

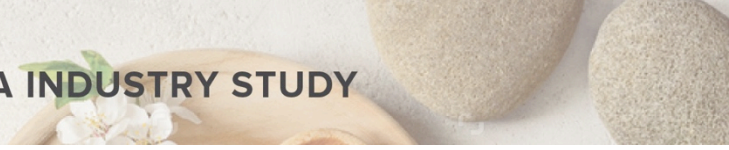
2016

U.S. SPA INDUSTRY STUDY

COMPENSATION SUPPLEMENT

INTERNATIONAL SPA ASSOCIATION





Compensation

Introduction

This report presents the findings from the employee compensation and benefits section of the 2016 U.S. Spa Industry Study. The study was commissioned by the International SPA Association (ISPA) Foundation, the 501(c)3 foundation of the International SPA Association.

Established in 1991, ISPA is recognized worldwide as the professional organization and voice of the spa industry, representing health and wellness facilities and providers in more than 70 countries. Members encompass the full spectrum of the spa experience, from resort/hotel, destination, mineral springs, medical, cruise ship, club and day spas, to service providers such as physicians, wellness instructors, nutritionists, massage therapists and product suppliers.

ISPA advances the spa industry by providing educational and networking opportunities, promoting the value of the spa experience and speaking as the authoritative voice to foster professionalism and growth.

The compensation and benefits report has been prepared as a supplement to the main report on the state of the spa industry in 2016. It presents information on the following topics:

- **Compensation levels** for employees occupying full-time spa director, manager, esthetician, massage therapist and nail technician positions within spas.
- For the first time, this report also includes information on **average annual compensation** received by full-time spa employees.
- **Compensation structures** for service provider employees.
- The percentage of the fee collected from treatments or services that is offered as **commission to service providers**, among spas with a commission component in their compensation structures.
- **Factors impacting** the compensation level/amount offered to service providers.
- Compensation structures with respect to **paid time off, paid education/training or paid sick leave**.
- **Unstaffed positions** for service providers.

Key Points Summary

Average annual compensation

- For the 2016 study, respondents were asked to state the **average annual compensation** (including gratuities) received by full-time service providers as well as directors and managers.
- Compensation levels for **spa directors** continue to be higher in resort/hotel spas than in day spas. In the resort/hotel sector, the estimated average compensation was \$84,600 compared to \$61,000 in the day spa sector.
- Among spas employing **managers** on a full-time basis, the average compensation level in resort/hotel spas was \$51,000. In day spas, the average was estimated at \$43,800.
- Among spas employing **estheticians** on a full-time basis, the average salary was estimated at \$44,700, ranging from \$44,100 in day spas to \$48,500 in resort/hotel spas.
- Among spas employing **massage therapists** on a full-time basis, the annual compensation level was \$43,800 across all spas. The average was higher in resort/hotel spas (\$52,700) compared to day spas (\$42,400).
- Among spas employing **nail technicians** on a full-time basis, the estimated average annual compensation level was \$35,700. Among resort/hotel spas, the estimated average was \$37,900 compared to \$35,000 in the day spa sector.
- It is, however, important to note that **compensation levels vary considerably** around the average levels quoted above, both by category of employee and by spa type. Those variations are discussed in further detail in this report.

Compensation structures

- For each type of service provider (estheticians, massage therapists and nail technicians), **straight commission of services** and **straight hourly pay plus commission of services** were the most frequently mentioned structures. Straight hourly pay and fixed fee per service were less frequently mentioned.
- The **average commission percentage** paid to service providers ranges from 28% for estheticians to 35% for nail technicians. The percentage is higher when providers are compensated using straight commission of services rather than when commission is paid along with straight hourly pay.

Key Points Summary

- When asked about **factors impacting compensation levels/amounts** offered to service providers, length of service was mentioned by 63% of spas. An almost identical proportion (62%) cited client retention with 57% quoting retail sales.
- By type of spa, the main point of contrast is the greater emphasis placed by day spas on **client retention**. On average, across the three types of service providers, 70% of day spas mentioned client retention compared with 37% of resort/hotel spas.

Compensation structures for service provider employees: Paid time off

- When asked to select the compensation structure used for service provider employees with respect to paid time off, paid education/training or paid sick leave, a large majority of spas in each service provider category said they use **straight hourly pay**. The proportions citing that structure did not vary greatly by type of service provider, from 69% with respect to massage therapists to 75% for nail technicians.

Hours necessary to be considered a full-time employee

- Spas were asked to say how many hours their service providers need to work in order to be considered a full-time employee. On average, respondents said service providers had to work at least **32 hours** to be considered a full-time employee. Of course, the actual number of hours worked may be greater than the minimum necessary for full-time status.

Unstaffed Positions

- When asked if they have any unstaffed service provider positions that they are actively trying to fill, **63%** of spas answered in the affirmative, including 80% of resort/hotel spas, 65% of day spas and 37% of other spas.
- The number of unfilled service provider positions is estimated at **38,000** of which 18,400 are full-time and 19,600 part-time.
- **Massage therapists** account for the largest number of unfilled positions that spas are currently trying to fill, a total of **19,150** representing one in two unfilled positions (49%).
- **Estheticians** account for an estimated **8,910** unstaffed positions (23%).
- The remaining **9,940** positions are for **nail technicians** (25%).
- Spas saying that they have unstaffed positions were asked to also say how many spa director and spa manager positions they are actively trying to fill. The estimated number of unstaffed **spa director positions** is **300** with a further **930 spa manager positions**.

Structure of the Report

The remainder of this report is structured as follows. To set the context, it commences with a brief overview on the survey findings for employment and the payroll share of spa revenues. The main 2016 Industry Study report contains more detailed information on employment levels, including recent and historical trends.

This report then presents the detailed findings for compensation of full-time employees, followed by information on compensation structures for service providers. Focusing on spas with a commission element in their compensation structure, the next part of the report presents the survey results for the percentage of fees for services or treatments offered as commission and factors impacting compensation levels/amounts offered to service providers. That discussion is followed by discussion of the survey findings for compensation structures in respect of paid time off, paid education/training or paid sick leave. The report concludes with the estimates for the numbers of unstaffed service provider positions, and also positions for spa directors and managers.

The methodology for implementing the survey is described in the main ISPA 2016 U.S. Spa Industry Study report. The definitions of types of spas used in the Industry Study are reproduced at the end of this report.

Note: All percentage calculations are based on un-rounded figures; therefore, totals or sub-totals may differ due to rounding.

Employment

The total number employed in the spa industry is estimated at 359,300 as of May 2015, comprising 162,000 full-time employees, 157,800 part-time employees and 39,500 contract workers.

There are more than 21,000 spa locations across the U.S., giving an average of 17.1 employees per spa establishment.

