



SNAPSHOT SURVEY

EMPLOYEE INCENTIVES AND RECOGNITION

RESULTS REPORT | **JUNE 2024**

EMPLOYEE INCENTIVES AND RECOGNITION

The June 2024 ISPA Snapshot Survey asked respondents to share details about their employee incentives and recognition programs. Survey responses highlighted efforts to keep employees energized, minimize burnout, incentivize and celebrate employee success, encourage a healthy work-life balance and more.

We continue to hear employees want flexible schedules, more time off, and a healthy work-life balance. It appears that our members are doing just that. A total of 77 percent of spa respondents said they offer flexible schedules to help keep their employees energized and burnout levels low, and 50 percent offer employee teambuilding events. The majority of our spa respondents (85 percent) have a process in place that allows guests to give an employee recognition. Details on how spas encourage guests to recognize exceptional employee performance is included in the report.

Spa respondents reported that 81 percent give staff shoutouts in team meetings to help incentive and celebrate employee success and 70 percent provide retail sales contests.

For 64 percent of resource partners, flexible schedules were also the number one incentive they offer to keep employees energized and minimize burnout. Performance bonuses were next at 58 percent. A total of 67 percent of resource partner respondents give staff shoutouts in team meetings and 53 percent provide raises/bonuses to incentive or celebrate employee success. Currently, 74 percent do not have a process in place to recognize top client performance.

Spa and resource partner respondents shared some must-see success stories on the most effective methods of rewarding employees and setting healthy boundaries to promote optimal work-life balance.

The June 2024 Snapshot Survey collected 315 survey responses from ISPA spa and resource partner members from June 21- July 1, 2024.

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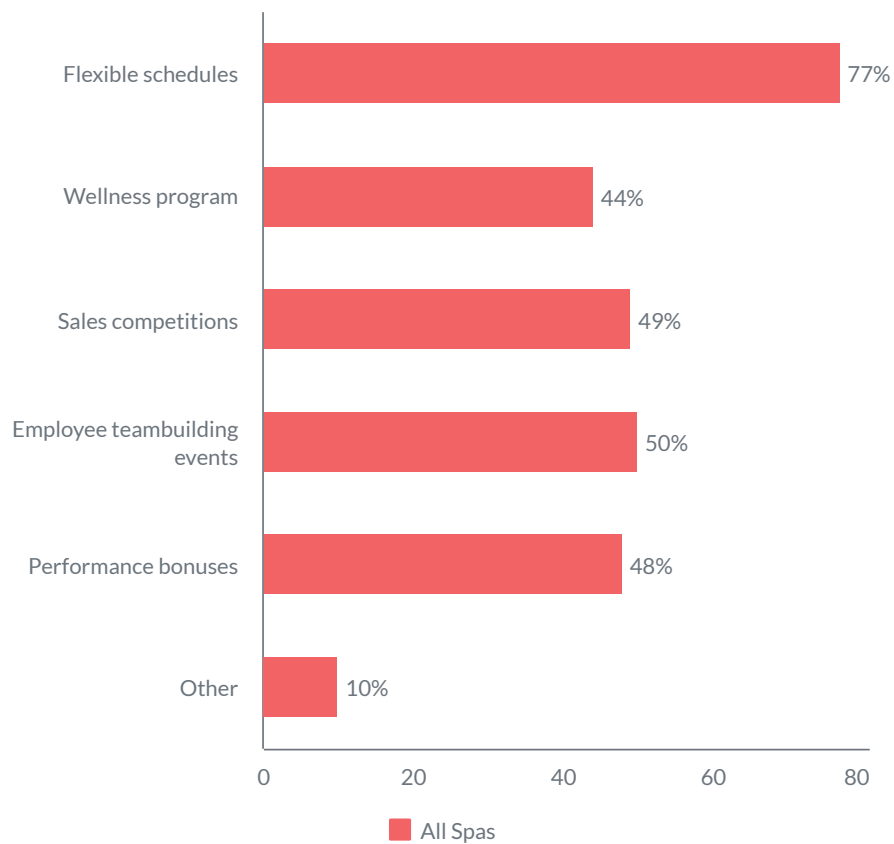


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Which of the following efforts or incentives does your company have in place to help keep employees energized and burnout levels low?

EMPLOYEE EFFORTS AND INCENTIVES





How do you reward/incentivize service providers for obtaining repeat customers who ask specifically for them?

