



Employee Engagement Report
Q3 - 2024

seated massage

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EXECUTIVE SUMMARY

Overall Sentiment

The feedback from employees is overwhelmingly positive, with most comments highlighting satisfaction with the company, its management, and work environment.

Key Strengths

Professional and Supportive Management

- Employees consistently praise the management team, particularly mentioning Stu, Lena, and Chelsea.
- Communication is described as clear, prompt, and efficient.

Positive Work Environment

- The company is perceived as caring, supportive, and maintaining high ethical standards.
- Employees feel valued and appreciated as individuals.

Well-Organized Systems

- The online therapist platform is noted for being well-organized and efficient.
- Job logistics and instructions are clear and thorough.

Flexibility and Work-Life Balance

- The job is described as flexible, which is appreciated by the employees.

Company Values and Ethics

- Employees express pride in the company's commitment to social and environmental issues.
- The company's values align well with those of many employees.

Areas for Improvement

Work Volume

- Some employees mention a lack of consistent work, particularly for male massage therapists.

Transportation Challenges

- One employee noted difficulties in reaching some job locations via public transportation.

Contractor Status

- There's a mention of the need to find other work due to contractor status, which may occasionally conflict with company requests.

76
eNPS

58%
Participation Rate



GOODWELL SCORE

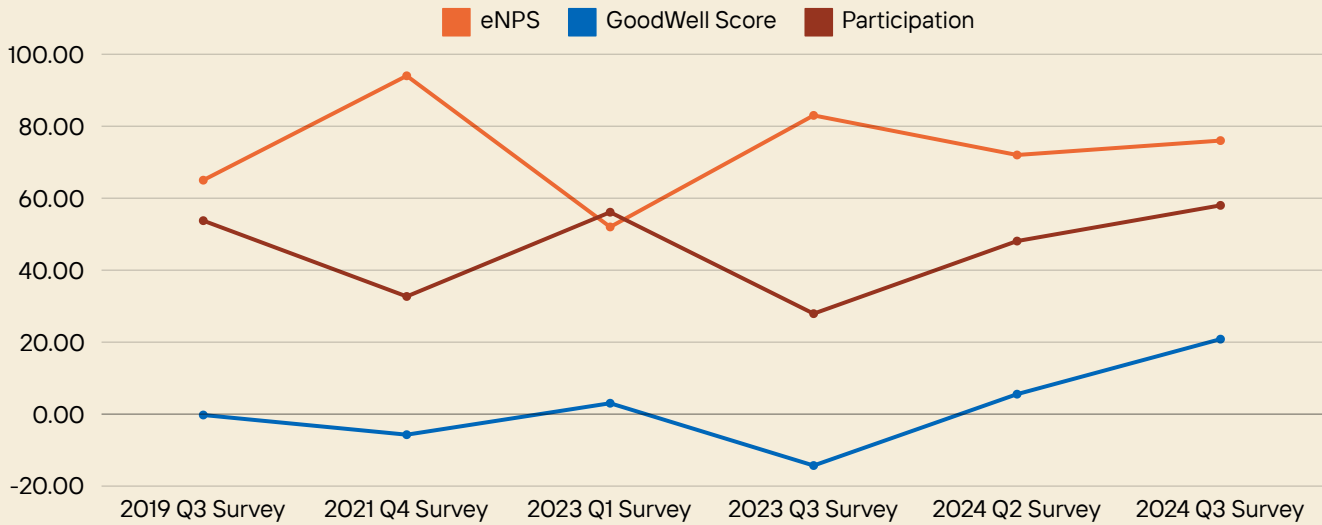
Measuring employee engagement is critical for companies to understand how satisfied and committed their employees are. A common metric used is the employee Net Promoter Score (eNPS) which asks employees how likely they are to recommend their company as a place to work. However, one limitation of eNPS 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

The employee engagement surveys from Q2 and Q3 2024 reveal an evolving sentiment among Seated Massage employees. In Q2, the feedback was more mixed, with employees expressing both satisfaction and concerns. Some praised the company's professionalism and friendly atmosphere, while others voiced apprehensions about pay rates and workload. There were also a few mentions of communication issues during the initial hiring process. However, by Q3, the overall sentiment had shifted noticeably towards a more positive outlook. Employees increasingly emphasized the company's ethical stance and values, and there was a stronger sense of feeling part of a team and being appreciated.