Employment levels are highest in resort/hotel spas, with 35.2 workers on average compared to an average of 15.8 per establishment in the day spa sector. However, it should be noted that day spas account for a large majority (80%) of all spa establishments and also the largest share of spa industry employment (72%).

Average employment per spa



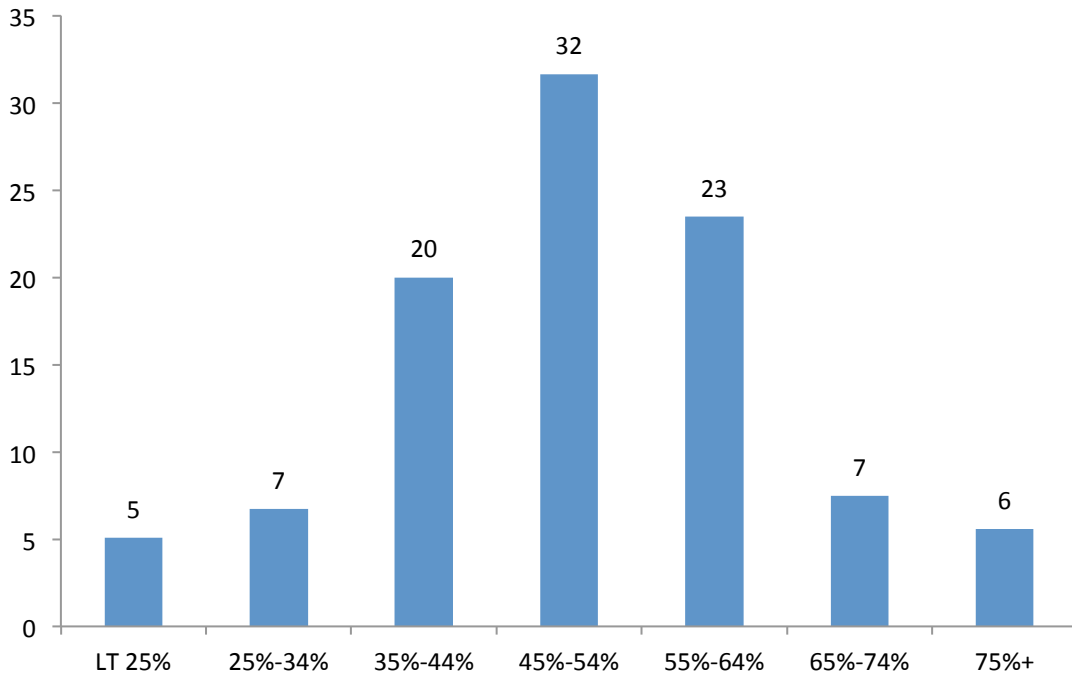
Payroll Share of Revenues

The spa industry is highly labor intensive. This is reflected in the labor costs share of revenues, averaging 49% according to the businesses surveyed for this study.

When set against the estimated \$16.3 billion of revenue generated by the spa industry in 2015, the payroll share of revenues translates into \$8.1 billion in wages and salaries paid to persons employed in the industry, either as employees or contractors.

The size of the spa payroll is an important economic impact of the spa industry, helping to sustain the local communities in which staff live and work.

Labor costs: % of revenues*



*Includes employee costs (inclusive of payroll taxes and benefits) and contractor costs.

Full-Time Positions by Type

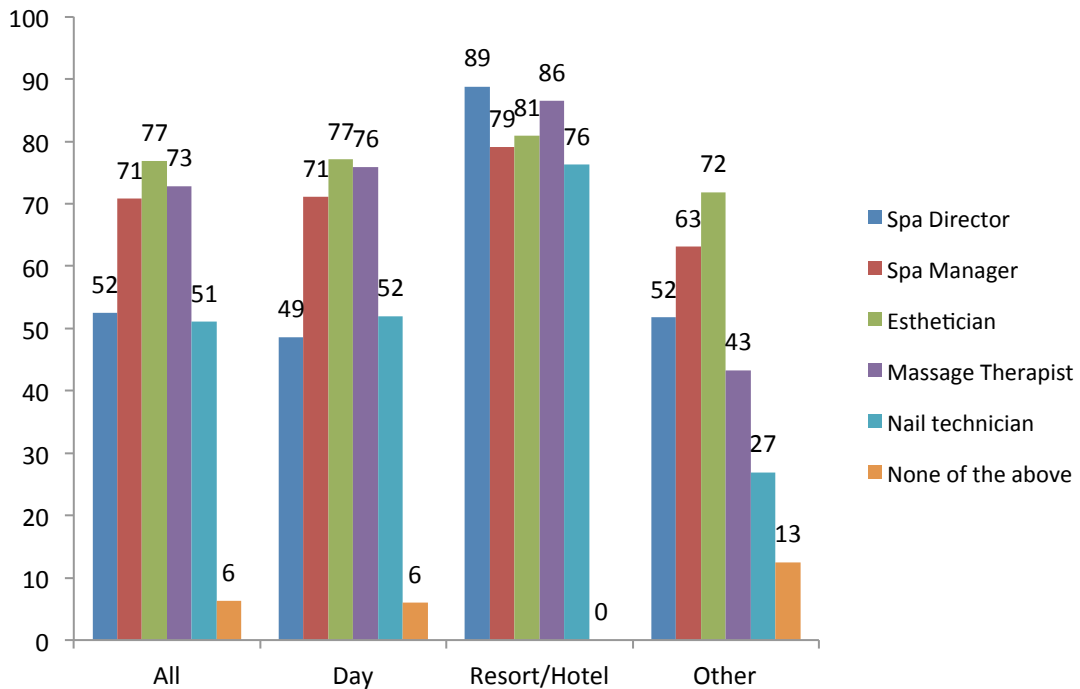
Spas were asked to say whether they employ people on a full-time basis in the positions of spa director, spa manager, esthetician, massage therapist and/or nail technician. The responses varied by type of spa, with resort/hotel spas more likely than day spas to employ people on a full-time basis in one or more of those positions.

Almost all resort/hotel spas (89%) said they employ a full-time spa director, compared to 49% of day spas. Almost four in five resort/hotel spas (79%) employ a full-time spa manager compared to 71% of day spas.

Compared to day spas, resort/hotel spas are more likely to employ service providers (i.e., estheticians, massage therapists and nail technicians) on a full-time basis.

Six percent of spas indicated that they have no full-time employees in management positions or providing services. These are mainly owner-run spas (70%). They may also rely on part-time staff (41%) and/or independent contractors (57%) rather than full-time employees.

Full-time positions by type (% of spas)



Hours Necessary to be Considered Full-time Employee

Spas were asked to say how many hours their service providers need to work in order to be considered a full-time employee. On average, respondents said service providers had to work at least 32 hours to be considered a full-time employee.

