

seatedmessage

ENGAGEMENT  
REPORT

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Q1 2026



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The Q1 2026 employee survey results reveal a workforce that remains highly engaged despite facing significant operational challenges. With an eNPS of 68, representing a strong 7–point improvement from the previous survey, and a GoodWell Score of 19 indicating above-average employee sentiment, Seated Massage continues to maintain exceptional employee loyalty and satisfaction. The 61% participation rate from 28 total responses demonstrates solid engagement levels, suggesting employees are invested in providing feedback to help improve the organization. These metrics indicate that while employees face certain frustrations, their overall commitment to the company remains remarkably strong, likely driven by the positive cultural elements and leadership qualities they consistently praise.

The survey reveals profound organizational strengths that serve as the foundation for employee satisfaction and retention. Company culture emerges as the strongest theme, with 36% of employees providing overwhelmingly positive feedback about the professional, organized, and ethical work environment. Leadership receives exceptional praise from 25% of respondents, with Stuart and Lena consistently recognized for their approachability, supportiveness, and genuine care for employee wellbeing. One long-term employee noted, "I've been partnering with seatedmassage for 6 years & I have loved every minute of it! Stu & Lena embody wonderful values & ethics, & have always treated me with respect, care & courtesy." The company's operational excellence also stands out, with 29% of employees praising the efficient processes and systems, particularly the invoicing platform which one employee described as "simply the best I have ever encountered." Communication receives consistent positive recognition from 21% of respondents, reflecting the leadership team's commitment to maintaining clear, responsive dialogue with their workforce.

However, the survey reveals one critical challenge that has intensified significantly since the previous period: work availability. Resources concerns now dominate the negative feedback, with 25% of employees expressing frustration about insufficient job opportunities, representing a dramatic increase from historical trends. Multiple employees report difficulty securing work, with comments such as "There is not enough work available" and "As much as I'm grateful for the work they offer me, the only thing I'd like to improve is the number of jobs they currently offer me as its dropped back a little." Additionally, concerns about job allocation fairness have emerged, with employees suggesting that the current text-based system for job distribution creates inequitable access compared to other companies' email-based systems. Compensation remains a secondary but persistent concern, with 21% of employees requesting higher pay rates. The priority for leadership should focus immediately on addressing work availability and distribution methods, as this operational challenge threatens to undermine the exceptional cultural and leadership strengths that have historically driven employee satisfaction. While the strong eNPS improvement suggests employees remain optimistic about the company's direction, resolving the work availability issue will be essential to maintain this positive trajectory and prevent talented therapists from seeking opportunities elsewhere.

68

eNPS

(12-Month Customer Avg = 46.3)

61%

Participation Rate

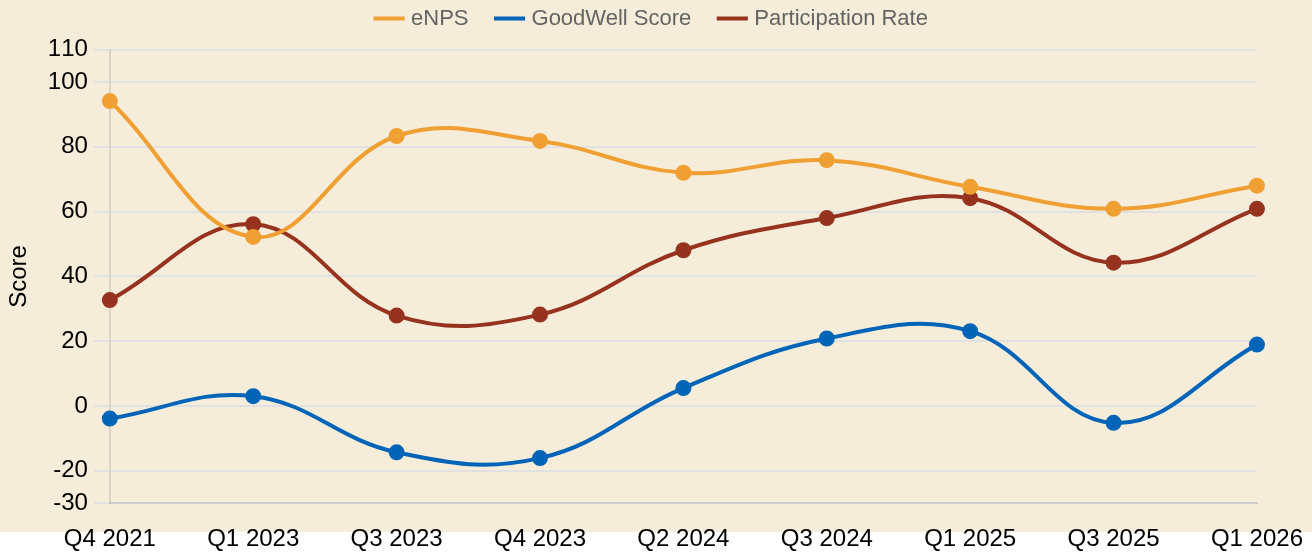
(12-Month Customer Avg = 75.4%)

19

GoodWell Score

(12-Month Customer Avg = 20.2)

### Survey History

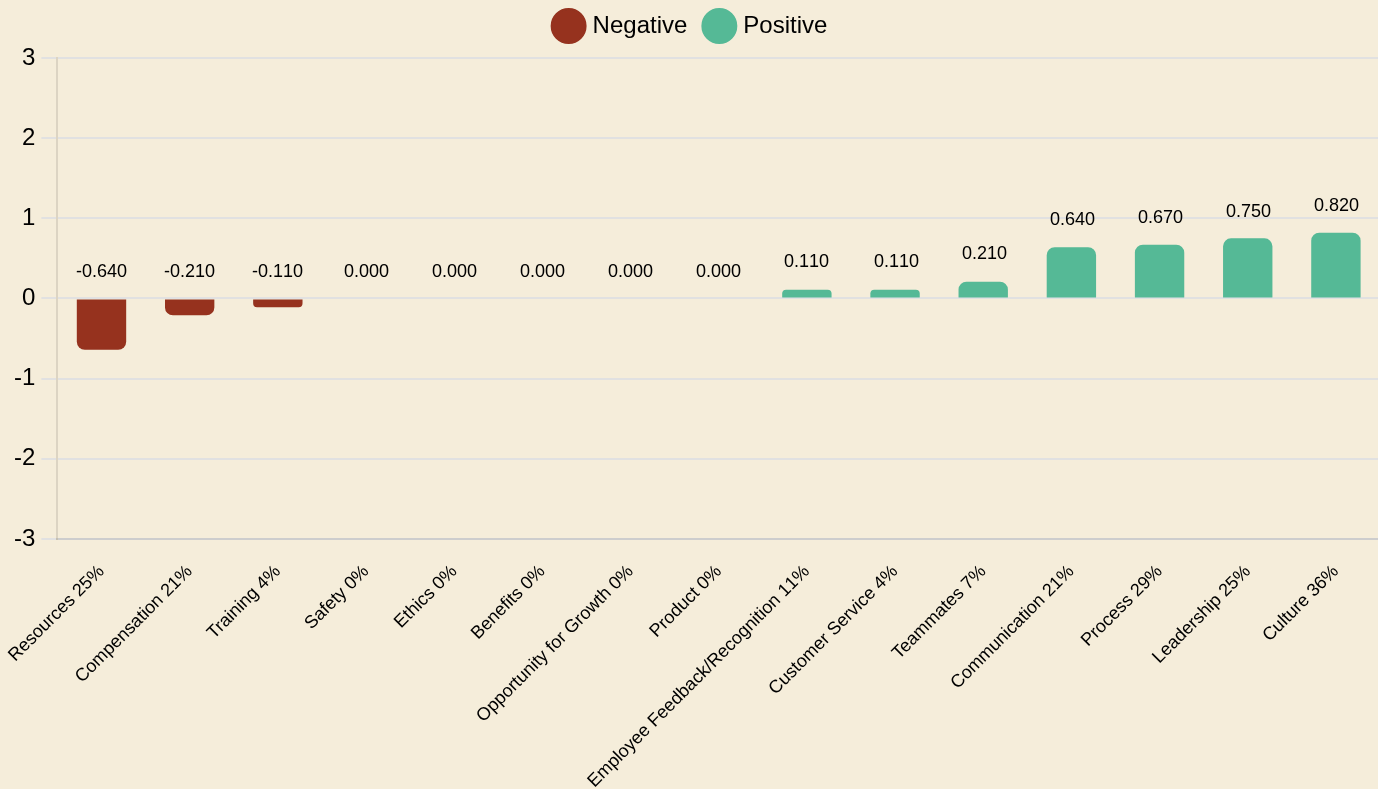


## COMPARISON TO LAST SURVEY

Comparing the current Q1 2026 survey to the prior Q3 2025 survey reveals both persistent strengths and an intensifying concern around work availability. Consistent themes across both surveys include strong appreciation for the professional communication style and responsiveness of leadership (particularly Stu and Lena), praise for the efficient automated systems and invoicing platform, and recognition of the company's ethical and supportive culture. The friendly, professional nature of management continues to be frequently mentioned as a key positive aspect of working for Seated Massage.

