



# SNAPSHOT SURVEY RESULTS REPORT

## *Quarterly Performance*

JULY 2017

## Quarterly Performance Survey Results

*ISPA Snapshot Survey | July 2017*

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and help 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 July Snapshot Survey provides a look at performance for the second quarter of 2017.

Based on member responses for this month's Snapshot Survey, the spa industry continued to experience growth in several areas during the second quarter of 2017. For all spa respondents, 74 percent reported gross revenue growth when comparing the second quarter of 2017 and the second quarter of 2016. Spa visits also continued to rise with 65 percent of all spas reporting that spa visits increased during the second quarter compared to last year.

A majority of resource partner respondents (68 percent), which includes both vendor and service provider members, also reported gross revenue growth during the second quarter. Similarly, gross profit change has increased for 63 percent of this segment.

This survey also included questions about vacancies in the spa workforce. Of the respondents, 75 percent of all spas are actively seeking to fill a massage therapist role, 52 percent are actively seeking to fill a nail technician role and 35 percent an esthetician role. These openings led to 72 percent of spa respondents saying they negatively impacted profits for the quarter. Overall, the majority of spa respondents (84 percent) said it was difficult or extremely difficult to fill empty service provider positions.

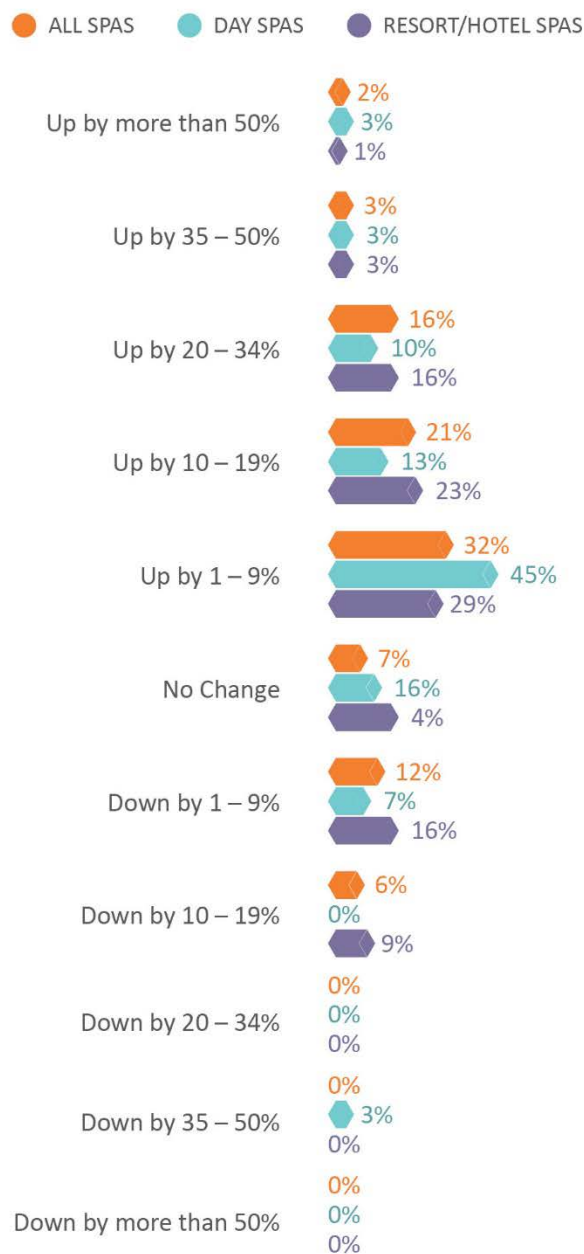
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, July 21, 2017 to Friday, July 28, 2017. During this time, 276 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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## ISPA SPA MEMBERS

All survey responses should be provided for the period of April 1, 2017 – June 30, 2017 (second quarter).

What was your gross revenue change for the second quarter of 2017 compared to the second quarter of 2016?



