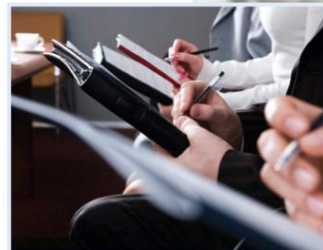


Davidson Trahaire Corpsych

EAP RETURN ON INVESTMENT SUMMARY – 2013

Authors:

Michele Grow and Jeffery Ots



Overview

An employee assistance program (EAP) provides support and coaching for employees across a wide range of issues assisting them to more effectively navigate the challenges and opportunities that are part of the normal work and life journey . An EAP additionally provides three financial benefits to an organisation:

1. A **health care value component**, which includes workers' compensation and salary continuance insurance savings
2. A **human capital value component**, which includes savings from reduced absenteeism and turnover and increased productivity and engagement and morale
3. An **organisational value component**, which includes savings in regard to issues such as safety risks, employee grievances and legal claims as well as the positive benefits in demonstrating employee concern and support.

DTC is the first Australian EAP provider to measure and quantify the return on investment (ROI) from an EAP. DTC has been undertaking the study and analysis of the EAP intervention since 2007 and this paper provides the summary results from data collected during 2012.

EAP counselling clients from all major industry sectors in Australia have been included. The results of the current ROI study are based on matched pre and post EAP data from 4,707 clients. DTC has an ongoing commitment to the measurement of ROI and EAP efficacy and this study is in continual progress with all clients, with updated results published annually.

The DTC ROI questionnaire asks EAP clients to rate their current personal and work functioning and wellbeing against their own optimal functioning and wellbeing. The questionnaire design requires EAP clients to rate their current functioning and wellbeing on a scale of 1 to 100, where 100 is their own optimal level on each variable. That is, the questionnaire was designed so that each EAP client acted as their own 'control'.

EAP clients are asked to rate their current functioning in regard to their personal functioning and work functioning as follows:

Personal Functioning

- ▶ Emotional Wellbeing
- ▶ Physical Wellbeing
- ▶ Work-Life Management

Work Functioning

- ▶ Work Productivity
- ▶ Morale and Motivation
- ▶ Work Relationships

In addition, EAP clients are asked to provide demographic, job level, remuneration and work attendance information. This enables the analyses of subgroups and the calculation of the EAP ROI data.

While this data could be applied to any EAP, it should be noted that the quality of the EAP intervention is paramount to the outcomes realised. The results shown in this study are based on the DTC EAP intervention.

The results of the study show highly positive and statistically significant results in the areas of personal functioning, work functioning and reduced absenteeism.

Impact of EAP Intervention – All Clients

The EAP was found to have a beneficial effect on all measures of wellbeing, with the greatest improvement found in clients' reported level of Emotional Wellbeing, followed by Morale/Motivation and Work-Life Management.

In addition, the number of days absent from work as a result of the clients' presenting issues was found to decrease by 31.6%.

All improvements in wellbeing and absenteeism were found to be statistically significant and the results indicate we can be 99% confident that these findings are likely to be found within the broader population of DTC EAP clients.

Difference in Personal Functioning

Personal Functioning Domain	Pre EAP	Post EAP	Mean Difference	Percentage Improvement
Emotional Wellbeing	37.32	69.95	32.64*	87.46%
Physical Health	58.59	73.65	15.06*	25.70%
Work-Life Management	48.10	69.85	21.75*	45.22%

n=4707 / * Difference is statistically significant (p<.01) / Measurements were self reported ratings on a scale from 1 to 100

Difference in Work Functioning

Work Functioning Domain	Pre EAP	Post EAP	Mean Difference	Percentage Improvement
Work Productivity	61.24	70.77	15.44*	25.21%
Morale and Motivation	46.90	70.77	23.87*	50.90%
Work Relationships	57.27	74.64	17.37*	30.33%

n=4707 / * Difference is statistically significant (p<.01) / Measurements were self reported ratings on a scale from 1 to 100

Difference in Days Absent from Work due to Presenting EAP Issue

Work Absence	Pre EAP	Post EAP	Mean Difference	Percentage Improvement
Number of days absent in preceding eight weeks	2.94	2.01	0.93*	31.63%

n=4689 / * Difference is statistically significant (p<.01)