However, the most significant shift between surveys is the dramatic increase in concerns about insufficient work availability. While only one employee mentioned limited job opportunities in the prior survey, the current survey shows this has become a major theme with multiple employees expressing frustration about lack of work, jobs being taken within minutes of posting, and requests for more regular opportunities. This concern now appears alongside the consistently mentioned desire for higher pay rates, which remains a persistent theme across both surveys. The current survey also introduces new concerns about fairness in job allocation methods, with employees suggesting improvements to how jobs are distributed among therapists. Despite these operational concerns, employee sentiment toward management and company culture remains strongly positive, indicating that while employees appreciate working for the organization, they need more substantial work opportunities to remain fully satisfied.

# 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 percentages next to the Categories reflects the percentage of respondents who commented on that 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

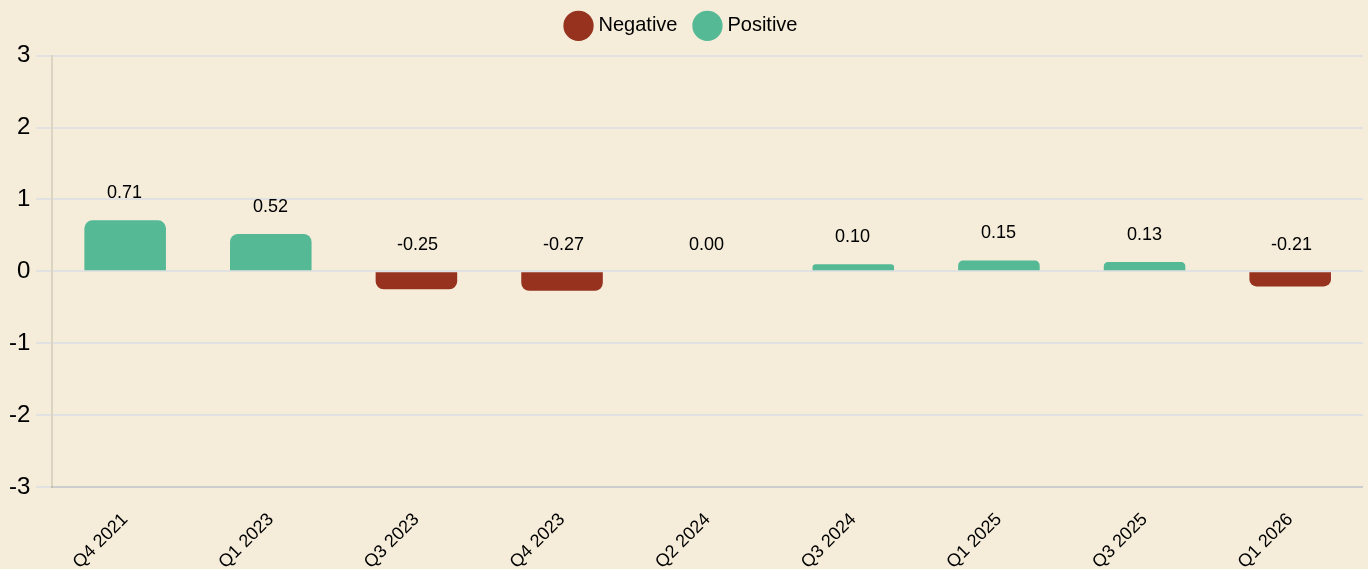
# CATEGORY SUMMARY

## Compensation

Score: -0.21 21% mentioned

The compensation score of -0.21 reflects a mixed but predominantly concerned employee sentiment regarding pay levels. While some employees acknowledge that compensation is "decent pay" and recognize that "the job I did was well paid," the majority of feedback centers on wage concerns. Multiple employees specifically highlighted that pay rates are insufficient, with one noting "the only negative would be the hourly rate" and another stating they were "just hoping for a wage increase." A particularly telling comment suggests that current compensation doesn't align with skill requirements, as one employee mentioned "the pay is too low for the highly skilled therapists." The recurring theme of inadequate hourly rates appears across several responses, indicating this is a systemic concern rather than isolated feedback. While the company maintains some positive recognition for fair compensation practices, addressing the wage structure could significantly improve employee satisfaction and retention of skilled massage therapists.

### Compensation Sentiment History



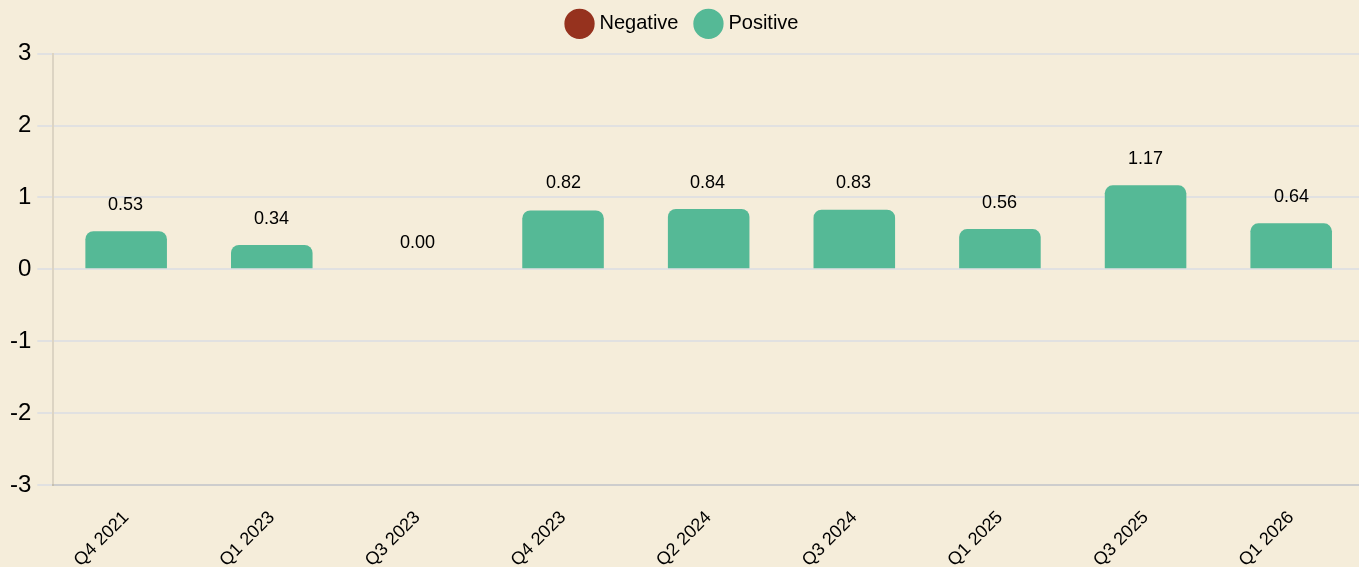
# CATEGORY SUMMARY (CONTINUED)

## Communication

Score: 0.64 21% mentioned

The Communication category demonstrates solid performance with a score of 0.64, reflecting generally positive employee sentiment. The feedback reveals consistent themes around effective organizational communication, with multiple employees highlighting the company's communicative strengths. Several respondents specifically noted "good communication" as a defining characteristic of their experience, with one stating "Working for Seated Massage is great. There's always good communication." Employees particularly value the responsive and approachable nature of leadership, describing management as "friendly and responsive" and "always ready to listen and understand." The connection between communication and organizational effectiveness is evident, with one employee noting "It's really organized, good communication." While the feedback is overwhelmingly positive, the moderate score suggests there may be room for enhancement in communication practices to achieve even stronger employee satisfaction in this critical area.