## Gross Revenue Change | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	1%	2%	6%	0%	1%	2%	1%	1%	2%
Up by 20-50%	20%	16%	17%	14%	17%	17%	19%	15%	19%
Up by 1-19%	53%	51%	52%	60%	51%	54%	58%	62%	53%
No change	4%	12%	10%	8%	12%	11%	8%	5%	7%
Down by 1-19%	19%	18%	15%	17%	16%	16%	11%	16%	18%
Down by 20-50%	2%	1%	2%	1%	3%	1%	3%	1%	0%
Down by more than 50%	0%	0%	0%	1%	1%	0%	0%	0%	0%

## Gross Revenue Change | Day Spas

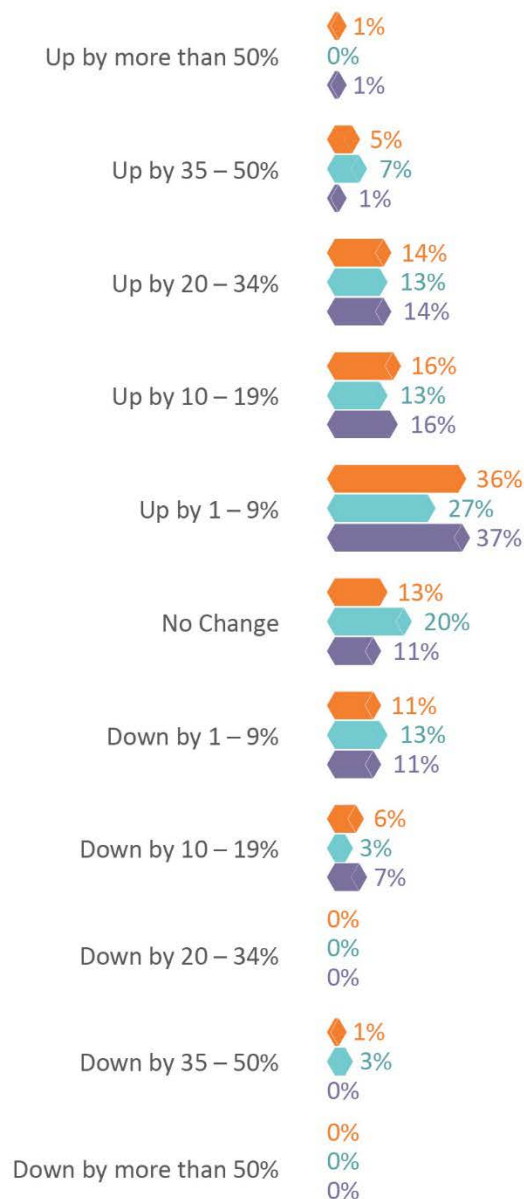
	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	3%	9%	11%	0%	4%	3%	3%	0%	3%
Up by 20-50%	21%	9%	23%	17%	20%	22%	22%	21%	13%
Up by 1-19%	55%	43%	47%	64%	42%	52%	52%	63%	58%
No change	3%	17%	4%	11%	18%	13%	13%	9%	16%
Down by 1-19%	18%	22%	15%	8%	13%	10%	10%	3%	7%
Down by 20-50%	0%	0%	0%	0%	2%	0%	0%	3%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Gross Revenue Change | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	1%	0%	4%	0%	0%	1%	1%	1%	1%
Up by 20-50%	19%	16%	15%	13%	16%	16%	18%	12%	19%
Up by 1-19%	53%	54%	53%	57%	54%	54%	60%	59%	52%
No change	4%	11%	13%	6%	8%	10%	7%	4%	4%
Down by 1-19%	20%	18%	13%	22%	17%	18%	11%	23%	25%
Down by 20-50%	3%	1%	2%	1%	3%	1%	3%	0%	0%
Down by more than 50%	0%	0%	0%	1%	1%	0%	0%	0%	0%

## What was your profit change for the second quarter of 2017 compared to the second quarter of 2016?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



## Gross Profit Change | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	4%	4%	5%	4%	3%	4%	3%	2%	1%
Up by 20-50%	12%	13%	15%	11%	12%	11%	16%	11%	19%
Up by 1-19%	55%	53%	52%	50%	49%	52%	55%	54%	52%
No change	13%	12%	13%	14%	19%	17%	11%	14%	13%
Down by 1-19%	16%	16%	13%	18%	16%	13%	13%	17%	17%
Down by 20-50%	2%	1%	3%	1%	1%	3%	2%	2%	1%
Down by more than 50%	1%	1%	1%	2%	1%	1%	0%	0%	0%

