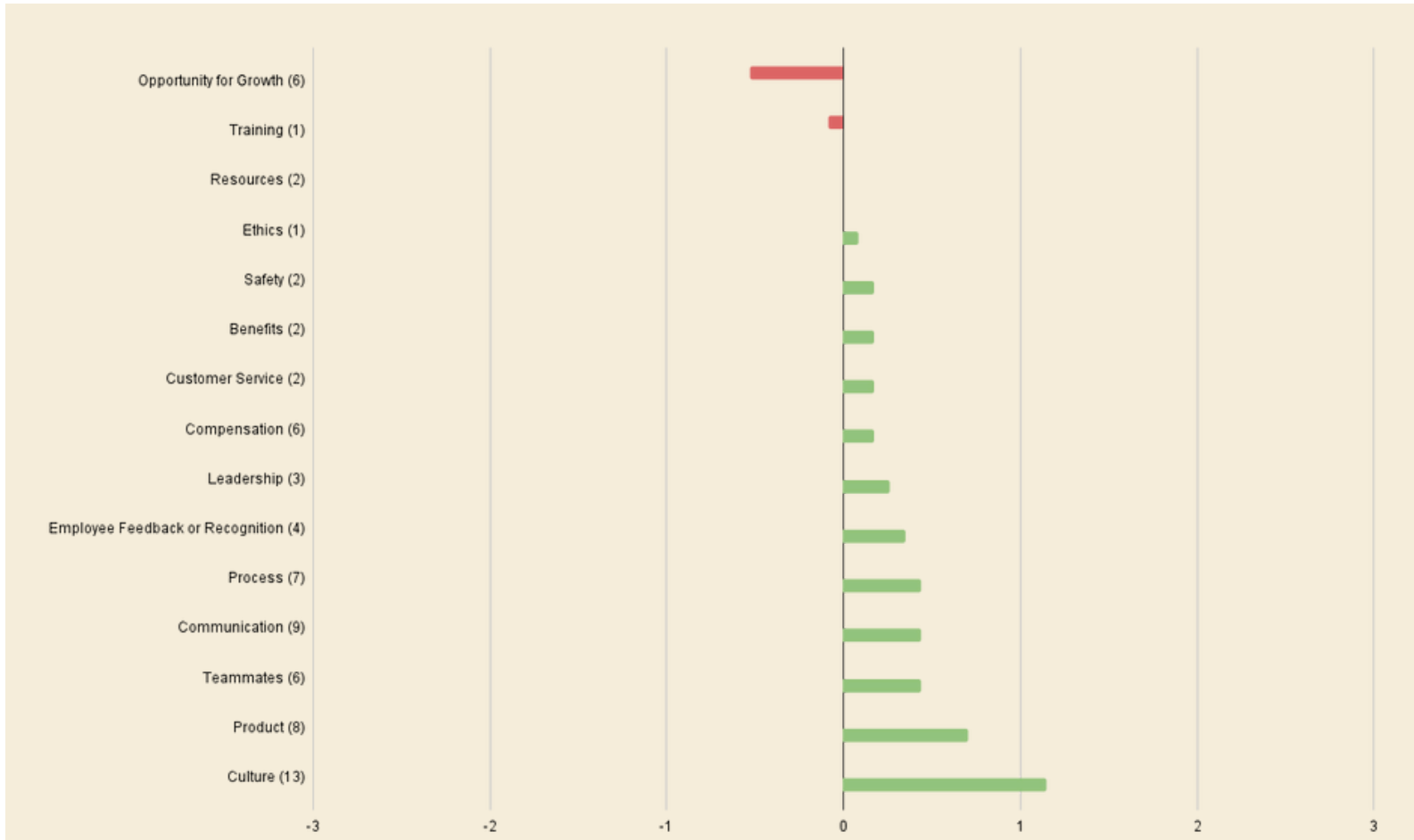
Ethics

Ethics and values emerge as organizational strengths, though often expressed indirectly rather than through explicit ethics terminology. Practitioners value the company's principled approach, with one specifically praising how they "uphold & demonstrate strong virtues, integrity & kindness." The themes of respect and support that appear consistently throughout the feedback suggest ethical treatment of practitioners is a priority. One employee specifically highlights management figures who "go above and beyond to ensure the client and therapist are looked after," indicating balanced ethical consideration of all stakeholders. The description of the organization as having a "great mission" suggests alignment with practitioners' values. No ethical concerns or integrity issues appear in the feedback, indicating that ethical practices are likely well-established within the organizational culture.

