



## Workplace Culture September 2011

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and also help to identify the needs of spa professionals. Snapshot Surveys are conducted on the third Friday of each month, with full results provided only to respondents two weeks from the release date of the survey. Knowledge is a valuable tool and these quick surveys provide a wealth of information shared by ISPA's members. The September 2011 Snapshot Survey requested information on workplace culture.

Spa respondents offered some great insight into their workplace culture practices. Ninety-one percent of spa respondents said their company has a mission or value statement encompassing workplace culture. For spa members, the most frequently used method for educating employees on the company's mission statement is via new employee orientation (90 percent). In regards to the level of focus their company places on workplace culture, it appears spas find this topic very important with 50 percent ranking their company at the highest level (five) using a five-point scale which indicates their company is extremely focused on workplace culture. Almost all (98 percent) of spa members rated their company at least a three or better in this category.

In regards to the services or activities extended to employees, the large majority of spas (89 percent) offer the opportunity to present new ideas to management followed by 82 percent offering employee recognition programs recognizing those demonstrating positive workplace culture and 79 percent providing discounts to employees' family members. Interestingly, 63 percent of day spas offer the aforementioned employee recognition programs while a noticeably higher 92 percent of resort/hotel spas offer these incentives. In terms of what spa respondents feel sets their company apart from other comparable companies in their market, several responses mentioned their company follows the golden rule by treating others as you would want to be treated. This report is filled with creative initiatives implemented by ISPA members to promote culture in the workplace including employee health fairs, talents shows, unique training and recognition programs, town hall meetings and much more.

Resource partner members also offered a look into their workplace culture ideas and practices. Please note that this month's resource partner responses also include educator and travel agent members. Seventy-two percent of respondents said their company's mission or value statement encompasses workplace culture which is 19 percentage points lower than the spa member audience. The most used method for educating staff about the company's mission or value statement is via the new employee orientation (68 percent). The largest group of resource partners ranked their company a four, using a five-point scale, in regards to the focus put on workplace culture. Eighty-four percent of respondents gave their company a three or higher in this category. In regards to the activities or services extended to employees, 86 percent of resource partner respondents said their company offers the opportunity to present new ideas to management and only 35 percent hold off-site staff retreats.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, September 16, 2011 to Friday, September 23, 2011. During this time, 312 ISPA members responded to the survey. The category "all spas" referred to within the charts includes data from all spa respondents (day, resort/hotel, medical, destination spas, spas under development and corporate spa headquarters).

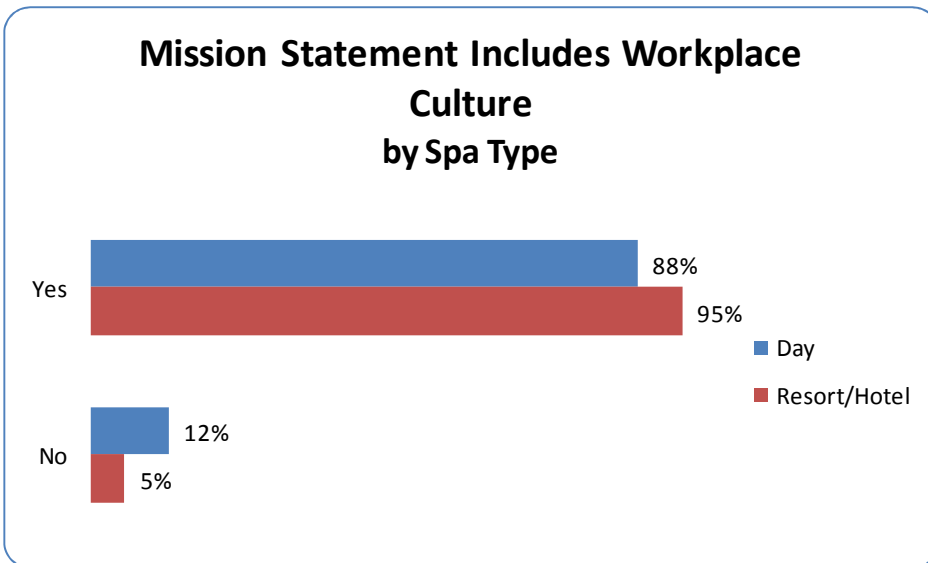
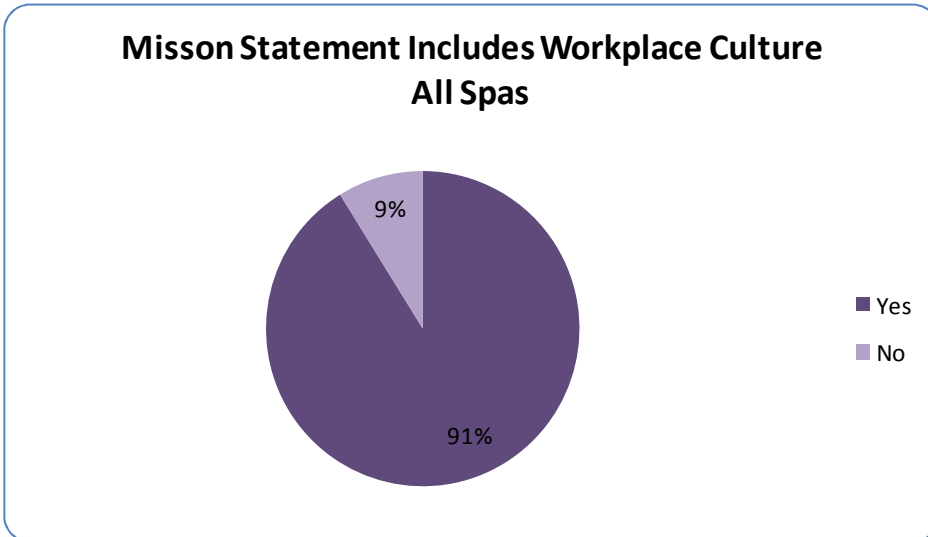
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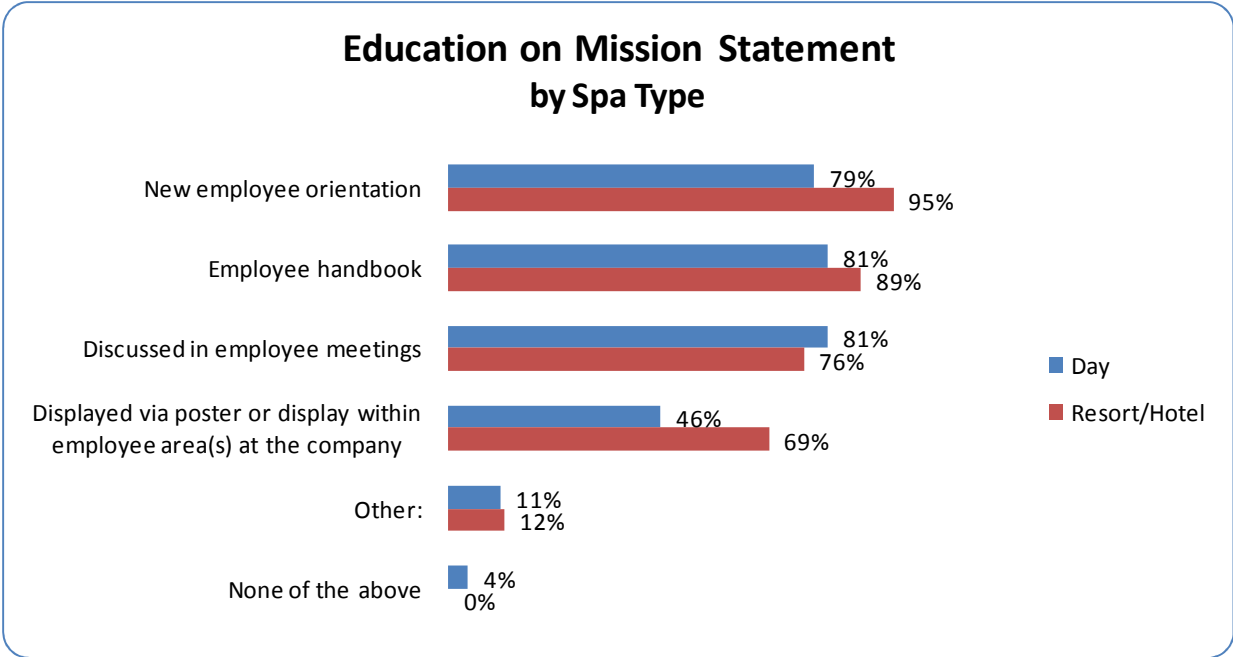
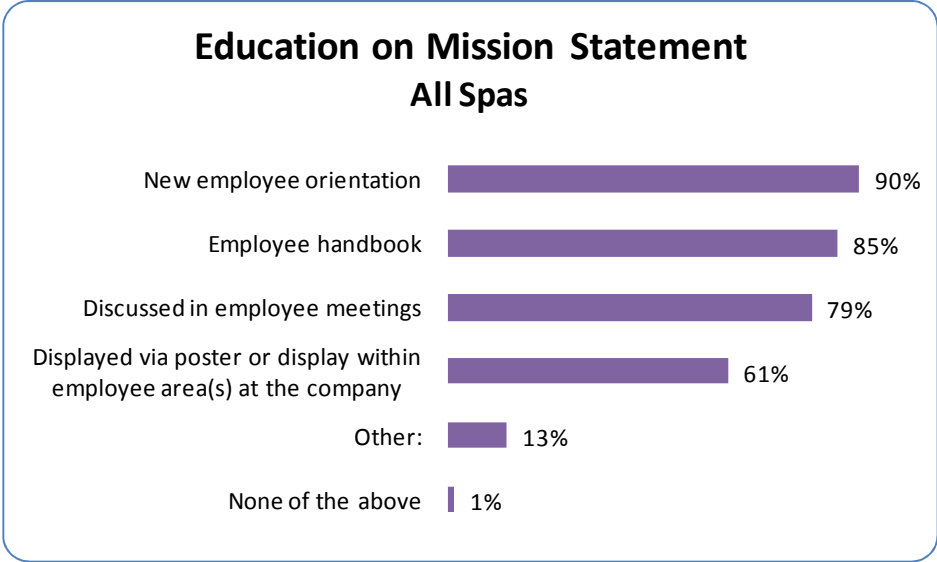
**SPA MEMBERS**

