



Snapshot SURVEY

THE POST-REOPENING INDUSTRY WORKFORCE

August 2020 | *Snapshot Survey Results Report*



THE POST-REOPENING INDUSTRY WORKFORCE

July's Snapshot Survey results offered insight into the impact that pandemic-related occupancy restrictions and the continued hesitancy of some guests to return to spas have had on spa revenues. This month's data highlights the ways in which those factors—and others—have affected staffing throughout the industry.

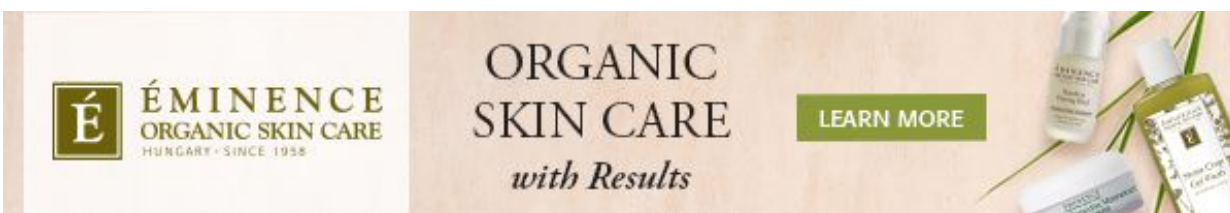
Thirty-five percent of resort/hotel spas have staff members who remain furloughed or laid off, and 34 percent have permanently let staff members go. Just 18 percent of resort/hotel spas said that all staff members had returned to work.

The impact on day spas, however, is less severe. While more than a quarter (27%) report that some staff members are still furloughed, nearly half of day spa respondents (48%) have brought their entire teams back on board. Nearly four-in-five day spas (78%) have been able to bring back at least 56 percent of their pre-pandemic staff. However, just over half (51%) of resort/hotel spas have returned that much of their workforce. Day spas' reliance on local clientele rather than out-of-town groups and travelers likely accounts for the variance in those numbers.

Two-thirds of all spa respondents said that their spa's maximum occupancy remains at 55 percent or less. While it's reasonable to assume that reduced occupancy (and in turn, fewer guests, fewer treatment opportunities and so forth) is a primary factor keeping spas from bringing back more employees, respondents who were asked to describe the greatest workforce-related challenges they currently face noted an array of other issues. Commonly cited challenges include finding qualified service providers who are willing and able to work during the pandemic and difficulty getting approval to fill support staff and leadership positions.

The survey results may offer at least one explanation for why hiring qualified service providers remains a point of difficulty. More than 70 percent of spa respondents noted that they are hiring (with massage therapists and nail technicians the positions most in demand), but nearly half of all spas (46%) said that their full-time staff are working fewer hours since reopening. That figure may make a return less appealing to service providers already weighing the pros and cons of resuming work during the pandemic.

This results analysis includes answers from all 166 spa industry professionals who completed the August Snapshot Survey in an eleven-day period from August 21, 2020 to August 31, 2020.

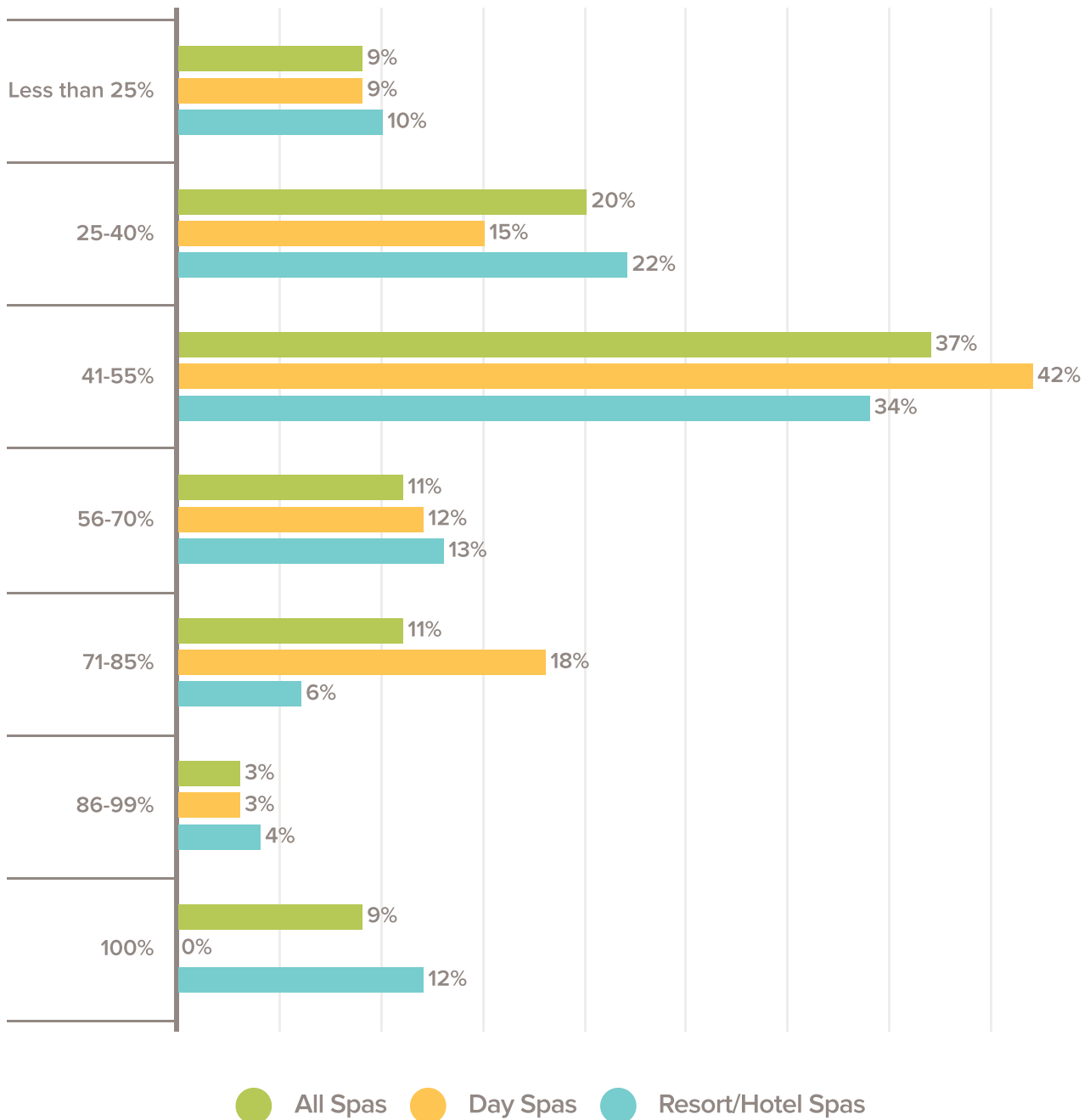


SPA RESPONDENTS

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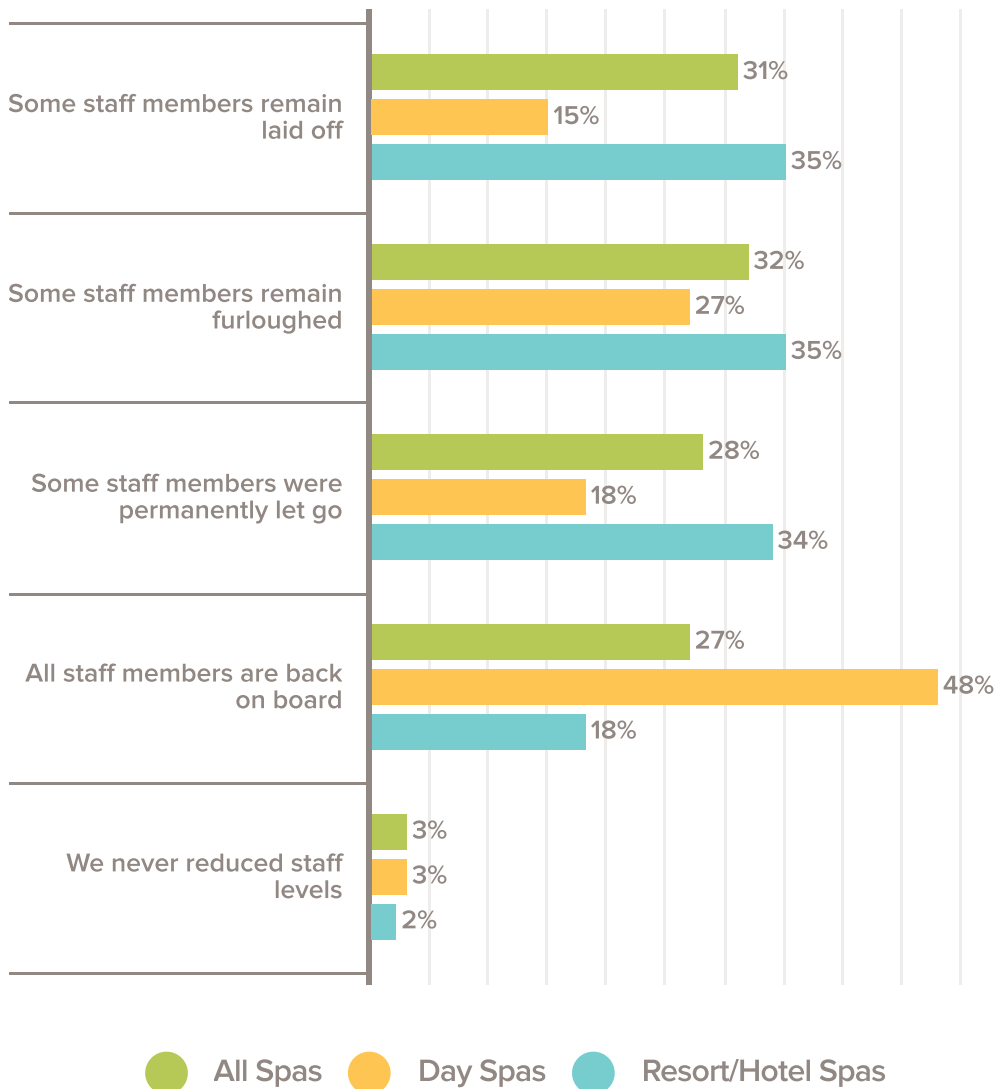
Governmental restrictions have required some spas to reduce their maximum capacity as a result of COVID-19. Please identify the current capacity your spa is operating under for services/treatments.