Key Findings

- ▶ Significant improvements were observed on all of the wellbeing measures, with Emotional Wellbeing showing the highest average improvement at 87.46% and Morale/Motivation with the second-highest improvement at 50.90%.
- ▶ Clients had an average of 0.93 fewer days off work due to their presenting issue in the eight weeks following their EAP service than in the eight weeks preceding their EAP service. This represents an average decrease in absenteeism of 31.63%.
- ▶ Clients who reported that their presenting issue had an impact on their work were found to have slightly higher levels of improvement in all areas of wellbeing than those whose presenting issue did not impact on their work. The reduction in absenteeism following EAP service was found to be the same regardless of whether the presenting issue impacted on their work.
- ▶ Female clients showed slightly higher levels of improvement than male clients in their levels of Emotional Wellbeing, Physical Health, Worklife Management and Work Relationships. Improvements in the other areas of wellbeing, including absenteeism, were found to be equivalent for males and females.
- ▶ Clients who were referred to the EAP by their workplace showed higher levels of improvement than clients who self-referred in every area of wellbeing.
- ▶ Clients who were family members of customer employees showed similar levels of improvement to clients who were employees of customer organisations.
- ▶ The duration of EAP services (the number of EAP sessions provided) did not, on the whole, show a noticeable relationship with the degree of improvement experienced by clients. There were, however, very small positive correlations between the duration of EAP service and improvements in Emotional Wellbeing and Physical Health.
- ▶ The degree of improvement in wellbeing and absenteeism was equivalent across several demographic divisions that included Industry, Employment Period, State of Residence and Workplace Diversity Group.
- ▶ Across all customer organisations, the average ROI due to improvements in employee productivity was calculated to be \$10,187.99 per client.
- ▶ Across all customer organisations, the ROI due to savings in salary costs resulting from a reduction in absenteeism was calculated to be \$290.34 per client.

Return on Investment – All Clients

Return on Investment due to Reduction in Absenteeism

Estimated Daily Salary Cost per Client	Average Reduction in Absenteeism (days)	Savings in Reduced Absenteeism per Client
\$312.20	0.93	\$290.34

n=4689

Estimated Daily Salary Cost per Client is the weighted average salary of EAP clients (\$78,051.34) divided by the average number of working days in a standard year (250)

Return on Investment due to Productivity Improvement

Using a standard utility analysis, an estimate of ROI was calculated using data derived from EAP clients. The estimated monetary benefit of EAP intervention was calculated to be **\$10,187.99** for each year that an employee remains with the customer organisation following the intervention. The approximate ROI is therefore this figure minus the cost of the EAP per employee. This analysis includes only those individuals who are employees of customer organisations and who reported that their presenting issue impacted on their work.

As an illustration, if an organisation provides a DTC EAP that costs the organisation \$10,000 per year, then for each employee who uses the program the organisation sees a benefit in productivity of \$10,187.99. Therefore, the organisation will realise a positive ROI from the EAP if at least one employee accesses the service.

As another illustration, an organisation of 500 employees that spends \$10,000 on an EAP that has an annualised utilisation rate of 5% should realise an ROI of approximately \$244,699.75 per year ((500 x 0.05 x \$10,187.99) - \$10,000).

This figure is solely based on productivity improvements of employees who use the EAP. It does not include the less tangible benefits of providing an EAP to employees, such as the potential benefit to employee commitment and satisfaction, staff morale and motivation and retention of employees and organisational knowledge. It also cannot take into account the positive benefits realised by family members of employees. To evaluate the broader benefits of EAP provision, comprehensive research is required that includes data obtained from organisational surveys, performance ratings, salary figures and retention rates.

The estimated benefit of EAP intervention was calculated using the following formula:

$$\Delta U = d_t \times SD_y$$

where:

ΔU = Utility (dollar value of EAP intervention)

d_t = the difference in productivity due to the EAP intervention (proportional improvement in self-reported Work Productivity)

SD_y = standard deviation of job performance in dollars (refer to the following page for source of this figure)

d_t = 0.326

SD_y = 0.40 x \$78,051.34 = \$31,220.54

ΔU = 0.33 x \$31,220.54 = **\$10,187.99**

The estimated benefit of \$10,187.99 per client was derived using the following assumptions:

- ▶ Standard deviation of productivity is based on a conservative figure of 40% of average salary¹.
- ▶ The difference in productivity is derived from self-reported change in work productivity of employees who used the EAP service
- ▶ Annual salary was calculated on a weighted average of reported salary ranges

Figures Used to Calculate Weighted Average of Annual Salary

Salary Band	Salary Mid-point	Number of Clients	Total of Salaries
Under \$30,000	\$15,000	84	\$1,260,000
Between \$30,000 and \$50,000	\$40,000	297	\$11,880,000
Between \$50,000 and \$75,000	\$62,500	726	\$45,375,000
Between \$75,000 and \$100,000	\$87,500	544	\$47,600,000
Between \$100,00 and \$150,000	\$125,000	309	\$38,625,000
More than \$150,000	\$175,000*	85	\$14,875,000
Total		2045	\$159,615,000
Estimated Weighted Average Salary			\$78,051.34

Note 1: * As salary mid-point is not available, the indicated salary represents an addition of \$25,000.