**Does your company have a mission or value statement that encompasses workplace culture?**





Respondents who answered yes to the previous question were asked to identify which of the following, if any, are used to educate their company’s employees about its mission or value statement.



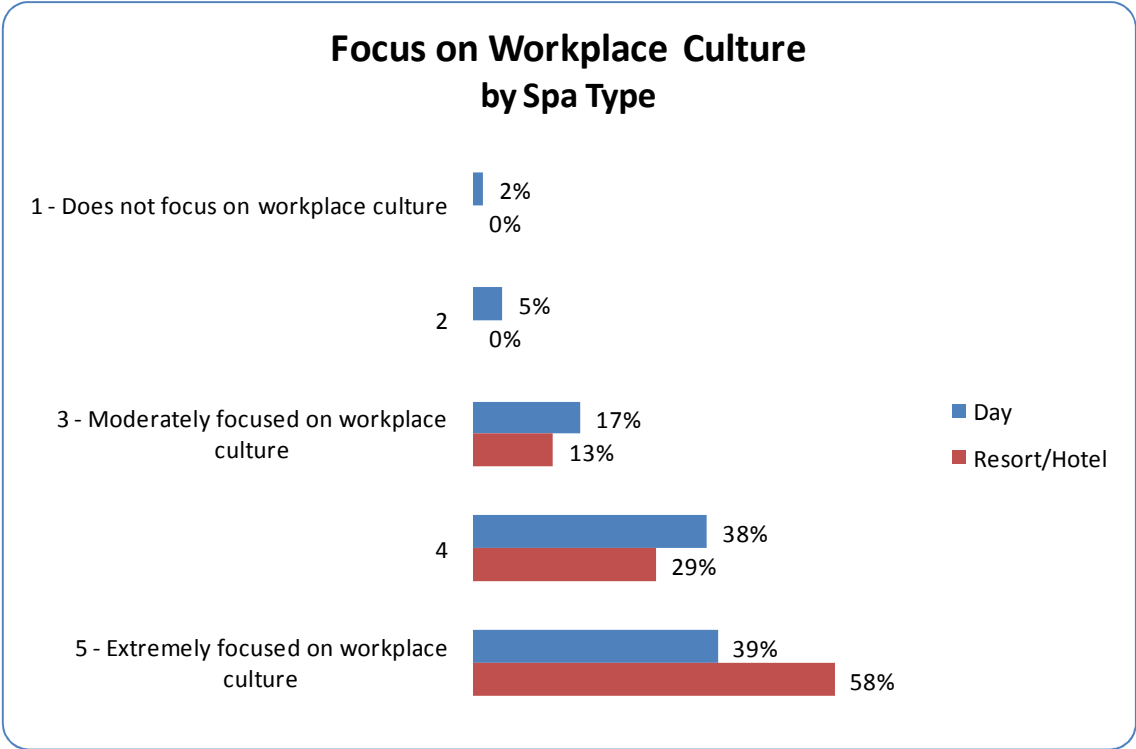


**Respondents who answered “other” to the previous question were asked to provide additional information. Below is a sample of responses.**

- Five-star certification training.
- Company intranet.
- Company Web page education.
- E-mail newsletters, retreats.
- Four Seasons culture.
- Hiring interview.
- Included in team updates by e-mail.
- In-house intranet site.
- Integrated in numerous employee pieces, guest comment survey and discussed constantly.
- Internal collateral offline and online.
- Internal Web site.
- Newsletter.
- On-going trainings.
- Printed on mission statement cards.
- Recited at managers meetings.
- Resort-wide employee recognition for exemplary guest service; guest service awards.
- Seminars.
- Television in cafeteria.
- Tested every year.
- Trainings.
- Video.
- We discuss it every day and in every interaction. We passionately live by it.
- Web portal.