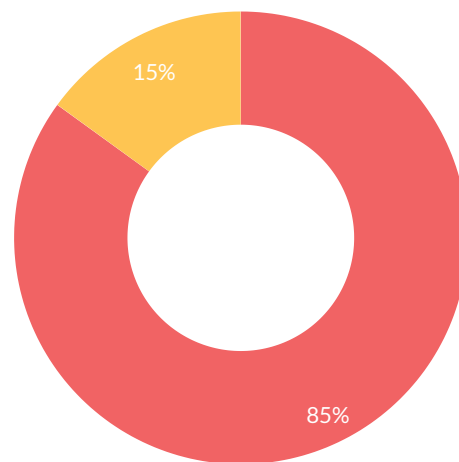
- Currently we do not. Historically if the department made budget, providers would receive \$1 per request for that month.
- Due to the resort setting we do not rely on repeat customers as much as we do guest service for all of our guests with every interaction.
- Employees get recognition and gift cards.
- Employees receive \$25 gift cards for every 5 mentions in our guest survey. They receive additional recognition quarterly for repeat guest percentage, most improved retail sales, top sales, etc.
- Higher commission for repeat guests
- Higher commission rate for therapists who have an annual request rate of 15% or more.
- Higher percentage commission
- Pay an additional \$3 commission for request.
- Leveling up is tied to retention. We also have rebooking goals for the front desk team to support our providers in building retention.
- Prebook is one of their goals.
- Provide them with a higher ranking/preference to get new customers.
- Resort spa does not get many repeat requests. No special recognition for the therapists when they do get requests. Those guests are happy when they can get that therapist again.
- The providers receive seniority status based on their performance which results in them being booked for the higher priced services.
- The request rate figures into their wage increases.
- The therapists receive an increased gratuity if they upgrade their guests. Wellness concierges receive 10% on retail sales.
- Their booking ranking is based on 50% request rate. Evaluated each quarter.
- Therapist's requests do not count towards their overall balancing on the day.
- They are higher in the booking order.
- This is included in the criteria for advancement in compensation level.
- Those special requests do not count towards "balancing" on the schedule- they are considered bonus appointments
- We do a 2% higher percentage for repeat customers.
- We do several employee competitions each month and every other month we focus on rebooking % and celebrate the top three with the prize of their choice.
- We give them tokens per referral that can be redeemed for prizes.
- We have a level system based on service sales and client retention. Once they hit a benchmark for 3 consecutive months, their service price increases by \$5. Like in salons, we have this for all of our service members including massage therapists and estheticians. Lets be honest, someone who has been massage for 10-20 years won't be the same as someone who is fresh out of school.

- We have independent contractors and have a holiday party and bonuses for them.
- We have monthly goals, if they hit them, they get spa credit.
- We have stellar relationships with our members, and most have standing appointments year after year with the same therapists. There is a member funded bonus that goes to all employees based on length of time at club, number of hours worked and the performance score.
- We just started an incentive program that the provider receives an additional \$5 per service when they are requested.
- We offer a cash bonus for name-mention reviews as well as 5% extra commission for personal requests.
- We pay above average commission.
- We provide personalized incentives, asking the team what they want as a reward motivates them differently than offering just a generic reward.
- We provide Starbuck’s gift cards for one coffee of choice for every personalized guest comment or request. We read the comments in our weekly meetings and provide the gift card at that time.
- We run a quarterly incentive on rebooking.
- We use this statistic to determine commission changes each quarter. Most providers are intrinsically motivated to get requests because it feels good, and they take pride in this.



Do you currently have a process in place that allows guests/clients to give an employee recognition?

GUEST/CLIENT EMPLOYEE-RECOGNITION PROGRAM



■ Yes (85%) ■ No (15%)



Please share details on how your spa encourages guests to help recognize exceptional employee performance.

- All guests are offered a survey.
- At front desk, we ask about the guest's experience and write down the comments, at the end of the month, the therapist with most comments wins at our internal recognition program.
- At the checkout process staff will present a card with their therapist's name and a QR code that links the guest to our review page. Especially when guest tell us how much they enjoyed their experiences. All guests also get a quick survey emailed after the spa visit.
- By providing surveys
- Choice of comp add on, box of chocolates or glass of champagne on their next service booked.
- Comment card, feedback email, management walking through talking to guests
- Comment cards are always available. Plus, if guests leave positive comments and specifically name the staff member on Tripadvisor, google, fb etc. The staff gets rewarded with credits that can be spent in any department in the resort.
- Complete survey link sent to them as well as TripAdvisor.
- Each guest receives a digital email after departure asking for feedback...we also have paper copies available for our non tech guests.
- Each guest receives a follow-up email following their service asking for any feedback on their time with us.
- Employee of the month
- Encourage them to write an online review.
- Follow up email sent to hotel guest thanking them for their loyalty to Marriott. There is a link to trip advisor if they are willing to share their positive experience.
- Google reviews
- Google reviews - ministry incentives for the team and big prizes at the end of the year
- Guest surveys have a field to mention staff that made their stay exceptional. Comments are posted on our internal "intranet" for all staff to see.
- Guests are encouraged to leave reviews (and they usually do referencing the name of their service provider.
- Guests sometimes provide feedback through our spa survey and that way we can recognize and reward our colleagues.
- Leaving an online review/letting the front desk know
- Medallia
- More so through Yelp and Google reviews. Having service providers tell their guests to review them and the spa on yelp/google. We then share those reviews during our monthly newsletter to our staff. We also have a "shout out" box for team members to recognize each other, which is also shared on our monthly newsletter. Along with birthdays, anniversaries and any other news.
- Our guests receive a survey following their visit. We post recognition messages internally in locations and through our communication platform.
- Our post treatment emails will solicit guests to leave feedback. Our spa attendants get just as much feedback as our therapists!