It should be noted that the number of hours necessary to be considered a full-time employee is a threshold value. The actual number of hours worked may be greater than the threshold.

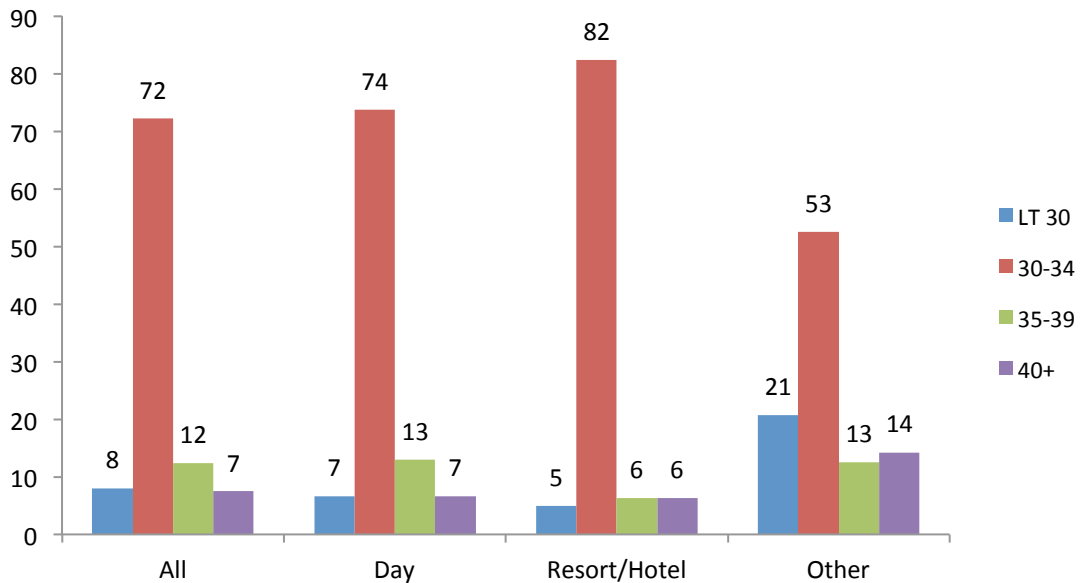
The average number of hours necessary for full-time status did not vary greatly by type of spa. Almost three in four day spas (74%) gave a value in the range of 30-34 hours. A large majority of resort/hotel spas (82%) also gave a figure in the range of 30-34 hours.

Across all spa types, the most frequently cited value was 30 hours, quoted by 36% of day spas and 47% of resort/hotel spas.

Hours necessary to be considered a full-time employee: Average

	All	Day	Resort/Hotel	Other
Average	32	32	32	30

**Hours necessary to be considered a full-time employee
(% of spas)**



Average Annual Compensation

For the 2016 study, respondent were asked to state the average annual compensation (including gratuities) received by full-time service providers as well as directors and managers.

Among day spas, average compensation levels for service providers ranged from \$35,000 for nail technicians to \$44,100 for estheticians.

Compensation levels for service providers working in the resort/hotel sector are higher than in day spas, on average. They range from \$37,900 for nail technicians to \$52,700 for massage therapists.

The estimated average compensation level for spa managers is \$43,800 in day spas compared to \$51,000 in resort/hotel spas.

The difference in compensation levels between day spas and resort/hotel spas is most pronounced in relation to spa directors, with an average annual compensation level of \$84,600 in resort/hotel spas compared to \$61,000 in day spas.

The figures presented in the table below are averages for each position. Compensation levels vary considerably around the average levels, both by category of employee and by spa type. Those variations are shown in further detail in the next set of slides in this report.

Average annual compensation (including gratuities), full-time individuals

	All	Day	Resort/Hotel
Spa Directors	\$66,200	\$61,000	\$84,600
Spa Managers	\$45,600	\$43,800	\$51,000
Esthetician	\$44,700	\$44,100	\$48,500
Massage therapist	\$43,800	\$42,400	\$52,700
Nail technician	\$35,700	\$35,000	\$37,900

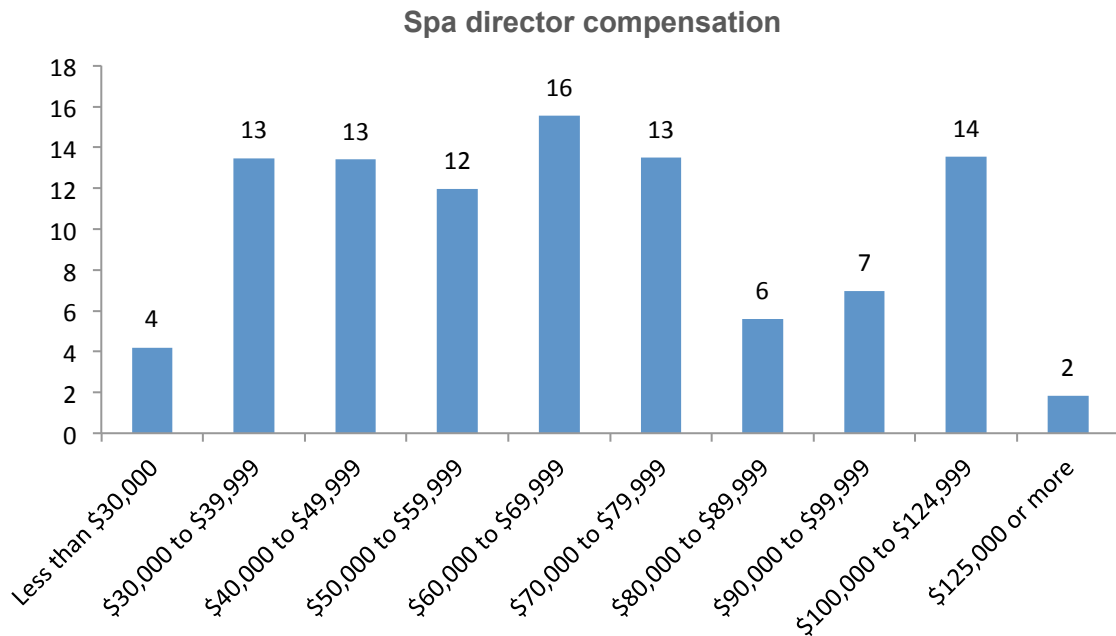
Note: Base = spas employing 1+ full-time employees.

Spa Director Compensation

Annual compensation levels for spa directors vary widely. Almost one in three spa directors (29%) receive compensation of \$80,000 or more while a similar proportion (30%) earn less than \$50,000. That variability partly reflects differences by type of spa in compensation levels for spa directors.

In the day spa sector, where 49% of establishments employ a spa director, one in two spas (51%) said their annual compensation level for that position was less than \$60,000. Almost one in five day spas (17%) reported an annual compensation level in the range of \$60,000 to \$69,999 with the remaining one-third reporting a compensation level of \$70,000 and above.