## Gross Profit Change | Day Spas

	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	5%	4%	9%	6%	9%	5%	2%	3%	0%
Up by 20-50%	16%	13%	19%	6%	7%	14%	21%	18%	20%
Up by 1-19%	43%	43%	47%	47%	43%	44%	53%	47%	40%
No change	13%	22%	13%	25%	23%	22%	13%	9%	20%
Down by 1-19%	16%	17%	13%	17%	16%	10%	10%	21%	16%
Down by 20-50%	3%	0%	0%	0%	2%	6%	2%	3%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Gross Profit Change | Resort/Hotel Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	4%	2%	3%	3%	1%	4%	3%	1%	1%
Up by 20-50%	9%	14%	14%	14%	17%	9%	16%	7%	15%
Up by 1-19%	58%	54%	53%	48%	49%	57%	58%	58%	53%
No change	10%	11%	14%	10%	17%	14%	7%	17%	11%
Down by 1-19%	16%	17%	12%	20%	16%	13%	13%	15%	18%
Down by 20-50%	2%	1%	2%	1%	0%	1%	3%	1%	0%
Down by more than 50%	1%	1%	1%	3%	1%	1%	0%	0%	0%

How did your number of spa visits change for the second quarter of 2017 compared to the second quarter of 2016?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS

### SPA VISITS WERE UP



### SPA VISITS WERE DOWN



### NO CHANGE





## Change in Spa Visits | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Spa visits were up	62%	62%	71%	73%	65%	62%	69%	72%	64%
Spa visits were down	30%	27%	21%	17%	25%	24%	20%	20%	27%
No change	9%	11%	8%	10%	10%	14%	11%	7%	9%

## Change in Spa Visits | Day Spas

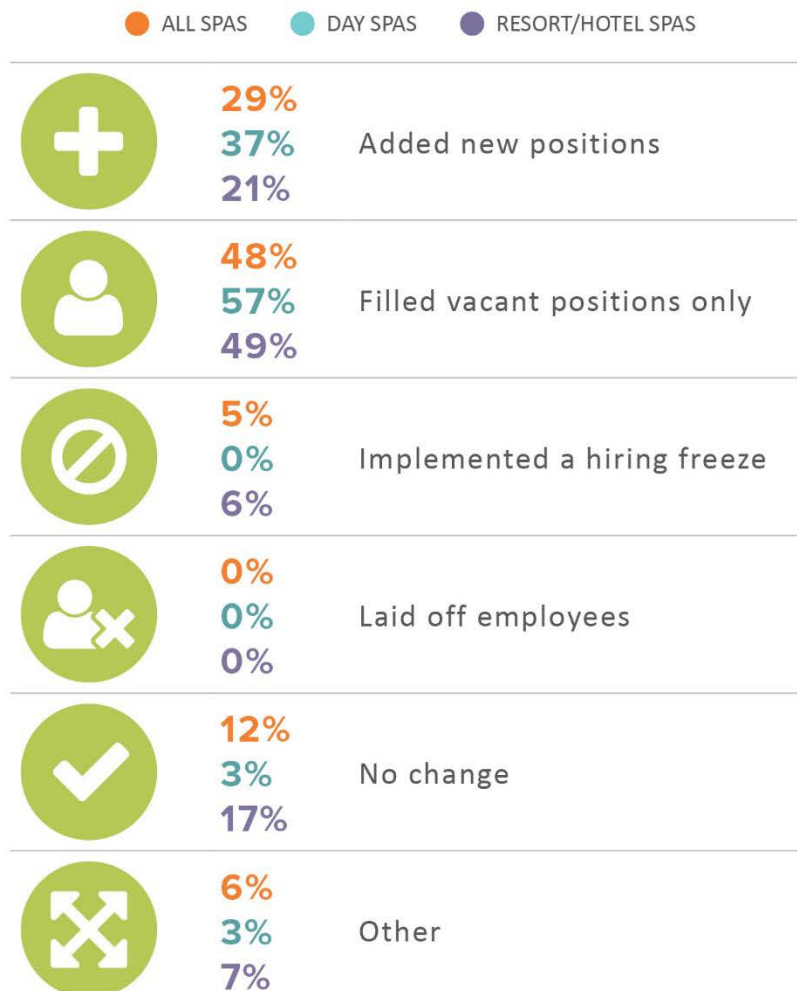
	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Spa visits were up	54%	52%	70%	69%	62%	62%	73%	76%	70%
Spa visits were down	31%	39%	17%	17%	22%	16%	12%	12%	20%
No change	15%	9%	13%	14%	16%	22%	15%	12%	10%

## Change in Spa Visits | Resort/Hotel Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Spa visits were up	65%	62%	73%	73%	66%	62%	68%	69%	62%
Spa visits were down	29%	27%	22%	18%	26%	28%	24%	25%	29%
No change	5%	11%	5%	9%	8%	10%	9%	6%	9%



