



Employee Engagement Report Q3 - 2025

seatedmassage

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EXECUTIVE SUMMARY

The employee feedback for Seated Massage is overwhelmingly positive, with several recurring themes that highlight the strengths of the organization. The most frequently mentioned strengths include the professionalism and approachability of the owners, Lena and Stu, who are consistently described as friendly, supportive, and ethical. Many employees feel appreciated, respected, and well looked after, with clear and fair communication being a standout feature. The company's online systems, particularly the therapist dashboard and automated portal, are praised for their ease of use, efficiency, and ability to keep staff informed and organized. Prompt payments, the inclusion of superannuation, and transparent processes further contribute to a sense of trust and satisfaction among the team.

Employees also value the flexibility offered by Seated Massage, such as the ability to choose jobs based on location and receive job offers in advance, which aids in planning and work-life balance. The company is widely regarded as professional, ethical, and enjoyable to work for, with several employees stating that it is the best or most professional organization they have worked with in the industry.

However, there are some areas for improvement that have been noted by multiple employees. The most significant concern is the limited availability of jobs, with several respondents expressing a desire for more work opportunities and higher pay rates. This issue is significant enough that some employees mention difficulty in sustaining themselves due to the scarcity of available jobs. While the pay is generally described as fair, there is a clear interest in increased rates and more frequent job offerings.

In summary, Seated Massage is highly regarded by its employees for its supportive leadership, clear communication, user-friendly systems, and ethical practices. The main area for development lies in expanding job opportunities and potentially reviewing compensation structures to better meet the needs of its workforce. Addressing these concerns would further strengthen employee satisfaction and retention.

61**eNPS**

(2024 Customer Avg = 46.5)

44%**Participation Rate**

(2024 Customer Avg = 66%)