- Our resort sends out Medallia surveys to guests upon checkout where they are able to provide scores and feedback on their stay.
- Pre-stay email that thanks the guest and allows for comments.
- Property has Tripadvisor cards made. Name recognition on a 5-star review is awarded by a \$20 bonus per review.
- Provide feedback through our feedback mechanism by clicking in an email, after service.
- Public 5 star review with trigger internal currency for the employee
- QR code cards that link directly to google reviews. The cards have a place for the provider to write their name.
- QR code to Google review and every 8 times the therapist name gets mentioned they get a free treatment or a gift card
- Review links are sent and shared.
- Review platform
- Revinat
- Shout outs in meetings, CE classes, team building activities
- Social media
- Special section on guest comment form
- Team members can recognize each other with written “heart to heart” a small thank you for being amazing. The person with the most each month wins employee of the month.
- Text day following appointment asking for review.
- The Medallia survey, social media QR code card.
- The service provider receives a certificate and public recognition from leadership each time their name is mentioned in a survey or feedback.
- Trust you app survey
- We add a staff charge and they get a percentage and guests may leave additional gratuities.
- We always share reviews and feedback from guests and encourage guests to name drop when writing the review. Whoever has the most call-outs in a quarter receives a prize!
- We are a private country club and our members have the opportunity to recognize our employees by nominating them for employee of the month or supervisor of the quarter. Also, any communication that is received by our general manager is communicated and shared in our employee cafe.
- We ask for a review from each guest, and it references the service provider as well.
- We attach a survey to their invoice at time of checkout and mention it before they depart.
- We do send a guest survey via email after their spa experience.
- We encourage guests to complete the survey and mentions outstanding performance.
- We encourage guests to leave reviews. We then acknowledge the employee with ‘company dollars’. Money that can be used towards products or services within the resort.
- We encourage travelzoo, per every name mention our associates receive a \$25 gift card.
- We have a feedback center that we share with our employees and encourage clients to write Google and Yelp reviews about specific providers to encourage for client recommendations to that specific provider.
- We have a program called make a difference that our guests can recognize a staff member.
- We have a service excellence program. Guests can nominate staff via a QR code that is posted around the resort. Comments on our electronic surveys are also used as nominations.

- We have a survey platform through Book4Time and physical comment cards at the desk.
- We have a survey that gets emailed to the guest upon departure allowing the guest to share any experiences. We also ask upon check out how their experience was and notify the team if the guest had an amazing experience and who they had the amazing experience with.
- We have an “abcd award”, known as the above & beyond the call of duty staff recognition program where our clients can share a positive word or thank you for a team member who has done an exceptional job. We post this in our breakroom so everyone can see all the amazing comments and notes of appreciation. We include these and testimonials on our website as well. Our staff appreciates this so much!
- We have comment cards available throughout the spa and provide guests with a QR code to post reviews on social media
- We have demand force survey that gets sent out to every client after every transaction.
- We have gratuity envelopes that also leave a place for a note, explaining to guests that there are many ways to recognize a therapist.
- We have incentives with management to give out bonus cards that gives employees free Starbuck’s coffee and other like items from our deli for recognition
- We have multiple options for clients to leave feedback both good and bad, using an online system that texts or emails them asking for feedback on recent service.
- We have trip advisor cards and write employee names on them when guests have a good experience, encouraging them to write them a positive review.
- We provide a card with QR code to leave a review, reviews that mention employees by name have \$\$ incentive attached to them.
- We use the feedback tool from our software platform and we share the most touching feedback in our team newsletter and in posts to our internal team messaging to remind people their work matters
- We use Zenoti spa software. After a guest closes out their bill, they receive a text survey. They are able to call out anyone special they encountered.
- When a guest recognizes a team member it is shared throughout the resort team. Quarterly we have front of the house, back of the house, and heart of the house awards. They receive recognitional plaque and money.
- When guests are checking out, we always ask them about their experience with our treatments. When they provide glowing feedback about a specific therapist, we kindly request them to fill out a survey card so we can celebrate our employee’s exceptional service.