By contrast, in the resort/hotel spa sector, where 89% said they employ a spa director, 87% reported that their spa directors received compensation of \$60,000 or more. Among those spas, over one in five (22%) quoted a compensation level between \$80,000 and \$89,999 with a further 20% giving a level in the range of \$100,000 to \$125,000.



Average annual compensation (including gratuities), Spa Directors

	All	Day	Resort/Hotel
Spa Directors	\$66,200	\$61,000	\$84,600

Note: Base = spas employing 1+ full-time spa directors.



Spa Director Compensation by Type of Spa

Annual compensation, full-time employees

	All	Day	Resort/Hotel
Less than \$30,000	4%	5%	0%
\$30,000 to \$39,999	13%	17%	2%
\$40,000 to \$49,999	13%	15%	3%
\$50,000 to \$59,999	12%	13%	8%
\$60,000 to \$69,999	16%	17%	10%
\$70,000 to \$79,999	13%	12%	19%
\$80,000 to \$89,999	6%	1%	22%
\$90,000 to \$99,999	7%	6%	10%
\$100,000 to \$124,999	14%	12%	20%
\$125,000 or more	2%	0%	7%

Note: Base = spas with full-time spa directors.

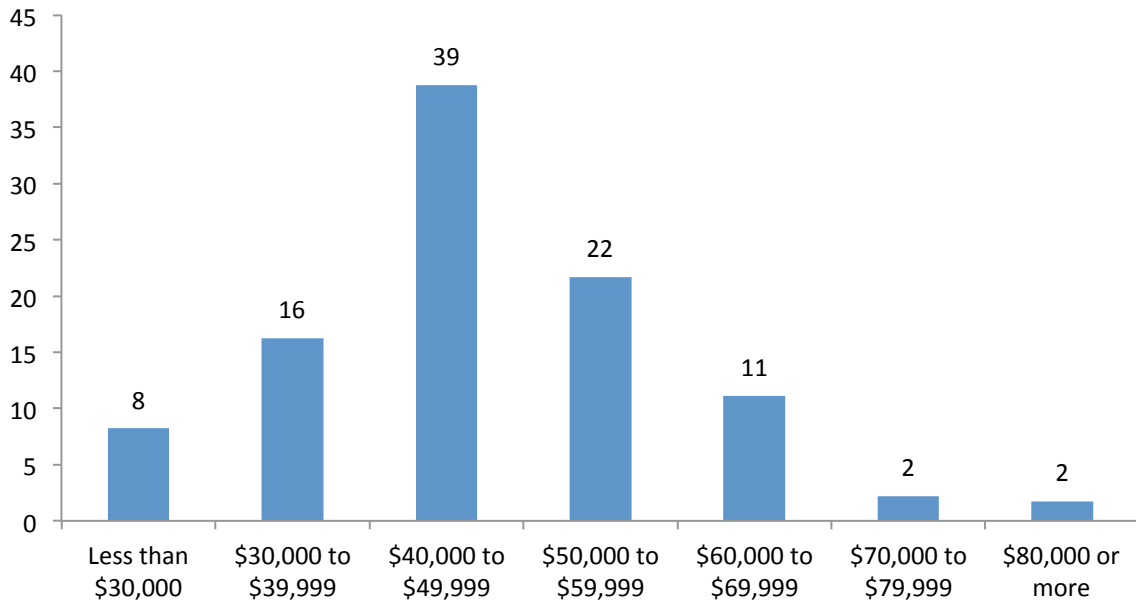
Spa Manager Compensation

Among spas employing managers on a full-time basis (71%), the salary range of \$40,000 to \$49,999 was the most frequently cited annual compensation level for that position (39%). Over one in three spas (37%) said managers received \$50,000 or more. The remaining 24% reported spa manager compensation levels below \$40,000.

In the day spa sector, where 71% said they employ a full-time spa manager, 43% of those establishments said their annual compensation level for that position was in the range of \$40,000 to \$49,999. Thirty-one percent said their managers receive \$50,000 or more. In the remaining 26% of spas, compensation levels were below \$40,000.

In the resort/hotel spa sector, where 79% said they employ a spa manager, 36% said that annual compensation for that position was in the \$40,000 to \$49,999 range. Over one in two resort/hotel (51%) reported annual compensation levels of \$50,000 or more. Just over one in eight (13%) said compensation levels were below \$40,000.

Spa manager compensation



Average annual compensation (including gratuities), Spa Managers

	All	Day	Resort/Hotel
Spa Managers	\$45,600	\$43,800	\$51,000



Spa Manager Compensation by Type of Spa

Annual compensation, full-time employees

	All	Day	Resort/Hotel
Less than \$30,000	8%	9%	2%
\$30,000 to \$39,999	16%	17%	11%
\$40,000 to \$49,999	39%	43%	36%
\$50,000 to \$59,999	22%	22%	24%
\$60,000 to \$69,999	11%	7%	19%
\$70,000 to \$79,999	2%	1%	6%
\$80,000 or more	2%	1%	3%

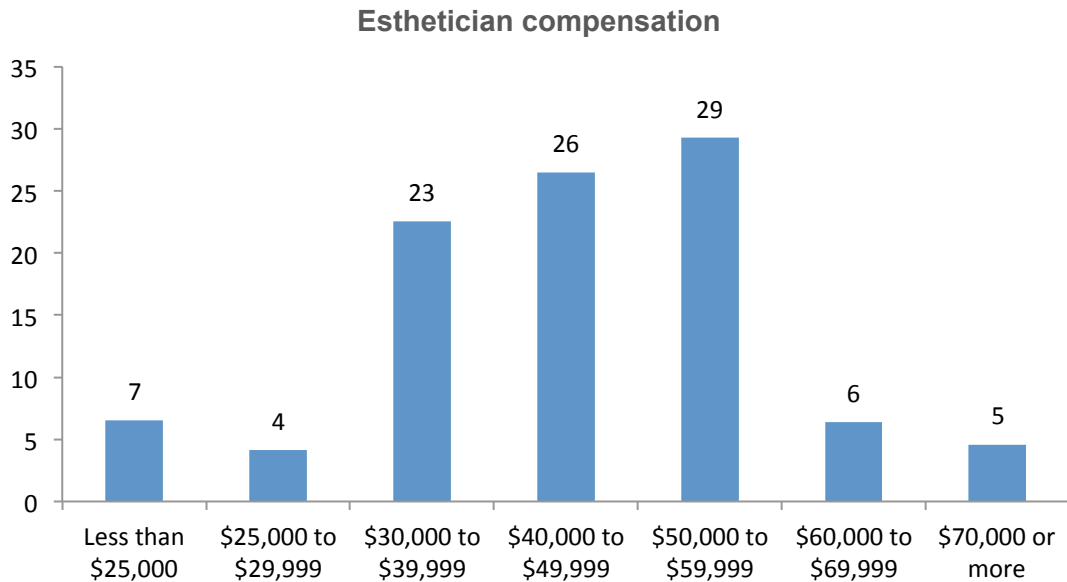
Note: Base = spas with full-time spa managers.