### Communication Sentiment History



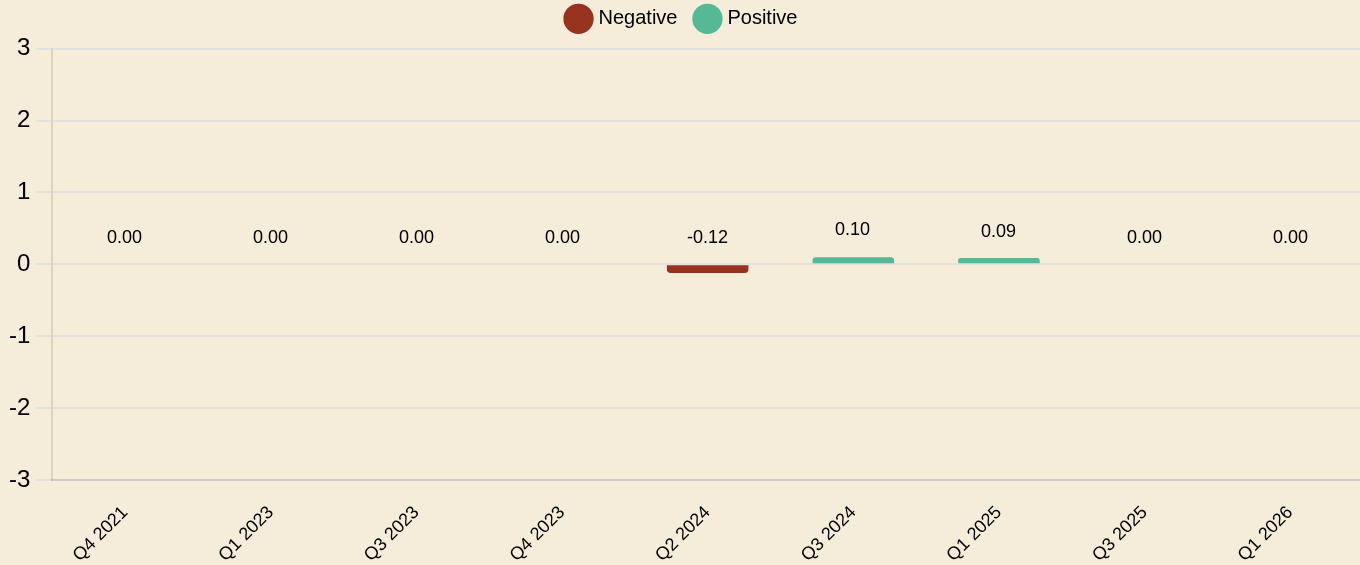
# CATEGORY SUMMARY (CONTINUED)

Safety

Score: 0.00 0% mentioned

No comments were received for this category in this survey period.

Safety Sentiment History



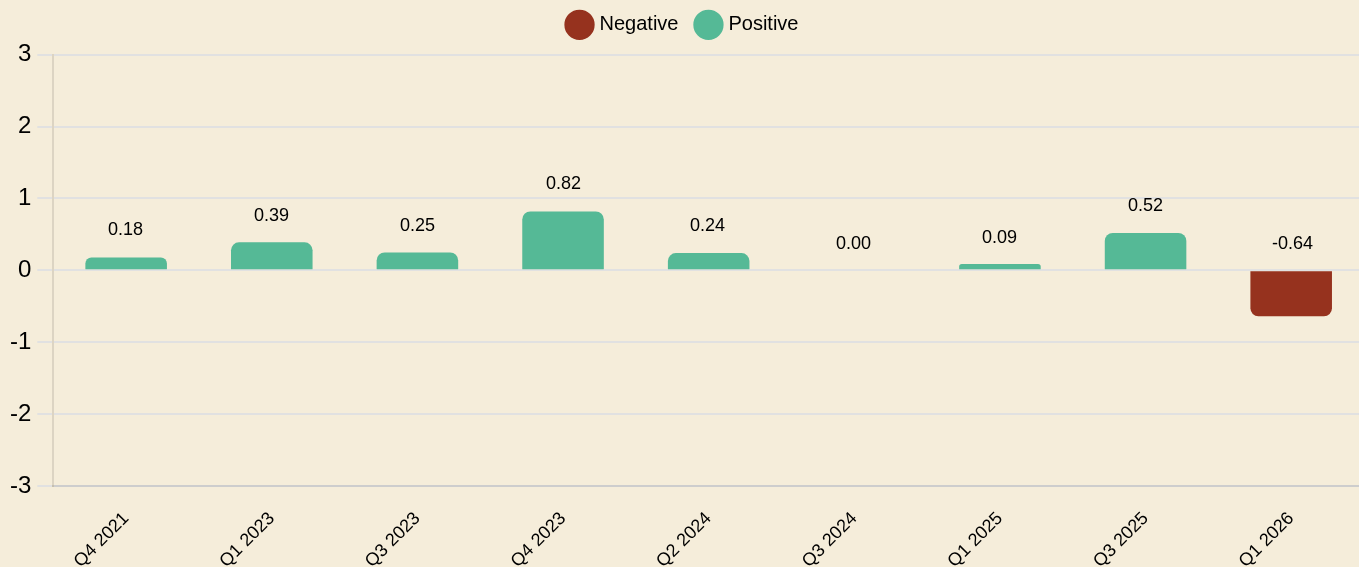
# CATEGORY SUMMARY (CONTINUED)

## Resources

Score: -0.64 25% mentioned

The Resources category reveals a score of -0.64, indicating notable concerns among employees regarding work availability. The dominant theme across multiple employee responses centers on insufficient work opportunities, with several staff members expressing desire for increased job assignments. One employee noted "There is not enough work available," while another stated "I would like to be offered more jobs." This sentiment is reinforced by comments about reduced work frequency, with one team member mentioning they "Haven't had a great deal work with them over last 13 months." Despite these challenges, there are positive elements to consider, as one employee expressed appreciation stating "As much as I'm grateful for the work they offer me," demonstrating underlying satisfaction with the company relationship. Another employee indicated strong potential engagement, noting "If there was more work on a regular basis I would've given a 10." The feedback suggests that while employee satisfaction with the work itself appears positive, addressing work volume consistency could significantly improve overall team morale and engagement.

### Resources Sentiment History

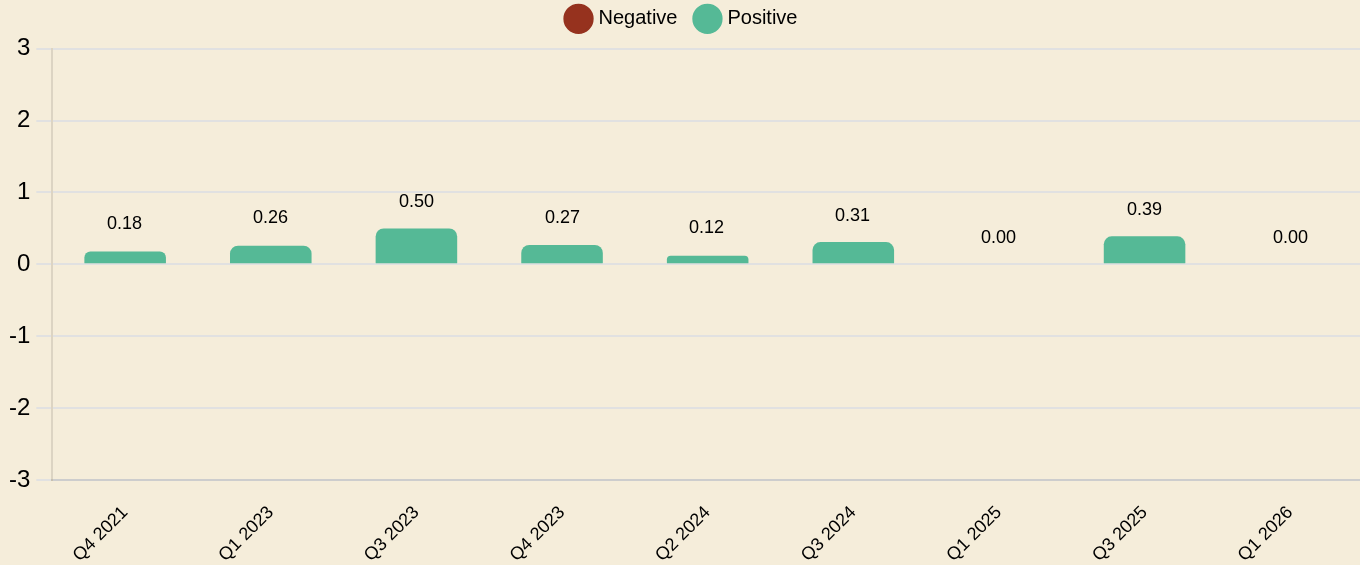


# CATEGORY SUMMARY (CONTINUED)

Ethics Score: 0.00 0% mentioned

No comments were received for this category in this survey period.