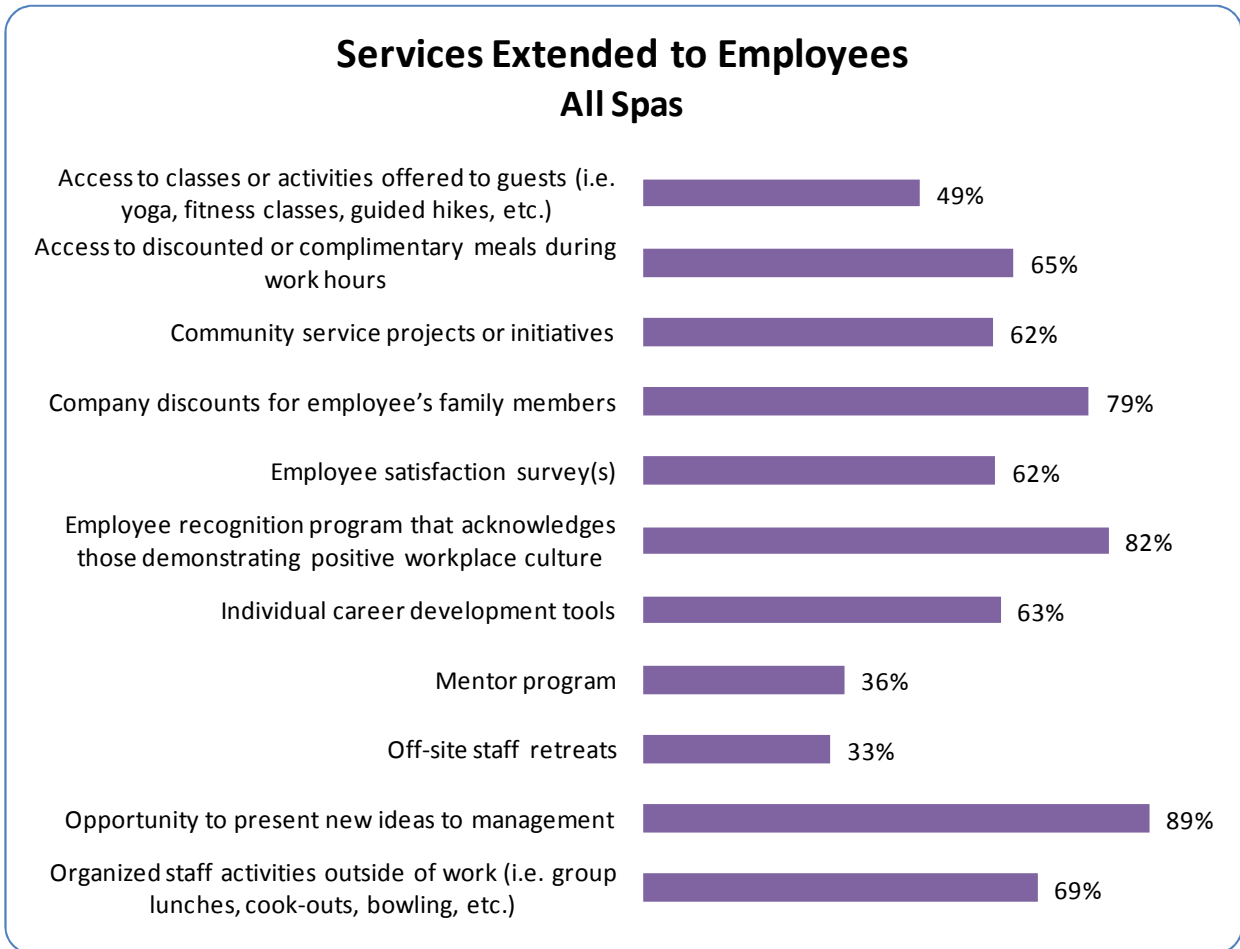


Respondents were asked to rate the level of focus they feel their company places on workplace culture using a five point scale. Below are the results.



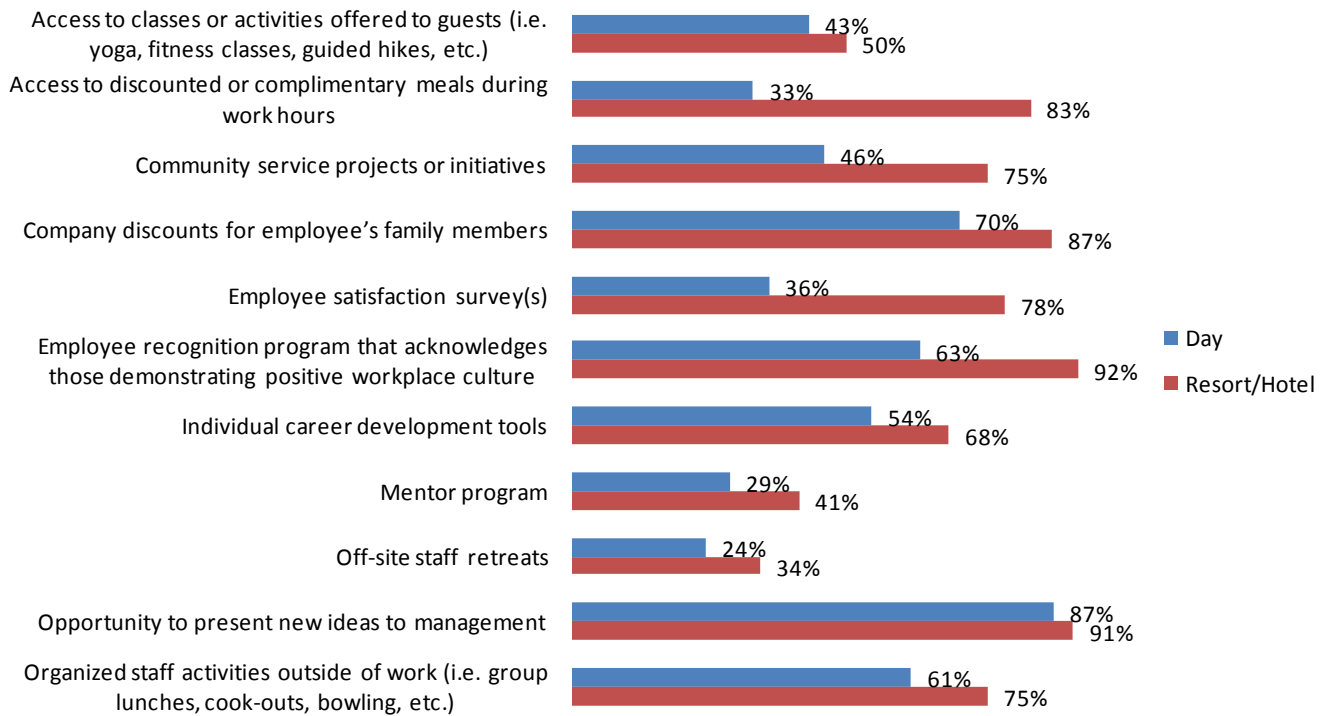


**Which of the following activities or services, if any, are extended to employees by your company?**





### Services Extended to Employees by Spa Type



**Respondents were asked to describe what they consider to be the most creative initiative or activity their company has implemented to promote its workplace culture. Below is a sample of responses.**

- "Discovering OEH" - Orient Express Hotels has designed a program for its employees to visit its worldwide properties either complimentary or at a significant discount. It includes all aspects of the product the company offers, including spa.
- "Gee that was Nice" - anonymous submission of staff members caught doing something right. At the end of the year, we draw from all submissions and the winner gets a round trip for two anywhere in the world AMEX Membership Rewards points will get them.
- "Joy at Work" initiative that focuses on team building and having fun at work and "Learning is Fun" initiatives that help with personal development.
- \$2,000 financial prize to create a memory; awarded annually for three colleagues best representing our values.
- A "Biggest Loser" style competition (we've lost more than 300 lbs in three months); we sponsor pool parties for our neighborhood community center during the winter holidays and at the end of summer with backpacks full of school supplies and gifts given away (all donated by employees).
- A holiday luncheon where we serve our staff a really high-end meal and twice a year we have a very substantial health fair.



- A mentoring program within departments.
- Engagement and participation is expected and expressions of the culture are largely employee generated.
- Allowing our employees complete empowerment to take care of guest whether it be a guest who is having a challenging stay or a guest celebrating something special.
- Associate Appreciation Luncheons.
- Blue energy - it is a way to show off how good, creative, and diligent team members are in making sure guest service is accomplished.
- Bowling retreat for regional managers/owners.
- CEO interacts and engages employees at all levels.
- Community service projects or initiatives.
- Company sponsored talent show each year.
- Complimentary nights.
- Created a brand around our culture and our values and use global team member contests and social networking to invigorate team members.
- Creating annual events to "give back" to the community for a better work/life balance.
- Cross-exposure with other properties in the group for newer colleagues to understand the culture from another perspective. Also, with new spas opening, having colleagues go to share the culture with a new team.
- Culture canvas that everyone contributes to. Annually we outline goals and every employee writes down how they will contribute in order to achieve the departmental goals. Our culture is the greatest asset.
- Each quarter we offer an award in five different categories for the employee who best exhibited that quality.
- Each year they come up with a new culture motivation program. They also have amazing programs to recognize top performing employees.
- Employee challenges for new ideas that apply to our "Pillars of Culture" program created for the resort, i.e. contests with prizes for ideas that are chosen. Group brainstorming to create the basic premise for the program.
- Employee health fair.
- Employee of the month/year and employee experience fireside chats with GM.
- Employee of the quarter/year recognition.
- Every new employee gets to stay 24 hours like a real client in order to experience the mission.
- Every year we have a family picnic that is a day long and includes lots of fun activities. We encourage staff to take courses and offer incentives. We also encourage volunteering as a team to help our community.
- Four Seasons Introductory Training Program (FSITP) with presentation, games, role playing, etc.
- FSITP with familiarization stay.
- Fun innovative team gatherings.
- Fundraising efforts for local and international causes - women's clinics, Japan Relief, educational outreach.
- General meetings and talks with the general manager.
- Hearts of Montage is our community outreach program where we give back to the community. We raise a lot of money and get great associate participation in events like Race for the Cure, Red Cross blood donation, OC AIDS walk, beach cleanups and more.
- Hertz, Starz and Thankz Programs that recognize team members from the front of the house, back of the house and interdepartmentally.
- High number of discounts for meals, hotel rooms, and spa treatments.
- Ideas workshop with colleagues.
- In-house customer service training presented by long-term employees in an entertaining and engaging way.