Please describe what you consider to be the most effective way to reward an employee.

- A verbal recognition, followed by a gratis of product has always been well received.
- Above market levels of compensation
- Award ceremony
- Bonus', contests
- Cash bonus - gift cards
- Cash gift cards as a surprise for ideating/rolling out new initiatives - this is a flexible option for the business and for the employee!
- Cash, credits or product
- Commission. While viewed by some as unnecessary, commission really helps motivate associates to sell. We also recognize associates with a lei for birthdays and work anniversaries!
- Compensation
- Depending on what they like, usually front desk likes spa services, both valet attendants and therapists like days off
- Each person is different and wants to be recognized differently. So at our reviews we ask how they like to be recognized. Some just want a verbal thank you. Some want a written thank you. Some want public acknowledgement at a staff meeting. Some want a gift certificate to Starbucks or Target as appreciation.
- Each staff member is uniquely different. Some are praise-focused, others are monetary-focuses, while still others are time-focused (time off reward). We take the time to learn what our team responds best to and use that as incentive.
- Encouragement / verbal feedback
- Extra days off. Product prizes. Gift cards.
- Extra time off with pay, extra pay on their checks
- Flexible schedule time. And extra day off.
- For most- money; but not for all. I try to discover through connection and one on ones what motivates each employee and provide that- whether it's through incentive pay, words of affirmation, or product rewards.
- For providers we find that complimentary products and gifts from other outlets on property are what they tend to love the most. We try and get feedback from employees as to what they would like to see, especially for our bigger contests.
- Gift cards or offers of taking a day off without having to find coverage.
- Gratis
- I find employees are most appreciative of financial rewards i.e. additional commission increases when reaching retail goals i.e. from 10 to 15% payout.
- I have found that not every team member likes to be recognized or rewarded in the same way. Ultimately every team member likes to be rewarded with a financial bonus. Setting goals that team members can strive for to earn monthly or quarterly bonuses has been successful.

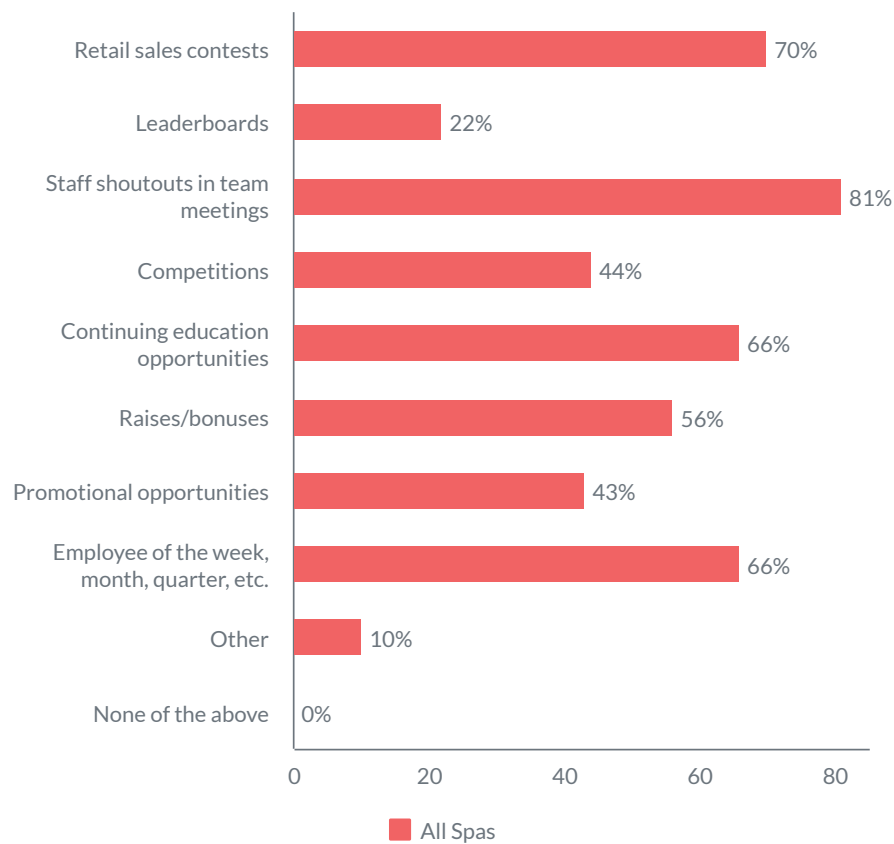
- Ideally you customize rewards to the individual, as not everyone likes to be recognized/rewarded in the same manner. If this is not possible, I rotate through the types of rewards to give a variety to meet the different desires.
- Incentivizing them monetarily is usually the most effective method. Also personally recognizing outstanding performance or above and beyond guest experience from managers and/or directors.
- Many gift rewards for exceptional service noticed by guests or teammates. Complimentary food/coffee carts often, free product.
- Most team members prefer monetary rewards, however, recognition among the team seems to work for our team as well.
- My team are contractors. They get spa gifts.
- My team thrived on education and food. Competitions rewarded by a dollar amount they show no interest in.
- Our Associates love gift cards and food deliveries.
- Our staff loves getting services and enjoying the amenities.
- Peer to peer voting for categories of success, presented with a certificate and gratis is has also been very well received.
- Performance pay
- Personal greeting /acknowledgment everyday with genuine interest and engagement
- Public recognition, spa services, retail, gatherings.
- Quarterly recognition and annually. Then we participate in the Greater Miami Chamber key awards use our quarterly winners and submit them to the Key Awards.
- Receptionist and Support Staff tend to love complimentary services which is a great way for them to also experience services they may not have experienced.
- Recognition and acknowledgment. We reward with 'company dollars' that can be spent resort wide.
- Recognition for a job well done and ensure the associates know, this is what leaders look for when evaluating for potential promotion.
- Recognition in general is key so that the employee is aware you notice their great work. Then would come prizes that we give out during our spa meetings
- Regular spoken recognition is most affective. The team needs to hear that their efforts are making a difference in our business and they are appreciated. Also, posting when a team member is mentioned with our guests allows us to celebrate that team member and encourages others to improve on their guest interactions.
- Sales and Retail goals. Bonuses for hitting a certain amount of hours by the end of the year. Employee parties to look forward to twice a year
- The current team wants to be a part of the bigger picture. Allowing them to be involved in some of the processes and take ownership for said processes really makes the team feel empowered. Others are motivated financially. Coming up with ways to ensure providers are only here when its busy is also helpful.
- Verbal recognition in front of the team is the most immediate and effective way to go. Bonuses, prizes, etc, help too, but the recognition in front of the team I think has the most impact.