Ethics Sentiment History



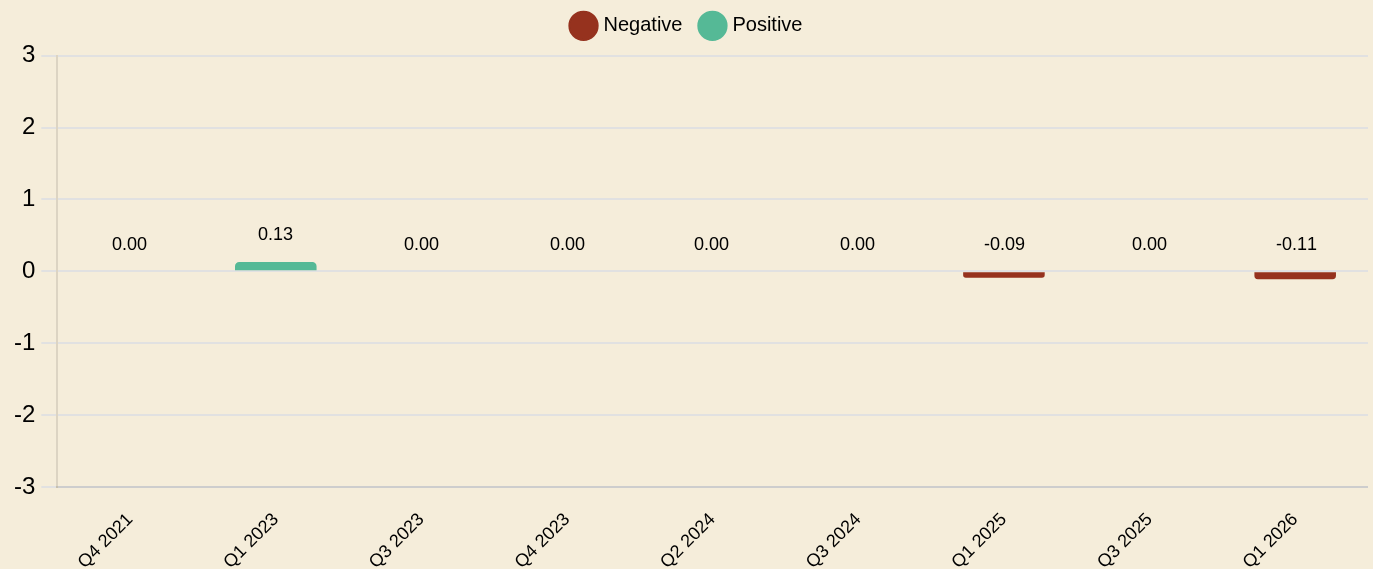
# CATEGORY SUMMARY (CONTINUED)

## Training

Score: -0.11 4% mentioned

The Training category received a score of -0.11, indicating a relatively neutral position with slight room for improvement. While the feedback suggests that basic training foundations are in place, employees are expressing a desire for enhanced professional development opportunities. One employee specifically noted, "If I could improve anything, it would be having even more opportunities for professional development and team connection." This comment highlights two interconnected areas where Seated Massage could strengthen its offerings: expanding formal learning opportunities and fostering better team cohesion through shared development experiences. The feedback suggests that while current training may be adequate, there is clear employee appetite for more comprehensive professional growth programs. This represents a valuable opportunity for the organization to invest in employee development initiatives that could boost both individual satisfaction and overall team dynamics, potentially transforming this neutral area into a significant organizational strength.

### Training Sentiment History



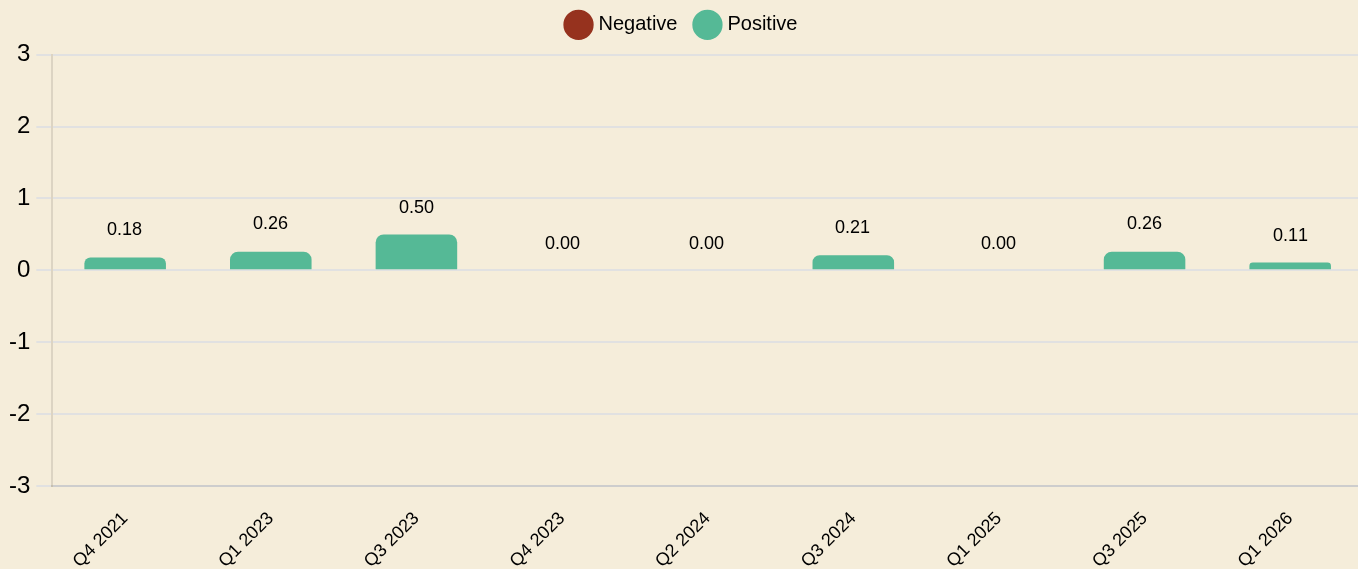
# CATEGORY SUMMARY (CONTINUED)

## Employee Feedback/Recognition

Score: 0.11 11% mentioned

The Employee Feedback/Recognition category shows a positive score of 0.11, indicating modest strength in this area. The feedback reveals a generally supportive workplace culture, with employees expressing that they "feel respected and appreciated" and highlighting that "the team is supportive and take my feedback seriously." This suggests that basic recognition and communication mechanisms are functioning well within the organization. However, there is a notable concern regarding practitioner retention and motivation. One employee specifically identified the need for "remineralising incentives to keep these practitioners interested in working," pointing to potential gaps in the current incentive structure. While the overall sentiment leans positive, the organization would benefit from examining its practitioner incentive programs to ensure long-term engagement and retention of skilled staff members.

### Employee Feedback/Recognition Sentiment History



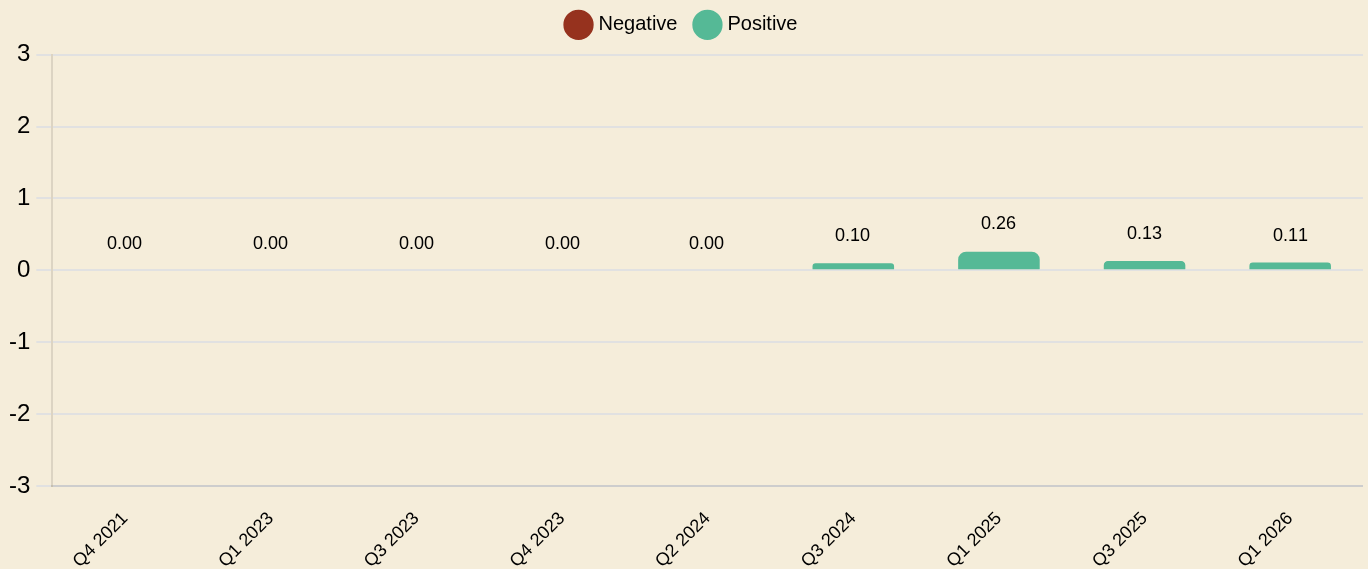
# CATEGORY SUMMARY (CONTINUED)

## Customer Service

Score: 0.11 4% mentioned

The Customer Service category shows a mildly positive score of 0.11, indicating generally favorable employee perceptions with room for enhancement. Employee feedback highlights positive experiences with client organizations, with one team member noting that "some of the organisations I have worked so far has been really good." This suggests that staff members are encountering receptive and well-managed client environments, which contributes to successful service delivery. However, the limited volume of feedback in this area indicates that customer service experiences may vary across different client sites and situations. While the positive sentiment is encouraging, the organization would benefit from gathering more comprehensive feedback to better understand the full spectrum of customer service interactions and identify specific areas where consistency and excellence can be further developed across all client relationships.