Current operating capacity for services/treatments



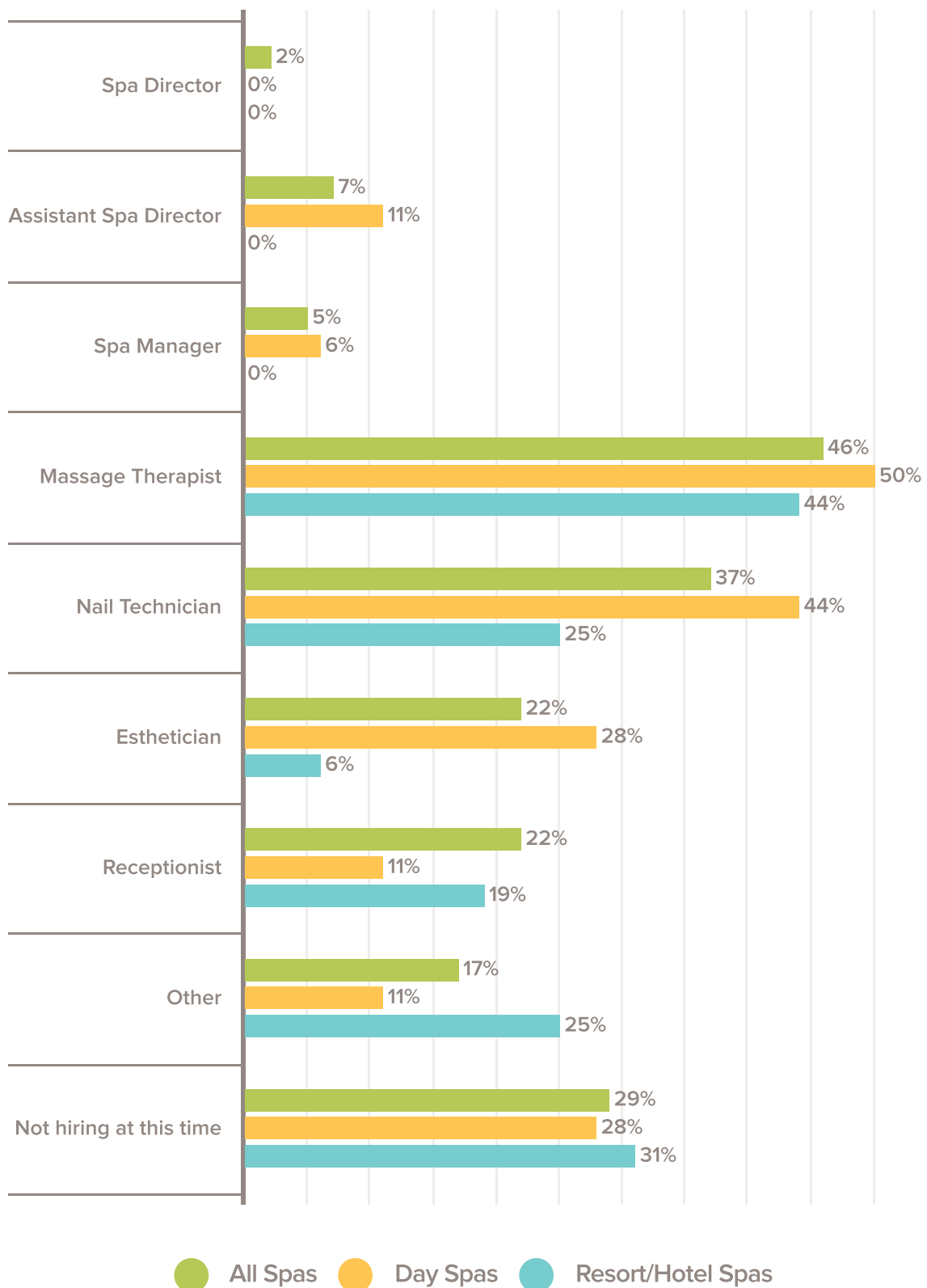
Which of the following describes your spa's staffing status at this time? Select all that apply.

Current spa staffing status



Which of the following positions, if any, are you actively seeking new candidates to hire at this time? Select all that apply.

Positions for which actively seeking candidates

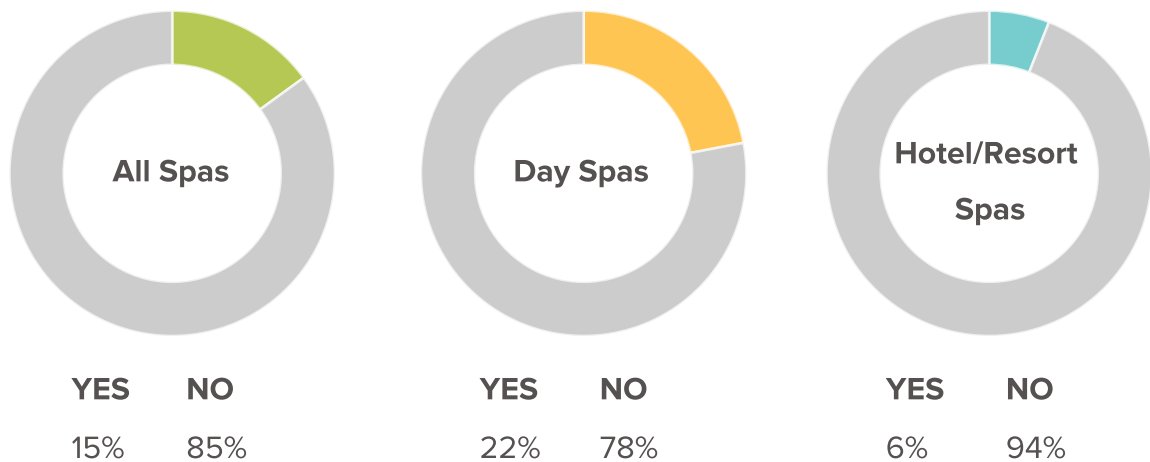


If you are actively hiring new employees at this time, please share any challenges, trends, etc. that you may have noticed during the process.

- Not receiving many applications. When I do get an application they are from applicants that have zero massage credentials. It seems those still receiving unemployment are now required to search for work, people may be applying for any job, qualified or not, in order to meet their requirements to collect their next unemployment check.
- We lost about 25 service providers during covid and we are actively seeking service providers with experience and their own guest list - something we've never done before
- We do have some reception hours available but have decided not to fill them due to business levels being down
- Applicants apply and then no show or cancel interviews. I think they are just fulfilling their unemployment obligation to make an effort.
- Shortage nail technicians. Nails has been in high demand. Challenge with good, qualified concierge and hosts. Concierge and host positions were challenging prior to pre-Covid.
- It has been very hard to get service providers back to full time schedules because they have become use to collecting unemployment and do not want to exceed a certain amount per week because they want to file. I work in a small town and service providers are hard to come by because there are just not enough licensed professionals in my area.
- Receiving many applications which could be due to other properties not open or reduced staffing
- No one wants to work, due to the extended unemployment. Few LMT's are willing to leave their present employers
- We have been able to find more candidates as some spas are not bringing their full staff back.
- We have been approached by several therapists looking for work. We've added two to our team. Due to the unique services offered at our office, it has always been considered a safe and sanitary place to be. We have, of course, adopted guidelines to comply with government mandates for our profession in addition to our already stringent sanitary precautions and have distanced the time between sessions so no two clients are at the front desk at the same time.
- They are concerned with wearing a mask while performing services.
- Management approval to hire
- It is challenging to find therapists that are comfortable working under the current circumstances. Demand is up, as health and wellness trends are also on the rise, and everyone was so heavily missing their spa services during the quarantine.