Despite these changes, several themes remained consistent across both surveys. The management team, particularly Stu and Lena, were consistently praised for their professionalism, approachability, and kindness. Good communication emerged as a recurring strength, with employees appreciating clear job instructions and responsive management. The company's well-organized systems, especially the online practitioner platform, received accolades for efficiency and ease of use. Flexibility in work arrangements was another aspect that employees consistently valued.

Interestingly, the payment of superannuation, despite the contractors' status, was highlighted positively in both surveys. This suggests that employees appreciate this benefit, which may not be standard among similar companies. However, some areas for improvement were also consistently mentioned. Pay rates were a concern in both surveys, with some employees feeling that rates were lower compared to other companies in the industry. Limited work availability was another recurring issue, particularly noted by male therapists. A few employees in both surveys also mentioned difficulties related to travel to some job locations.

COMPARISON TO LAST SURVEY CONT

The Q3 survey revealed an increased emphasis on positive company culture. Employees expressed feeling valued and part of a team more prominently than in Q2. There was also a noticeable uptick in comments appreciating the company's commitment to social and environmental issues, suggesting that Seated Massage's ethical stance is resonating strongly with its workforce. The issues with initial communication during the hiring process, which were noted in Q2, seemed less prominent in Q3, potentially indicating improvement in this area.

Work-life balance emerged as a positive theme across both surveys. Employees appreciated the ability to manage their schedules and take on extra work when desired, which speaks to the flexibility offered by Seated Massage's business model. This aspect seems to be a significant factor in employee satisfaction.

While both surveys contain predominantly positive feedback, the shift towards more enthusiastic and value-aligned comments in Q3 2024 is noteworthy. It suggests that Seated Massage has been successful in fostering a strong, positive company culture and in aligning its values with those of its employees. The consistent themes across both surveys indicate that the company maintains strong relationships with its employees, with particular strengths in communication, organization, and management approachability.

However, it's important to note that areas for potential improvement, such as pay rates and work availability, remain consistent across both periods. While these issues don't seem to significantly detract from overall employee satisfaction, they represent opportunities for Seated Massage to further enhance employee engagement. Addressing these concerns could potentially elevate the already positive sentiment to even higher levels.

In conclusion, the surveys paint a picture of a company that is generally well-regarded by its employees, with a positive trajectory in employee sentiment from Q2 to Q3 2024. The consistent praise for management, communication, and company values suggests a strong foundation, while the identified areas for improvement provide clear directions for future enhancements to the employee experience.

CATEGORY SUMMARY

Compensation

The feedback provides limited direct mentions of compensation. One employee notes that Seated Massage "pay well," suggesting satisfaction with the remuneration. Another comment mentions "Paid super," which likely refers to superannuation contributions, indicating the company provides retirement benefits. However, the lack of widespread commentary on compensation makes it difficult to draw definitive conclusions about overall employee satisfaction in this area. The positive mentions, while limited, suggest that compensation is not a major pain point for employees. Further investigation may be warranted to gain a more comprehensive understanding of employee sentiments regarding compensation.

Benefits

There is minimal explicit discussion of benefits in the feedback provided. The mention of "Paid super" suggests that the company offers superannuation contributions, which is a valuable benefit. The flexible nature of the work is highlighted by several employees, with one noting "flexible job opportunities," which could be considered a non-monetary benefit. However, the lack of extensive commentary on traditional benefits such as health insurance, paid time off, or other perks is notable. This could indicate either satisfaction with the current benefits package or an opportunity for the company to enhance its offerings and communication about available benefits to improve employee satisfaction and retention.