### Customer Service Sentiment History



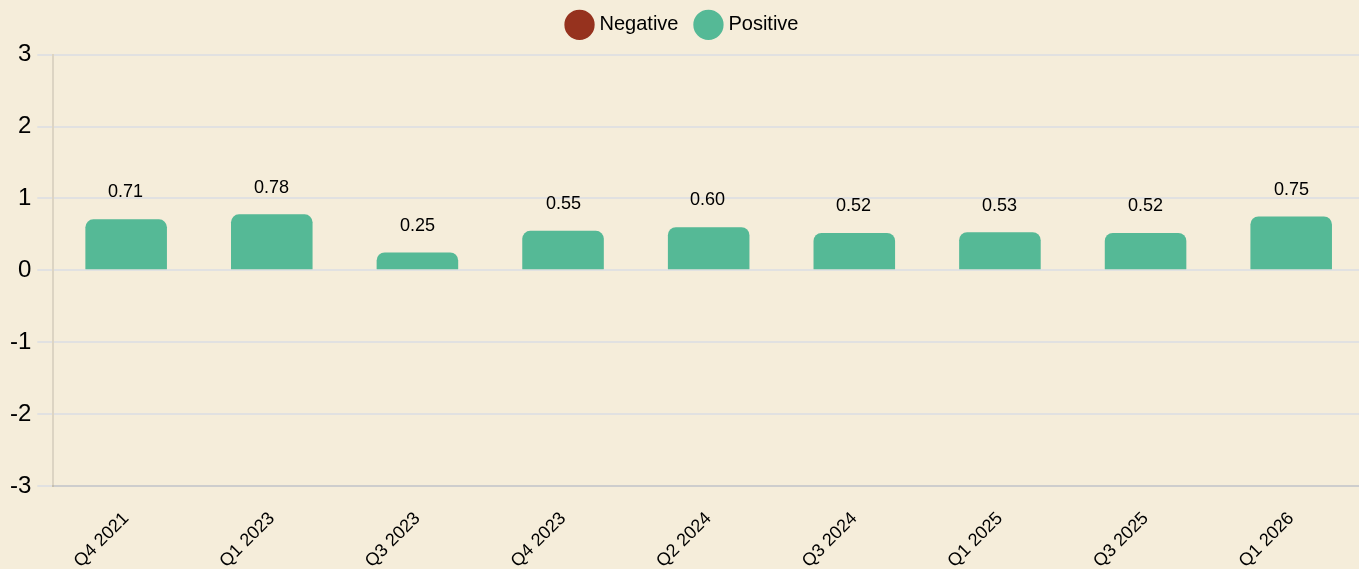
# CATEGORY SUMMARY (CONTINUED)

## Leadership

Score: 0.75 25% mentioned

The Leadership category receives a strong positive score of 0.75, reflecting overwhelmingly favorable employee sentiment toward the company's leadership team. Employees consistently praise Stuart and Lena's approachable, supportive management style, with multiple comments highlighting their accessibility and communication skills. One long-term employee noted, "They're always available for their staff for any reason which is comforting," while another emphasized that leadership "always trying to accommodate" staff needs. The frequent mentions of "friendly," "supportive," and "respectful" treatment suggest a leadership team that prioritizes employee wellbeing and maintains open communication channels. Employees particularly value the clear job descriptions and ongoing support provided. While the feedback is predominantly positive, the leadership team should continue monitoring this area to ensure these strengths are maintained as the organization evolves.

### Leadership Sentiment History



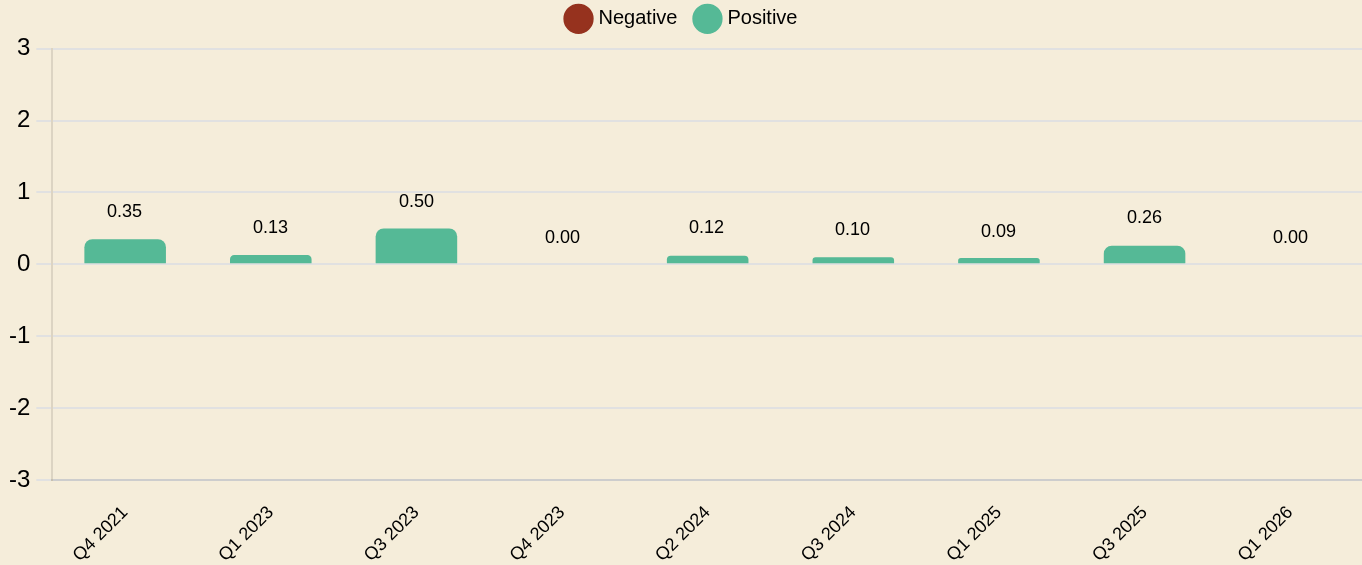
# CATEGORY SUMMARY (CONTINUED)

Benefits

Score: 0.00 0% mentioned

No comments were received for this category in this survey period.

Benefits Sentiment History



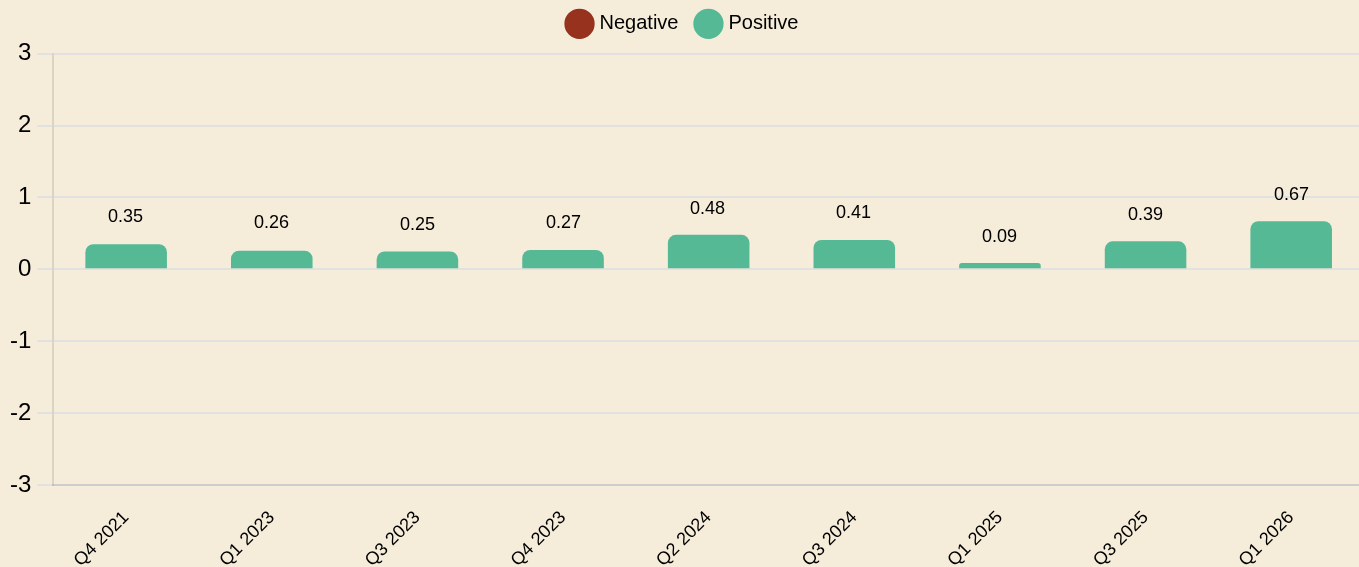
# CATEGORY SUMMARY (CONTINUED)

## Process

Score: 0.67 29% mentioned

The Process category demonstrates strong performance with a score of 0.67, reflecting predominantly positive employee sentiment. Multiple employees consistently praise the invoicing and payment systems, with one noting "Their invoicing system is simply the best I have ever encountered, so easy to see and be organised with tax time etcetera" and another highlighting that it "can automatically generate invoices, which is extremely convenient." The platform's usability receives repeated commendation, described as "easy to use and efficient" with "smooth" communication and administrative processes. Employees also appreciate the overall organizational structure, citing clear and supportive management. However, one area of concern emerges regarding job allocation fairness, where an employee noted that opportunities are sometimes "taken within a minute" through text-based availability requests, suggesting this method may be less equitable compared to email-based systems used by other companies that consider distance and performance metrics.