Q

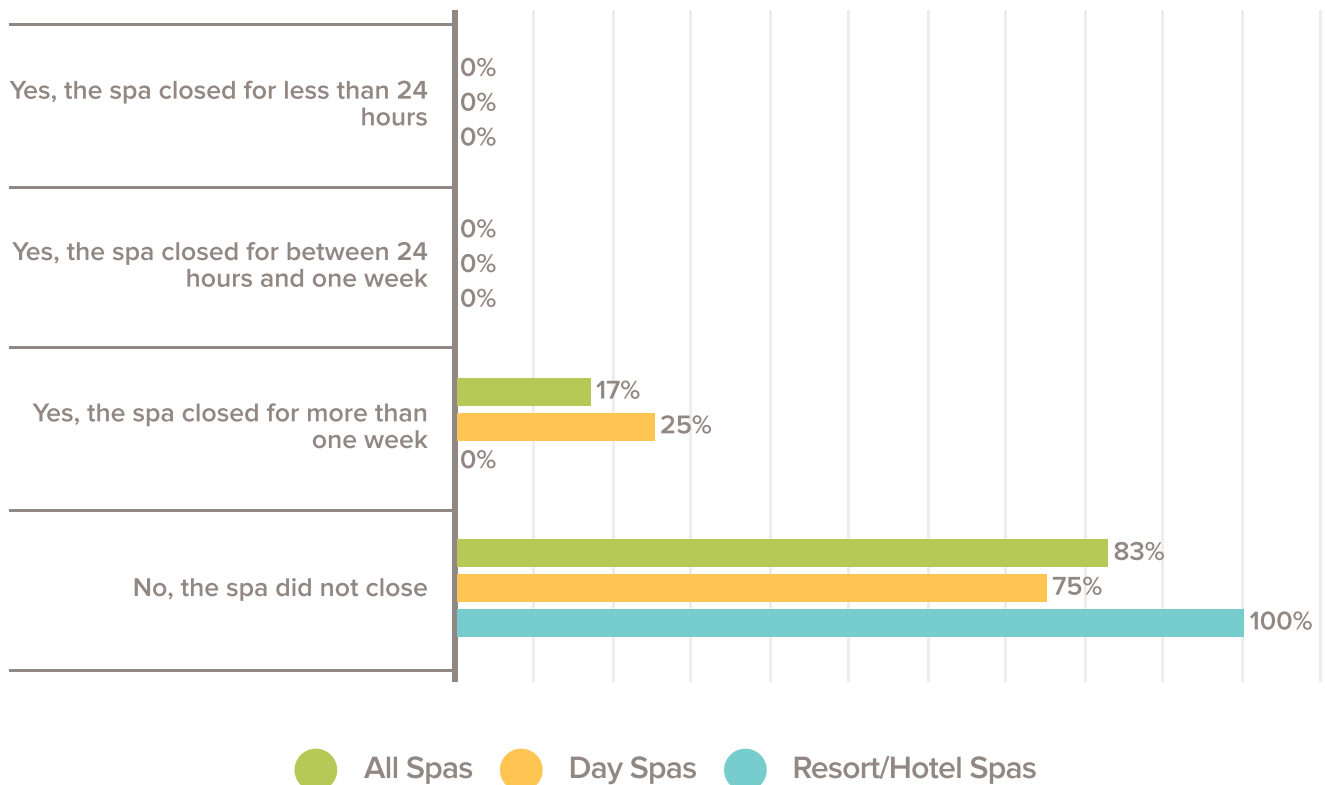
Has your spa encountered a confirmed case of COVID-19 since reopening?



Q

Did the confirmed case(s) of COVID-19 cause your spa to close?

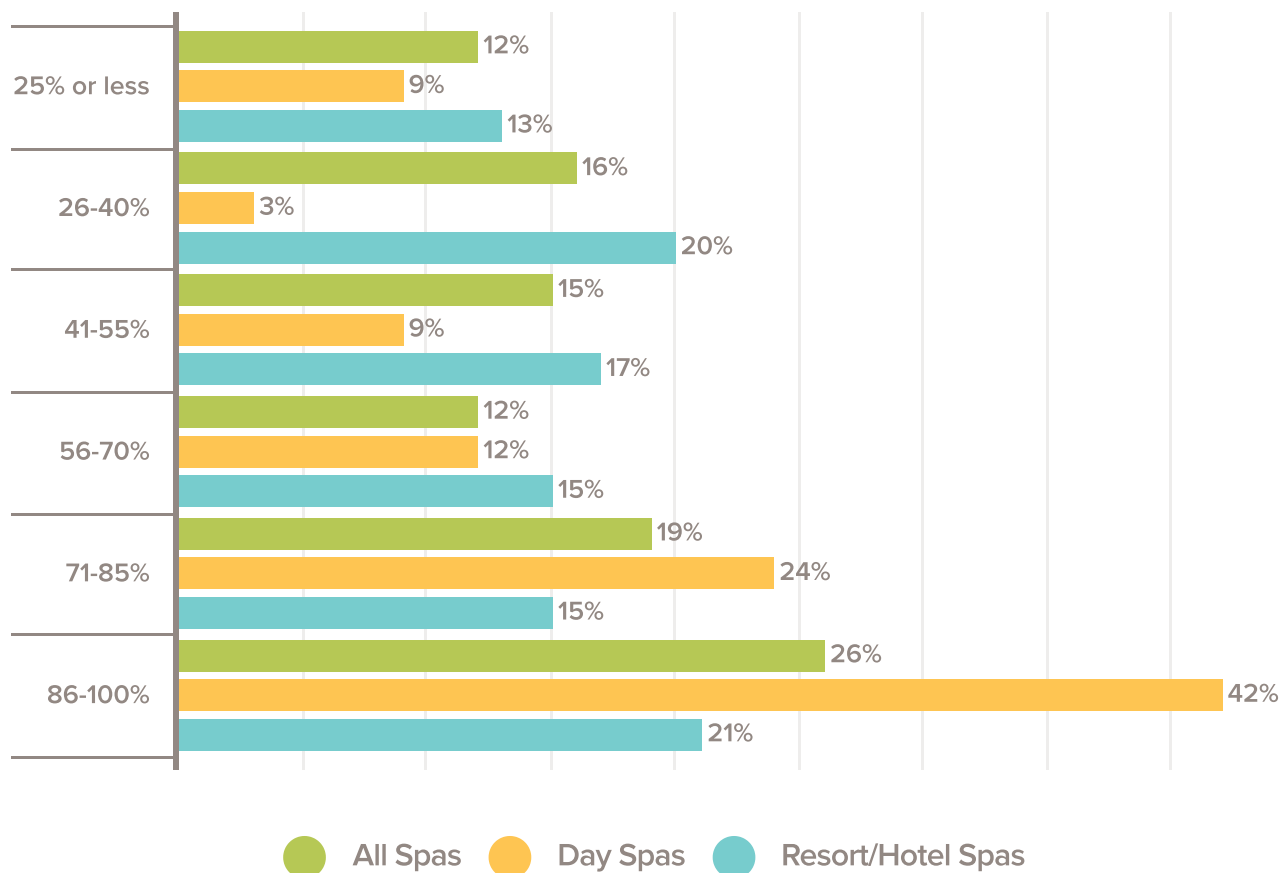
Spa closures due to confirmed COVID-19 case



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Approximately what percentage of your spa's pre-pandemic staff has returned to work since the spa reopened?

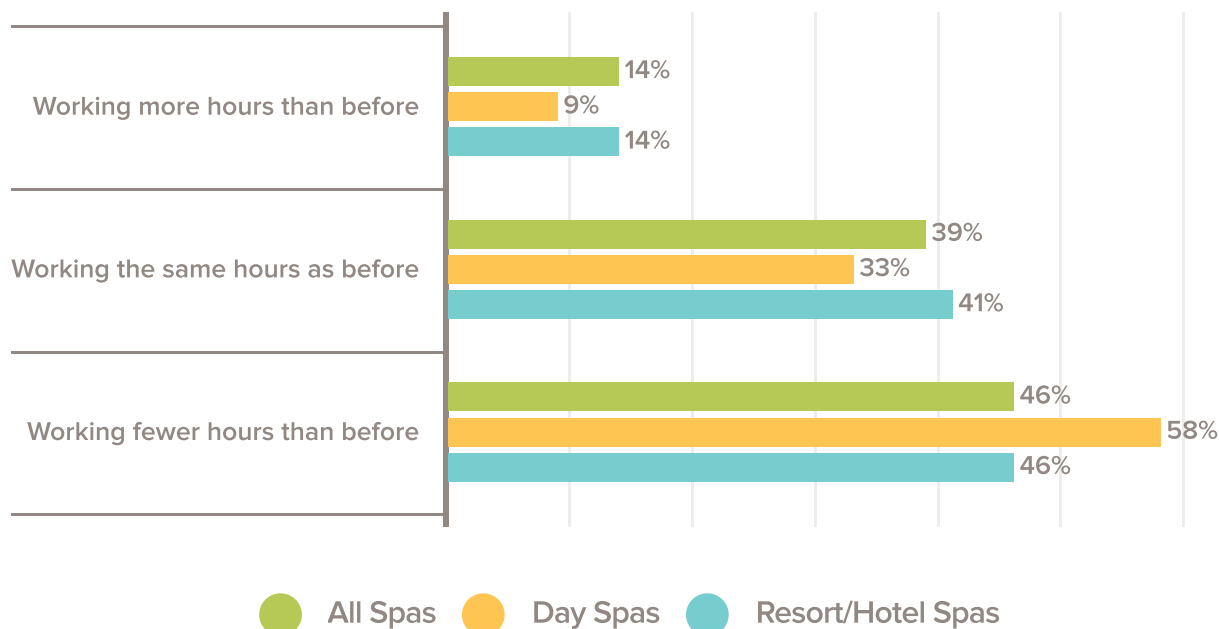
Percentage of pre-pandemic spa staff returned to work



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On average, how have the work hours of full-time staff been affected by staffing and shift adjustments after reopening?