Process

Employees generally express satisfaction with the company's processes. The organization is frequently described as "professional" and "well organized." One employee praises the "Easy to use practitioner platform," suggesting efficient digital tools. Another notes, "All logistics for jobs have been really well organized," indicating smooth operational processes. The emphasis on clear communication also suggests well-structured information flow. However, one employee mentions potential conflicts between Seated Massage requests and other work commitments, hinting at possible scheduling challenges. Overall, the feedback suggests that Seated Massage has implemented effective processes, though there may be room for improvement in work allocation and scheduling flexibility.

Leadership

Leadership at Seated Massage receives consistently positive feedback. Employees specifically mention Stu and Lena, presumably key leaders, describing them as "easy to communicate with," "professional," and "pleasant." One employee states, "I look up to them as people & that's so important to me," indicating strong respect for leadership. The management team is described as "very nice," and leadership is praised for being "approachable" and responsive. There's a sense that leaders are actively involved and accessible. However, the feedback doesn't provide much insight into strategic leadership or decision-making processes. While interpersonal aspects of leadership are strong, a more comprehensive evaluation of leadership effectiveness in driving business results could be beneficial.

CATEGORY SUMMARY

Culture

The company culture at Seated Massage appears to be a significant strength. Employees consistently describe a positive, supportive environment. One employee states, "It's an amazing organisation, everybody involved is super awesome, kind and helpful." Another mentions feeling "part of a team." The culture seems to emphasize care for employees, with one comment noting, "Seated Massage really look after their people and work with them. Staff are not treated like a commodity." The company's commitment to social and environmental issues is also highlighted, suggesting a values-driven culture. While overwhelmingly positive, the feedback doesn't provide much insight into potential cultural challenges or areas for improvement, which could be worth exploring further.

Resources

The feedback provides limited direct information about resources. The mention of an "Easy to use practitioner platform" suggests that the company provides adequate technological resources for employees to manage their work. The provision of a work T-shirt, mentioned by one employee, indicates that basic work equipment is supplied. However, there's a notable absence of comments about other types of resources such as tools, equipment, or facilities. This could mean that resource provision meets basic needs without being a standout feature, or it could indicate an area where employee awareness or satisfaction could be improved. Further investigation into resource adequacy and employee needs could be beneficial for ensuring optimal work conditions.

Training

The feedback provided does not contain any direct mentions of training or professional development programs. This notable absence could indicate several possibilities: training might not be a significant part of the employee experience, existing training programs may not be memorable or impactful enough to warrant mention, or employees might be satisfied with the current level of training without feeling the need to comment on it. Given the importance of training for both employee growth and company success, this area warrants further investigation. It could represent an opportunity for Seated Massage to enhance its offerings and potentially improve employee satisfaction and skill development.

Opportunity for Growth

The feedback does not explicitly address opportunities for growth or career advancement within Seated Massage. This absence is noteworthy and could indicate a potential area for improvement. While employees generally express satisfaction with the company, the lack of mentions regarding career progression or skill development opportunities might suggest limited pathways for advancement. Given that growth opportunities are often crucial for employee retention and satisfaction, especially in professional services, this could be an area for Seated Massage to focus on. Implementing and communicating clear career development paths and opportunities for skill enhancement could potentially boost employee engagement and long-term commitment to the organization.

CATEGORY SUMMARY

Communication

Communication emerges as a strong point for Seated Massage. Multiple employees praise the company's communication practices, describing them as "clear," "prompt," and "efficient." One employee states, "Communication is very clear and prompt," while another notes, "Good communication with Stu and Lena and the seated massage team." The company's online platform is also highlighted for its organizational effectiveness. However, one comment suggests that communication about job preferences (male vs. female therapists) could be improved. Overall, the feedback indicates that Seated Massage has established effective communication channels, both interpersonal and technological, which contribute significantly to employee satisfaction and operational efficiency.