Esthetician Compensation

Among spas employing estheticians on a full-time basis (77%), the salary range of \$50,000 to \$59,999 was the most frequently cited annual compensation level for that position (29%) with a very similar proportion (26%) quoting a compensation level of \$40,000 to \$49,999. Almost one in four (23%) said compensation levels were in the range of \$30,000 to \$39,999.

In the day spa sector, where 77% said they employ one or more full-time estheticians, 30% said compensation levels were in the range of \$50,000 to \$59,999 followed by 27% quoting a compensation level in the range of \$40,000 to \$49,999. One in three day spas (34%) reported a salary range below \$40,000.

In the resort/hotel spa sector, where 81% said they employ one or more full-time estheticians, almost one in three (30%) said their full-time employees' annual compensation level in that position was in the range of \$40,000 to \$49,999. Forty-four per cent gave a figure of \$50,000 or more with the remaining 26% saying compensation levels were less than \$40,000.



Average annual compensation (including gratuities), Estheticians

	All	Day	Resort/Hotel
Esthetician	\$44,700	\$44,100	\$48,500

Note: Base = spas employing 1+ full-time estheticians.



Esthetician Compensation by Type of Spa

Annual compensation, full-time employees

	All	Day	Resort/Hotel
Less than \$25,000	7%	7%	4%
\$25,000 to \$29,999	4%	5%	3%
\$30,000 to \$39,999	23%	23%	19%
\$40,000 to \$49,999	26%	27%	30%
\$50,000 to \$59,999	29%	30%	21%
\$60,000 to \$69,999	6%	4%	13%
\$70,000 or more	5%	4%	10%

Note: Base = spas with full-time estheticians.

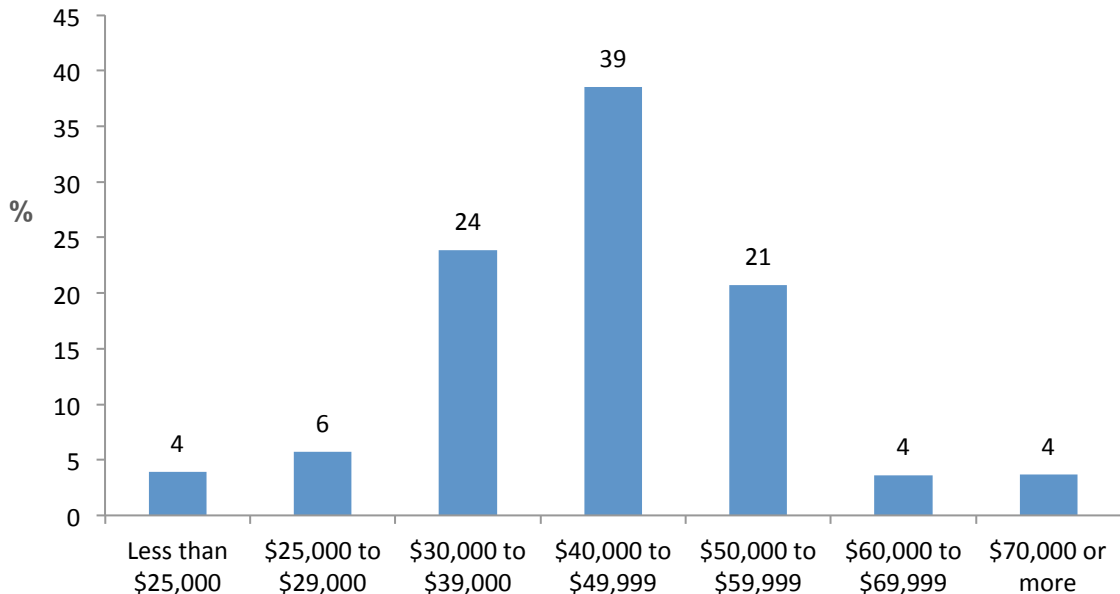
Massage Therapist Compensation

Among spas employing massage therapists on a full-time basis (73%), an annual compensation level in the range of \$40,000 to \$49,999 range was cited by 39% for that position. One in three (33%) reported a compensation level less than \$40,000 with the remaining 28% saying annual compensation levels are \$50,000 or more.

In the day spa sector, where 76% said they employ one or more full-time massage therapists, \$40,000 to \$49,999 was the most frequently cited range (41%). Just over one in three (36%) said compensation levels were below \$40,000. The remaining 22% said compensation levels were in the \$50,000 or more range.

In the resort/hotel spa sector, where 86% said they employ one or more full-time massage therapists, almost one in three respondents (31%) said that compensation levels were in the \$50,000 to \$59,999 range. A little over one in four (27%) said compensation levels were \$60,000 or above with the remaining 42% saying compensation levels were under \$50,000.

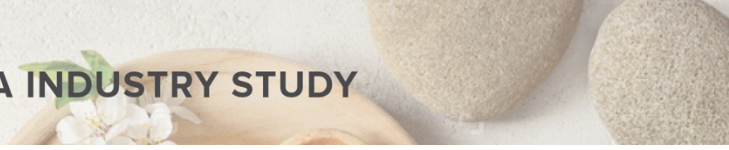
Massage therapist compensation



Average annual compensation (including gratuities), Massage therapists

	All	Day	Resort/Hotel
Massage therapist	\$43,800	\$42,400	\$52,700

Note: Base = spas employing 1+ full-time massage therapist.



Massage Therapist Compensation by Type of Spa

Annual compensation, full-time employees

	All	Day	Resort/Hotel
Less than \$25,000	4%	4%	2%
\$25,000 to \$29,999	6%	7%	3%
\$30,000 to \$39,999	24%	26%	9%
\$40,000 to \$49,999	39%	41%	28%
\$50,000 to \$59,999	21%	18%	31%
\$60,000 to \$69,999	4%	2%	12%
\$70,000 or more	4%	2%	15%

Note: Base = spas with full-time massage therapists.