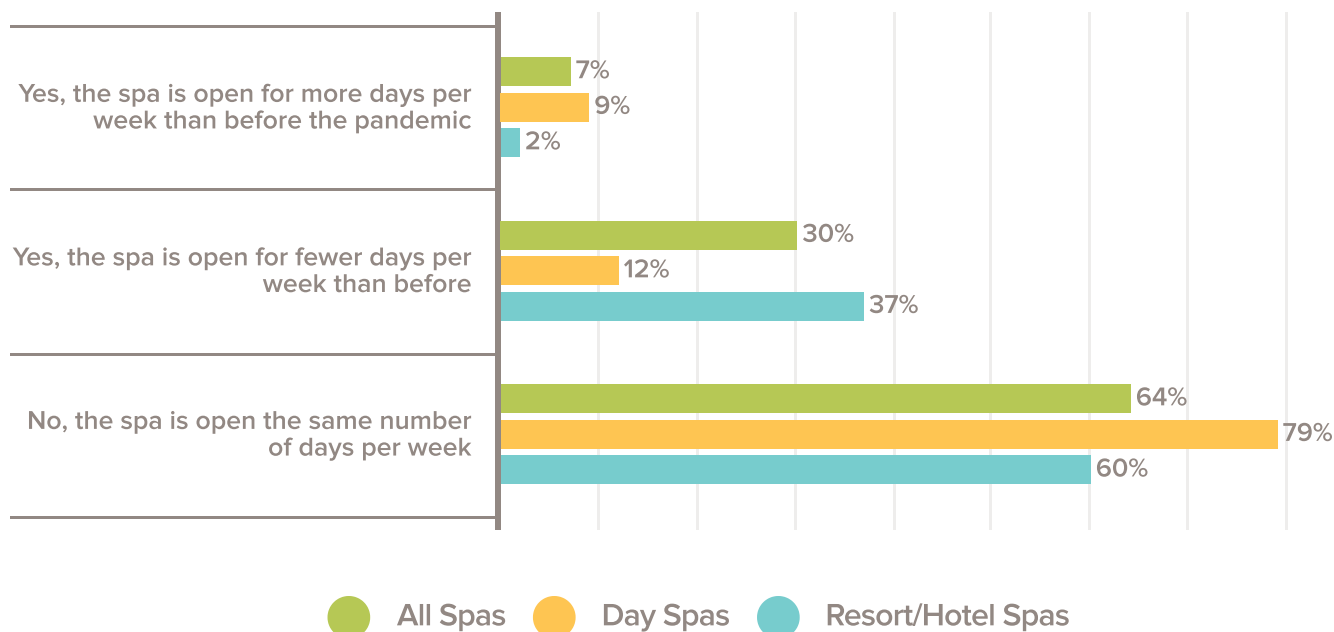
Changes in work hours of full-time staff



Q

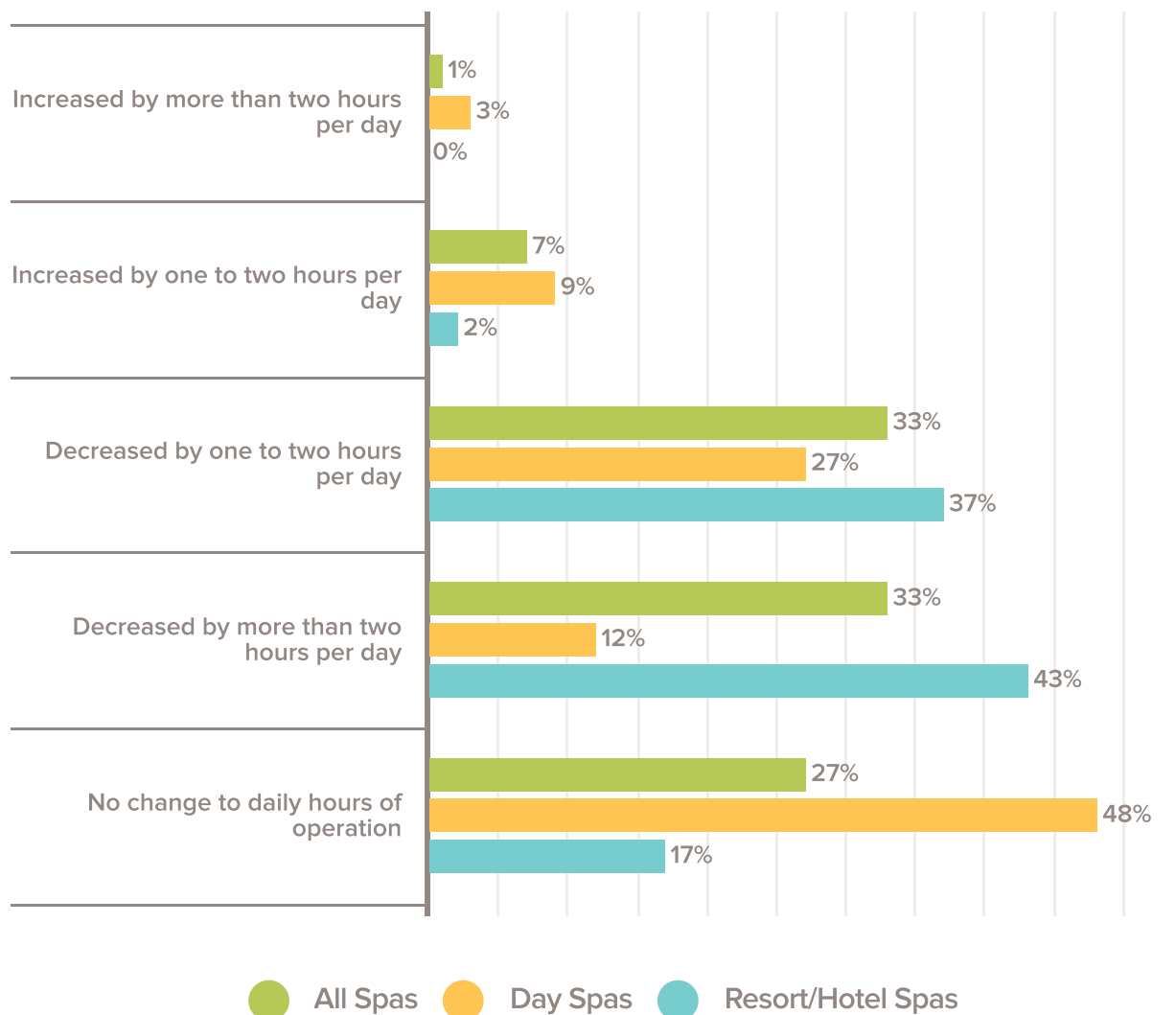
Has your spa adjusted its weekly operating schedule since reopening?

Changes in weekly operating schedule

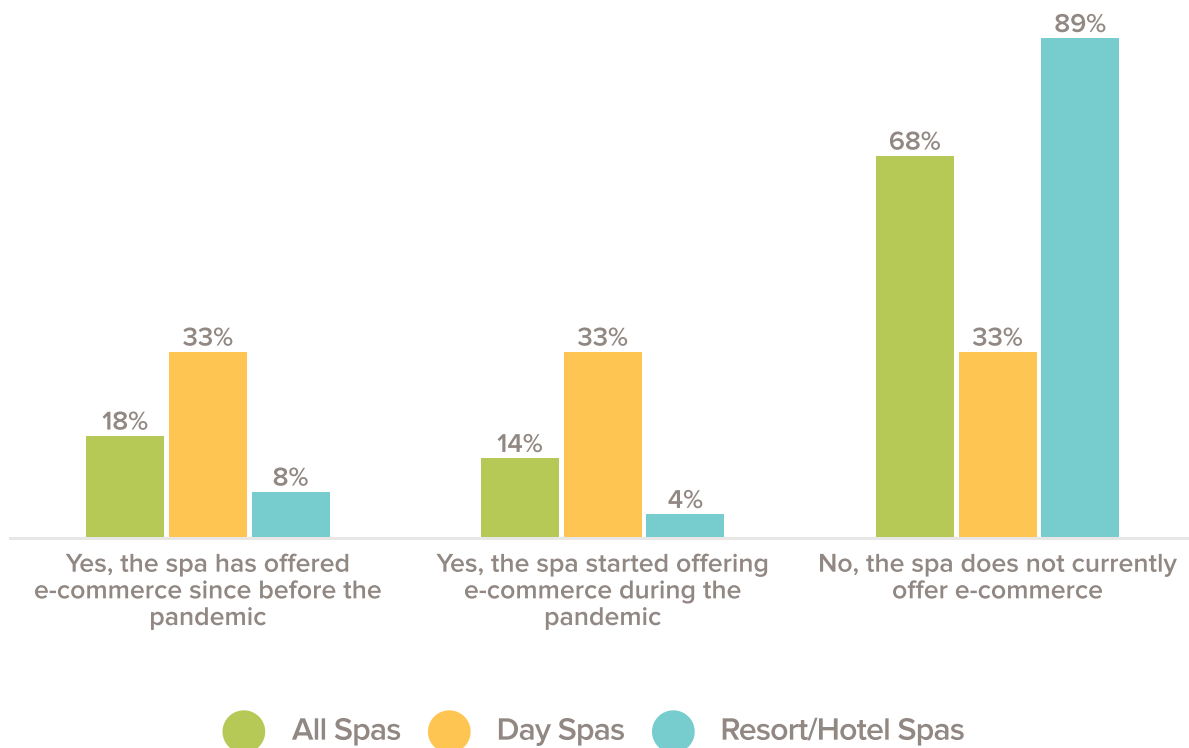


Please identify which of the following best describes how your spa has adjusted its daily hours of operation since reopening.