### Process Sentiment History



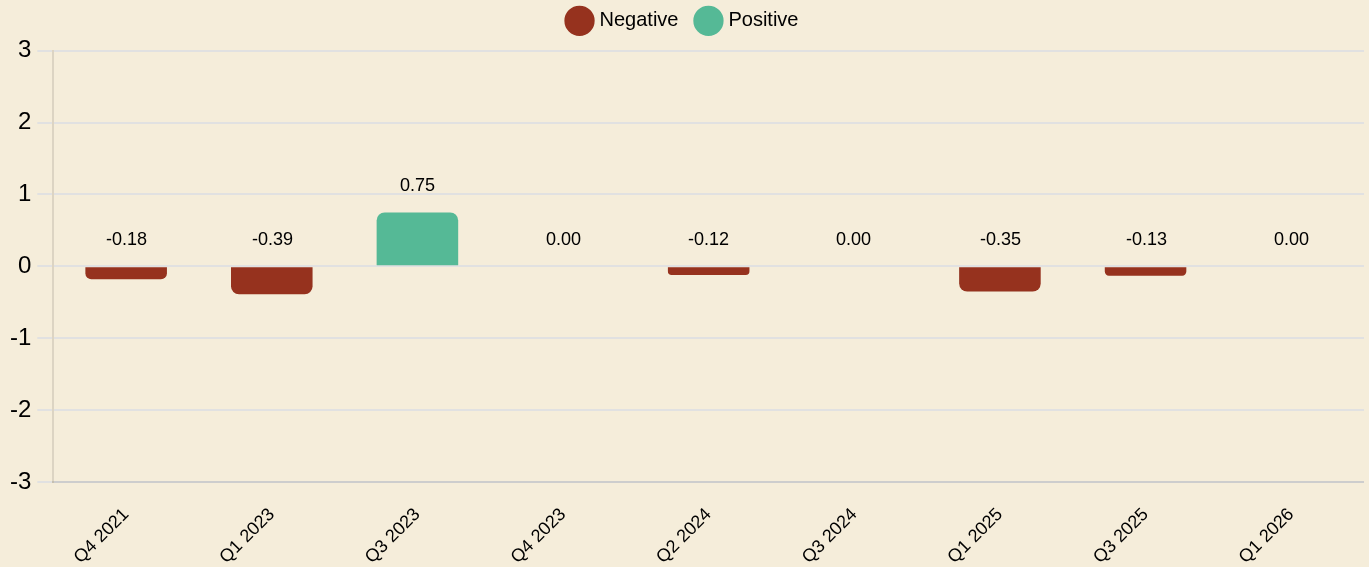
# CATEGORY SUMMARY (CONTINUED)

## Opportunity for Growth

Score: 0.00 0% mentioned

No comments were received for this category in this survey period.

### Opportunity for Growth Sentiment History



# CATEGORY SUMMARY (CONTINUED)

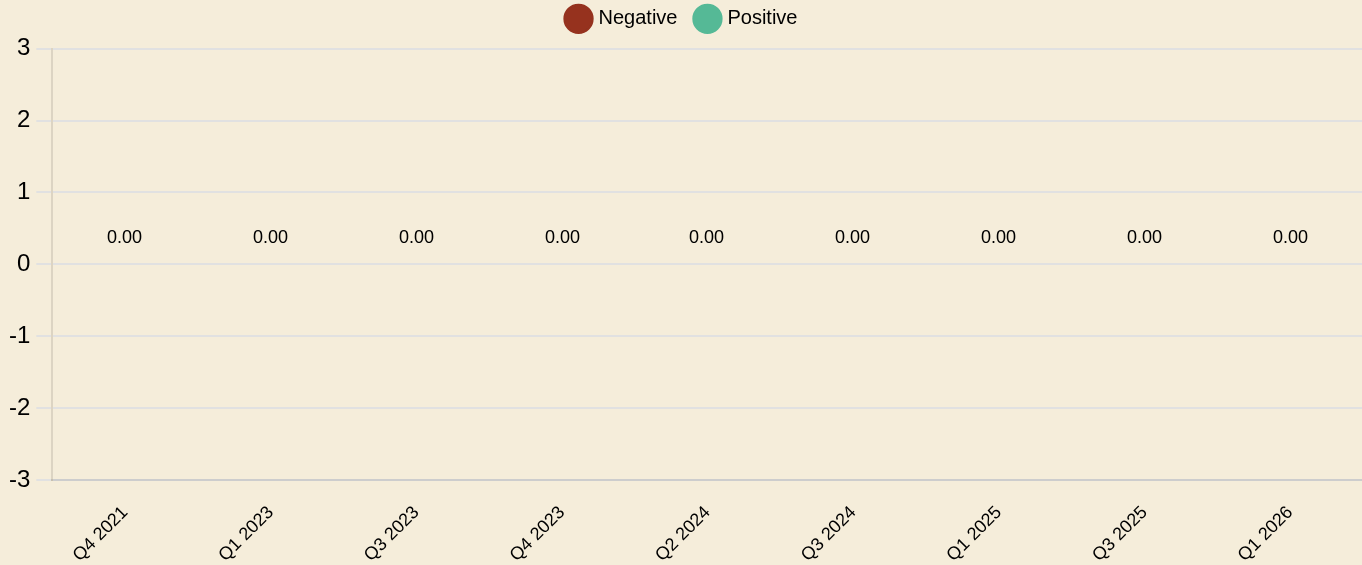
Product

Score: 0.00

0% mentioned

No comments were received for this category in this survey period.

### Product Sentiment History



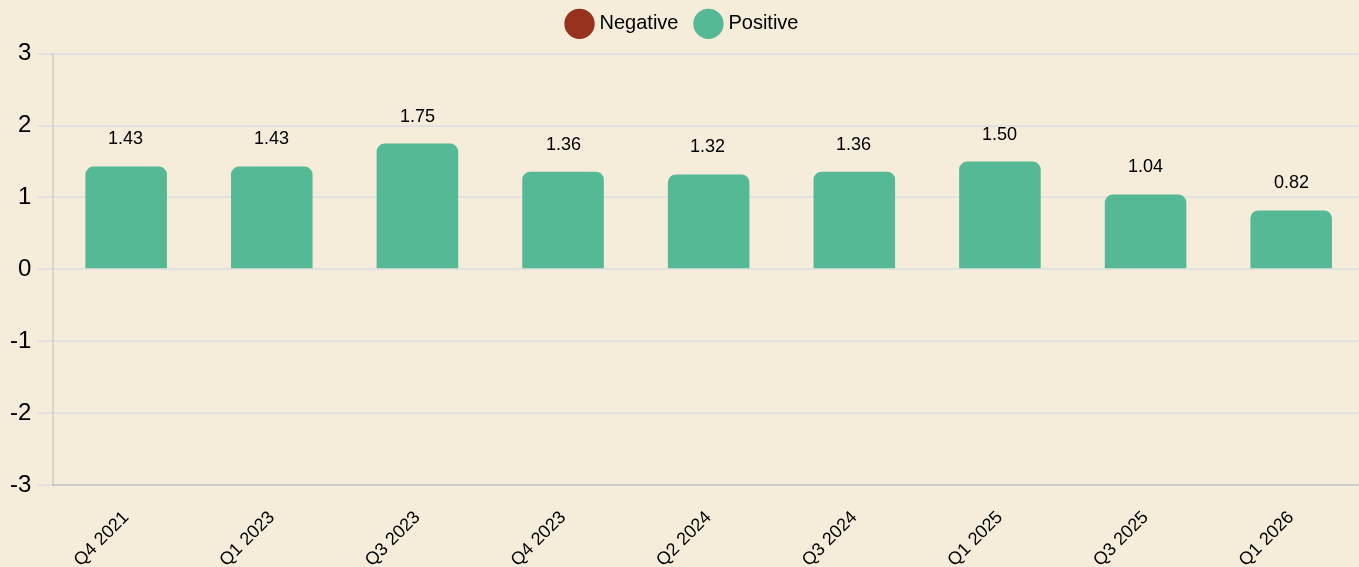
# CATEGORY SUMMARY (CONTINUED)

## Culture

Score: 0.82 36% mentioned

The Culture category demonstrates strong employee satisfaction with a score of 0.82, reflecting predominantly positive sentiment across the workforce. Employees consistently praise the organization's professionalism, with multiple comments highlighting this as a core strength: "Always have enjoyed working for Seated-totally professional!" and "Very well organised professional and eco minded." The flexible framework receives particular appreciation, as one employee noted it "gives practitioners autonomy to work how they want and when they want." Staff members express genuine enthusiasm about their work experience, with several describing it as "really great" and recommending the company to others. However, one notable area for improvement emerged regarding team connectivity. An employee suggested building "more of a community for us to all be part of a team" through events and online engagement, noting that stronger internal relationships could create "an attractive culture to be a part of and sets you apart from other companies."