- We give out recognition cards, and if they collect a certain number, they can turn the cards in for prizes such as goods or services.
- We reward for each thing that is outstanding. Customer reviews, covering a shift, helping a difficult customer etc.
- We reward with gift cards, products, and recognition in our newsletter, as well as employee of the year during our annual staff party.
- We use “Spa bucks” or lunch cards. If an employee works on their birthday, they always get a lunch card from our restaurant.
- We’ve been asking what they are motivated by. It’s an informal program, surprises, personalized gifts, notes, trips to conferences, \$50 gift card to the spa, products etc. Not all are comfortable with public acknowledgment, and some crave it. We make it a priority to share in-the-moment out gratitude and appreciation of great work, innovation, flexibility or customer service as we see it.
- What they WANT is more money. What we can give them is peer recognition and internal appreciation cards through an internal awards program app. Names get drawn for prizes and money. We also have Spa Associate of the Month (includes free treatment and day pass for a friend) and an “unsung hero” prize they can win.



Which of the following efforts, if any, does your company utilize to help incentivize and/or celebrate employee success?

EFFORTS USED TO INCENTIVIZE AND CELEBRATE EMPLOYEE SUCCESS





What boundaries are currently in place to encourage a healthy work-life balance for your employees?

- 30hr is full time for commissioned employees. Flexible with schedule as long as they hit the threshold.
- 4 day work weeks for service providers, set schedules and 15 vacation days per year.
- 4 days work 3 days off for full timers.
- 40 hours a week. Asking staff to stay home on slow days to give them a break.
- A strong scheduling structure and communication so everyone can work together and is aware of personal days off / switching schedules etc. Well organized. This allows them to think ahead.
- Access to 10,000 sq ft fitness center, 250 fitness classes and a walking club that meets every Wednesday.
- Access to 19 different touchless wellness experiences
- Avoiding overtime. Supplying a good resting place at work. Not reaching out to employees on their time off unless absolutely necessary. Providing paid time off. Being generous in approving time off requests. Honoring time off to assist family members and attend family events.
- Balance implies equality of time vs. Perhaps a personal integration that individually works.
- Boundaries include, scheduled lunch breaks, no over time, unless approved and we encourage team members to use their PTO or risk losing time.
- Disconnect policy, free circuit passes.
- Encourage employees to rest on their days off. No overtime, 4-day work week for some.
- Flex schedules & Ally Heath for free to team telehealth physical and mental health care
- Flex Scheduling for Holidays
- Flexible schedules, time off upon request, mental health days off with proper coverage.
- Flexible Scheduling and creating an employee centric culture when it comes to life events/ changes
- For the full time service providers, they work 4 short shifts a week (6 hours) and one long shift.
- Generous Vacation/Sick PTO policy. We utilize Whatsapp for our operational communication while at work and tell all staff to turn off their notifications when not at work. Staff can also earn or trade spa services.
- I like to make sure my team uses their PTO, I do not expect them to be logged into their email on days off, I encourage them to disconnect.
- If the team ever needs time off, we encourage them to let us know. We tell them we will figure out the operations. You take the time you need off.
- It's hard when owners, leaders, staff shortages and more are all conspiring vs. The typical line of intention
- Keeping their schedule less than 7 hours
- Limit on number of services employees are able to do in a day/week; encouraging and accommodating paid time off requests so employees can relax and recharge.
- Limited number of services per day so they don't get burnt out. Can balance that and offer hourly for side work and helping around the spa