- In-house training offered to increase skills and to prolong therapist career life.
- In-spa special events open to staff and our clients have added to workplace culture and solidifying a spa community. One particularly effective one was a holiday open house in which we invited clients in for wine and cheese and the staff welcomed them and staged areas with demos of various treatments. We had a harpist along with singing from a team member who is an accomplished songstress. It was great!
- Interactive meetings and an open door policy.
- Internal promotion and involvement from each department for charity cancer run.
- Leadership team training for all managers.
- Listening to their suggestions and bringing some of these suggestions to the routine.
- Meeting to show expansion plans to all employees during work time.
- Most recently a new "You earned it" campaign focused on remembering and enacting our Forbes standards. When leaders see staff members actively meeting a standard they get a "You earned it" card. This card is put in a weekly drawing hotel-wide for nice prizes and recognition.
- Offers a Web-based site for getting all company information - schedules, discounts, happenings around the world, etc.
- Once yearly awards event, where each employee is recognized for his or her unique contribution to our team. We take them on a cruise on a local lake and provide food. We all look forward to the event!
- Opportunities to learn where the company is willing to spend money on various courses. Weekly meetings with various departments which include an open discussion where everyone is encouraged to express their opinions to promote growth for all. It is not only about business development, but we also have discussions on self development.
- Organizing monthly general managers tea - all the staff meet to celebrate birthdays and monthly achievers are recognized. This is also a time when we are reminded of our mission and vision.
- Our "Gem Point" system. If a guest takes the time to submit a written comment card either in person or by e-mail about the exceptional service they received by one of our employees we give them a gem point. If a staff member witnesses another employee going above and beyond for our guests, the resort or a fellow employee they can give them a gem point. If they attend meetings and participate in extra activities, such as local community events, they can also receive a gem point. These individual certificates are worth five points/\$5 and can be turned in for gift certificates to local stores, time-off, etc. The employees love them and work hard to achieve them.
- Our company has a nationally acclaimed service program, a team of employees create award events and contests throughout the year to reinforce the service standards.
- Our company is about beauty, harmony and well-being and we are currently on a well-being fitness push in which there is a competition amongst all the spas in the company based on the individual team member and spa who have the most amount of steps over a six-week period. Pedometers were provided free of charge!
- Our Employee of the Quarter nominations and dinner allow us to honor the team members who go above and beyond. They are honored at a wonderful dinner where their manager or whoever nominated them gets to sing their praises in front of other team members & managers.
- Our employee recognition program is called the "Reasons." When an employee is recognized they are the "Reason guests stay at our resort". This gives the employee a sense of how important they are to the company.
- Our most successful initiatives are the individuals themselves. We focus on a strong team environment and encourage each person to support one another on a daily basis.
- Our spa team created its own customer service policy which is different from our restaurant, salon and hotel.



## ISPA SNAPSHOT SURVEY

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- Our team member appreciation program is based on acknowledging an act above the call of duty on our individual values which helps to reinforce our vision, mission & values on an ongoing basis.
- Our team member recognition board. Recognize your team member and explain how their actions met our vision, mission, and values. All forms are placed on our wall in the staff room for everyone to see!
- Outside retreat with a facilitator and a specific team building project.
- Overnight stays including spa treatments.
- Parties, get-togethers and group discussions.
- Post-work get-togethers to promote a greater sense of togetherness.
- Quarterly rallies with themes, i.e. local vendors with lots of giveaways and raffles for spa treatments, complimentary meals in our fine dining restaurants, gas cards, etc.
- Recognition bookings.
- Reward programs such as getting to attend an ISPA Conference for those exceptional employees.
- Signature Service winners get the employee cafeteria named after them every month.
- Social responsibility programs that support the employees' interest in their community and community agriculture.
- Softball team and an employee picnic.
- Staff retreat to another spa. Post-treatment discussion was about being conscious of the details within a client's experience, and being a role model to clients.
- Store dollars - awarded at any time for any reason as positive reinforcement. The employees can use these dollars to receive services, buy retail, and order from the cafe. It's like a dollar bonus, but it's non-taxable for them. They can use it in addition to things they already receive, have discounted, etc.
- Talent shows are always a big hit with associates.
- Team incentive to win \$500 that can be used by the team to do whatever they would like.
- The company Web site is a great tool to be able to access so many important elements of the company. From job openings, promotions and recognition, learning opportunities and company directives, it is a great tool that all staff can access 24 hours a day.
- The introductory training program for the new employees.
- The launch of a computer system that provides instant feedback on performance, allows employees to post their career aspirations, and allows employees to apply for posts at any of our properties without any pressure or influence from their managers. This system is widely used and appreciated by everyone.
- Themed lunches, flash mob at lunch, and a watermelon party in the summer.
- To me the most important activity is frequent workplace seminars which also give me the chance to interact with each employee on a personal level and this provides better feedback for both sides.
- Town hall meeting and staff party.
- W.E.L.L. Program which encourages staff members to participate in fitness classes, lectures and other healthful activities and provides rewards for participants in a variety of categories. A calendar of events is published monthly.
- We are a Forbes Five-Star rated spa and engage Forbes for their training skills and techniques. The trainer offers "game" style training that builds better team involvement and reinforces our values, protocols, and standards while making it fun to learn.
- We do a community gathering every quarter where all staff attend. We give away cash, prizes, trips to competing spas, quarterly awards where individual departments honor someone in their department, and different departments are chosen to host the gathering, i.e. this month is kitchen and next quarter may be outdoor adventure. We educate everyone on new aspects in the presenting department. Additionally, the GM





speaks and updates everyone on the status of the business and what we are looking at three to six months out. It's communication at its best. Additionally, twice a year we allow staff to choose a catered meal, could be a bbq or sonoran hot dogs and tacos, but each time it's different based on their request. We still maintain a free cafeteria feeding all staff, all shifts 24 hours a day.

- We give staff the chance to become a driving force in new idea development we at all times look for staff input whenever possible.
- We have a program called Synergy that gives line staff a direct line to the administration staff to provide feedback and ideas directly. It opens communication, helps with morale and get challenges resolved quickly.
- We have a school of learning development and a STEP program (Systematic, Training, Education and Planning) and an Executive Cadre Program in which we promote candidates from within and put them through an executive program.
- We have a star program that employees can earn and they are pinned on their name tags.
- We have a yearly staff retreat at our local museum. We bring in a motivational speaker, have lunch on-site, and work together as a team to build upon our weaknesses. We also have a yearly awards banquet on a dinner cruise.
- We have all new employees (after they have completed their training in their department) to spend a day shadowing an employees in all other departments.
- We have biannual events outside of work. In July, we had a pool party (one of our staff members has a pool) that we invited the staff and their families to.
- We have conducted innovative team building retreats and ensure the team plays an active role in decisions and initiatives to improve the property.
- We have developed a "Better Together" group that allows us to break from the traditional meetings and network on a personal level. We spend about 20 minutes a week doing group activities such as "name that tune" or playing a board game.
- We have many trainings on the Westin brand and how important it is to be consistent with the brand and the words we use.
- We have organized retreats to spas in order for the team to enjoy a setting outside of the workplace, while learning new ideas through other spas to bring into their own work. It was an effective way for the team to socialize casually away from the workplace.
- We have several recognition programs for employees - all geared towards our vision and values.
- We recently began a philanthropy committee, designed to raise funds to support local charities. All employees are invited to participate. The committee regularly attends charity functions such as walks, runs, or serves lunch for a charity group.
- We went as a group up north to lunch and to another spa to have massages and relax for the day.
- We work hard to make sure everyone works as a team. Our annual party is a big event that involves everyone where they can have fun and bring their family.
- We've had both individual and group life coaching sessions which have been very effective. The most fun we have ever had was creating a photo album of memories that we gave to departing staff. The photos were of all of us (management included) breaking all of the spa rules in as comedic a manner as we could imagine. The book has lived on and has been updated with new staff members (and new rules as appropriate).
- Work climate survey is extremely important. Also, Employee Recognition Week is highly valued.