Safety

Safety receives minimal direct mention in the feedback, though one practitioner specifically notes, "Generally speaking I feel safe with clients assigned to me," suggesting the company considers practitioner safety in client assignments. The physical working environment appears to occasionally present challenges, with one practitioner mentioning a client location with inadequate space "to move around the massage chair," which could potentially create safety concerns. The lack of extensive safety commentary could indicate either that safety is well-managed and therefore not top-of-mind for practitioners, or that more explicit safety protocols and communications might be beneficial. Given the physical nature of massage therapy and the variety of client locations, maintaining clear safety standards and regular safety communications would be advisable to ensure continued practitioner wellbeing.

CATEGORY SCORES



Category Scores show the quantitative view of how your employees are feeling about the workplace in their own words. We use a sophisticated categorization and sentiment analysis model to assign a quantitative score to each employee comment and then aggregate those scores to show averages across all of the measured categories. We then measure the percentage of employees who are taking about the category to find where there are concentrated areas of concern and areas of excellence. The numbers in brackets next to the category indicate how many employees mentioned the category.

Score Ranges:

- **2 - 3 - Outstanding** - Best in class and very rare
- **1 - 2 - Excellent** - Extremely good and also fairly rare
- **0 - 1 - Good** - Considered positive, but leaves room for improvement
- **0 - (1) - Fair** - Negative sentiment and should receive attention
- **(1) - (2) - Poor** - Troublesome and should garner significant management attention
- **(2) - (3) - Very Poor** - Requires immediate attention

COMMENTS TO BE REVIEWED

We have reviewed each piece of feedback in the provided employee survey responses. None of the comments appear to indicate harassment, discrimination, or other potential legal issues.



COMPANY STRENGTHS

Supportive and Caring Management

The survey responses reveal a strong appreciation for the company's management team, particularly Lena and Stu, who are frequently mentioned by name. Employees consistently describe them as supportive, caring, and responsive to practitioner needs. One employee shared that "Lena and Stu are very easy to work with and provide great care for the staff," while another stated that "I would highly recommend SM because in my experience Lena & Stu both go above and beyond to ensure the client and therapist are looked after." This sentiment is echoed in another comment noting that "Working with Seated Massage has been the best workplace I have ever had. They care for the therapists and treat them all with respect, understanding and kindness." The management's approach creates a positive work environment where practitioners feel valued and supported.

Professional and Clear Communication

Many employees highlighted the company's professional communication and clear job expectations as significant strengths. Comments such as "Good communication, high standard of care" and "Professional and human communication" demonstrate this theme. Others appreciate the operational clarity, with one employee noting that "Seated Massage are good to work for because the job description is concise, they're easy to contact if you have any questions" and another stating it is "a well managed company with a very clear platform." The emphasis on "Very excellent communication, great jobs and easy to follow job details on the practitioners lounge" indicates that employees value the straightforward nature of their work assignments and the accessibility of information.

Respect and Positive Treatment of Practitioners

A recurring theme throughout the feedback is the respect shown to practitioners. Multiple employees express appreciation for how the company treats its workforce, with comments such as "Seated Massage demonstrably care about the practitioners who work with them. I will choose jobs with them over other providers," and "Great company to work for. Treat all their practitioners with respect and are very supportive." This respect extends to the company's values, as one employee noted: "Seated Massage are a professional & personable company to partner with because they uphold & demonstrate strong virtues, integrity & kindness. I always feel well supported & advocated for." The consistent mention of respect and support suggests that the company has successfully created a culture where practitioners feel valued.