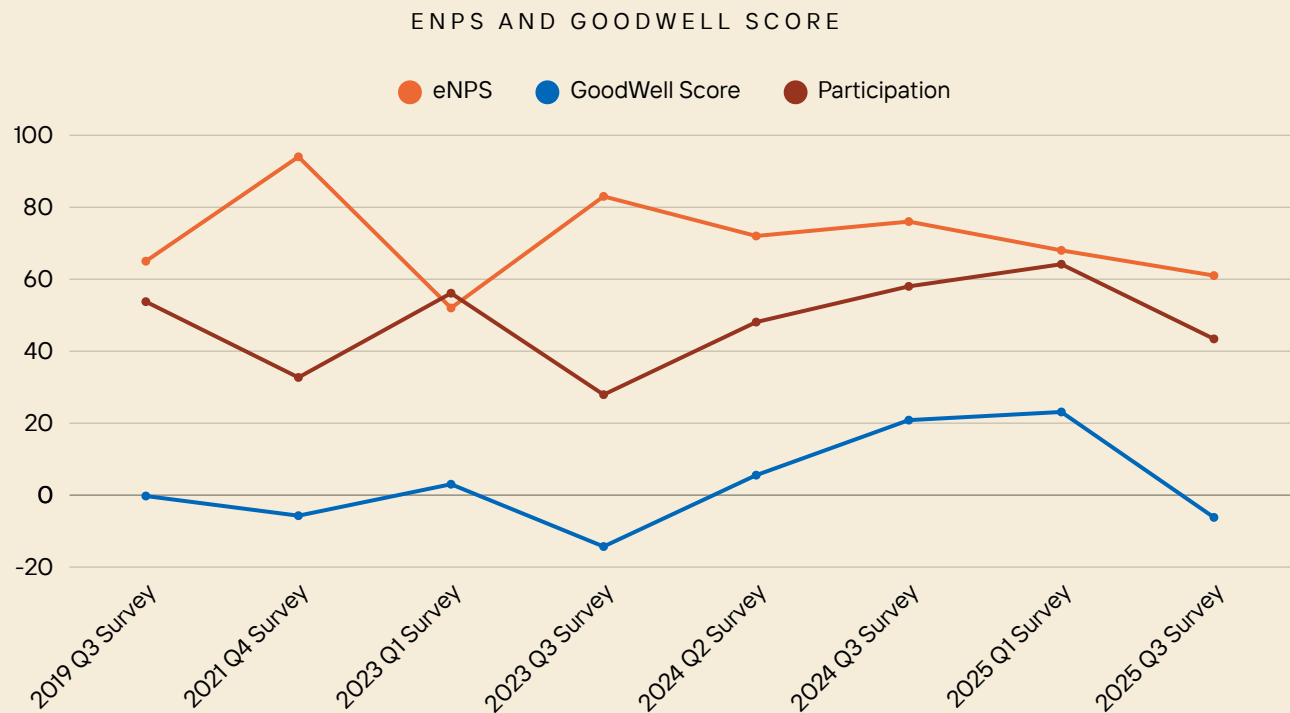
GOODWELL SCORE

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.



COMPARISON TO LAST SURVEY

Between the 2025 Q1 and 2025 Q3 employee engagement surveys, there are both notable shifts and consistent themes in employee sentiment at Seated Massage. The most apparent change is a decline in key engagement metrics: the eNPS dropped from 68 to 61, participation fell from 64% to 44%, and the GoodWell Score decreased significantly from 23 to -5. This quantitative downturn is reflected in the qualitative feedback, though the overall tone remains largely positive.

Across both surveys, employees consistently praise the professionalism, kindness, and approachability of the owners, Lena and Stu, as well as the supportive and ethical company culture. Many respondents in both periods highlight clear communication, prompt payments, and the ease of using the company's online systems. The sense of being respected and appreciated is a recurring theme, and several employees mention recommending Seated Massage to others or preferring it over other agencies. These positive aspects appear to be a stable foundation of the company's reputation and employee experience.

However, there are also persistent concerns that span both surveys. The most frequently mentioned issue in both Q1 and Q3 is the lack of available work or insufficient job opportunities. Multiple employees in each survey express frustration about the scarcity of jobs, with some noting that this makes it difficult to rely on Seated Massage as a primary source of income. This theme is more pronounced in the Q3 responses, with several comments directly stating that the limited number of jobs is making it hard to survive or that they wish there were more opportunities. The desire for higher pay or rate increases is another consistent, though less frequently mentioned, concern, with a few employees in both surveys referencing stagnant pay rates in the face of rising living costs.

COMPARISON TO LAST SURVEY CONTINUED

There are some subtle shifts in sentiment between the two surveys. In Q1, the feedback is slightly more effusive, with several employees describing Seated Massage as the best workplace they have experienced, and more comments about the positive impact of the work itself and the camaraderie among therapists. There is also a mention of a need for better hands-on training, though this is a single comment and not echoed elsewhere. In Q3, while the positive comments about management and systems remain strong, there is a slight increase in the number of comments focused on the lack of work and the desire for more job opportunities or higher rates. The tone, while still positive, is a bit more tempered, with some employees expressing hope for improvements rather than unqualified satisfaction.

In summary, the core strengths of Seated Massage—supportive leadership, clear communication, professionalism, and a user-friendly system—are consistently recognized and appreciated by employees in both surveys. However, the ongoing and possibly worsening issue of insufficient job opportunities is a significant and recurring concern, and there is a growing undercurrent of dissatisfaction related to pay and job availability. The decline in participation and engagement scores suggests that these issues may be starting to erode some of the goodwill built up by the company's positive culture, and addressing them will be critical to maintaining and improving employee engagement going forward.

CATEGORY SUMMARY

Compensation

Employee feedback on compensation is generally positive, with several employees describing the pay as “fair” and appreciating that “super is paid.” The automated invoicing system is also highlighted as a benefit, making payment processes straightforward. However, there are recurring concerns about the number of available jobs, with one employee stating, “There is very few jobs available for the therapists. Making it very hard to survive,” and another wishing for “more jobs and get promote to higher rates too.” While the base pay is seen as reasonable, the limited volume of work and lack of advancement in pay rates are notable concerns.

Benefits

Benefits are not frequently mentioned, but the payment of superannuation is appreciated by employees, as noted in comments like “I appreciate that they pay super.” There is little mention of other traditional benefits such as health insurance or paid leave, suggesting that while the company meets basic statutory requirements, there may be room to expand the benefits package to further support employees.