**What do you feel is the one thing that sets your company apart from other comparable companies in your market when it comes to workplace culture?**

- A culture of accountability and appreciation.
- A director who listens to new ideas and will implement them if they show merit.
- A very strong identity with our roots and a clear and simple vision that everyone can understand.
- Actually requiring continuous and consistent training on culture classes. To keep the momentum alive, you must keep training and re-investing in your people!
- As strange as it sounds, many spa companies or companies operating in the beauty and cosmetic field, are not bound by any specific employee rules or regulations (unions, etc.) other than the general work law of Finland. We are a larger company, as we are a part of the private plastic surgery hospital; therefore, we follow the rules of the health care union. This gives our employees the security of working time, set minimum wages, lunch hours, vacation time, free time, etc. We honor those rules and are appreciated by the staff and it makes us more interesting for employees, i.e. we cannot cut back working hours on short notice which affects their pay. We also support staff free time by providing staff with "culture tickets". These are valid for payment on all different kinds of sport activities and culture, i.e. theatre, movies and opera.
- Awards for associate performance.
- Because we are a small 38-room boutique property we have the ability to get to know our guests very quickly, make them feel at home and like part of the family.
- Being a historic resort - 250 years old - with many venues, lots of memories, small town location and lots of tenure with employees and great core values.
- Benefits, 401K, and a wellness committee.
- Client is supreme.
- Commitment to excellence.
- Comfortable workplace in a relaxing environment.
- Culture is promoted from top down.
- Dedication to being "green".
- Definitely the culture. We call our employees STARS and we are a STARS first culture.
- Each of our properties is very unique. No two are remotely alike.
- Each person is acknowledged and treated as if they are the most important employee in the organization.
- Emphasis on training and values.
- Employee recognition and benefits.
- Entrepreneurial focus and challenge.
- Excellent work environment - the best training and lots of it. The best salary prospects.
- Expertise and longevity of the staff and a commitment to personalizing the experience for every guest in each aspect of the program.
- Extremely positive place to work.
- Focus on guest service and large resources devoted to training.
- Focus on member satisfaction by working as a team to adhere to member preferences.
- Focus on team.
- Free services and products for staff. Working towards goals together as a team and the entire staff gets bonuses if goals are reached.
- Frequent communication and recognition of successes and contributions.
- Great benefits.



- Having a family feel, celebrating all occasions and having a close relationship as a team.
- Hiring not only for skills but for people who will work well together. We have a very family-oriented staff.
- How we "wow" our guests.
- HR enforces hiring culturally diverse employees.
- Huge amount of discounts, education support, and employee benefits above and beyond any one in the industry locally.
- I believe it is the true respect we have for each other, the social time we spend together and emotional support we provide when needed. Some of my employees have been with me all eight years I have been in business.
- I feel it's our day-to-day approach to supporting our employees, by being flexible, helping them identify and move towards their personal goals and having a commitment to long-term employment.
- I try to make every decision with the company culture in mind. I want all of my employees to feel like their contributions are important and I try to make my decisions based on what is best for everyone involved.
- Intimate atmosphere with focus on quality, not quantity.
- It is emphasized from the beginning - before someone is hired we make certain they are a cultural fit.
- Its employee orientation approach and the absolute sense of loyalty that it has built within its workforce.
- It's not pretentious. I respect my staff and honor their physical limitations, when many spas in the area tend to treat their business like a factory and the staff as just machinists.
- Job titles are not printed on name tags or business cards; that promotes the "oneness" among everyone.
- Not only is an emphasis placed on employee morale and culture but it is actively worked on and expanded.
- Offers fantastic benefits and most of the managers have an open door policy.
- Open door policy and service training.
- Our brand name, our guest service, our desire to be the best and support it with education.
- Our company regularly keeps our mission and vision in front of us. The owner of the company is actively involved in everyday business.
- Our company truly cares for the employees.
- Our continuous emphasis on excellence, our values and standards and real contributions by line level employees.
- Our corporate culture is incorporated into everything we do on a daily basis - ladies and gentlemen are our most important resource in our service commitment to our guests.
- Our culture comes down from the top - beginning with our owners. The well-being of our associates is top on the list - if you don't have happy associates, our guests will feel it. There is a giving, caring and sharing environment we cultivate amongst our staff and that then spreads to the guests. They not only come here because of our excellent service, but because of the people - who genuinely care about their experience.
- Our culture is present from the top of our executive team to our newest employee. Every associate who is hired meets the hotel general manager before they are hired, which for a resort with 600-700 employees makes them feel special.
- Our employees, especially our massage therapists, are not competitive about clients. Our therapists share ideas, co-treat, refer clients to each other if they feel another therapist would provide better results. We share ideas for how to best work with health conditions. It is just ingrained in our therapists.
- Our Golden Rule: Treat others as you would have them treat you.
- Our integrity, education and customer service.
- Our relationships with the staff.
- Our reputation in guest services.



- Our work is an extension of our collective lifestyle.
- Owners are very actively involved with helping staff with personal issues.
- Passion for service.
- Qualified employee has a chance to be transferred internationally to each of our brands around the world whenever any opening is available.
- Reception of employee feedback.
- Respect, teamwork, trust, fun, creativity, innovation, gratitude and the ability to take risks and in the end achieve greater expectations than we thought.
- Retaining employees and the investment in employees is still very important to our company. Employees are given every opportunity to learn and grow.
- Specifics are given in orientation on expectations of guest hospitality.
- Strong emphasis on branding and living out our brand identities.
- Support from ownership and the fact that they listen.
- Teamwork attitudes.
- That it feels like a family. The employees know they are not paid the highest of wages but they know that the company is loyal to them and tries to always be a supportive and provide a happy place to work.
- That our service is based on our uniqueness and our personalities.
- The atmosphere - if you don't get it, it's obvious it is not the right fit.
- The basics - our staff is taught to smile, make eye contact and greet every guest. Then, it advances to how to help and what to do when they encounter other problems. It is amazing to me how many places don't even enforce the basics. Our guests constantly compliment us on the friendliness of our staff and it has to start with the basics.
- The company's strength, our longevity (18 years) and employees with lots of training and career progression plus our organic growth within Australia.
- The company always strive to provide the most accommodating workplace for its employees as its most valuable asset.
- The company genuinely cares for the associates!
- The company represents numerous hotel spas - of varying chains. The culture of each hotel shines through dependant on where the spa is, but each employee values the knowledge of the spa company they work for.
- The consistent training.
- The culture and the system in place.
- The interaction on the internal Web site involves everyone from our global SVP to housekeeping. All are communicating on blog posts, videos, etc. and staying connected across the globe.
- A "family" type atmosphere which is felt by not only the employees, but the guests.
- The "one big family" atmosphere and the visibility and interaction of the owners.
- The personal attention you receive from our executive team and our corporate offices.
- The training aspect and open discussions with senior management where the employee is heard and many times their suggestions are implemented.
- The unique and up-to-date training methods we use to frequently educate our employees in new ways to perform their designated jobs within the company.
- Their emphasis on treating our employees the same way we would treat our guests.
- They aren't just words on the wall. We all passionately believe in our culture and are extremely focused on keeping it alive.
- Training on a monthly basis



- Treat others as you wish to be treated yourself. Management stays close to the employee and does not separate itself from them. There's an open door policy. Promote from within and give opportunity for growth.
- Understanding and support of employee's family and personal life. We support employees in education for themselves and their children, and we support employees in areas such as housing and lifestyle.
- We actually care about our employees. We don't just say it, we follow through and make sure they know we care about them. Most companies just say they are about their employees but don't ever follow through.
- We are a family and work with our other hotels in times of need to support each other.
- We are big on a family atmosphere, and we have a unique spa setting where the staff is forced to work together throughout the entire day, so camaraderie is huge here.
- We are consistent across our multiple brands in delivering our culture through training and daily operations.
- We are elite and have the best training ground, the best training standards and growth opportunity and the highest compensation package in hospitality in our country.
- We are ladies and gentlemen serving ladies and gentlemen.
- We are not a chain resort we are a unique resort spa on a private barrier island with a large membership as well as hotel guests. This sets us clearly apart from our competitors.
- We have team-based pay that pays out a team bonus if and when our sales goal is met.
- We are very conscious of our employee's family life and how it can affect the work place. If their lives at home are not in harmony because of some factor at work, like their schedule, we do what we can to make it easier to achieve peace in both places. If a parent is struggling with getting their child on the bus and getting to work on time, or caring for their elderly parents, etc., they cannot focus on work and give care to others. Within reasonable limits we work with everyone to address the person as a whole. We respect each other as individuals and are always happy to share techniques, trainings and new ideas.
- We communicate consistently that our culture is what sets us apart and that we deliver operative excellence and optimal spa experiences through the four pillars of love, trust, respect and discipline. We hire new staff that fit our culture first then train them to fulfill the technical aspects of their position.
- We encourage taking care of ourselves and each other; have staff yoga classes, free monthly services, etc.
- We encourage the use of the facilities.
- We form a committee with employees from every department and once a month they get to talk with the GM directly about anything they would like to see change or appreciate.
- We go out of our way to accommodate workplace schedule requests; we employ a wide variety of folks, from students to moms to full-time workers, so scheduling can be complicated, but this seems to be a necessity in today's world.
- We go out of our way to ensure that before we launch a new initiative that it is vetted by a number of line staff to gauge their input. We also have an employee committee, suggestion box and an open door policy for employees to voice concerns and suggest ideas.
- We have a committee of line staff and administration staff that focuses on culture. Culture is how we live and work and it is communicated at every meeting and lived by every member.
- We have a long history and have been around for more than 100 years, so the words of wisdom are well ingrained in the organization.
- We have a strong culture from top to bottom. People who don't share our values and culture quickly feel out of place and leave (or are asked to) or, better, discover a better way to live and work and adapt.
- We have a strong HR department that is stable and very connected to our employees.
- We have a very good relationship with our members, we listen to their needs and try to help them.