## Which of the following best describes your workforce changes for the second quarter of 2017?



## Workforce Changes | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Added new positions	37%	24%	28%	29%	26%	29%	32%	23%	29%
Filled vacant positions only	43%	46%	41%	42%	41%	46%	38%	53%	48%
Implemented a hiring freeze	2%	3%	4%	2%	3%	2%	1%	2%	5%
Laid off employees	2%	0%	3%	1%	2%	1%	1%	1%	0%
No change	11%	22%	19%	23%	21%	19%	23%	19%	12%
Other	5%	5%	6%	4%	8%	3%	5%	3%	6%

## Workforce Changes | Day Spas

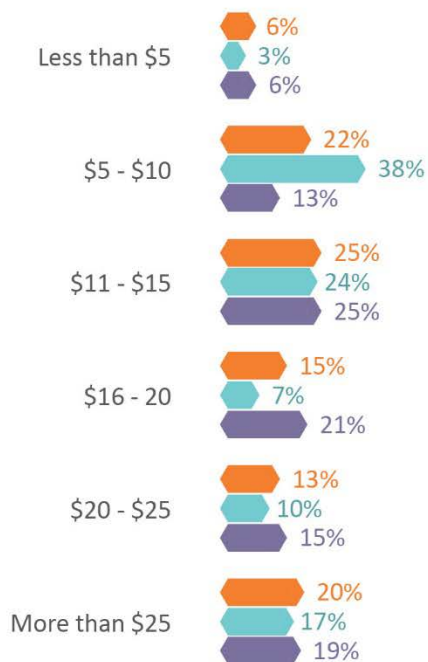
	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Added new positions	36%	41%	33%	31%	27%	40%	43%	20%	37%
Filled vacant positions only	44%	32%	30%	39%	36%	37%	35%	62%	57%
Implemented a hiring freeze	0%	0%	2%	0%	0%	3%	2%	3%	0%
Laid off employees	0%	0%	2%	0%	2%	0%	0%	3%	0%
No change	18%	18%	26%	25%	27%	16%	16%	9%	3%
Other	3%	9%	7%	6%	7%	5%	4%	3%	3%

## Workforce Changes | Resort/Hotel Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Added new positions	36%	20%	27%	26%	26%	23%	27%	20%	21%
Filled vacant positions only	44%	50%	46%	45%	43%	51%	41%	52%	49%
Implemented a hiring freeze	3%	2%	3%	3%	5%	1%	1%	1%	6%
Laid off employees	3%	0%	3%	1%	1%	1%	1%	0%	0%
No change	10%	24%	16%	22%	17%	21%	25%	24%	17%
Other	4%	4%	6%	3%	9%	3%	5%	3%	7%

## What was your spa's average retail revenue per treatment for the second quarter of 2017?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



## Average Retail Revenue Per Treatment | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Less than \$5	8%	12%	8%	8%	14%	10%	10%	8%	6%
\$5 - \$10	23%	23%	25%	30%	26%	24%	21%	24%	22%
\$11 - \$15	30%	28%	29%	19%	26%	22%	24%	25%	25%
\$16 - \$20	16%	13%	14%	19%	8%	16%	14%	21%	15%
\$20 - 25	13%	9%	10%	13%	11%	11%	13%	10%	13%
More than \$25	10%	14%	15%	11%	16%	17%	19%	12%	20%