Process

The company’s processes receive strong praise, particularly for their efficiency and clarity. Employees highlight the “easy to use” online therapist dashboard and the “simple and direct platform to use with notifications, self generated invoice.” The automated portal and prompt payments are also appreciated. These streamlined processes contribute to a positive working experience and help employees manage their work effectively.

Leadership

Leadership is consistently described in positive terms, with multiple employees specifically naming Lena and Stu as “very good,” “friendly,” “approachable,” and “great owners.” Employees feel “appreciated & respected,” and leadership is credited with fostering a supportive and ethical environment. The owners’ direct involvement and positive relationships with staff are seen as key strengths.

Culture

The company culture is widely praised, with employees describing the environment as “friendly,” “pleasurable,” and “enjoyable.” There is a strong sense of appreciation and respect, and the company is described as “one of the better agencies to work for.” The emphasis on kindness, professionalism, and ethical behavior is repeatedly mentioned, contributing to a positive and inclusive workplace culture.

CATEGORY SUMMARY

Resources

Resources provided by the company, particularly the online dashboard and automated systems, are highly valued. Employees find these tools “wonderful” and “very good,” making it easy to keep track of jobs and manage administrative tasks. The support staff are also commended for being “always there to lend a hand if needed,” indicating that employees feel well-supported in their roles.

Training

There is little direct mention of formal training programs in the feedback. However, the clarity of communication and instructions for each job suggests that employees feel adequately prepared for their work. The absence of negative comments about training implies that the current approach is meeting employee needs, though there may be opportunities to formalize or expand training offerings.

Opportunity for Growth

Opportunities for growth appear limited, as several employees express a desire for “more jobs” and “promotion to higher rates.” The lack of available work is a recurring theme, and there is little mention of career advancement or professional development pathways. This suggests that while the company provides a positive day-to-day experience, long-term growth opportunities may be lacking.

Communication

Communication is a standout strength, with employees repeatedly describing it as “very clear & fair,” “good,” and “thorough.” The company is praised for being “easy to contact & respond quickly,” and for providing “clear instructions” and “all information required for the job.” This high level of communication contributes to employee satisfaction and operational efficiency.

Employee Feedback or Recognition

Employees feel appreciated and respected, with several noting that they receive feedback from clients and the company. One employee specifically mentions, “They give feedback from the client,” and others feel “appreciated & respected.” While formal recognition programs are not mentioned, the general sense of appreciation and positive relationships with leadership suggest that employees feel valued.

Customer Service

Customer service is highlighted as a priority, with employees encouraged to “always smile, kindly for customer and do the best for them.” The company’s professionalism and responsiveness are also noted, contributing to a positive experience for both employees and clients. The feedback indicates that customer service standards are high and well-communicated.

CATEGORY SUMMARY

Product

The core service—corporate seated massage—is described as “rewarding” and “enjoyable” work. Employees express pride in the professionalism of the organization, with one stating, “As far as corporate massage providers go, Seated Massage is by far the most professional organisation I have worked for.” The product is well-regarded by both staff and clients.

Teammates

While there is limited direct mention of coworkers, the overall tone suggests a collegial and supportive environment. Employees refer to “wonderful support staff” and describe the team as “on the ball.” The positive culture and strong leadership likely contribute to good working relationships among teammates.