- Limited to two deep tissue or two hot stones per shift. Required lunch break. Limited # of daily treatments on shift four 50's or three 80's. Options to add more if they want to.
- Marriott has Take Care Initiatives, designed to ensure associates are taking care of their mind and body.
- Mindful scheduling
- Monitoring the number of days working, support down time and PTO.
- On-Call or Contract Options
- One on one meetings with the individual employee
- Our employees are scheduled two days off consecutively and do not exceed 8.5-hour work days.
- Our team is NOT competitive at all, They do NOT care about contests or high sales incentives.
- Part Time
- Partnerships and discounts with wellness organizations and gyms
- PTO
- Respect between team members is the base.
- Service providers are not generally permitted to work more than an 8-hour shift and must take the minimum 30 min break if scheduled over 5 hours. The normal break in a day is 45 minutes for therapists.
- Service providers have to cover full time job, we don't use freelance. They have more benefits than a freelance, but they pay the price of their time.
- Set schedules, when possible
- Sick Leave and Vacation are all in as PTO we do not limit our staff to only use their accrued time off towards specific sick or vacation times. We have easy coverage, and our staff works together to take on more shifts if employees call out suddenly the morning of. Our hours are 10-6 and 10-5 to reflect a healthy work hour and family time balance in a day.
- Team members are not allowed to work more than 6 days in a week during season and no over time is permitted in the off season. Full time team members are scheduled 40 hours or less per week, and PT are scheduled 29 hours or less per week in season. Extended vacation time off is encouraged during off peak times, during high business demands we still accommodate requests off just not typically extended time off. We also encourage team members to request days and time off in advance so we can plan ahead and provide hours to team members wanting to work.
- Trying to be flexible with shifts
- We do consistently engage in conversation with our team to ensure that they are able to maintain work-life balance. If a team member expresses, they are feeling an imbalance, we will work with them to the best of our ability to adjust scheduling as we are able.
- We do take requests for days off for special occasions, etc... We try to provide two days in a row for days off, which sometimes can be hard in our seasonal convention months. They can also work out in our gym after hours.
- We don't allow service providers to work more than 5 shifts straight; trades will be denied to best protect. Shifts are no more than 7hrs.