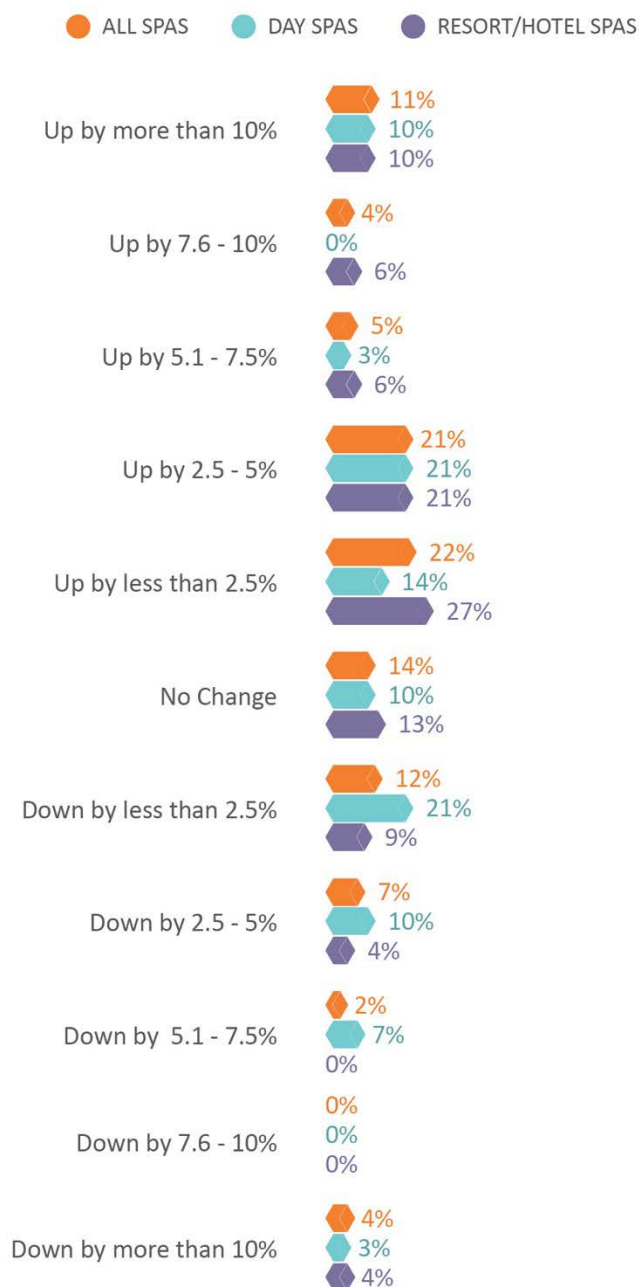
## Average Retail Revenue Per Treatment | Day Spas

	2nd Qtr 2015	3rd Qtr 2015	3rd Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Less than \$5	8%	22%	13%	6%	7%	13%	11%	6%	3%
\$5 - \$10	23%	17%	28%	34%	24%	21%	15%	18%	38%
\$11 - \$15	18%	13%	32%	9%	24%	21%	22%	27%	24%
\$16 - \$20	21%	13%	15%	11%	10%	16%	15%	18%	7%
\$20 - 25	21%	9%	2%	17%	17%	11%	15%	15%	10%
More than \$25	10%	26%	11%	23%	19%	18%	22%	15%	17%

## Average Retail Revenue Per Treatment | Resort/Hotel Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Less than \$5	9%	11%	5%	9%	15%	8%	9%	9%	6%
\$5 - \$10	26%	23%	26%	26%	31%	24%	22%	25%	13%
\$11 - \$15	34%	34%	29%	24%	29%	25%	26%	25%	25%
\$16 - \$20	15%	12%	14%	24%	7%	15%	13%	23%	21%
\$20 - 25	10%	10%	12%	11%	8%	11%	12%	9%	15%
More than \$25	7%	10%	14%	7%	9%	17%	18%	10%	19%

## What was your spa's change in retail revenue per treatment for the second quarter of 2017 in comparison to the second quarter of 2016?





## Change in Retail Revenue Per Treatment | All Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 10%	11%	11%	9%	9%	8%	8%	9%	6%	11%
Up by 7.6 - 10%	2%	7%	4%	1%	4%	6%	7%	4%	4%
Up by 5.1 - 7.5%	7%	7%	9%	10%	7%	13%	8%	8%	5%
Up by 2.5 - 5%	19%	14%	20%	15%	19%	16%	23%	16%	21%
Up by less than 2.5%	14%	13%	18%	22%	17%	18%	12%	20%	22%
No Change	28%	23%	21%	14%	26%	19%	23%	25%	14%
Down by less than 2.5%	12%	16%	7%	17%	10%	8%	10%	12%	12%
Down by 2.5 - 5%	3%	4%	6%	6%	5%	6%	4%	5%	7%
Down by 5.1 - 7.5%	1%	3%	2%	1%	1%	4%	1%	2%	2%
Down by 7.6 - 10%	0%	0%	1%	4%	1%	3%	1%	2%	0%
Down by more than 10%	2%	3%	3%	2%	4%	1%	2%	0%	4%