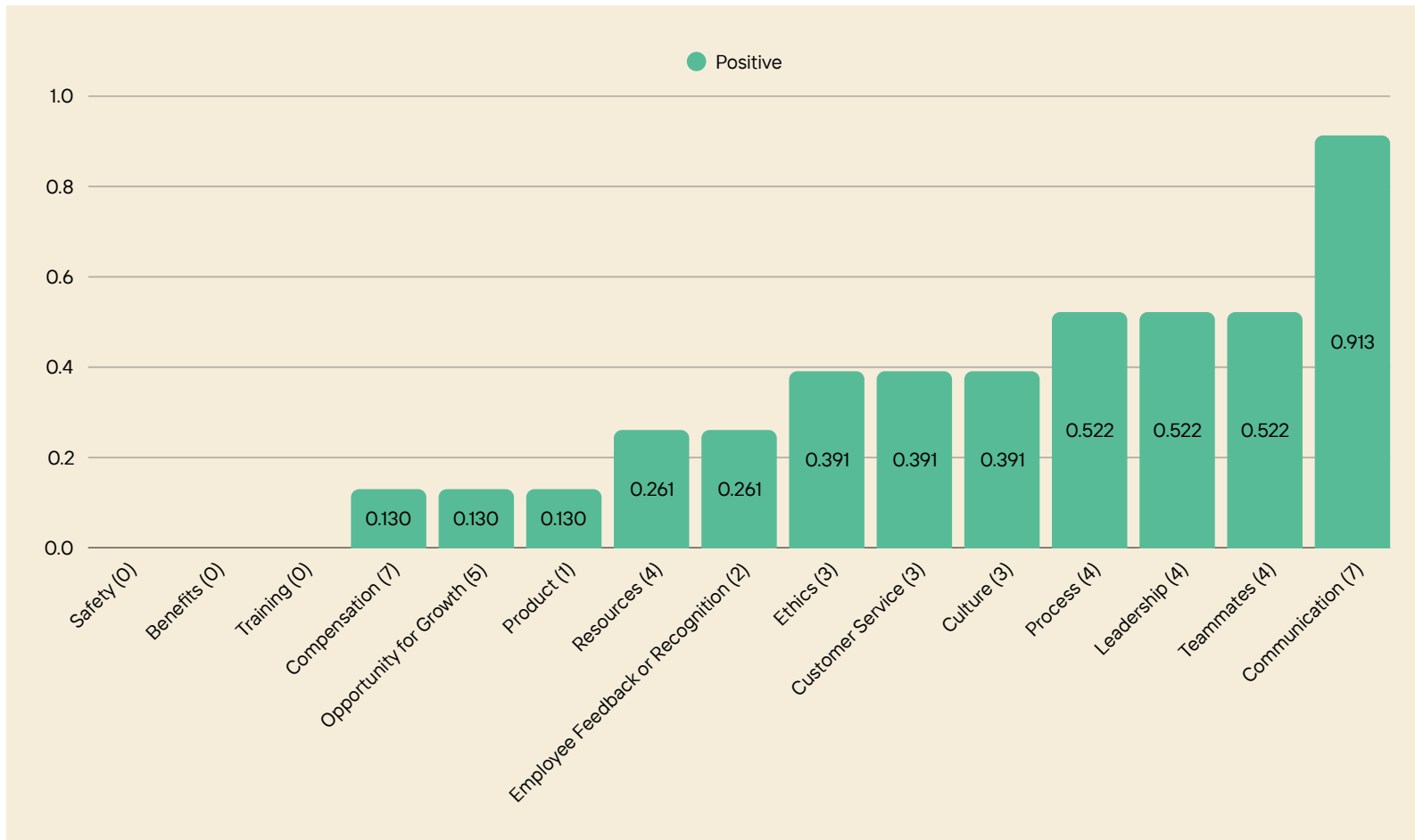
Ethics

Ethics are a clear strength, with employees describing the company as “ethical, transparent and they really look after me.” The company’s commitment to ethical behavior is mentioned multiple times, and employees feel that the organization operates with integrity and fairness.

Safety

Safety is not directly addressed in the feedback provided. There are no negative comments or concerns raised, which may indicate that safety is not a pressing issue for employees. However, the absence of specific mention suggests that the company could consider communicating its safety policies and practices more explicitly to reinforce its commitment to employee well-being."

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 talking 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

The most positive themes emerging from the employee feedback center around the supportive and approachable nature of the company's leadership, the clarity and effectiveness of communication, the professionalism and ethical standards of the organization, and the user-friendly technology provided to staff.

Many employees specifically mention the owners, Lena and Stu, as being "very good to me," "great owners and they look after us," and "always friendly when I'm communicating with them," highlighting a strong sense of appreciation and respect for management.

The company's communication is repeatedly praised, with comments such as "communication is very clear & fair," "good communication," and "they communicate all information required for the job thoroughly."