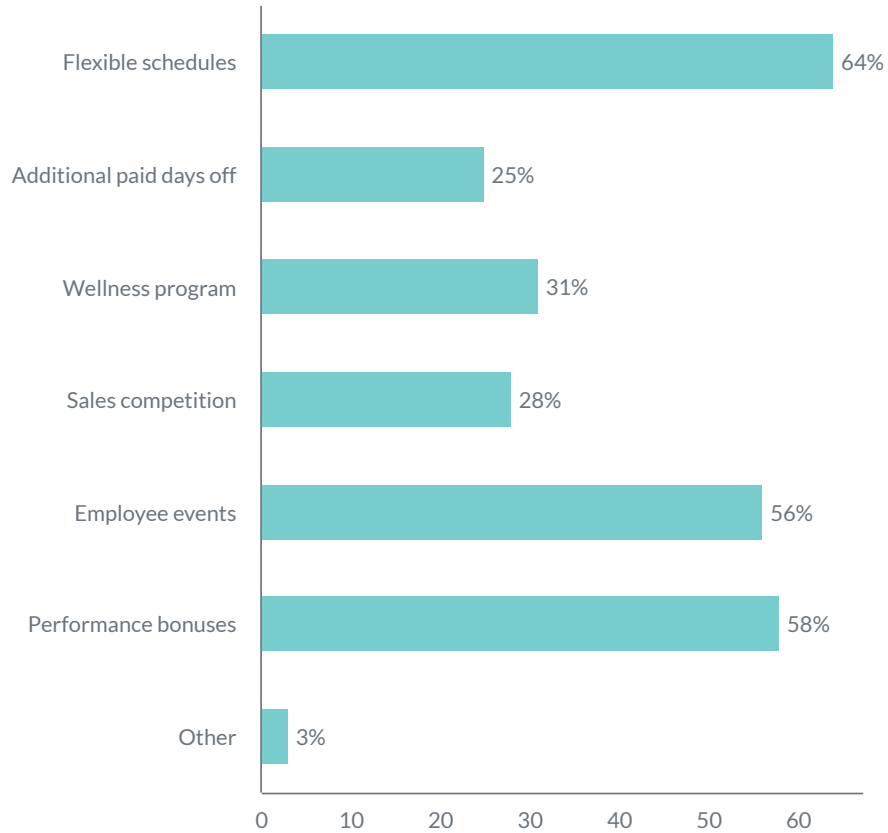
- We encourage breaks throughout the workday and allow employees to use sick time for reasons outside of illness. We do not text or call employees outside of work hours as much as possible. We allow long ski breaks and shift trades.
- We ensure to honor as many as the time off requests we can and don't allow over time.
- We have a full time schedule of 32 hours per week to qualify for benefits, we also coach staff monthly and check in with them about their schedules.
- We have monthly one on ones. I personally ask "how are you doing?". We recommend a personal day off. Again, each individual is different. As an owner I am a yoga teacher, so at every staff meeting we do a little bit of a guided meditation with pranayama (breathing) exercises to personally experience the calming factors. I also share articles I find about anxiety and depression and pass them out at meetings. We also share the fact that the frontal lobe of the brain is the last part to develop and it controls the ability to reason and that it doesn't develop until the age of 25. So things will naturally be more dramatic for employees under the age of 25. We talk about this a lot as we celebrate birthdays and work anniversaries. Another quote I often say is "if everyone wrote down what they are personally struggling with, and every one threw it into a circle, and you were able to see everyone's struggle, you would gladly take yours back." As a cancer survivor/thriver I personally share that when things go array, all you want are the simple things of your life and routine back. Mine happens to be to be able to drink my coffee in my screened in porch in the mornings.
- We have taken this one step further with our End of the Year Holiday Party. Throughout the year we partner with our Vendors to create Self Care Holiday Gift Bags for our staff. This has been a huge hit. Our team gets the chance to try a seasonal sampling of our Retail products and encourages them to share their favorites with their clients which in turn boosts Retail Revenue.
- We implement a 3 treatment max followed by a 30 min break to allow for physical body work recovery.
- We just brought in an on-call phone for owner and spa director to take turns with and are implementing a schedule to help us manage personal boundaries with employee texts at night, early mornings, and weekends. This way only one of us needs to tune in at a time after hours. Our admin team manages all therapist scheduling and guest communication. Guests only book through the spa so employees have no responsibility to work or tune in outside their hours. We minimize communication outside of work to the most necessary (ie opportunity to cover call-in hours, an administrative employee forgot to leave the pertinent info to close an order or answer a time-sensitive question.)
- We limit the number of deep tissue massage for each shift.
- We offer complimentary fitness memberships for our team to keep their bodies healthy and strong. I also offer a quarter wellness incentive to the entire campus. Examples are; Complimentary Community Acupuncture, Ice Baths, Outdoor workouts, etc.
- We offer stretch events, Tai Chi events, wellness days that can be used throughout the year and scheduled time off.
- We schedule 5.5-hour shifts for therapists.

- We traded in our traditional Staff recognition and Celebrations for Self-Care rewards. Instead of bringing in cakes and sweets to celebrate our team, we give them a \$50 Spa Gift Card for retail purchases or staff spa services. This not only gives them a much-needed spa service but brings the revenue back into the spa while introducing healthy self-care traditions.
- We try to do everything in our power to accommodate any request that the provider might have for time off - if the day looks to be light - we encourage the staff to take advantage and book in a treatment for themselves. Offer all staff use of the fitness facility and classes that we offer on a daily basis.
- We value our employees' commitment when they step in to cover shifts due to call-outs. To show our appreciation and support their dedication to our business, we offer them the opportunity to earn future days off. This allows them flexibility when they need coverage themselves. It's our way of recognizing their extra effort and ensuring they feel valued as part of our team. Interesting to note that not everyone takes advantage of the time off as they like the extra money.
- Wellness program for associates /TAKE CARE program
- We've hired additional managers that really help to support the staff regularly throughout the day.
- You are allowed to say no when asking to cover shifts.



Which of the following efforts and incentives does your company have in place to help keep employees energized and burnout levels low?