Note 2: Salary bands are not equal in range

The table above is based on the following assumptions:

- ▶ All employees are employed full-time
- ▶ All remuneration levels are at the mid-point of each reported remuneration band
- ▶ Only clients who are employees of customers and who reported that their presenting issue had an impact on their work were included in the analysis

A Note on Statistical Significance

In statistics a result is called statistically significant if it is unlikely to have occurred by chance. "A statistically significant difference" simply means there is statistical evidence that there is a difference; it does not mean the difference is necessarily large, important or significant in the common meaning of the word.

With large samples, such as the one used in this report, results of a small magnitude can often be statistically significant, even though the size of the result is not large enough to have meaningful implications. Within the Social Sciences it is common to find results to be stated as ‘statistically significant’ if the probability of the result occurring by chance is less than 1 in 20, or 5%. This is shown as “p<.05”. This means that we are 95% confident the result is valid. Throughout this report the majority of results have a statistical significance of p<.01, which means we can be 99% confident that the result is reliable and not due to chance.

The quoted sample size (n) for each table of results represents the smallest number of clients who responded to the questionnaire items for any of the measures. Differences in (n) across tables are the result of some clients not responding to all items in the questionnaire.

¹ Standard deviation of productivity could not be directly calculated from the current data set. Therefore a conservative figure of 40% of annual salary was used, based on research by Schmidt et al. (1979) and Smith (1989).

Impact of EAP Intervention – Presenting Issue Analysis

When the improvements in wellbeing are examined across the type of presenting issue, statistically significant improvements in wellbeing are observed for almost all presenting issues.

Difference in Personal Functioning by Presenting Issue

Presenting Issue	Emotional Wellbeing Percentage Improvement	Physical Health Percentage Improvement	Work-Life Management Percentage Improvement
All issues	87.46%*	25.70%*	45.22%*
Personal: Family or relationship	89.9%*	21.7%*	36.3%*
Personal: Legal, Financial, Medical, Addiction	73.8%*	26.6%*	36.6%*
Personal: Psychological	86.1%*	25.9%*	45.5%*
Work: Accident/injury	100.9%*	53.4%*	54.1%*
Work: Shift work	122.6%	7.5%	71.8%
Work: Work trauma	73.6%*	24.2%*	51.2%*
Work: Issue with co-worker	98.1%*	31.9%*	55.0%*
Work: Discrimination, Harassment, Bullying	110.8%*	40.0%*	72.4%*
Work: Issue with member of public	61.8%*	13.5%**	29.3%*
Work: Issue with staff	84.9%*	22.2%*	42.7%*
Work: Issue with manager/supervisor	95.6%*	37.1%*	66.3%*
Work: Organisational change	94.9%*	33.6%*	63.3%*
Work: Redundancy	62.0%*	19.9%*	30.0%*
Work: Work-Life balance	87.7%*	23.7%*	77.9%*
Work: Workload	101.6%*	35.4%*	91.5%*
Work: Role change	105.5%*	35.9%*	85.7%*
Work: Work satisfaction	71.2%*	25.9%*	52.3%*

Note: * Result is statistically significant (p<.01)

** Result is statistically significant (p<.05)

Difference in Work Functioning by Presenting Issue

Presenting Issue	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All issues	25.21%*	50.90%*	30.33%*
Personal: Family or relationship	21.2%*	36.1%*	21.4%*
Personal: Legal, Financial, Medical, Addiction	20.7%*	39.3%*	23.6%*
Personal: Psychological	27.1%*	54.0%*	30.2%*
Work: Accident/injury	39.1%*	87.9%*	53.1%*
Work: Shift work	29.8%	91.3%	21.8%
Work: Work trauma	27.2%*	59.5%*	24.2%*
Work: Issue with co-worker	27.1%*	77.2%*	65.5%*
Work: Discrimination, Harassment, Bullying	33.9%*	93.2%*	73.2%*
Work: Issue with member of public	18.3%	40.1%*	19.5%**
Work: Issue with staff	22.0%*	50.6%*	43.1%*
Work: Issue with manager/supervisor	31.2%*	88.0%*	61.9%*
Work: Organisational change	41.4%*	92.3%*	51.9%*
Work: Redundancy	37.3%*	82.6%*	27.5%*
Work: Work-Life balance	22.9%*	52.6%*	28.5%*
Work: Workload	26.4%*	85.6%*	47.3%*
Work: Role change	39.7%*	104.3%*	56.7%*
Work: Work satisfaction	29.8%*	84.2%*	35.9%*

Note: * Result is statistically significant ($p < .01$)
 ** Result is statistically significant ($p < .05$)