Employees also value the professionalism and ethical approach of the company, describing it as "extremely professional," "ethical, transparent," and "by far the most professional organisation I have worked for."

The technology and systems in place, such as the online therapist dashboard and automated portal, are described as "easy to use & a wonderful tool," "good automated portal, prompt payments, clear communication," and "clear instructions, simple and direct platform to use with notifications, self generated invoice, super is paid."

Overall, employees feel appreciated, respected, and well-supported, with one stating, "Seated Massage are approachable & a pleasure to work with," and another noting, "Great employer, good ethics, good relationships and enjoyable work." These recurring themes demonstrate a positive and supportive work environment that is valued by many staff members.

ENPS SCORE DISTRIBUTION

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

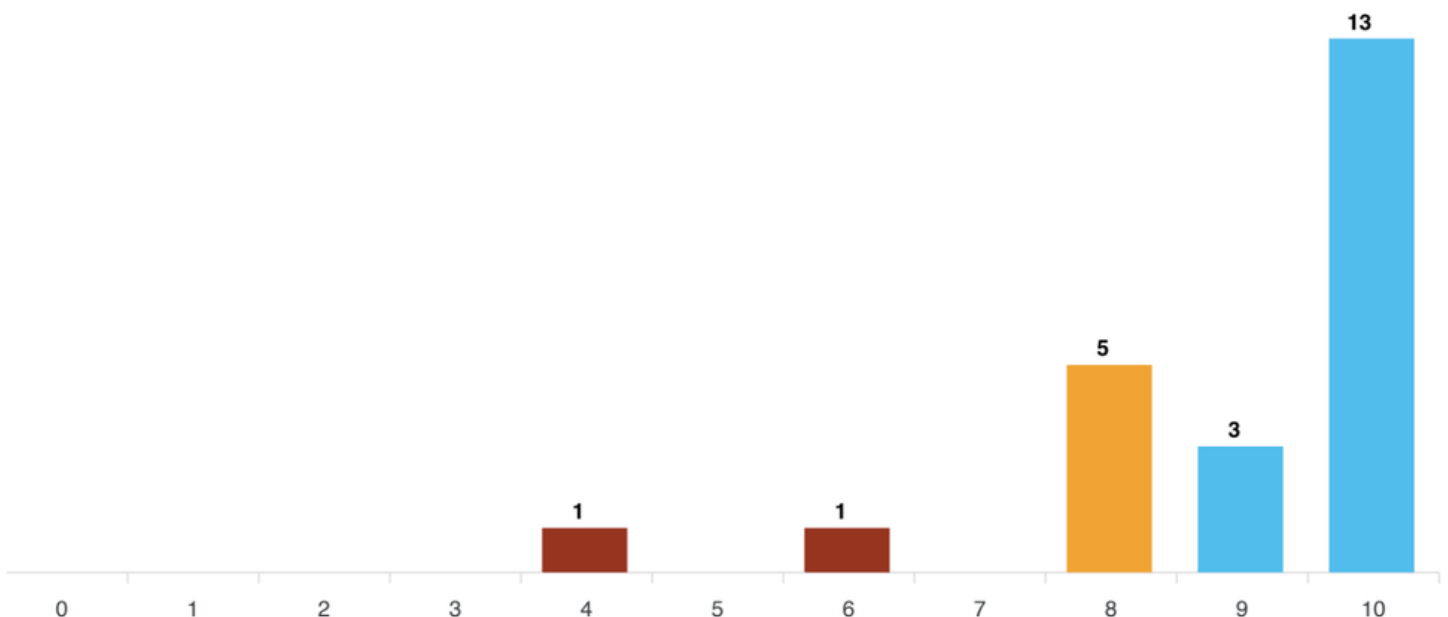
7-8

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

Promoters

9-10

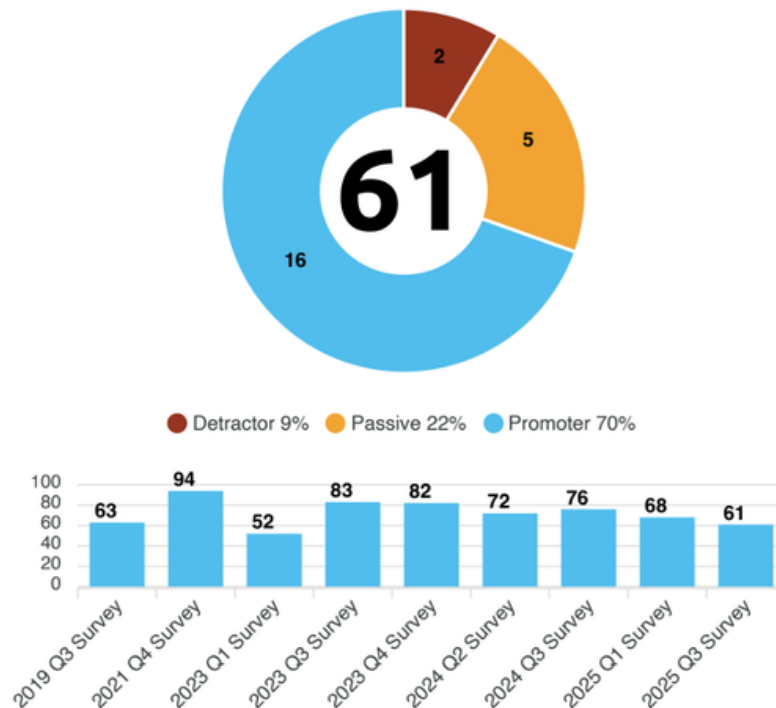
Loyal, enthusiastic ambassadors.



ENPS SCORE

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

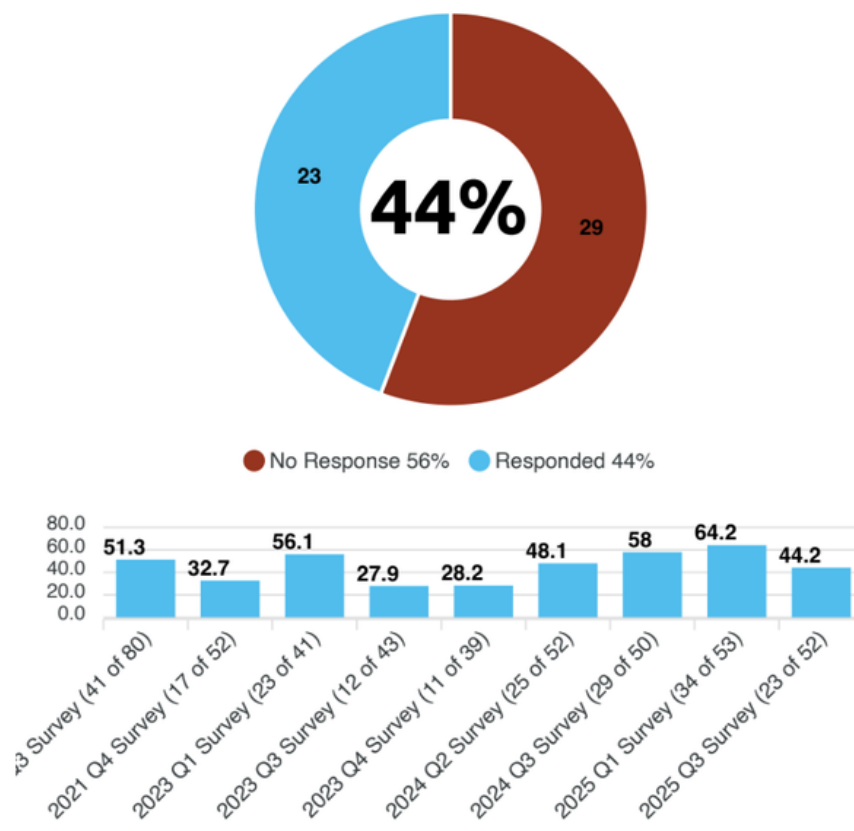
$$\text{eNPS} = \text{Promoters (70\%)} - \text{Detractors (9\%)}$$



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.



ENPS CHARTS