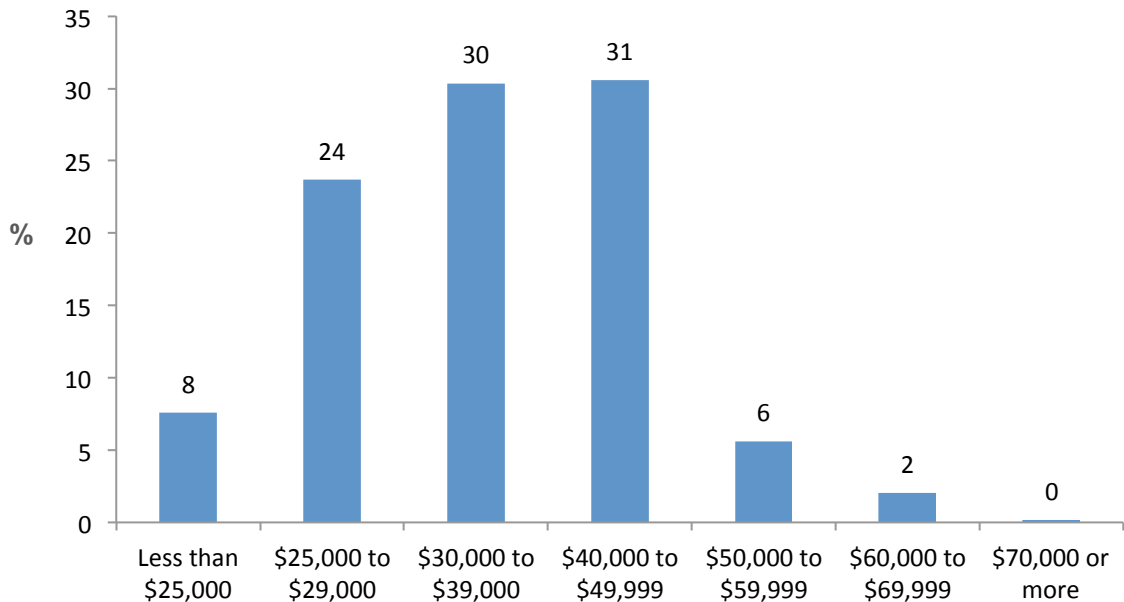
Nail Technician Compensation

Among spas employing nail technicians on a full-time basis (51%), 30% said the annual compensation level was in the range of \$30,000 to \$39,000. One in three spas (32%) reported compensation levels below \$30,000 while 38% of spas said that nail technicians' annual compensation level was above \$40,000.

In the day spa sector, where 52% said they employ one or more full-time technicians, 29% said compensation levels were in the \$30,000 to \$39,999 range. Over one in three day spas (34%) said their full-time nail technicians received less than \$30,000 with the remaining 38% quoting compensation levels above \$40,000.

In the resort/hotel spa sector, where 76% said they employ one or more full-time nail technicians, one in three respondents (34%) said that compensation levels were in the range of \$30,000 to \$39,999. Just under one in four (24%) said compensation levels were below \$30,000 while 42% cited compensation levels of \$40,000 or more.

Nail technician compensation



Average annual compensation (including gratuities), Nail technicians

	All	Day	Resort/Hotel
Nail technician	\$35,700	\$35,000	\$37,900

Note: Base = spas employing 1+ full-time nail technician.



Nail Technician Compensation by Type of Spa

Annual compensation, full-time employees

	All	Day	Resort/Hotel
Less than \$25,000	8%	7%	7%
\$25,000 to \$29,000	24%	27%	17%
\$30,000 to \$39,000	30%	29%	34%
\$40,000 to \$49,999	31%	32%	28%
\$50,000 to \$59,999	6%	5%	7%
\$60,000 to \$69,999	2%	1%	6%
\$70,000 or more	0%	0%	1%

Note: Base = spas with full-time nail technicians.

Compensation Structures for Service Provider Employees

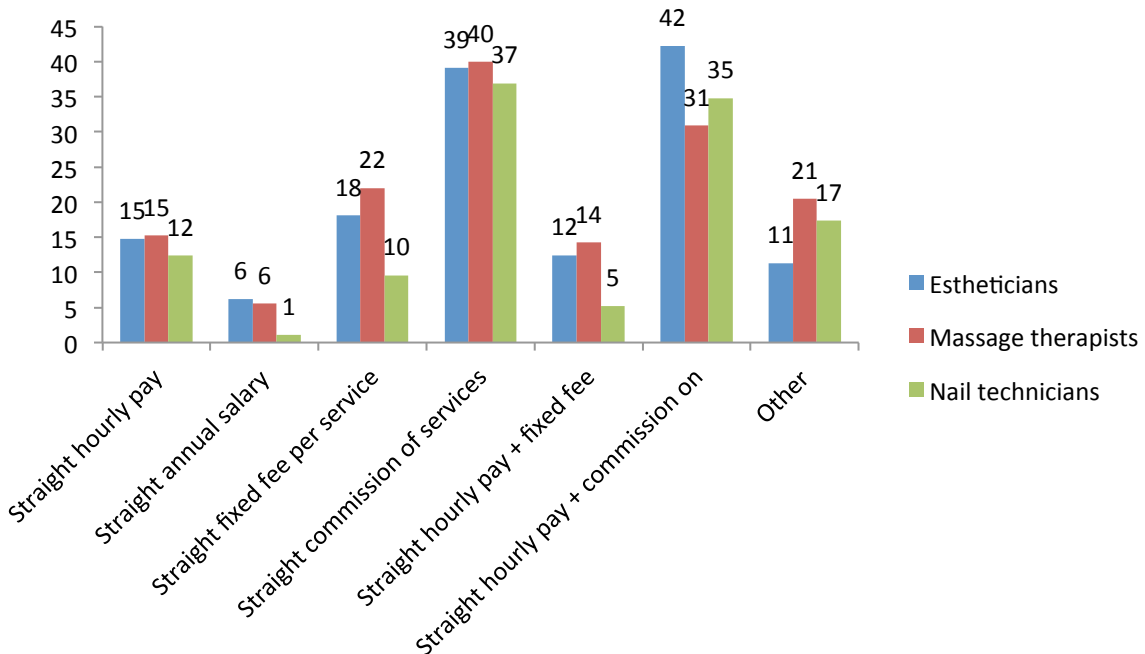
Compensation structures tend not to vary greatly by type of service provider. For each type of service provider, straight commission of services and straight hourly pay plus commission of services were the most frequently mentioned structures. Straight hourly pay and fixed fee per service were less frequently mentioned.

The two slides following show compensation structures by type of spa for each of the three service provider categories.

Among day spas, straight commission of services was most frequently mentioned followed by straight hourly pay plus commission of services.

In the resort/hotel sector, straight hourly pay plus commission of services was the most frequently mentioned structure across each category of service provider, followed by straight commission of services.

Compensation structures – service provider employees



Respondents to the survey were provided with the following definitions:

Hourly pay – the service provider receives a fixed amount per hour for each hour they work

Commission - the service provider receives a percentage amount for each of the services they perform. The employees’ earnings are determined by the revenue they generate.

Fixed/flat fee- a fixed dollar amount for each treatment.

In selecting a compensation structure, respondents were asked to consider employees’ typical work structure in a standard week, excluding paid time off, training, service fees and gratuities.