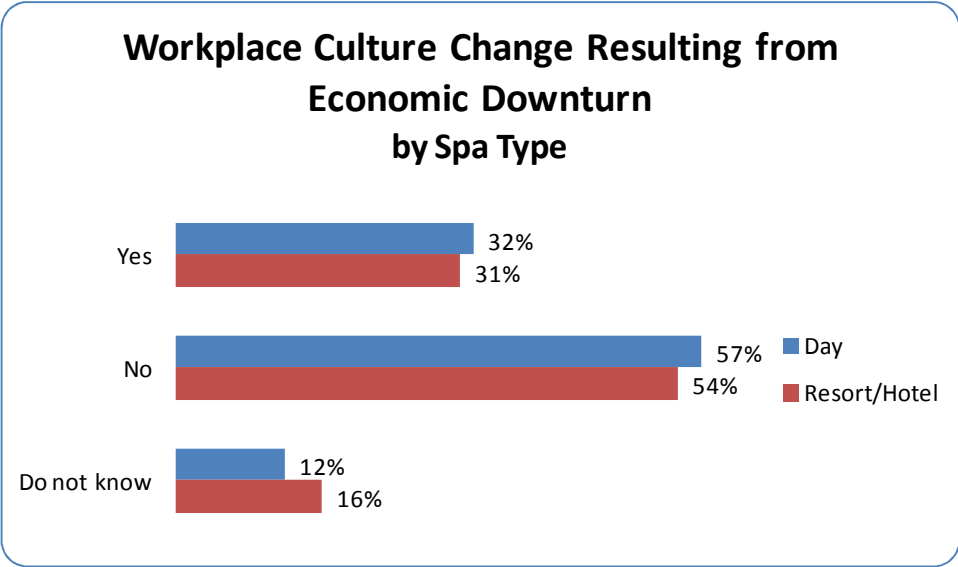
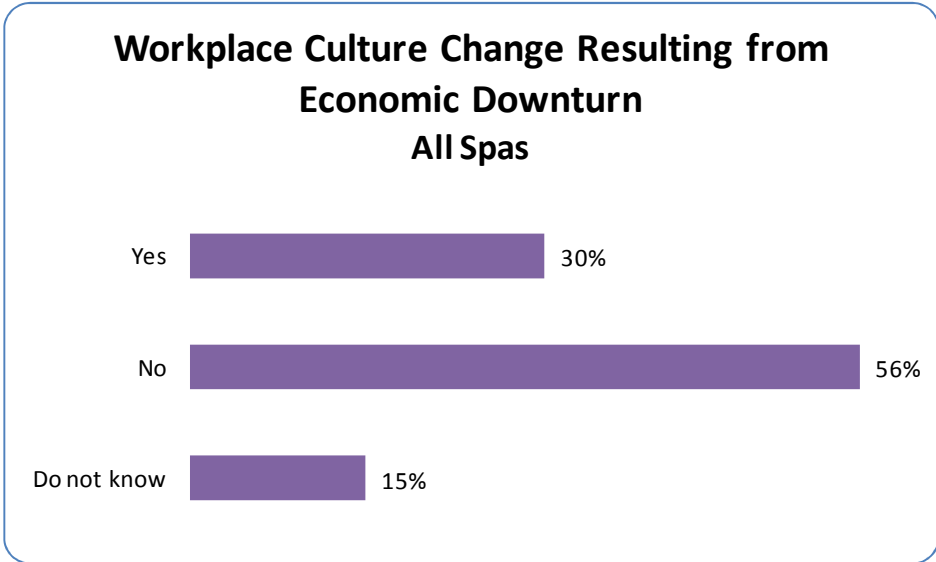


- We have an embodiment to always try and do what's right. We stay consistent and we are mindful of others' time and individuality. We celebrate diversity.
- We have our team sit in on interviews, so that we hire people that fit in right away.
- We live our culture every day. We don't just speak it, we do it. Our cultural tone is set from the owner and runs deep throughout each person.
- We pride ourselves in diversity. We send all supervisors and above to a two-day diversity workshop. This program helps our company be first and best.
- We recognize and assist team members in other departments. This helps us to understand our fellow team members' roles and responsibilities and overall relate better to one another. It helps us appreciate team members in other departments because we understand what they do and how it affects us daily.
- We strongly support our staff. We will do anything we can to provide them with a year-round job.
- We take the meaning of team to a much higher level. We incorporate a program called team driven continuous improvement that sets not only the culture but the language we speak and how we interact with each other.
- We treat our team members as we would expect to be treated ourselves. We forgive honest mistakes (one of our values), we provide opportunities for further training and education, and we reward them for exemplary work or guest (or other team members') positive experiences. We also encourage monthly team get-togethers outside of work to build better relationships.
- We try to focus on one or two activities throughout the year that are really great, and keep the staff motivated, while encompassing the team as a whole in doing something that is suitable for everyone. We appreciate our team, and remember small details are important to foster a positive environment.
- We work together as a team and the level of education helps to bring associates together.
- Workshops for all staff levels conducted by an outside company in order to get new ideas from rank and file direct to CEO and while at the same time enhance motivation.





**Has your company made any workplace culture changes as a direct result of the economic downturn over the past two years?**



**Respondents who answered "yes" to the previous question were asked to identify the changes made to their company's workplace culture as a result of the economic downturn.**

- A greater focus on providing benefits and healthy lifestyle programs for staff and a daycare facility for employee use.
- All groups are sharing responsibility for business efficiency.
- ARF mentioned above is an associate relief fund. There's various sales throughout the year that funnel all proceeds to help our own resort family in a time of need or crisis.



- As more employees are experiencing stress, we've hired a wellness administrator to review health plans, food in cafeteria, and create wellness programs for staff.
- At the spa, we are offering "specials" more than we have done before in order to assist our guests and members to feel there is a value associated with their stay or membership.
- Became more humble in regards to our programs for the staff. I.E. holiday party is now more about the whole family and not a fancy dinner for the employee and the partners. We have changed our focus from employee only to family inclusion.
- Benefits have been decreased or removed.
- Blue energy. With everybody doing more, this is their way of recognizing team members for going above and beyond or being very exceptional at what they do.
- Cut back slightly on frivolous excess.
- Cut training and conference attendance.
- Did not have all-staff retreat this year. Exclusive of the payroll costs and costs for meeting food and space, it requires closure of the spa for a 1/2 day. This year I organized a marketing pow-wow with a few staff members, the management team and some senior executives and owners in its place.
- Focused more on those staff who are here, want to be here and are rewarded for continued commitment to the spa.
- Greater focus on teamwork and ways to boost morale.
- Group discussions and more communication.
- I am unaware of anything other than cutting out things that weren't as necessary. They changed our employee holiday party into an afternoon event with fewer giveaways than in the past.
- increased employee discount and allowed flexible hours for second jobs.
- Increased awareness of our culture and the importance of strong relationships with each other and our clients.
- Licensed therapists help with all parts of business, including front desk, laundry, and cleaning.
- More and increased employee discounts.
- More attentive listening to associates' needs and ideas.
- More training and more involvement of staff in the running of the spa.
- No more health expo and no tuition reimbursement.
- Parties were toned down, but individual recognition and celebration was turned way up. This feels more genuine to our employees and drives excellence in a real way.
- Providing even more customer service for the amount they are spending, even while lowering our price. Everyone deserves to feel like they received the very most for their money.
- Pursuing new environmental initiatives actively.
- Raises during times of economic downturn.
- Simply gone deeper in supporting it, investing more time, energy and resources.
- The brand is the same but more focused because of new management firm's commitment to workplace culture.
- The employee Christmas parties were eliminated a couple of years ago.
- The spa has not but other parts of the hotel have. Culture should not change based on economics.
- They stopped doing the employee activities such as the outings and the annual party.
- Traditional cutbacks and hiring more part-time associates as opposed to full-time.
- We ask for more input from them and we tell them the truth about the economic situation of the company.
- We all pitch in and help a lot more, we are leaner with management staff, no administrative assistant, and everyone is working a bit harder.