### Culture Sentiment History



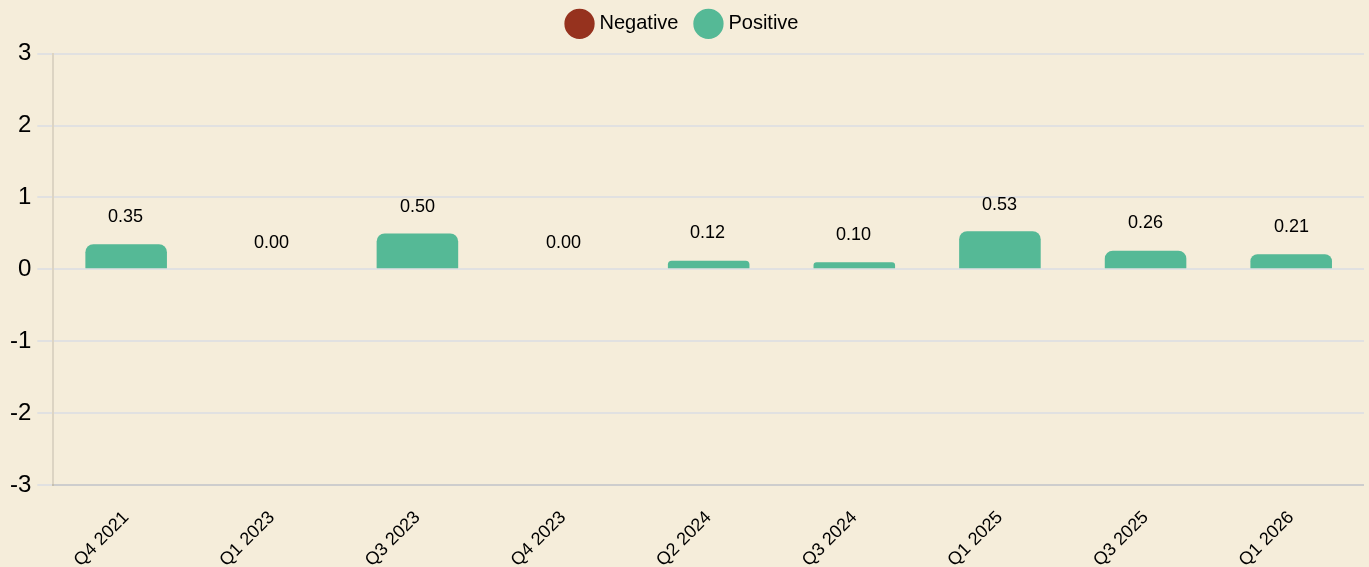
# CATEGORY SUMMARY (CONTINUED)

## Teammates

Score: 0.21 7% mentioned

The Teammates category demonstrates a positive score of 0.21, reflecting generally favorable employee sentiment about workplace relationships. The feedback reveals a consistent theme around the quality of interpersonal connections, with multiple employees specifically noting that their colleagues are "nice people." This recurring observation suggests that Seated Massage has cultivated a workplace environment where employees genuinely appreciate their coworkers' character and approach to collaboration. The positive score indicates that team dynamics are functioning well overall. However, the limited depth of feedback in this area suggests there may be opportunities to better understand the full spectrum of teammate interactions and relationships. While the foundation of positive interpersonal connections is clearly established, gathering more detailed insights about collaboration effectiveness, communication patterns, and team support mechanisms could provide valuable direction for further strengthening these already positive teammate relationships.

### Teammates Sentiment History



## COMPANY STRENGTHS

Based on the Q1 2026 employee survey results, Seated Massage demonstrates exceptional organizational culture and professionalism that resonates strongly across the team. Multiple employees consistently praise the company's professional approach and positive work environment, with comments such as "Always have enjoyed working for Seated-totally professional!" and "8 is a genuinely high score. I will say that SM is one of the top-tier agents to work with." The cultural strength is further reinforced by feedback like "Great organisation to work for" and "Very well organised professional and eco minded Thankyou SM." Employees particularly value the autonomy and flexibility provided, as one noted: "The framework gives practitioners autonomy to work how they want and when they want. Able to adapt to competing schedules of therapists where possible."

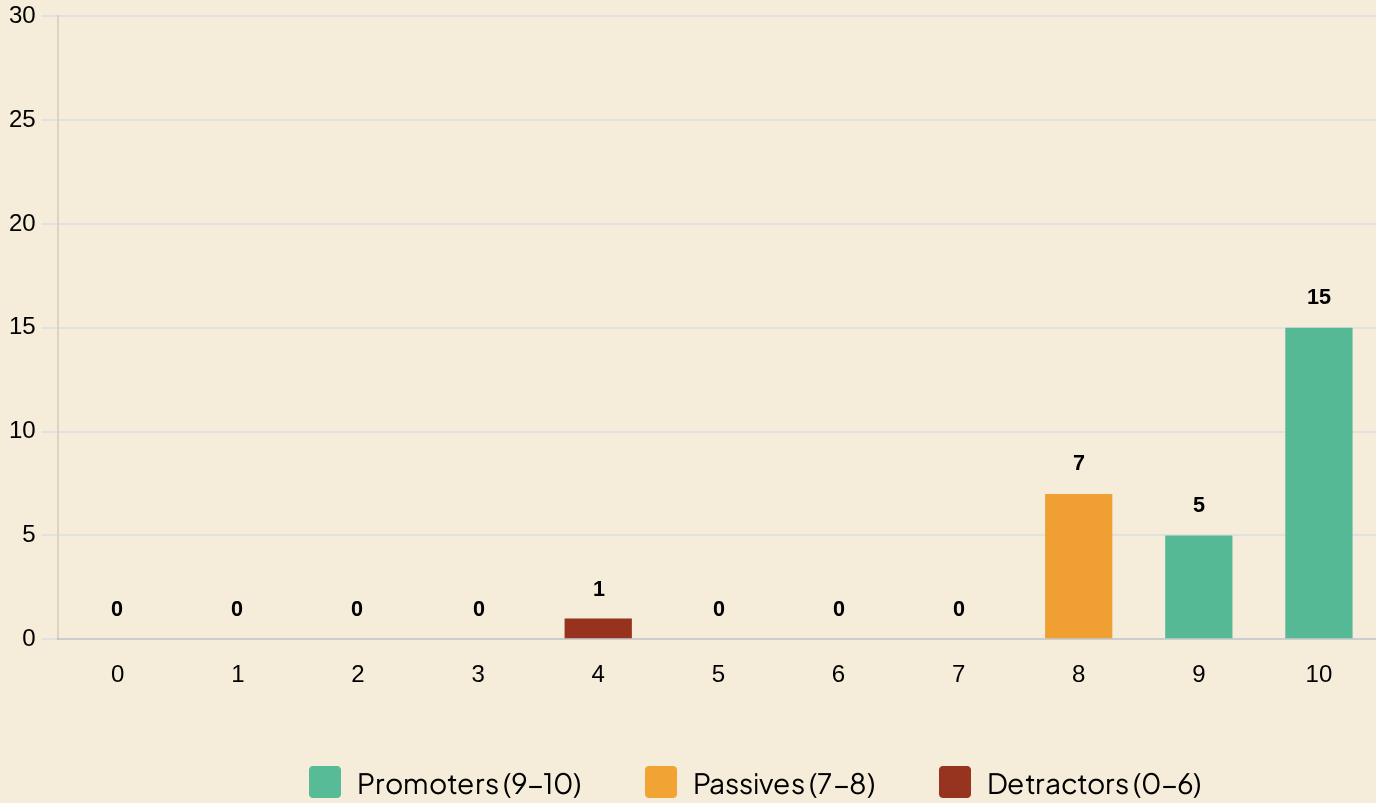
The leadership team, particularly Stuart and Lena, receives outstanding recognition for their supportive and approachable management style. Employees consistently highlight their accessibility and care, with feedback including "Great to work for, Stuart is very approachable and has great way of communicating" and "Wants his staff to be happy and is always trying to accommodate." Long-term employee satisfaction is evident in comments like "I've been partnering with seatedmassage for 6 years & I have loved every minute of it! Stu & Lena embody wonderful values & ethics, & have always treated me with respect, care & courtesy" and "They're always available for their staff for any reason which is comforting. They've always made me feel well supported."