Employee Feedback or Recognition

The feedback suggests that Seated Massage has a positive approach to employee recognition and feedback. One employee notes, "Great compliments when you do a job well, get pulled up when you don't do a job well," indicating a balanced approach to performance feedback. The overall tone of the comments suggests that employees feel valued and appreciated. For instance, one employee states, "They genuinely appreciate me as a person." However, there's no mention of formal recognition programs or structured feedback processes. While the current approach seems effective in making employees feel valued, implementing more structured recognition and feedback systems could further enhance employee engagement and performance management.

Customer Service

While the feedback doesn't directly address customer service from an external perspective, it does provide insights into how the company treats its contractors, which could be indicative of its overall service orientation. Employees consistently describe the company as professional, supportive, and well-organized. One employee notes, "Seated Massage are an organisation committed to ensuring therapists are well looked after." This internal focus on service and support likely translates to positive customer experiences. However, the lack of direct mentions of customer interactions or feedback suggests that this could be an area for further exploration and potentially improved communication with employees about the impact of their work on end customers.

Product

The feedback provides limited direct information about the company's product or service offerings. As Seated Massage appears to be a service-based company providing massage services, the product is essentially the service delivered by the therapists. The comments suggest a well-organized system for service delivery, with one employee mentioning "regular clients," indicating consistent service quality. The provision of a work T-shirt suggests efforts to maintain a professional appearance. However, the lack of specific comments about service quality or client feedback is noteworthy. This could be an opportunity for the company to more actively communicate about service standards and client satisfaction to its employees, reinforcing the value and quality of the "product" they deliver.

CATEGORY SUMMARY

Teammates

The feedback suggests a positive team environment at Seated Massage. Employees frequently describe their colleagues and the overall team as friendly, supportive, and professional. One employee states, "It's an amazing organisation, everybody involved is super awesome, kind and helpful." Another mentions feeling "part of a team." The leadership team is often included in these positive assessments, with employees praising their approachability and support. However, there's limited mention of team dynamics or collaboration in work processes. While the overall sentiment is positive, fostering more structured team-building and collaborative work processes could further enhance the strong team culture that already exists.