## Change in Retail Revenue Per Treatment | Day Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 10%	10%	4%	6%	17%	11%	8%	6%	9%	10%
Up by 7.6 - 10%	3%	13%	2%	0%	7%	5%	13%	3%	0%
Up by 5.1 - 7.5%	10%	4%	13%	14%	7%	8%	8%	6%	3%
Up by 2.5 - 5%	18%	17%	17%	11%	13%	16%	27%	15%	21%
Up by less than 2.5%	23%	9%	19%	19%	22%	14%	4%	24%	14%
No Change	26%	35%	26%	19%	24%	32%	27%	21%	10%
Down by less than 2.5%	5%	9%	11%	17%	9%	8%	6%	12%	21%
Down by 2.5 - 5%	5%	4%	4%	3%	4%	3%	2%	9%	10%
Down by 5.1 - 7.5%	0%	0%	0%	0%	0%	3%	0%	0%	7%
Down by 7.6 - 10%	0%	0%	2%	0%	0%	3%	0%	0%	0%
Down by more than 10%	0%	4%	0%	0%	2%	0%	6%	0%	3%



## Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 10%	11%	11%	10%	7%	6%	8%	10%	4%	10%
Up by 7.6 - 10%	2%	6%	5%	1%	2%	7%	4%	3%	6%
Up by 5.1 - 7.5%	6%	6%	7%	9%	7%	15%	7%	9%	6%
Up by 2.5 - 5%	21%	14%	23%	16%	21%	15%	21%	18%	21%
Up by less than 2.5%	11%	15%	18%	20%	13%	19%	16%	18%	27%
No Change	28%	20%	17%	12%	28%	11%	20%	27%	13%
Down by less than 2.5%	14%	20%	5%	17%	11%	8%	13%	13%	9%
Down by 2.5 - 5%	3%	3%	7%	7%	5%	8%	4%	3%	4%
Down by 5.1 - 7.5%	1%	4%	2%	2%	1%	6%	2%	3%	0%
Down by 7.6 - 10%	0%	0%	0%	6%	2%	1%	2%	1%	0%
Down by more than 10%	3%	3%	5%	3%	4%	1%	0%	0%	4%

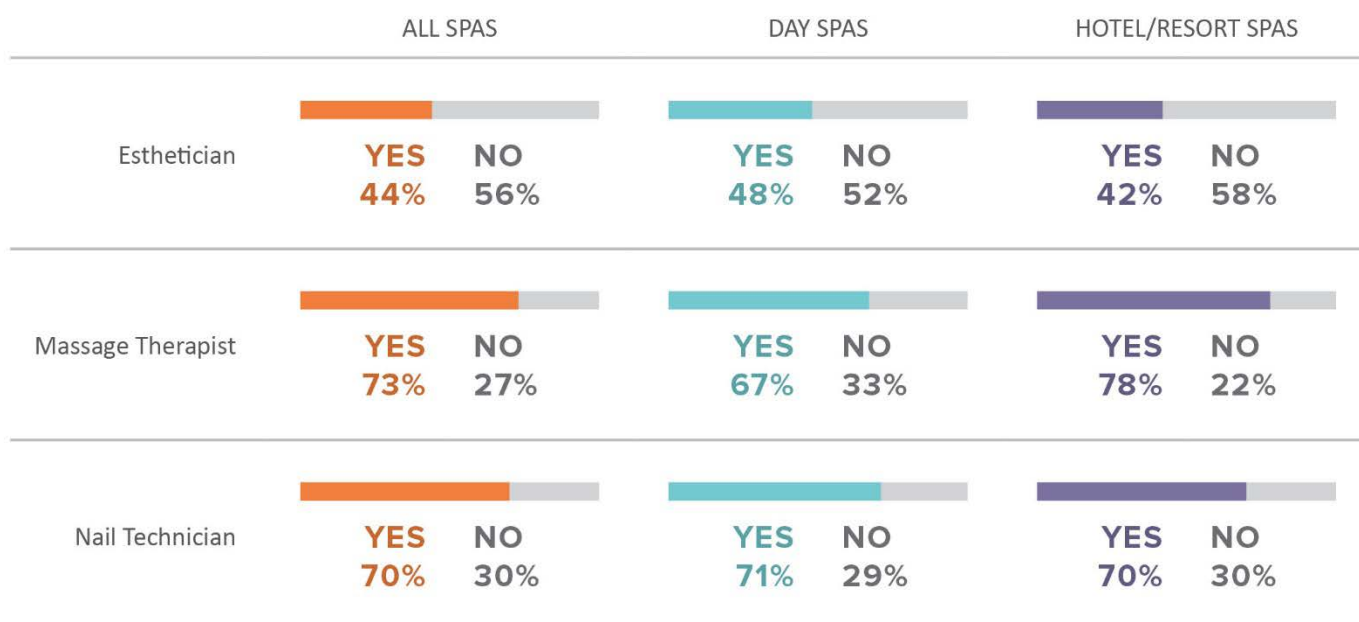
Please identify which of the following types of positions you currently have vacancies and are actively seeking to fill. (select all that apply)

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
Esthetician	35%	45%	29%
Massage Therapist	75%	68%	77%
Nail Technician	52%	58%	49%
None of the above	11%	13%	10%

Do you feel your service provider position openings during the second quarter negatively impacted your spa's profits?