The company's operational excellence shines through in their communication and administrative processes, which employees find remarkably efficient and user-friendly. Multiple team members praise the systems in place, stating "The communication and administrative processes are pretty smooth" and "Their invoicing system is simply the best I have ever encountered, so easy to see and be organised with tax time etcetera." Communication quality receives consistent positive feedback with comments like "Working for Seated Massage is great. There's always good communication" and "Great communication and support from Lena." This combination of strong leadership, efficient processes, and professional culture creates an environment where employees feel genuinely supported and valued in their work.

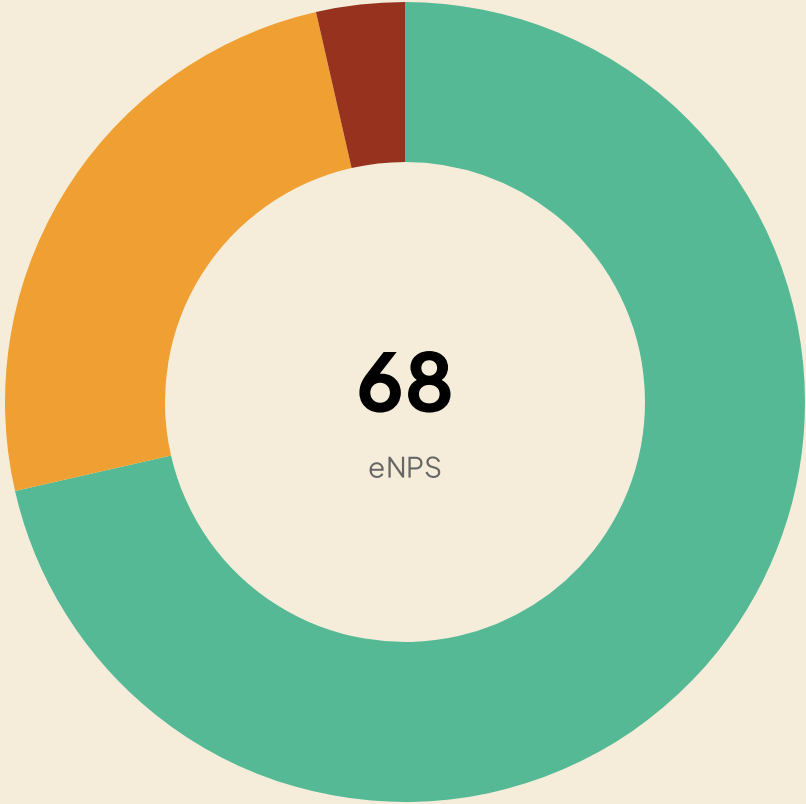
## COMMENTS REVIEW

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.

# eNPS SCORE DISTRIBUTION

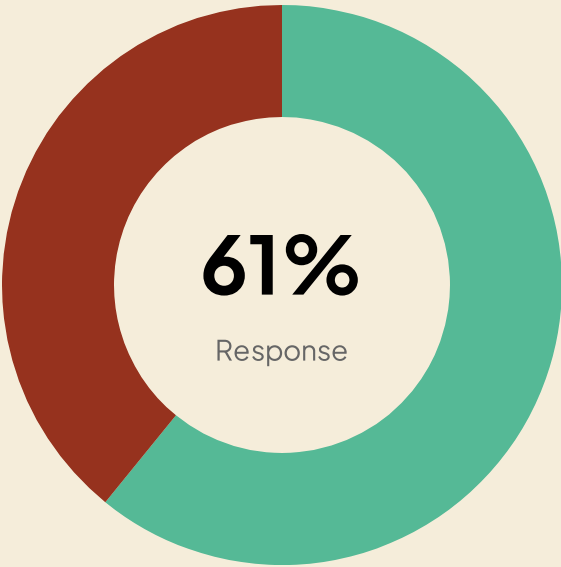


# eNPS SCORE



■ Promoters: 20    ■ Passives: 7    ■ Detractors: 1

# RESPONSE RATE

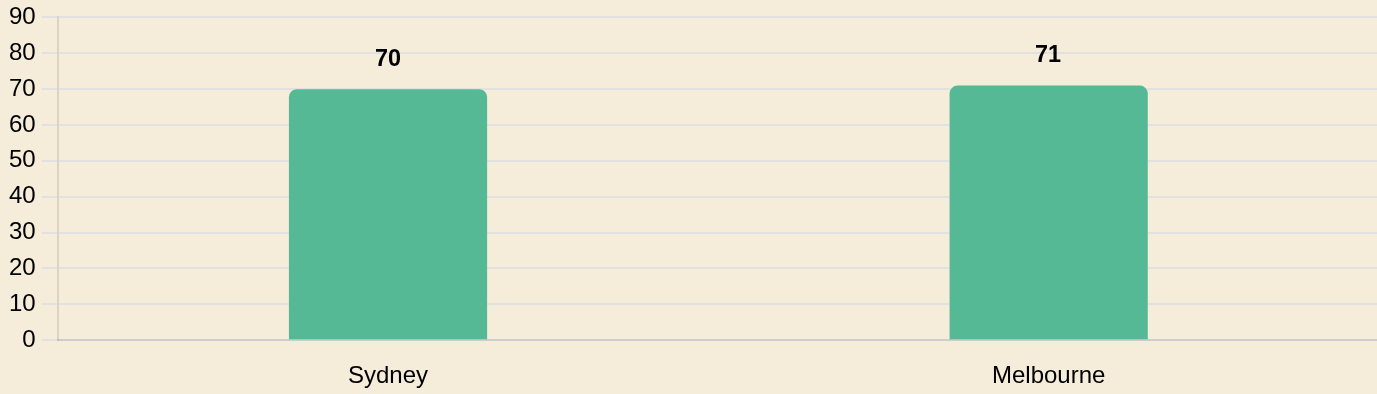


- Responses: 28
- No Response: 18

Total Surveyed	<b>46</b>
Total Responses	<b>28</b>
Participation Rate	<b>61%</b>

# BREAKDOWN BY STATE/PROVINCE

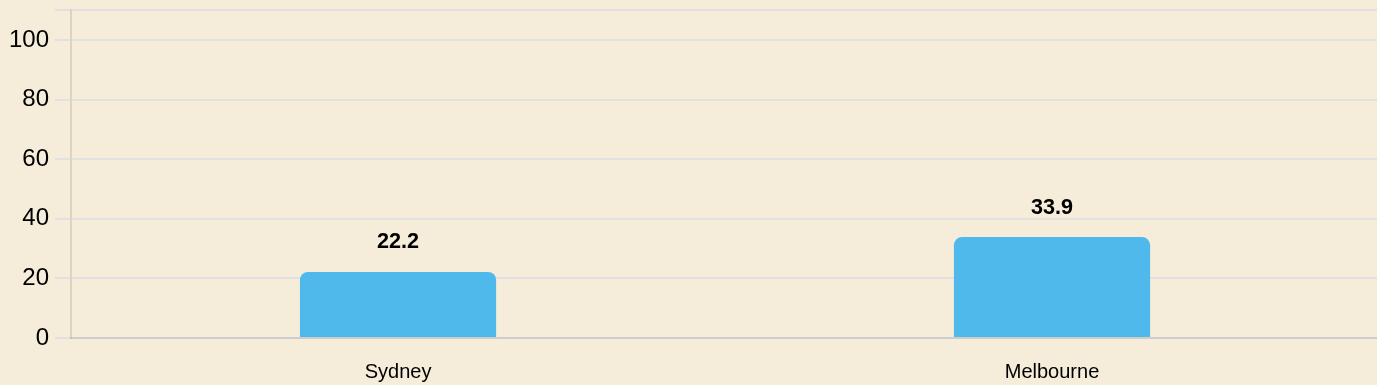
eNPS



Participation Rate



GoodWell Score



STATE/PROVINCE	TOTAL SURVEYED	PARTICIPATED	PARTICIPATION RATE	ENPS	GOODWELL SCORE
Sydney	16	10	63%	70	22.2
Melbourne	10	7	70%	71	33.9

\* Categories with fewer than 5 responses are not displayed to protect respondent anonymity.



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