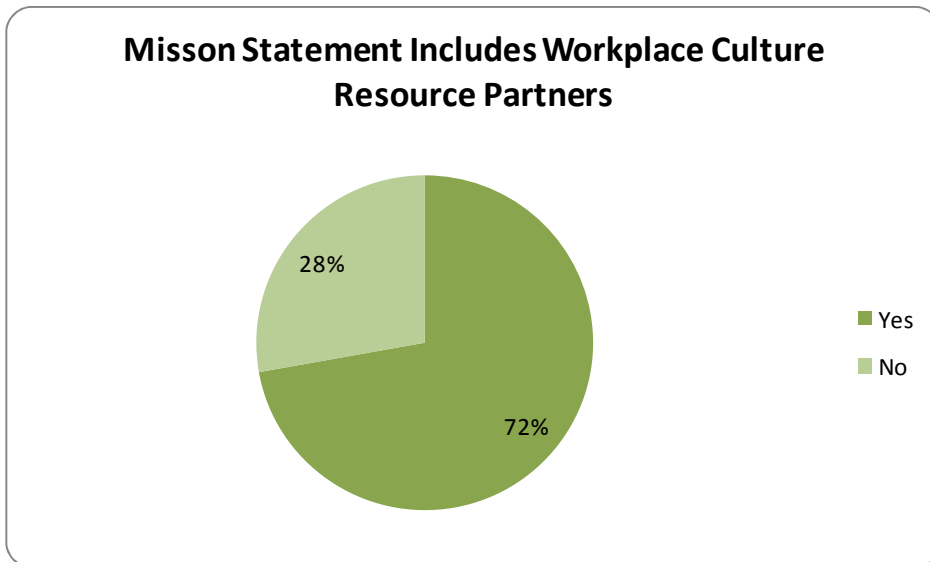
- We are more open to our employees working in other locations to supplement their income when we are slow. We have never had to lay anyone off during the lean times.
- We changed our mission statement to: We create a sincere, unique and memorable experience for our guests.
- We don't have as many team events outside of work paid for by the company.
- We focus even more on employee recognition and small perks since we can't afford to give raises.
- We have a bread basket or food cupboard where our associates in need can get food and clothing through HR.
- We have clarified our mission and priorities.
- We have had to group together and create a stronger presence in the market. At one point we all took a rate decrease, but everyone was able to keep their job.
- We have implemented "all team meetings" at least once a year to keep the team fully up to speed on everything from market conditions, financial results and what we see the future looking like.
- We have promoted a more positive and personal attitude to be taken by our employees towards the customer as a result of the economic crisis because at the end of the day our customers have the power to make or break our company.
- We have started to extend more coupons to guests and less focus on retail.
- We increased and enforced new tools to implement learning and growing the workplace culture. It was also revised to make it more pronounced and easily recognizable.
- We started offering a recession package and other specials monthly.
- We took away wellness days. Instead we will issue a paid wellness day, if a team member agrees to come in for someone who called in sick.
- We took full-time associates to part-time and we reduced the amount of education they could receive complimentary, and we also still have a wage freeze which is has been in place more than three years now.



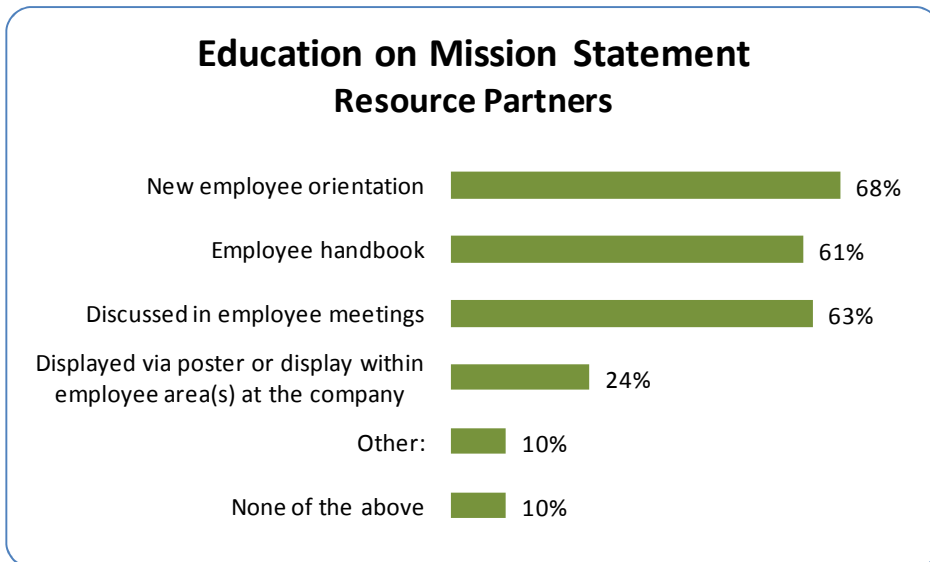
**RESOURCE PARTNERS**

*(The resource partner category for September also includes educators and travel agents)*

**Does your company have a mission or value statement that encompasses workplace culture?**



**Respondents who answered yes to the previous question were asked to identify which of the following, if any, are used to educate their company’s employees about its mission or value statement.**





Respondents who answered "other" to the previous question were asked to provide additional information. Below is a sample of responses.

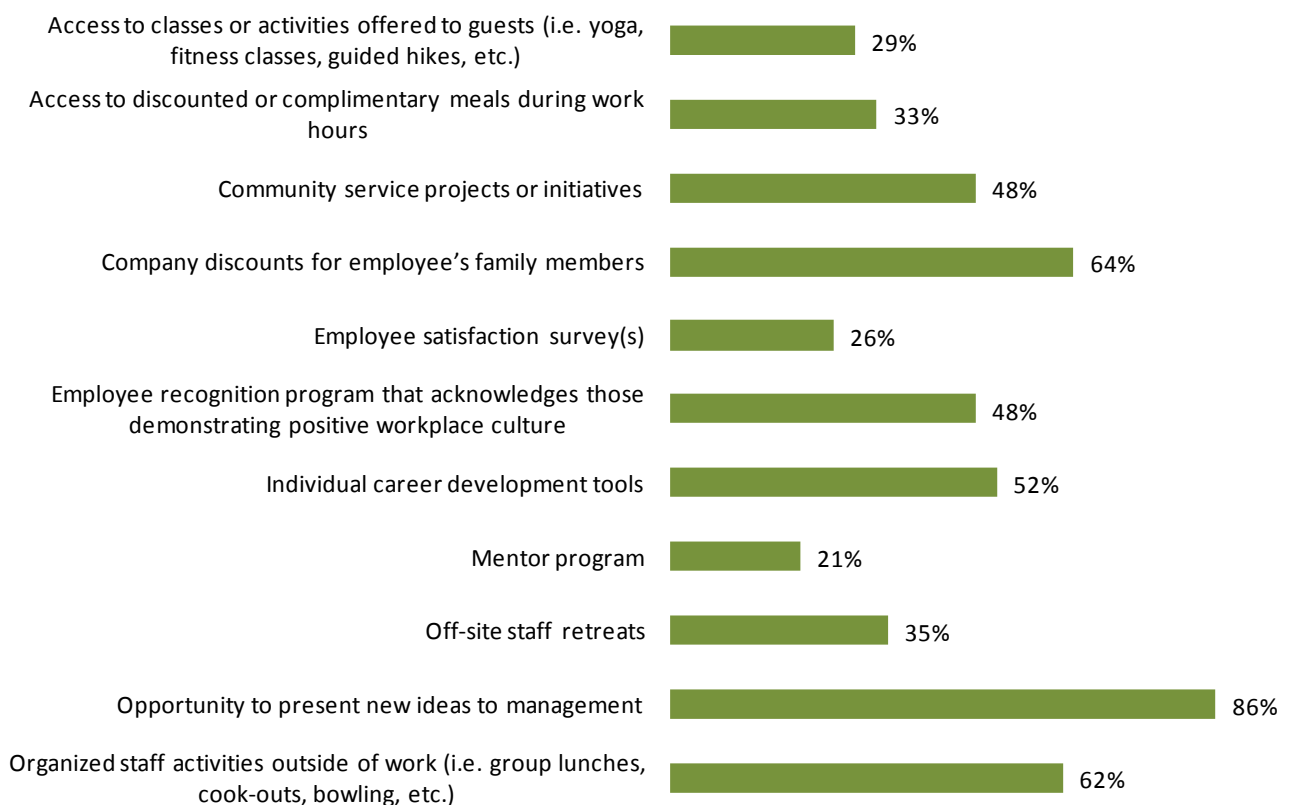
- All collateral.
- Individual dialogue.
- New hire training.
- Strategic plan, themes and communications.
- Web site.