Changes in daily hours of operation



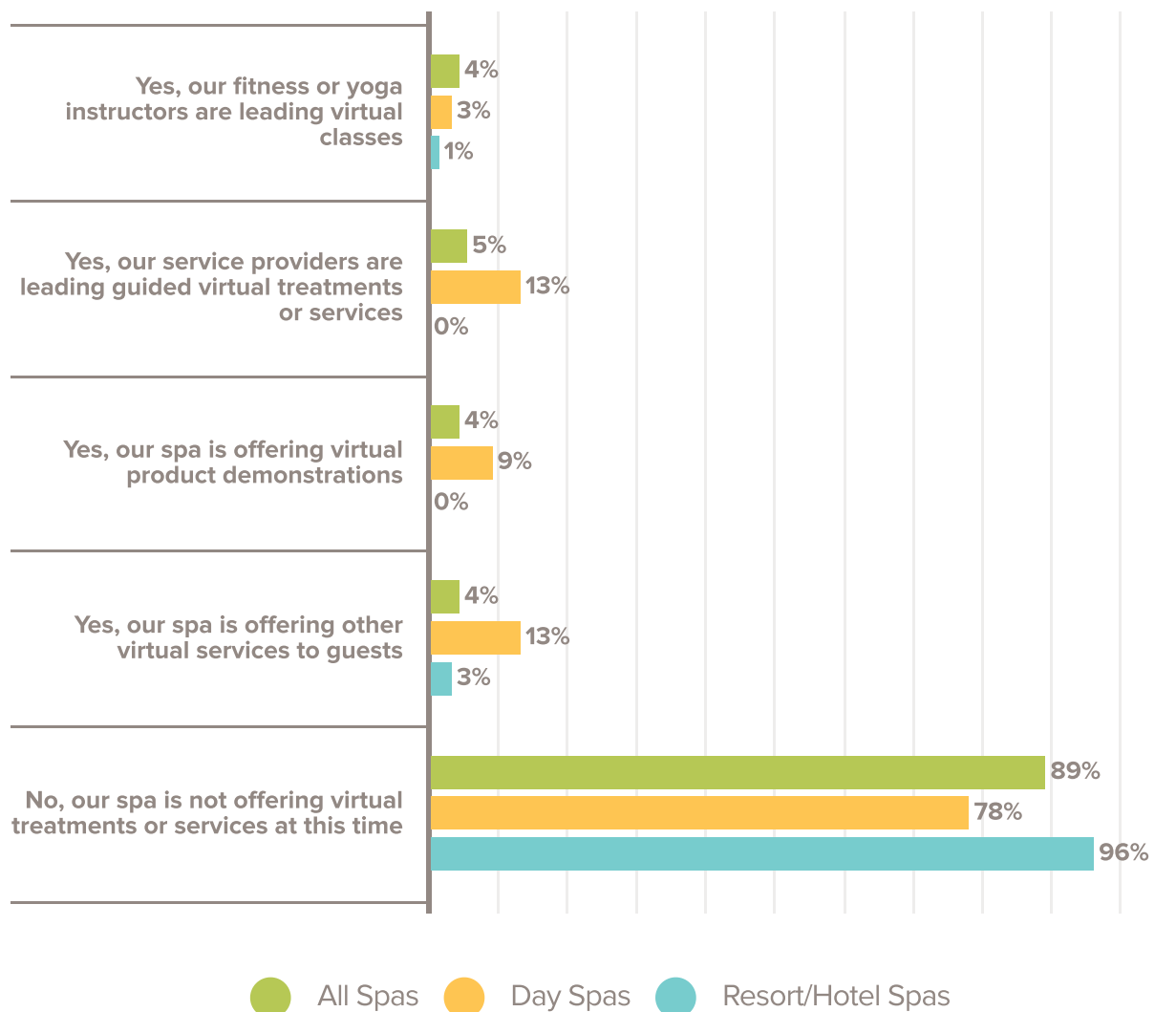
Retail offerings via e-commerce



Q

Since reopening, is your spa offering virtual treatments or other virtual services in addition to traditional treatments or services? (Choose all that apply.)

Virtual treatments/services offerings since reopening



Q

Please list or describe the virtual services your spa is currently offering guests. Details including cost of services, method of delivery, duration of services and availability of services are welcome.

- How to use different products
- Live skincare demonstrations and education for self care.
- Different segments for different concerns relating products and how to use for your daily routine.
- Keeping clients connected to us during lockdown period showing live videos of our renovations
- Meditations and various mindfulness sessions
- Virtual instruction, consultations and demonstrations
- Curb side product purchase/pickup
- Complimentary Skin Consultation currently at no cost, 30 minutes long. We have only done a few.
- Consultations, skin care PK classes, tutorials
- For the moment we are not charging for this service. we are working with Groups and sales giving some support to their clients with some home made facials and skin recommendations.
- Virtual Personal Training; 50 minute sessions; same pricing as pre-Covid
- Self care videos and tips on Social Media or zoom for private sessions

Q

What is the greatest workforce challenge you are faced with at this time?

- Knowing when the situation is going to get better so I can rehire.
- We are still having challenges finding enough massage therapists who are willing to work. We also had challenges with employees delaying coming back until the enhanced government assistance ended.
- Staffing within the budget.
- Fewer employees with more responsibilities (cleaning, etc).
- Overcoming the \$600 per week unemployment
- We have treatment providers who have chosen not to return, even though we have hours available. This is due to the, being uncomfortable with performing treatments during a pandemic, despite all we have done as a company to provide a safe workplace.
- To keep safe our guest and our staff, and still work and perform excellent service.
- Not being able to operate indoors to scale our business back to pre covid numbers and in the same breath, reluctance of some staff to return to work at all.

- Having less support staff to complete daily tasks.
- Staffing, We are busy but a small percentage of our team chose not to return to the industry at this time. Also, many parents will have to stay home with children due to virtual learning.
- not having enough clients comfortable with coming in during the pandemic.
- Getting professional staff to apply for open positions.
- Call outs, required quarantine periods
- Low return of support staff. We cant handle guest volume without support staff in place. One critical manager position has been frozen.
- Guests disregarding safety efforts. Demanding having all amenities open!
- Burnout, increases in mental health challenges, low motivation for employees coming back from 3 months paid leave (from CARES act) and now having to work again.
- Finding quality therapists willing to work during high business demand periods.
- Losing several team members at once due to possible exposure.
- Many clients are still not 100% comfortable receiving spa services
- We are not allowing facility day passes at this time, we have received a lot of push back from our guests regarding this. We have to remind them we are not operating as "normal" at this time due to the pandemic.
- Keeping my employees feeling safe, while also taking as many appointments as possible. Every therapist feels differently about how things should go and I don't want to lose anyone because they perceive we're doing too much or too little.
- Getting service providers off of unemployment
- Helping employees stay safe, healthy, and positive during these times.
- We rely heavily on our international interns during the summer and winter months when we are busy. Not having them has provided a new challenge for staffing.
- Staff not wanting to return at this time. Some are concerned about Covid 19, others are relying on the additional government stimulus funding.
- Fear & anxiety regarding the virus which gets better daily.
- Making sure the team feels safe with our current standards. Some of the team were reluctant to return to work when receiving the additional unemployment assistance.
- Keeping our employees working 40 hours per week. COVID spikes severely impact our business/guests.
- Staff not wanting to return during this phase.
- Staff that are understandably wanting "hazard" pay and yet we don't even have enough money to pay the rent. Also, staff are having a difficult time having a sense of urgency when working and I think long for the days when they could stay at home and make more on unemployment insurance with the additional \$600/week in benefits. Staff just don't seem motivated like they used to be.
- Slowly bringing on therapists to meet demand - bringing staff back and seeing if they are available or willing to work.
- Staffing issues
- Getting therapists to work more hours, hiring more therapists