Reliable and Prompt Payment

Financial reliability was another positive theme mentioned by several employees. Comments such as "Prompt and consistent payment" demonstrate that the company is trustworthy when it comes to compensation. One employee specifically appreciated that "they pay your superannuation and the invoice is already done once you finish the job," highlighting the convenience of the payment process. Another noted the "Good hourly rate" and that the company "provides work that is near enough or adjusts rate fairly for travel," suggesting fair compensation practices that account for practitioner circumstances.

COMPANY STRENGTHS

Friendly and Positive Work Atmosphere

The overall work atmosphere was frequently described in positive terms. Employees mentioned the "Friendly working atmosphere" and described the company as "Totally professional and fun." One employee summed up their colleagues as "Lovely people, Reliable, Understanding, Helpful," suggesting a positive team dynamic. The statement that "I tend to also click very well with some of the other therapists that I work with and that just shows a lot about how much of a good company Seated Massage is" indicates that the positive company culture extends to the relationships between practitioners.

EMPLOYEE ENPS RESULTS

On a scale of zero to ten, how likely is it you would recommend Seated Massage as a place to work?

Detractors

0-6

Employees that would not recommend working here, important to understand *why*.

Passives

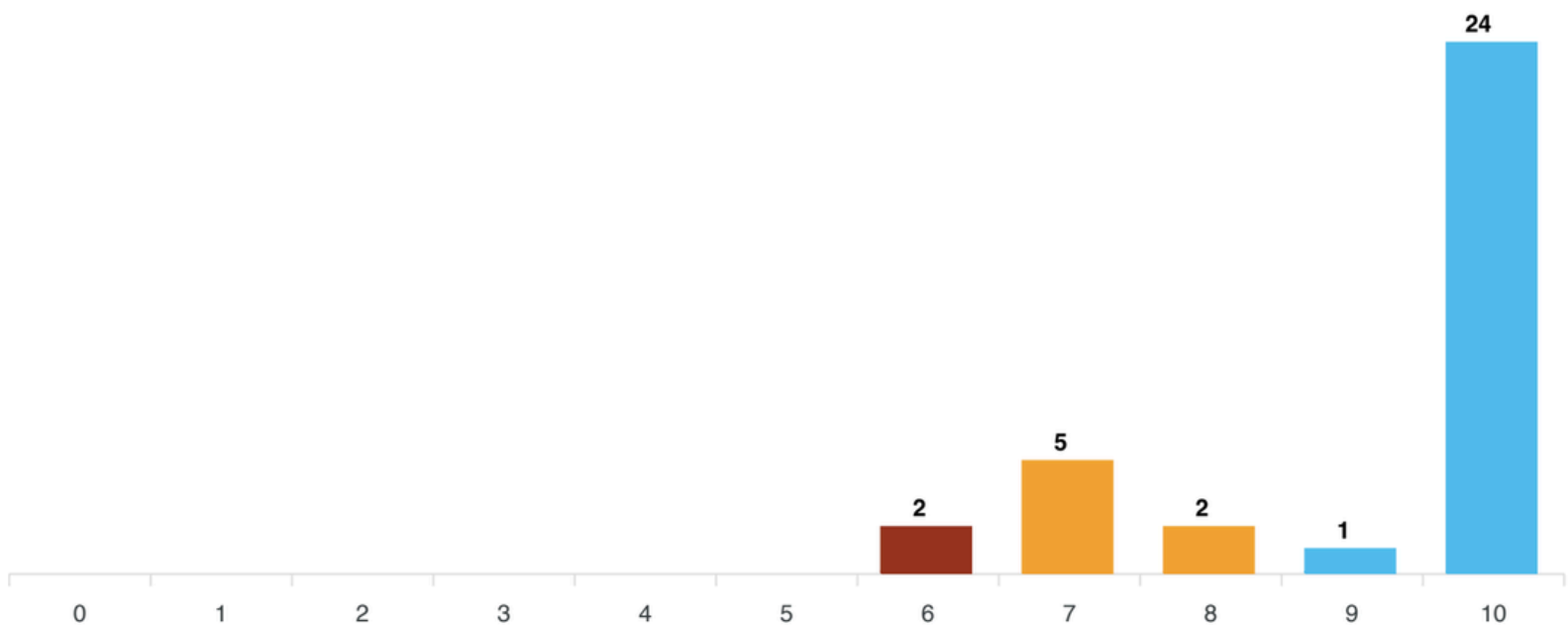
7-8

Satisfied, but indifferent. Not negative, but not entirely loyal to company.