At any point during the second quarter, did you have to turn away guests due to having open positions in the following areas?



During the second quarter of 2017, how difficult was it for your company to fill empty service provider positions (i.e. esthetician, massage therapist, nail technician, etc.) on a scale of one to five?



1 - Not at all difficult	3%
2 - Easy	1%
3 - Neither easy nor difficult	12%
4 - Difficult	55%
5 - Extremely difficult	29%



1 - Not at all difficult	7%
2 - Easy	0%
3 - Neither easy nor difficult	15%
4 - Difficult	56%
5 - Extremely difficult	22%



1 - Not at all difficult	2%
2 - Easy	2%
3 - Neither easy nor difficult	10%
4 - Difficult	55%
5 - Extremely difficult	32%

Does your spa extend a monetary benefit to employees who successfully refer a candidate for an open position resulting in a new hire?



**Respondents whose spas offer monetary employee referral benefits were asked to identify the benefit extended to those employees who successfully refer a job candidate. A sample of responses is highlighted below.**

- \$100 after the referred employee passes a determined period. (10)
- \$100 bonus after completion of 90 days. When job position has been vacant for a while, the bonus amount could increase.
- \$100 bonus for referrals that are hired.
- \$100 for hired referral. (6)
- \$100 referral bonus immediately once the new team member starts.
- \$150 bonus after new employee complete probationary period of 90 days. (2)
- \$200 for FT employee staying 6 months or more.
- \$200.
- \$250 after 6 months.
- \$250 at 90 days after hire.
- \$250 bonus on hiring. (5)
- \$250 for Line Employees \$500 for managers.
- \$250 if a FT employee refers another FT employee and that new hire makes it past their 90 days. We mostly have PT and OC positions available in the spa so it doesn't benefit our team a great deal, even though they do assist us by referring spa technicians. Our company policy doesn't currently extend beyond FT status for a referral benefit.
- \$250.00 to both the referring employee and the new employee as long as they are employed for 6 months.
- \$300 bonus after 90 days of employment.
- \$300 referral fee if they stay 6 months
- \$300.
- \$50 if the new hire passes their 90-day introductory period; then another \$100 if the new hire completes 6 months.
- \$50 paid to employee once new hire has worked for 90 days
- \$50 reward. (5)
- \$50 upon hire/ \$100 on the successful completion of the hired candidates probationary period.
- \$500 after 90-day probation passed. (4)
- \$500 referral bonus.
- \$75 dollars/candidate if the referred person is hired.
- \$100 upon hiring and after 90 days another \$100.00 to be paid.
- A \$100 bonus goes to their check.
- After 90 days of employment the referring employee receives \$250.

- Associate will receive a money once the person he/she had referred is hired for a part-time or full-time position and passes probation.
- At 6 months of employment, \$150.
- At one year, \$250.
- Bonus after 90 days of employment.
- Bonus check.
- Cash incentive.
- They receive \$200 for referring, once that new employee passes their 90-day probationary period.
- We are always looking for great new people to add to our team. If an employee in good standing brings aboard a new teammate, who stays with the company longer than 60 days and does not receive any disciplinary action during that time, (s)he will be eligible for a \$250 reward
- We have a referral incentive that each employee who refers another receives a bonus for the referral and another portion after the referred employee meets time and job requirements; i.e. works X number of treatments in a season.
- We have a referral program where if a colleague refers a new hire, they get \$150 at the new colleague's 3-month mark and another \$150 when they reach their 6-month mark. We have also occasionally done a "double down" program where they get double the amount - \$300 at their 3-month mark and another \$300 at their 6-month mark.
- We offer a \$300 referral bonus. \$150 at date of hire and \$150 after 90 days of employment.
- We offer a bonus to current employees who refer new employees.
- We offer the option of a paid Saturday off or Spa Bucks which can be used towards any spa purchase at 50% employee discount. The amount varies depending on the open position and part vs full time. Anywhere from \$50 to \$200.