- Social distancing
- Getting people to feel comfortable enough to come in.
- Therapists feeling unsafe to return to work.
- Capacity limitations and 30' turnaround time
- Federal subsidy of unemployment
- Not being able to bring everyone back. Breaks my heart
- Meeting demand within capacity limitations.
- Loss of service providers due to child home care and some were fearful to come back.
- We made the decision to reduce the days of operation at one of our spas (open Fri-Sun only).
This has pushed the business of the closed spa to our open spa and now we are faced with full capacity on weekdays at the spa that remains open. We've had to make many adjustments to our scheduling model and are now looking deeply at guest turnaway to better understand the demand. The greatest challenge was the need to adjust staffing levels to balance the shift in business from one spa to the other.
- Service providers wanting to work for themselves, rent a booth/suite, not understanding the benefits of working for a team based organization
- The decreased staffing, the full days, a fitness center, a pool, and the phone ringing. It's hard on the team when they all need attention at the same time.
- Staff wanting limited hrs to maintain government income relief programs
- The demand is there, but we need to limit volume to follow guidelines to ensure safety of guests and colleagues.
- Currently, we are having to switch those who are not working to Cobra medical insurance. We simply cannot afford to continue to pay for medical insurance for those who are not working.
- Since we are not permitted to provide facials yet, keeping the 2 of the 8 estheticians busy with waxing only has been challenging. We are trying to be creative with service offerings within the guidelines and attractive to our guests to provide additional work for this group that is highly affected by the guidelines.
- Not being able to use steam for our Facials. :(That has been one of the biggest challenges along with reducing hours, and not having the amount of Staff back.
- Line level hourly staff returning to work. Waiting to see how unemployment supplemental pay maps out. Presently it has caused challenges with getting these staff members to return to work.
- Staff not willing to work full time and not being able to hire additional staff.
- Finding Massage therapists and nail technicians!
- Balancing staff schedules when we have huge cancellations or just aren't booked.
- Massage Therapists! We would be at budget right now but we had 5 MTs that did not come back (4 of the 5 due to COVID fears). We are working with our recruiters but it has been an uphill challenge to even get applicants.
- Challenge has been in having enough support staff for front of business such as concierge and hosts.

- Average age here is older many are not comfortable returning during pandemic
- Hoping that when California allows us to reopen indoors that our associates will still be available to return to work with us.
- Balancing the day to day operations and guest demand at Minsk staffing levels and consistent changing state restrictions.
- We are trying to find more staff and having a hard time finding new people to come in. Not sure if people just are afraid to return to work?
- Filling vacancies created by those looking for work when laid-off
- Not booking at full capacity as we did before.
- Our state NY, was hit hard by the covid19 virus and guests confidence to return for personal care services is slow to build.
- State restriction on facials currently in place
- Employees reducing hours and lowering their max on services in order to qualify for unemployment.
- balancing the divergent priorities of increased hygiene with reduced labor and safe capacities while growing/rebuilding the business
- Finding enough staff to cover the business demand.
- Due to the reduction in manning, more work is now passed on to each team member and it can become over whelming.
- Less staff and more responsibilities for the ones that remain, they are working less days at the spa as their payment was cut by 35%.
- The extra PPE has made it challenging to manage budgets and stock levels. Extra cleanup time has reduced the number of services therapists can do in a day
- Hiring LMT's
- We have 2 locations, and our location in San Francisco has not been allowed to reopen at all. Our second location in Marin, CA is only allowed to operate outdoors which makes it weather and air quality (due to the CA wildfires) contingent.
- Some therapists are still reluctant to come in because they are living with parents or grandparents.
- Staffing back to capacity. Capacity restrictions. Providing services over 50 mins with a mask on
- staff not wanting to return to work, having to operate at reduced capacity
- Having to more results with less resources.
- I have therapists who believe they know the regulations better and have actually filed a complaint themselves, even though the complaint was not accurate.
- finding qualified help
- initially it was acclimating team to changed circumstances and agreeing on PPE that everyone or most everyone felt met their safety needs.
- We are not able to add additional staff members due to occupancy and social distancing restrictions.
- Getting the staff to adapt to change quickly, rather than a gradual change prior to the pandemic.

- I am unable to train enough therapists in our specialty at the moment. We need a bigger office to be able to meet the demand, however the technique requires in-person training and I am not offering it at this time.
- All spa team is really very open to learn all new protocols and to make the best of them. Every member of the staff is helping and doing their best to provide our guest a great experience.
- Anxiousness.
- The team came back very anxious. There are/were so many unknowns. The need for constant communication in all forms has been really important, even if there is nothing new to communicate. It has been equally as important to listen and hear the team, show empathy and support.
- Quarantined staff due to possible exposure
- Losing most of on-call providers (26) providers. Losing spa director, having more on own plate.
- Not being able to bring everyone back to work. Some employees have tested positive or family members and have thus, requiring them to re-quarantine and shortening our staff levels.
- No issues. Team has been helpful and very understanding during this time. All problems are related to the lack of business due to the pandemic and poor leadership in getting the pandemic under control.
- Forecasting
- Coordinating changing requirement of the State and the fear of the therapist for returning to work
- Therapist wearing the mask.
- Limited therapists available or wanting to come back to the workforce.
- therapists who are in pain as not used to work anymore a full shift and who are struggling emotionally between complaining of not earning enough but not showing themselves flexible to pick up shifts when they become available.
- When we first reopened staff were freaked out and didn't want to come back now it's back to normal.
- Having my full clientele back to the spa & not afraid of Covid! Wearing the dang masks!
- many team do not like split shifted schedules which allow us to maintain hours with capacity limits but much less flexible.
- Multiple positions rolled into one
- none. all of our employees would love to work. Our clients are afraid to leave their homes. we even created outdoors hair services, for the ones with health issues.
- People wanting to return to work due to safety concerns, and with government assisted pay, they don't want to work if essentially making the same as those sitting at home.
- Lack of therapists
- Reduction on Receptionists and therapists
- Management giving answers and agreeing to decisions
- getting everyone to come back to work; Also reduced amount of leadership

- if someone calls in with any type of symptom they are required to stay out of work which is the right thing to do and be tested for covid and remain out of work until we receive a negative result, process can take up to five days and puts stress on the rest of the team who are covering as we already run lean in our new model
- The restrictions on our facilities, and types of treatments that can be performed. The PPE that therapists have to wear has also been an adjustment.
- Therapists are not wanting as much work each day, boundaries against taking too many clients are strong, which is good. We need to keep up our immunities. However, couple this with fewer massage therapists wanting to work on tourists, dual licensed nail tech and estheticians do not want to do facials, only nails, it is challenging finding enough colleagues to match the service demand.
- Working wearing PPE (especially face masks)
- Staffing levels: The inability of parental, caregiver, or health compromised team members to come back to work.

Q

Spa professionals are wearing many new hats in the workplace now and job responsibilities continue to shift. If your job responsibilities have changed as a direct result of the pandemic, please share details below.

- Yes, more involved in social media marketing and ecommerce building
- As we have reduced head count at the properties, retail for the resorts has come under the spa director position.
- I am on taskforce at another property because my property's spa is not open yet.
- As a Spa Director, I work the desk alone for 3 days/week. Spa Desk team has yet to come back and full, and this is required to meet budget constraints, and lower business volume.
- Spa director is now the receptionist
- I am actually laid off and "volunteering hours in hopes of being able to scale the operation to a level where it can afford me. Not especially confident this will happen.
- yes, we have more areas to cover with less staff. It feels like a startup
- No, Just making sure our PPE and proper cleaning supplies are on hand at all times
- Due to shorter support staffing and a missing manager, our supervisors and managers have done more support roles plus their regular jobs.
- Do more daily operational tasks, due to freeze on two manager positions. Focusing on creative ways to market and cultivate new revenue streams in new climate.
- Job duties are a bit more simplified as there are no staff meetings, no vendor meetings, cross department interaction, limited time spent on the floor to keep social distancing requirements - we focus on keeping the staff and guests safe, giving excellent customer service and making revenue goals.