Compensation Structures for Service Provider Employees: Estheticians

	All	Day	Resort/Hotel
Straight hourly pay + commission on services	42%	41%	47%
Straight commission of services	39%	41%	33%
Straight fixed fee per service	18%	20%	12%
Straight hourly pay	15%	17%	6%
Straight hourly pay + fixed fee	12%	11%	13%
Straight annual salary	6%	6%	1%
Other	11%	14%	1%

Compensation Structures for Service Provider Employees: Massage therapists

	All	Day	Resort/Hotel
Straight hourly pay + commission on services	31%	29%	50%
Straight commission of services	40%	41%	30%
Straight fixed fee per service	22%	24%	13%
Straight hourly pay	15%	16%	7%
Straight hourly pay + fixed fee	14%	14%	12%
Straight annual salary	6%	6%	1%
Other	21%	24%	0%

Compensation Structures for Service Provider Employees: Nail technicians

	All	Day	Resort/Hotel
Straight hourly pay + commission on services	35%	32%	51%
Straight commission of services	37%	36%	34%
Straight fixed fee per service	10%	10%	8%
Straight hourly pay	12%	14%	5%
Straight hourly pay + fixed fee	5%	4%	12%
Straight annual salary	1%	1%	0%
Other	17%	21%	1%



Commission Percentage Offered to Service Providers

The average commission percentage paid to service providers ranges from 28% for estheticians to 35% for nail technicians. The percentage is higher when providers are compensated using straight commission of services rather than when commission is paid along with straight hourly pay.

Spas who said that they have a commission component in their compensation structure were asked to give the percentage of the fee collected from treatments or services that is offered as commission to service providers.

Where straight commission of services is used, a little over one-third of the fee is paid to estheticians (35%) and massage therapists (36%). Nail technicians receive a higher percentage of the fee for the services that they provide (42% on average).

Where spas use a combination of straight hourly pay plus commission of services, the average percentage paid to service providers ranges from 18% for estheticians to 23% for massage therapists and 33% for nail technicians.

For each type of service provider, the average commission percentage offered to service providers tends to be higher in day spas than in resort/hotel spas. That reflects the higher incidence of straight commission of services in the day spa sector.

Commission percentage offered to service providers: Average by type of spa

	Esthetician	Massage Therapist	Nail Technician
All	28	32	35
By compensation structure:			
Straight commission on services	35	36	42
Straight hourly pay + commission on services	18	23	33
By type of spa:			
Day	29	33	34
Resort/Hotel	24	23	31



Factors Impacting Compensation Levels

When asked about factors impacting compensation levels/amounts offered to service providers, length of service was mentioned by 63% of spas. An almost identical proportion (62%) cited client retention with 57% quoting retail sales.

Spas who said that they have a commission component in their compensation structure were asked to say which of the factors listed in the table below impact the compensation level/amount offered to service providers. The combined results for service providers are shown in the table below.

The next slide presents the responses by type of service provider. As can be seen, the factors impacting compensation levels do not vary greatly by type of service provider.

By type of spa, the main point of contrast is the greater emphasis placed by day spas on client retention. On average, across the three types of service provider, 70% of day spas mentioned client retention compared with 37% of resort/hotel spas.

Factors impacting compensation levels: Average for all service providers

	All	Day	Resort/hotel
Length of service	63%	65%	60%
Client retention	62%	70%	37%
Retail sales	57%	58%	60%
Other	13%	13%	14%

Factors Impacting Compensation Levels

Factors impacting compensation levels: Estheticians

	All	Day	Resort/hotel
Length of service	64%	65%	61%
Client retention	64%	71%	37%
Retail sales	63%	62%	63%
Other	12%	11%	10%

Factors impacting compensation levels: Massage Therapists

	All	Day	Resort/hotel
Length of service	63%	65%	62%
Client retention	62%	70%	35%
Retail sales	60%	64%	54%
Other	15%	15%	16%

Factors impacting compensation levels: Nail technicians

	All	Day	Resort/hotel
Length of service	62%	64%	58%
Client retention	59%	67%	38%
Retail sales	45%	43%	62%
Other	13%	13%	15%

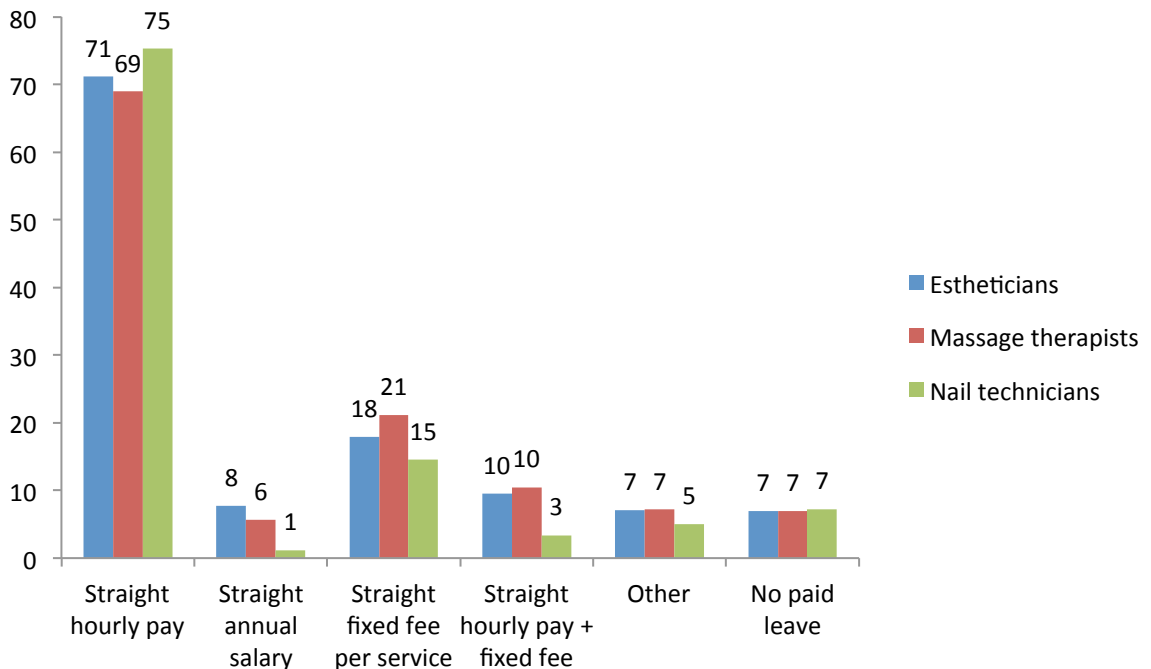
Compensation Structures for Service Provider Employees: Paid Time Off

When asked to select the compensation structure used for service provider employees with respect to paid time off, paid education/training or paid sick leave, a large majority of spas in each service provider category said they use straight hourly pay. The proportions citing that structure did not vary greatly by type of service provider, from 69% with respect to massage therapists to 75% for nail technicians.