Respondents were asked to rate the level of focus they feel their company places on workplace culture using a five point scale. Below are the results.



**Which of the following activities or services, if any, are extended to employees by your company?**

### Services Extended to Employees Resource Partners



**Respondents were asked to describe what they consider to be the most creative initiative or activity their company has implemented to promote its workplace culture. Below is a sample of responses.**

- A cooking class together - lots of fun!
- Allow pets in the workplace.
- Annual company picnic in San Diego for all employees to enjoy!
- Annual sales meeting where everyone attends and gets big gifts and a bonus.
- Beach cleanups in our community that are scheduled during work hours.
- Christmas in July which included a gift and spa visit each Friday in the month of July. We want our staff to know they are appreciated all year, not just during the traditional gift giving season.
- Communicated to clients and vendors.
- Company synergy between departments.
- Discussing our goals as a team.



- During a sales meeting with the owner of the company, we had a beautiful dinner at a winery with the entire staff.
- Equal layering of responsibilities for everyone to demonstrate, help each other with and to work as a team. It's no cliché, our culture is all about the whole and everyone is responsible for the outcomes, coverage and rewards!
- Every person here has a voice in how the company operates and moves forward.
- Hula hooping.
- One-on-one meetings to discuss new ideas and more efficient ways of completing projects. Quarterly group meetings with the same agenda.
- Opportunities to visit the global headquarters in Europe.
- Purchase discounts.
- Since our products are all hand-blended, each package, both retail and backbar, is autographed by the person making it.
- The company's commitment to wellness, as exhibited by the in-office yoga studio which regularly hosts both yoga and tai chi classes which are complimentary to employees.
- Travel together to establish relationships and bonds.
- We only have four people. We have very open communication and share ideas freely.
- We put in a cafe that is always completely stocked with food. Employees gather here to catch up, which makes them feel like a family and improves coworker support.
- Wine Fridays and sports teams.
- Working together to choose products from our inventory to send to charities such as Fashion Delivers. We have helped provide families affected by natural disasters, i.e. in Haiti, New Orleans and Japan, with bedding and bath products.

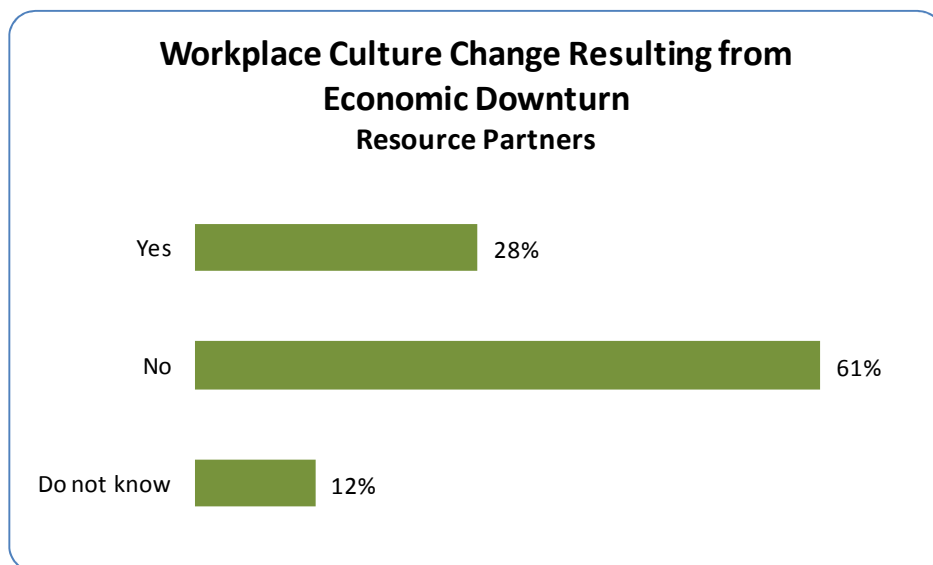
**What do you feel is the one thing that sets your company apart from other comparable companies in your market when it comes to workplace culture?**

- A beautiful environment.
- Allowing our team to work independently.
- As a resource vendor, 75 percent of the employees have some kind of spa, salon or medical spa background with success at every level. Thus, we get the challenges of our clients and we have wonderful, satisfied clients.
- Emphasis on integrity.
- Giving the team members the ability to create their own sense of place within our workplace such as customized work hours, contribution to dress codes and input on policies and procedures.
- I have noticed other companies are either all spa or all metaphysical. I believe today we, as wellness practitioners, need to be well-rounded in order to see 360 degrees of what our clients' needs are. To embrace the authentic meaning of mind, body and spirit; it is not just an advertising slogan.
- It is a goal to do 25 extraordinary things for our customers throughout the year. We celebrate the thank yous that come in as a result of the effort. This goal trickles through everyday activities and positively affects decision-making throughout the year.
- It's a supportive, collaborative environment focused on what's best for the industry and its future leaders.
- Open communication.



- Our extremely casual nature - we are a dog-friendly office, wear yoga clothing to work, have staff lunches often, host yoga classes, etc. This laid-back atmosphere allows us to thrive by being comfortable in our office space.
- Overtime not being mandatory.
- Passion and positivity in an educational environment.
- We hand-blend each and every product that is sent out to our spa partners.
- The focus on all departments working as a team to inspire and learn together.
- Think tank mentality. Working seamlessly together as a team.
- Total commitment to top-quality.
- We are 100 percent behind our clients' goals. There is not much we do not do as a collective effort to produce results for our clients that drastically improves their business efficiency and revenue. Our clients know we are reliable, results-oriented and cost-effective.
- We are customer service-oriented
- We communicate as a family that really cares about each other. We are more aware of each other's personal lives (in a good way) than most larger companies.
- We completely value work/life balance and any family emergencies take precedence over work.
- We don't worry about other companies, just ours.
- We focus on enhancing health and well-being through promoting proper nutrition, regular exercise, peace of mind and care of the face and body.
- We have a family vibe. Mothers can bring their babies to work for the first year, the owner is always available and accessible to talk with, and employees retain creative control of their work.
- We not only care about each other and consider ourselves a family, but we also care about the planet. As the products we produce are eco-friendly, the lifestyles we lead are as well.
- Work hard, play hard. Enjoy spending time with each other.

**Has your company made any workplace culture changes as a direct result of the economic downturn over the past two years?**







**Respondents who answered "yes" to the previous question were asked to identify the changes made to their company's workplace culture as a result of the economic downturn.**

- Changes in opening order amounts and extended payment terms.
- Cut back on sales force, education support and sales support staff.
- Less benefits and rewards.
- Less staff retreats/meetings in-person.
- Menu pricing, commission, operating hours, and benefits.
- New standards and processes, new employee handbook, new educational assistance program and new hires.
- They no longer give us two personal days.
- There are a few activities, such as yoga, we had to cut due to increased work and limited funds.
- We decreased our contribution to insurance and reduced individual's paid hours.
- We have been "lean and determined," everyone has stepped up to the plate to make our company be the best. As a result, we have growth. Thus, we are doing less trade shows and more direct communications, less sampling generously and more education and keeping inventories extremely to the projections and no waste. We are sustainable and organic and we understand quality, results and preservation!
- We started an intern program, more on-site training for staff, and carefully tracking hours spent on all projects to stay on budget.