## How effective do you feel your current employee referral program is for your spa?



Very Effective	<b>11%</b>
Somewhat Effective	<b>71%</b>
Not Effective	<b>18%</b>



Very Effective	<b>14%</b>
Somewhat Effective	<b>81%</b>
Not Effective	<b>5%</b>



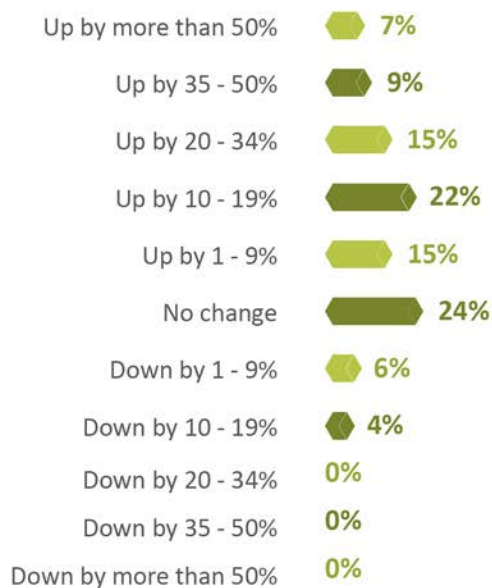
Very Effective	<b>9%</b>
Somewhat Effective	<b>69%</b>
Not Effective	<b>22%</b>



## ISPA RESOURCE PARTNERS

All survey responses should be provided for the period of January 1, 2017 – March 31, 2017 (second quarter).

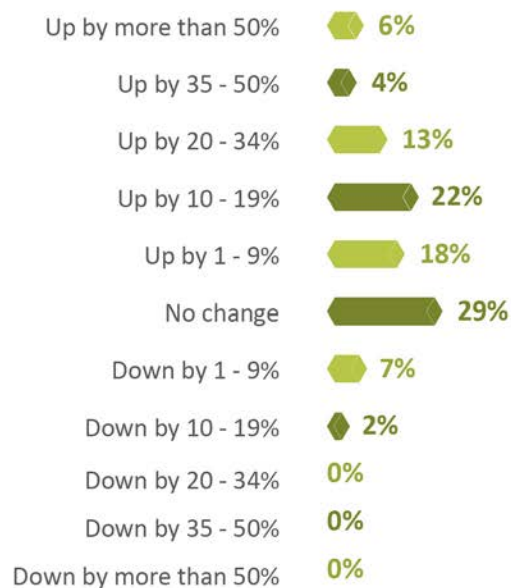
What was your gross revenue change for the second quarter of 2017 compared to the second quarter of 2016?



### Gross Revenue Change | Resource Partners

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	5%	7%	8%	3%	13%	5%	4%	3%	7%
Up by 20 - 50%	28%	25%	25%	30%	27%	28%	32%	38%	24%
Up by 1 - 19%	38%	29%	46%	45%	36%	47%	52%	38%	37%
No change	28%	29%	13%	10%	16%	13%	8%	10%	24%
Down by 1 - 19%	3%	7%	8%	10%	9%	8%	4%	7%	10%
Down by 20 - 50%	0%	4%	0%	3%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	3%	0%

## What was your profit change for the second quarter of 2017 compared to the second quarter of 2016?



### Profit Change | Resource Partners

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Up by more than 50%	5%	4%	5%	3%	13%	5%	2%	7%	6%
Up by 20 - 50%	28%	11%	16%	13%	16%	19%	22%	27%	17%
Up by 1 - 19%	38%	43%	52%	53%	47%	42%	55%	34%	40%
No change	28%	32%	21%	20%	16%	24%	21%	28%	29%
Down by 1 - 19%	3%	11%	8%	7%	9%	10%	0%	0%	9%
Down by 20 - 50%	0%	0%	0%	3%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	3%	0%

Which of the following best describes your workforce changes for the second quarter of 2017?



## Workforce Changes | Resource Partners

	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017
Added new positions	43%	33%	39%	40%	52%	56%	43%	46%	42%
Filled vacant positions only	20%	17%	21%	20%	20%	15%	18%	11%	6%
Implemented a hiring freeze	3%	0%	0%	0%	4%	0%	4%	7%	0%
Laid off employees	0%	7%	3%	3%	4%	0%	0%	0%	2%
No change	35%	43%	39%	33%	20%	26%	31%	36%	49%
Other	0%	0%	0%	3%	0%	3%	4%	0%	2%

What percent increase or decrease did you see in your number of new accounts, repeat clients, account closures and international accounts for the second quarter of 2017 compared to the second quarter of 2016?