- As a director, I am filling in the gaps at our spa desk and assisting with laundry and operational things that team members did previously.
- I'm working more hours at the desk, which makes it hard to do the "director" things I need to be doing.
- I am accessible to employees at all times to assist with questions and support related to our response to COVID situations that arise. I have learned additional roles within the spa in order to cover shifts in case employees need to be out for illness, quarantine, etc.
- Assisting in the resort, where needed. And, absorbing the responsibilities of team members that have not returned at this time.
- I now take the role of spa attendant, spa receptionist and wear any hat needed outside of therapist at the spa on a weekly basis.
- Our attendant and coordinator positions were eliminated for the time being, so daily desk duties (booking, emailing, touring guests) as well as cleaning the spa between guests and throughout the day on a regular basis
- Yes, I now work 4 days a week covering the Spa Front Desk, while also completing my director responsibilities.
- Yes, I have to be more involved in the operation such as the front desk or assist in other areas of the hotel if needed.
- More extensive sanitation and disinfecting in all treatments
- We have made leadership staffing adjustments with the elimination of two Spa Managers. Because of this, the remaining group is handling the additional workload, myself included in terms of being more directly involved in the operational aspects of the Spas.
- I am solely responsible for all spa front desk tasks three days a week from open to close. Also, I am responsible for the periodic walk through of the fitness center and pool areas in the morning.
- More emotional support is being offered
- As we are running short staffed on our reception desk, I am doing desk shifts as well as the manager role.
- I am a spa front desk coordinator, spa reservationist, and spa attendant along with my Spa Supervisor. We do not have a front desk or attendant team. It is the two of us covering what normally was 3 colleagues.
- On a daily basis I am a Spa Concierge, Spa Attendant, Retail Associate, lunch coverage and the manager on duty on top of my usual duties as the Spa Director.
- Besides cleaning, seem to be helping more people with IT and apps as many scheduling platforms have gone online in order to monitor capacity
- Our management is working the check in desk a lot more. We are slowly bringing back staff, but I think that the amount of staff we have back, is the full amount we'll be able to have from now on, until the capacity of guests can be increased.
- Spa Directors are managing hourly shifts

- Besides the addition of constantly tracking changes to our state's policies, i.e the ever evolving Public health orders and Executive orders; and the tracking associated with our PPP loan, my responsibilities remain the same.
- As a Spa Director, I am accustomed to wearing different hats and filling in where needed.
- Not much, but as an exec member of the resort, we are all taking on helping in other departments that are minimally staffed. Since business is really up and down, it is hard to staff with a regular schedule.
- Organizational flattening has caused the elimination of several positions, resulting in increased workloads for senior leaders.
- I am spending more time upfront and on hand greeting returning guests, ensuring guest and employees needs are met, implementing and ensuring safety protocols are being followed.
- I am more involved with the hotel than pre-pandemic. Before, each department manager kept to their respective departments. Now that the hotel is short on staff, we are much more involved in operations. MOD shifts, operations, front desk, and F&B.
- yes, now I have to cover some positions for a few hours due less personal working
- More cleaning from all staff
- Assisting in all areas due to the reduction in manning and low occupancy.
- Yes, more responsibilities and no opportunity to re-hire administrative assistant or spa manager, working on training Spa Supervisors for help on some of the administrative work and reports. Now in charge of activities in the hotel including Kids Club and WaterSports
- I've also had to assist with the pool/health club area which was not originally part of my job scope based on needing to staff that area now
- I am the sole front desk reception person. Since we announced reopening on our deck, we have had over 300 appointment requests and I have not been able to reach back out to all inquires.
- Therapist should have enough time to clean before and after a spa treatment their cabins and beauty salon, usually done by the cleaning valet. Those times are loss sale.
- staff is sharing front desk responsibilities while we are at reduced capacity because we can't afford to bring back full time front desk help yet
- Not really, I have always considered myself a very versatile and competent leader who successfully deals with circumstances as they present themselves . In the past i oversaw the day to day operations , sales and marketing of spa, gym and salon and continue doing so. i do at this time have more work as mt y managers weren't reinstated so working more closely with supervisors who are less seasoned but responding very well to the challenges
- As the Spa Director, I'm more hands on with the guests and assisting the front and back of house, all the while completing my responsibilities.
- I am currently no longer doing many hands-on sessions. I am focusing on creating an on-line training and cutting the amount of time needed for the in-person part of the class
- We need to be very proactive, all our staff including me are operating and helping ther members to complete and give our guests the pest experience. That includes, cleaning, check in's, check out's, valet, etc...

- With the limited team, rolling up my sleeves daily, more active in daily schedules and managing payroll. Supervisors are now in fixed hourly roles. Half of the managers week is at a fixed role in the call center or front desk. Backfilling those roles as the Manager on Duty.
- all new standards require more supervision and consistency
- I'm personally involved in cleaning and disinfecting
- More hands on responsibilities in all facets of the organization.
- Reducing management staff leading to more duties and responsibility to myself the director.
- We are having to help each other in all aspect of each other's job despite our title..
- As a Spa Director, I am covering several shifts as a Spa coordinator.
- As director I'm front desk agent and at times a nail tech as well if needed.
- Helping in all areas of the hotel/company as needed.
- Sterilization!! Gloves! Masks! Sanitizer! Taking temperatures!
- role is same, only additional safety protocols.
- Director is now multiple hats of supervisor, front desk, group coordinator
- Much smaller team now, so we are all wearing more hats. We were fortunate with the team we have been able to bring back for now, which includes Front Desk, Spa Attendants and Therapists.
- More hours at the front desk and cleaning tasks
- I am doing Reception duties, Supervising areas (supervisor was laid off as well), doing Yoga and Meditation classes when needed besides my duties as a Manager.
- I was a therapist/supervisor before Covid hit and am was and still am put into a managerial role with a supervisor title and pay and not practicing massage. So really doing a lot of management work, supervisor work, reception, lead therapist work and housekeeping!
- Yes, I am the only manager level employee in the spa at this time
- My Sales and Marketing Manager has been laid off temporarily I do her role now as well and anywhere else I need to jump in depending on staffing levels
- We have had to close our in-house laundry so it is now outsourced with fewer drops throughout the week. We only have one full time desk employee so as a manager I need to cover shifts at the front. We have had to drop our third party retail buyer so we do all our own ordering now.
- I lost all of my assistant managerial support due to the drop in business volume, so responsibilities that were once shared are now all on one person. (i.e. scheduling, ordering, guest relations, cleanliness and hygiene, etc.)
- The pandemic forced me to take the spa manager position at this resort. I own a little spa in a neighboring town, and the uncertainty of whether or not hot springs would stay open dictated that I needed to seek more stable work. As a result, that business is still open and thriving and I was awarded an opportunity to manage this Himmel Spa with a salary and benefits that I couldn't have afforded on my own. I'm truly blessed.

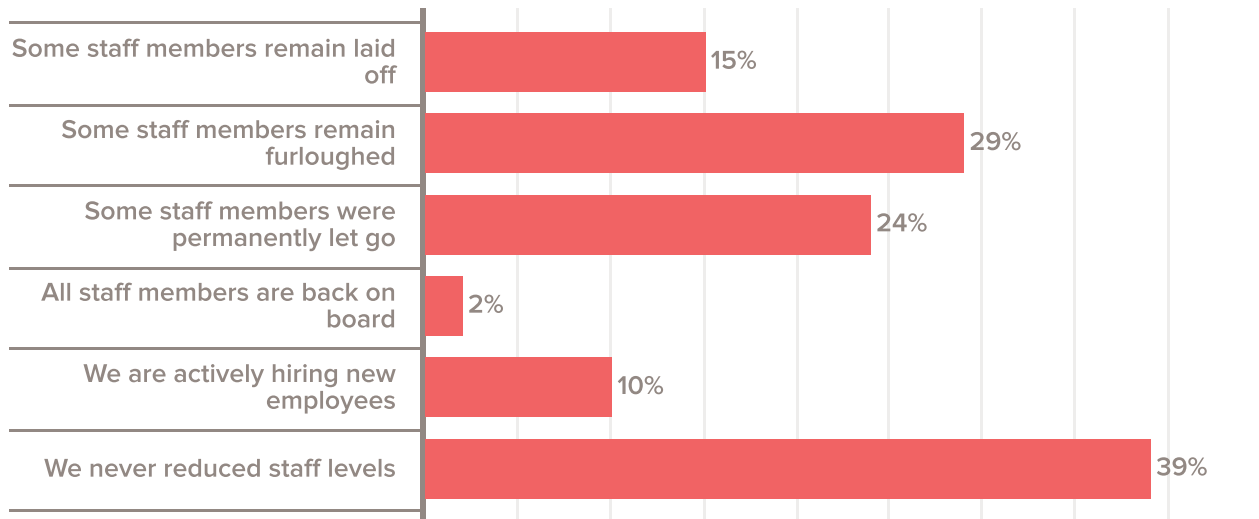
- Spending more time covering operation. Having more responsibility covering hotel's different responsibilities (self isolation and colleagues activities)
- I accepted FMLA until the beginning of September. The full responsibility of the Spa Operation was put on the shoulders of our qualified Spa Manager. Re-entry and the change to a new property-wide software system added to her tasks. I am actually out of touch with the day-to-day because of FMLA. Our seasonal waterfront resort property at the required Spa capacity has rendered Spa Revenues to alarming lows. Now it is possible my actual responsibilities may be furloughed or worse, terminated for time unknown. Pivoting versus Plummeting. Discerning the new reality. With rising Covid positive testing as schools are going back, our responsibilities to our teams and guests exponentially increase. I would ask: Are our safety nets working? How many more of us are on the tightrope?
- I do EVERYTHING now! From payroll, marketing and customer service to scrubbing toilets there's nothing that is outside my job description.

RESOURCE PARTNERS

Q

*Which of the following best describes your company's staffing status at this time?
(Please select all that apply.)*

Current staffing status



Q

On average, how have the work hours of full-time staff been affected by staffing and shift adjustments due to the pandemic?