The use of straight hourly pay as a compensation structure for paid time off varied only slightly by type of spa. Resort/hotel spas were slightly more likely to say they use straight hourly pay, mentioned by 83%-84% across the service provider categories. Among day spas, 69% said they use straight hourly pay to compensate massage therapists, with 71% citing that structure for estheticians and 69% for nail technicians.

It can also be noted that 8% of day spas stated that they do offer paid time off to their service providers, compared to just 1% of resort/hotel spas.

Compensation structures – service provider employees: Paid time off



Unstaffed Positions: Service Providers

When asked if they have any unstaffed service provider positions that they are actively trying to fill, 63% of spas answered in the affirmative, including 80% of resort/hotel spas, 65% of day spas and 37% of other spas. The number of unfilled service provider positions is estimated at 38,000 of which 18,400 are full-time and 19,600 part-time.

Massage therapists account for the largest number of unfilled positions that spas are currently trying to fill, a total of 19,150 representing one in two unfilled positions (49%).

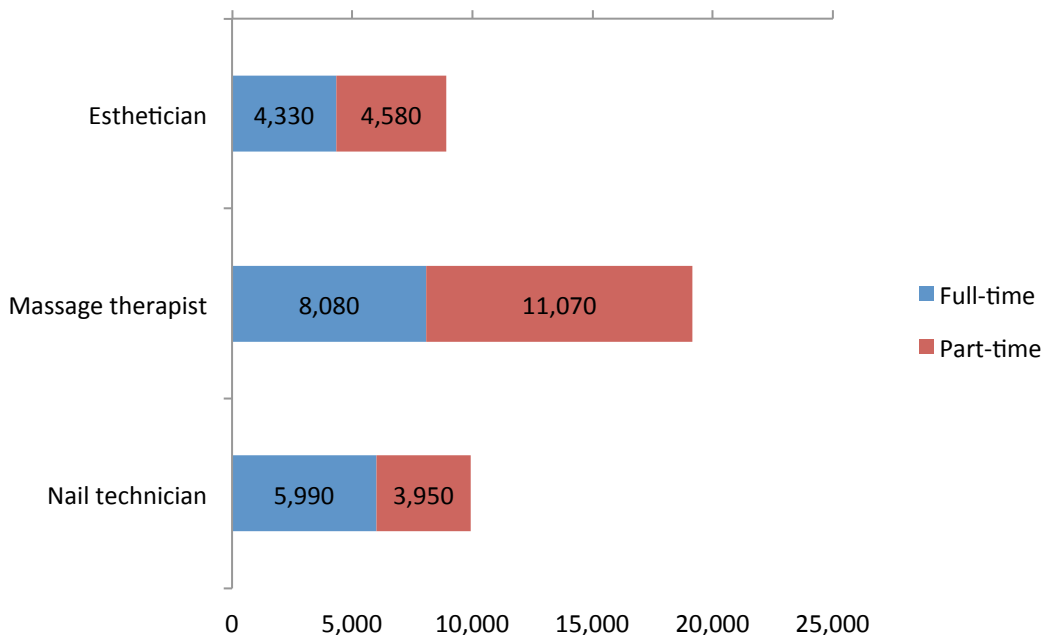
Estheticians account for an estimated 8,910 unstaffed positions (23%).

The remaining 9,940 positions are for nail technicians (25%).

The total number of unfilled positions equates to 11% of the employment in the spa industry as of May 2016. It should be noted that unfilled positions arise both for new job openings and for other reasons (i.e., some unfilled positions will replace employees who have, for example, left for a job elsewhere).

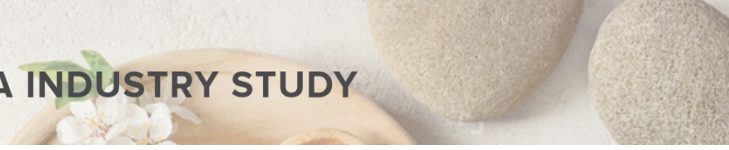
Nonetheless, the level of vacancies points to a strong level of demand for people with the necessary skills and qualifications to work in spas as service providers.

Unstaffed Positions



Unstaffed Positions - Composition

		All	Day	Resort/Hotel	Other
Esthetician	Full-time	4,330	3,970	230	140
	Part-time	4,580	3,750	490	350
	All	8,910	7,720	720	490
Massage Therapist	Full-time	8,080	6,480	940	660
	Part-time	11,070	7,650	2,630	790
	All	19,150	14,130	3,570	1,450
Nail Technician	Full-time	5,990	5,280	410	300
	Part-time	3,950	2,550	1,050	350
	All	9,940	7,830	1,460	650
All Service Providers	Full-time	18,400	15,730	1,580	1,100
	Part-time	19,600	13,950	4,170	1,490
	All	38,000	29,680	5,750	2,590



Unstaffed Positions: Directors and Managers

Spas saying that they have unstaffed positions were asked to also identify how many spa director and spa manager positions they are actively trying to fill.

The total number of spa director positions that spas are currently seeking to fill is estimated at 300, of which a large majority (250) are full-time.

It is estimated that spas are seeking to fill 930 spa manager positions, of which approximately two-thirds (620) are full-time with the rest being part-time positions.

Unstaffed Positions: Spa Directors and Managers

	Full-time	Part-time	All
Directors	250	50	300
Managers	620	310	930
All	870	360	1,230



Definitions

For the purpose of the ISPA study, a spa is defined as a place of business that enhances the overall well-being of a person through a variety of professional spa services that encourage the renewal of mind, body and spirit. To be qualified as a spa, a business must offer at least two of the following three services: massage (full body); skin care treatments (i.e. facials); or body treatments (i.e., hydrotherapy or body wraps/scrubs).

The spa industry categories used in this study are as follows:

- Club spa: Primary purpose is fitness, offers a variety of spa services on a day-use basis.
- Day spa: Offers spa services to clients on a day-use basis.
- Destination spa: Historically a seven-day stay, encompassing spa services as part of a program whose primary purpose is guiding individual spa-goers to develop healthy habits.
- Medical spa: Operates under the full-time on-site supervision of a licensed health care professional. Primary purpose is to provide comprehensive medical and wellness care in an environment that integrates spa services.
- Mineral springs spa: Offers on-site source of natural mineral, thermal or sea water used in professionally administered hydrotherapy services.
- Resort/hotel spa: A spa located within a resort or hotel.

Throughout the report, data is analyzed by type of spa. Day and resort/hotel spas are generally listed with the remaining spas combined into the 'other' spa category, due to their sample sizes in the survey undertaken for this study.

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International Survey Unit

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