EMPLOYEE EFFORTS AND INCENTIVES





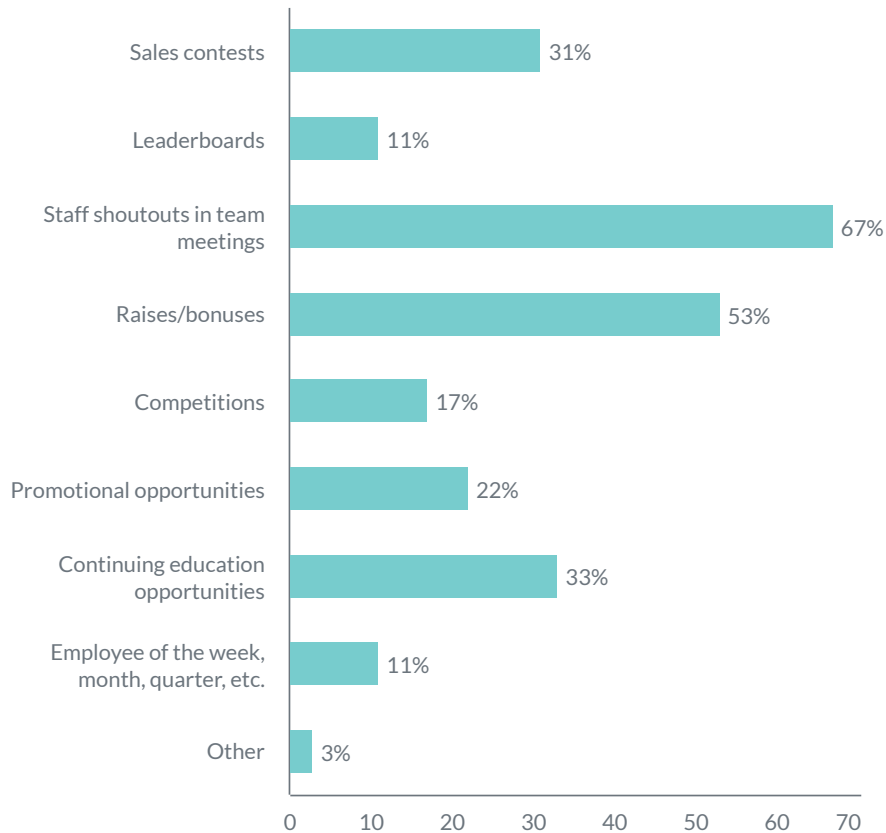
Please describe what you consider to be the most effective way to reward an employee.

- “Leading with a carrot versus beating with a stick.”
- Bonuses
- Coaching and feedback on performance , recognition for going above and beyond
- Financial compensation, recognition
- Flexible Schedules - we have long days on the road or at events like ISPA. Allow us to recoup. Also, assisting those in Sales for vendors with a competent Customer Service team to process orders and help support accounts while we are away at events or visiting clients.
- For me, flexible scheduling and access to regularly spaced shorter work weeks are absolutely imperative for staying healthy and balanced. We work in the Wellness industry and health should be prioritized.
- Give honest open feedback and give praise when praise is due. Celebrate success.
- In today’s world, health, vision, dental, and life insurances. As well as quarterly performance bonuses based on sales increases.
- Making employees feel they are valuable and stakeholders.
- Our flexible schedules allow employees to manage their 8-hour workday around any personal conflicts that may come up.
- Periodic 1:1 meetings with each employee allows the opportunity to engage each individual and understand what motivates them and strategies for reward can be crafted accordingly.
- Positive reinforcement often and also empowering employees to make decisions.
- President’s Club at luxury property includes spouses/significant others with spa/activity credits etc.



Which of the following efforts, if any, does your company utilize to help incentivize and/or celebrate employee success?

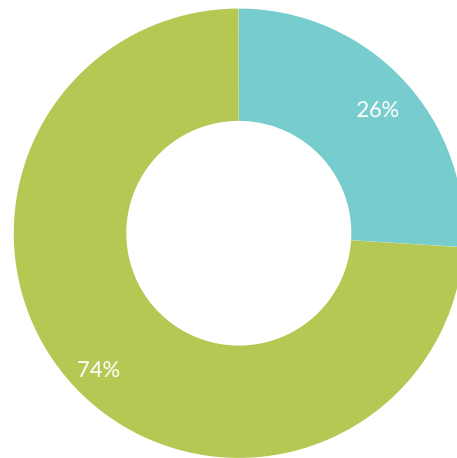
EFFORTS USED TO INCENTIVIZE AND CELEBRATE EMPLOYEE SUCCESS





Does your company have a process in place that recognizes top client performance (i.e. client with the most quarterly sales, etc.)?

CLIENT PERFORMANCE RECOGNITION PROGRAM



■ Yes (26%) ■ No (74%)

Your Potential is Endless

Reach Your Goals With Éminence Organic Skin Care



ORGANIC WITH RESULTS · POTENT ORGANIC AND BIODYNAMIC® SKIN CARE · AWARD-WINNING EDUCATION

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