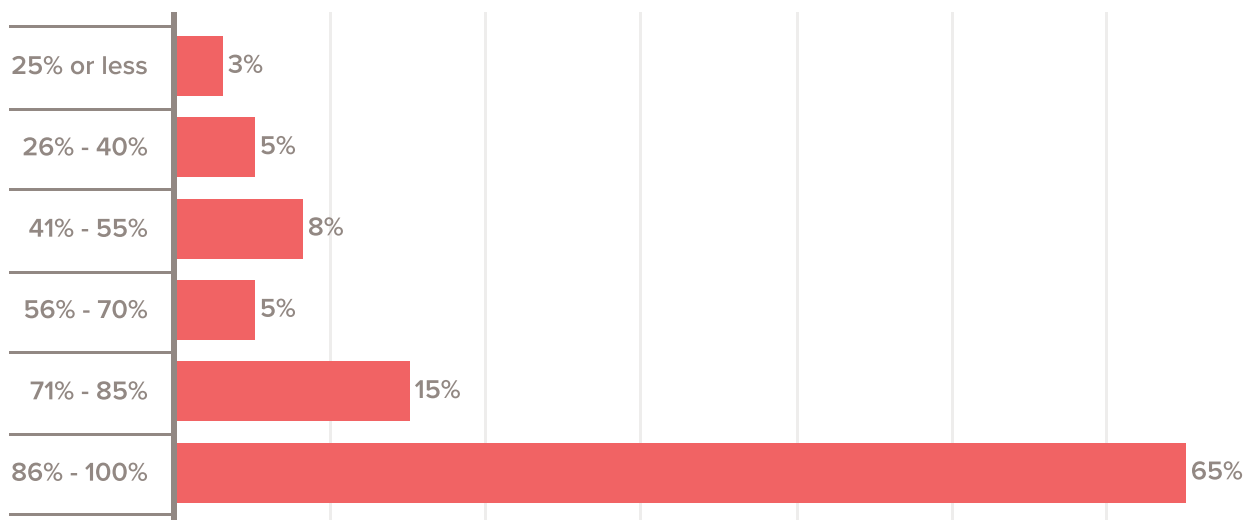
Changes in full-time staff work hours



Q

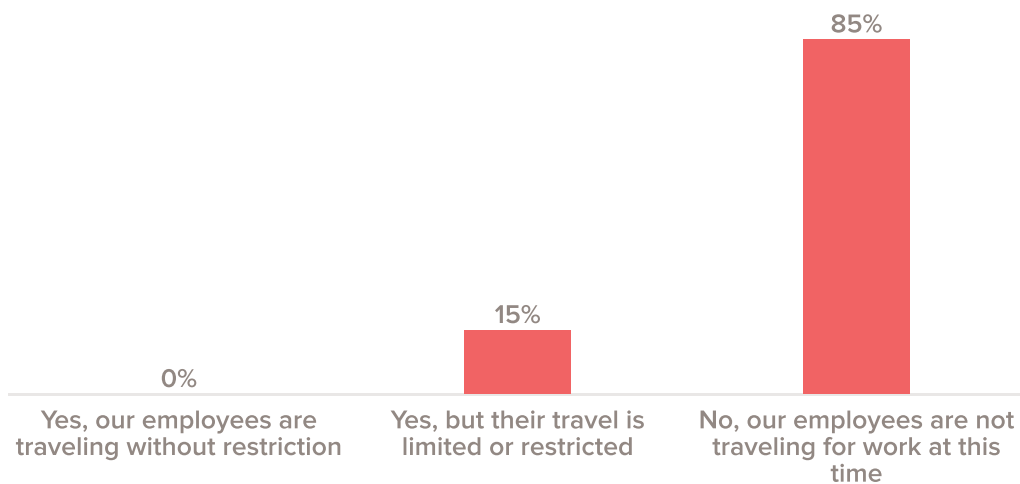
Approximately what percentage of your company's pre-pandemic workforce remains with the company?

Percentage of pre-pandemic staff remaining with company



Q

Have your employees who travel for work resumed those responsibilities?



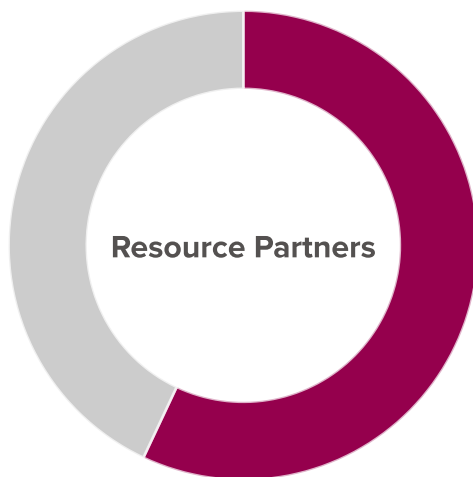
If your company is currently offering virtual services (product training, consultations, etc.) as part of its offerings to clients, please share those in the space below.

- We are doing zoom trainings monthly, we have opened those opportunities to non Sorella Partners. We are collaborating further with other vendors such as Dermaplane Pro and Procell to bring forth community and creativity! Things are surprisingly going very well, and staying positive!
- Yes, Moroccanoil is currently conducting planning meeting and education via virtual platforms.
- we are doing webinars about our product launches, and trainings
- We have been diligently working on videos and new protocols that assist during these times.
- We offer virtual informational meetings, product trainings and consultations.
- Product training via Zoom
- <https://www.zeel.com/blog/virtual-wellness/>
- Yes, we continue to offer product training online using zoom meetings, webinars, instagram videos, vimeo videos.
- we are offering Zoom presentations, trainings, new hire trainings, plus social media promotions
- We are offering training videos.
- Virtual product training, business meetings and consultations. We also offer virtual masterclasses.
- We are offering virtual brand sessions and meetings.
- Switch on virtual education and virtual business meeting with clients (Zoom, BluSKY and Microsoft Teams mainly)
- We offer customized virtual interactive class with educators, biweekly virtual education events to all clients, virtual business building meetings with sales and marketing.
- Webinars and many one on one online/video training
- Virtual consultations online.
- Virtual Trainings, Virtual Tradeshow, Virtual Business Reviews
- Training for Spas, employees and guests has moved to virtual platforms.
- we are offering live and recorded virtual training.
- HydraFacial offers various virtual training options via social media/webinars/other, "Expert Hours," onsite training and has recently resumed regional advanced training classes in our HFX Training Centers located in Orlando, Chicago, Dallas and Long Beach.
- Move to a completely digital training experience for our brands that is on demand and self-service until travel resumes.
- Getting in touch with prospective partners, they are nervous to invest in something new- so communicating our value to spas and being ready to listen to their needs!
- Work load has increased but sales have decreased
- The spas are still closed, so there is not enough work to keep them busy.
- No travel, business closures
- Delays in packaging and production
- We are actively hiring new employees but have difficulty finding qualified individuals to fill the positions.

- Since most of our trading partners are operating on a limited schedule or not at all the challenge is to try and find ways to become helpful to our partners in other ways.
- Some of our sales channels are still shut down, especially in our biggest market, California.
- Protection of our employees.
- Changing status during Covid in California, so many of our clients are closed furloughed and relocating
- As our staffing extends across North America, it's difficult to provide consistent guidance as each state/province as their own guidelines.
- Our clients we represent are closed.
- Losing talent.
- The reduction of hours and to maintain the client experience with the shorten day.
- Our customers are not open for business
- Onboarding new staff within a remote WFH environment
- Our clients are hurting from closures and keeping the cash flow predictable to maintain our staffing levels. We have gotten through the worst part.
- Generate enough activity to keep them onboard.
- Keeping sales figures up.
- On and off closures and government mandates
- Balancing staffing levels to the demands of the business.
- Maintaining team engagement and morale as everyone is working remotely. Lack of travel for those individuals with a passion for travel and meeting different people.
- Maintaining the workforce we have.
- staying resilient - being clear on the changes of past business models and being adaptive to the NEW.
- Spas are not 100% back to business.
- No cash. Wholesale sales are basically non existent and retail sales are down 30%.

Is your company currently offering drop shipping for your spa partners?

Drop shipping offered for spa partners



YES	NO
57%	43%

Q

If your company is preparing any product launches or other initiatives for the upcoming holiday shopping season, please share information about those in the space below.

- Our Fall seasonal facial launches here shortly! A great way for spas to be stocked with something new to offer their clients without the overwhelm of brining on the full retail and back bar line.
- Moroccan oil order processing, shipping has not changed since the Covid crisis began..
- We are launching a new Natural Hand Sanitizer and Probiotic Hand Shield for LaFlore Live Probiotic Skincare plus we launched a new Face Oil during COVID.
- Bio-based glitters to replace our polyester glitters which we have discontinued, unscented callus spray and a hand serum.
- Our next launches will occur early next year during our 150th anniversary.
- We are launching our Holiday packs for our retail and refill size.
- Yes, we are offering several new colors of existing products-bath mitts and body exfoliators-and launching a new pedi-scrub.
- We always have new holiday gift boxes for fragrance holiday candles, the ability to CO brand or private label your holiday.
- We have the same planned holiday promotion which is composed of value-sets and financially attractive offers on our top sellers.
- Yes — new retail face masks
- Touchless/Contactless Mobile Concierge
- Christmas gift boxes aligned with product offerings in small and large varieties to suit more clients and to attract more online buyers.
- New Product Launch - Gemstone Collection, Holiday Gifts
- New product development continues on schedule for 2020 and 2021 including Holiday items.
- Haia is launching in October.

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