Promoters

9-10

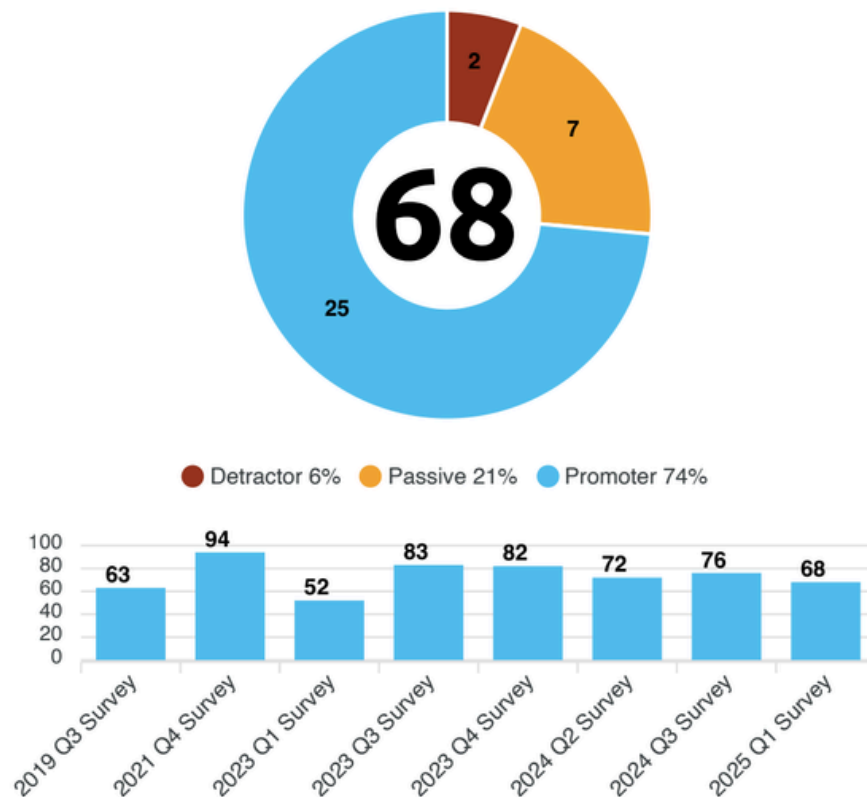
Loyal, enthusiastic ambassadors.



ENPS SCORE

eNPS is calculated by subtracting the percentage of detractors from the percentage of promoters:

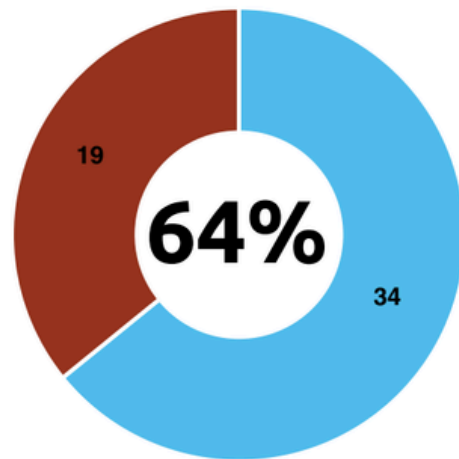
$$\text{eNPS} = \text{Promoters (74\%)} - \text{Detractors (6\%)}$$



An eNPS score below 0 is considered poor, 0 to 20 fair, 20 to 50 good, 50 to 100 excellent. However, each organization is different and should carefully monitor their own historical eNPS and how it is trending.

RESPONSE RATE

Survey response rates can be reflective of employee engagement, trust in management, and organizational culture.



● Responded 64% ● No Response 36%