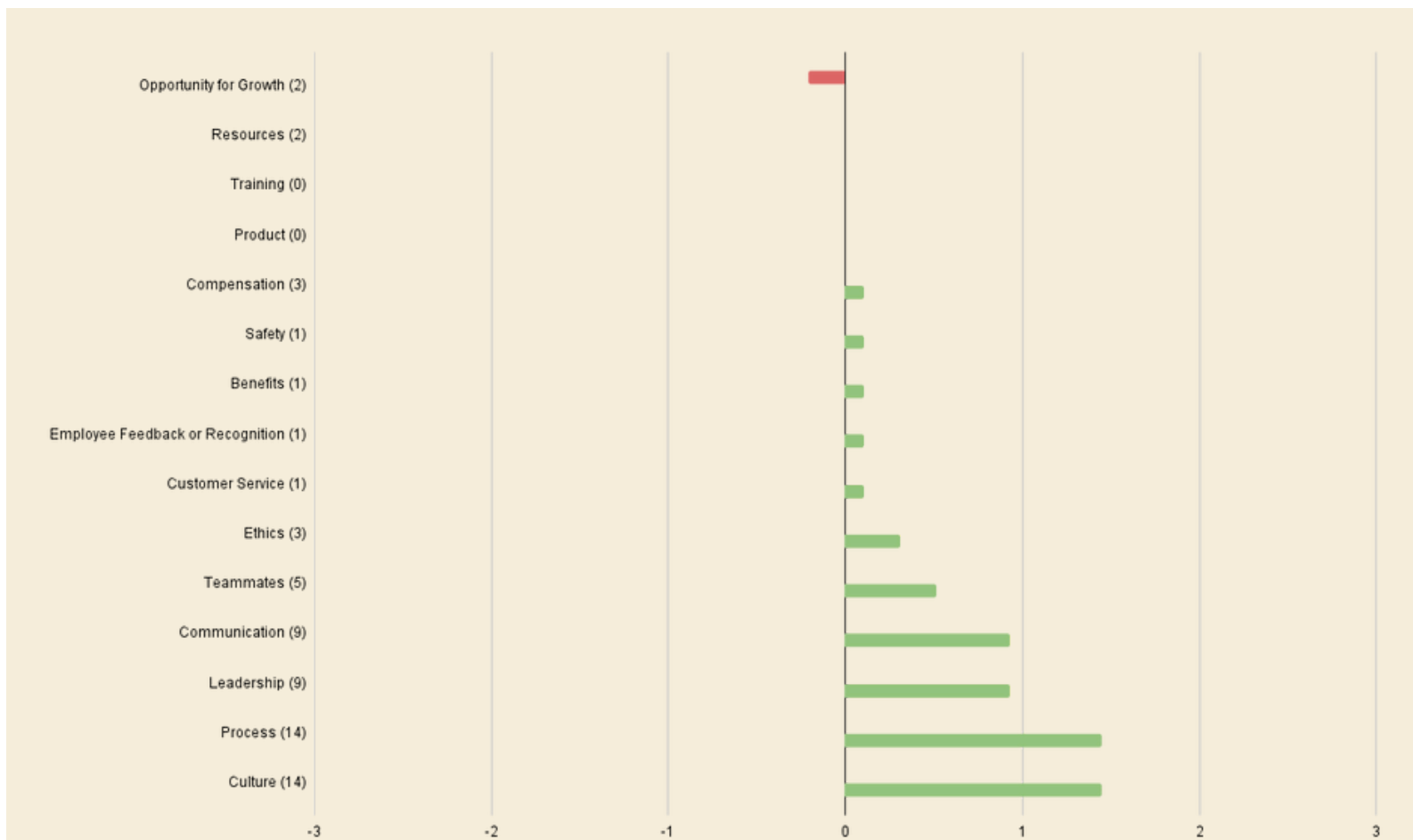
Ethics

Ethics and integrity appear to be strong points for Seated Massage, based on the employee feedback. Multiple employees mention the company's commitment to ethical practices and values. One employee states, "They stand by their virtues and values & mirror mine which makes us a great fit!" Another praises the company's "commitment to helping address social and environmental issues." The leadership is described as demonstrating "high levels of integrity." These comments suggest that ethical behavior is not just a policy but an integral part of the company culture. This strong ethical foundation likely contributes to employee satisfaction and could be a significant factor in attracting and retaining both employees and clients.

Safety

While safety isn't extensively discussed in the feedback, there are a few relevant comments. One employee describes Seated Massage as providing a "good and safe working environment," noting that "the team who organize the jobs make sure we are sent to good like minded companies." This suggests that the company takes measures to ensure employee safety when working at client sites. However, the limited mentions of safety could indicate either that it's not a major concern in this type of work, or that safety measures are so well integrated that they don't warrant specific comment. Given the physical nature of massage work, it might be beneficial for the company to more explicitly communicate and reinforce safety protocols to ensure ongoing awareness and compliance.

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

None of the comments appear to indicate harassment, discrimination, or any other potential legal issues.

The feedback is generally very positive, focusing on aspects like company culture, work-life balance, leadership, growth opportunities, and overall job satisfaction. Even the comments that mention areas for improvement or growing pains do not raise any red flags from a legal perspective.

All comments have been reviewed and none appear to pose a legal threat to the company based on the information provided.

COMPANY STRENGTHS

The employee feedback reveals several positive themes that are consistently mentioned across multiple comments. One of the most prominent themes is the high level of professionalism and organization within the company. Employees frequently praise the management team for their efficiency and clear communication. As one employee states, "Seated Massage is run by a highly professional team of caring team members. Well organized and maintained. Communication is very clear and prompt." Another employee echoes this sentiment, saying, "All interactions with Lena and Stu have been professional and pleasant. All logistics for jobs have been really well organized :)"

Another recurring theme is the supportive and caring nature of the company towards its employees. Many comments highlight how valued and appreciated the employees feel. One employee expresses this by saying, "Seated Massage really look after their people and work with them. Staff are not treated like a commodity." Another employee elaborates, "They genuinely appreciate me as a person." This theme of support extends to the work environment, with one employee noting, "Overall it is a good and safe working environment, as the team who organize the jobs make sure we are sent to good like-minded companies."

The company's commitment to ethical practices and social responsibility also stands out as a positive theme. Employees appreciate the company's values and integrity. As one employee puts it, "Seated Massage are an organisation committed to ensuring therapists are well looked after. I feel part of a team. I also respect their commitment to helping address social and environmental issues." Another employee states, "They stand by their virtues and values & mirror mine which makes us a great fit!"

Lastly, the flexibility and ease of use of the company's systems are frequently mentioned as positives. Employees appreciate the user-friendly platform and the flexibility in job opportunities. One comment highlights this: "Paid super, flexible job opportunities, easy communication, Easy to use practitioner platform." Another employee mentions, "The working platform is quite efficiency."

These themes paint a picture of a company that values its employees, maintains high professional standards, operates with integrity, and provides a supportive and flexible work environment.

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

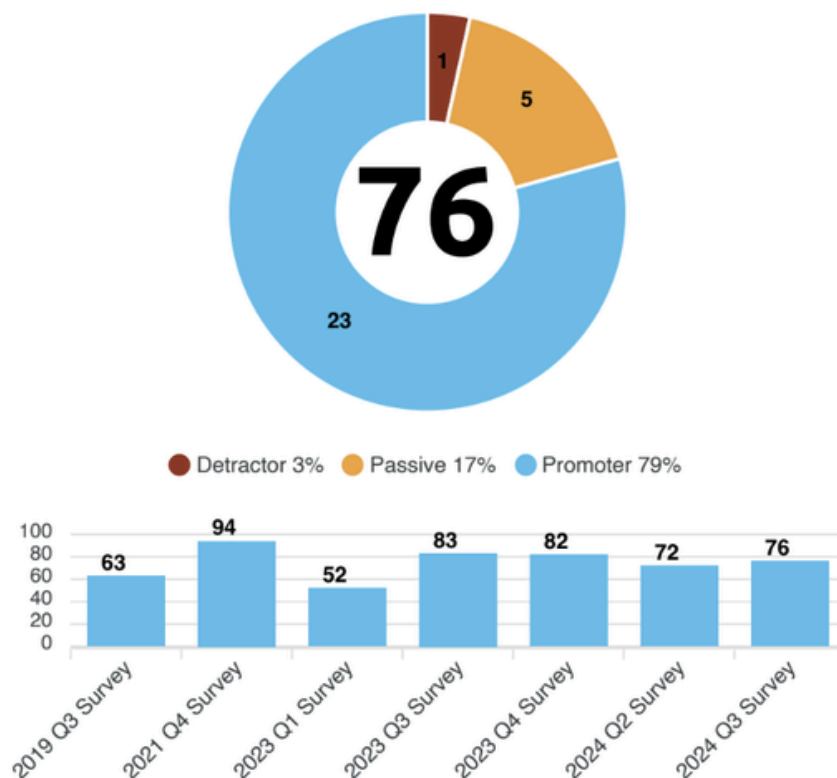
Loyal, enthusiastic ambassadors.



ENPS SCORE

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

$$\text{eNPS} = \text{Promoters (79\%)} - \text{Detractors (3\%)}$$



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.