Impact of EAP Intervention – Analysis by Client Age

Difference in Personal Functioning by Age of Client

Age of Client	Emotional Wellbeing Percentage Improvement	Physical Health Percentage Improvement	Work-Life Management Percentage Improvement
All clients	87.46%*	25.70%*	45.22%*
20 years and below	95.5%*	28.8%	51.5%
21-29 years	82.6%*	24.3%*	40.2%*
30-39 years	91.5%*	24.2%*	46.6%*
40-49 years	87.8%*	25.6%*	44.9%*
50-59 years	88.9%*	28.6%*	48.4%*
60 years and above	78.4%*	26.5%*	42.6%*

Note: n=4704 (20 and below 53 / 21-29 635 / 30-39 1330 / 40-49 1418 / 50-59 1045 / 60 and above 223)

* Result is statistically significant ($p < .01$)

Difference in Work Functioning by Age of Client

Age of Client	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All clients	25.21%*	50.90%*	30.33%*
20 years and below	28.4%*	65.6%*	30.0%*
21-29 years	25.1%*	56.9%*	34.0%*
30-39 years	24.6%*	50.6%*	27.5%*
40-49 years	25.9%*	49.2%*	30.1%*
50-59 years	25.6%*	52.6%*	34.9%*
60 years and above	27.6%*	53.3%*	27.0%*

Note: n=4704 (20 and below 53 / 21-29 635 / 30-39 1330 / 40-49 1418 / 50-59 1045 / 60 and above 223)

* Result is statistically significant ($p < .01$)

Difference in Days Absent from Work by Age of Client (Percentage Improvement)

All Clients	20 years and below	21-29 years	30-39 years	40-49 years	50-59 years	60 years and above
31.63%*	19.0%	45.9%*	46.4%*	25.5%*	26.4%*	10.6%*

Note: * Result is statistically significant ($p < .01$)

Positive figure represents a decrease in the number of days absent

Impact of EAP Intervention – Analysis by Client Gender

When the sample is divided into male and female groups, the improvements in self-reported wellbeing due to EAP Intervention continue to be observed with both males and females reporting statistically significant improvements.

Difference in Personal Functioning by Client Gender

Client Gender	Emotional Wellbeing Percentage Improvement	Physical Health Percentage Improvement	Work-Life Management Percentage Improvement
All clients	87.46%*	25.70%*	45.22%*
Male	82.7%*	20.0%*	40.3%*
Female	89.9%*	28.9%*	47.8%*

Note: n=4687 (Male 1556 / Female 3131)
* Result is statistically significant (p<.01)

Difference in Work Functioning by Client Gender

Client Gender	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All clients	25.21%*	50.90%*	30.33%*
Male	24.6%*	50.1%*	27.4%*
Female	25.5%*	51.3%*	31.9%*

Note: n=4687 (Male 1556 / Female 3131)
* Result is statistically significant (p<.01)

Statistically significant reductions in days absent from work were found among males (27.8%) and females (34.2%).

Difference in Days Absent from Work by Client Gender (Percentage Improvement)

All Clients	Male	Female
31.63%*	27.8%*	34.2%*

Note: n=4702 (Male 1557 / Female 3145)
* Result is statistically significant (p<.01)
Positive figure represents a decrease in the number of days absent

Impact of EAP Intervention – Analysis by Referral Type

When the sample is divided into clients who self-referred and those who were referred by the workplace, the improvements due to EAP Intervention are still observed across both groups. A workplace referral is one from HR, OH&S, Manager or Supervisor, Workplace Medical Officer or an internal Support Service.

The improved functioning achieved by those who are referred by the workplace supports the active implementation of education and awareness activities to drive increased improvements for the employee population.

Difference in Personal Functioning by Referral Type

Referral Type	Emotional Wellbeing Percentage Improvement	Physical Health Percentage Improvement	Work-Life Management Percentage Improvement
All clients	87.46%*	25.70%*	45.22%*
Self-Referred	86.4%*	23.9%*	43.1%*
Referred by Workplace	88.2%*	29.4%*	48.5%*

Note: n=4086 (Self-Referred 2977 / Referred by Workplace 1109)
* Result is statistically significant (p<.01)

Difference in Work Functioning by Referral Type

Referral Type	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All clients	25.21%*	50.90%*	30.33%*
Self-Referred	23.3%*	48.5%*	28.3%*
Referred by Workplace	29.1%*	55.0%*	33.9%*

Note: n=4086 (Self-referred 2977 / Referred by Workplace 1109)
* Result is statistically significant (p<.01)

When examining the number of days absent due to presenting issues, both groups of clients showed a statistically significant decrease in absenteeism.

Difference in Days Absent from Work by Referral Type (Percentage Improvement)

All Clients	Self-Referred	Referred by Workplace
31.63%*	33.7%*	29.7%*

Note: n=4197 (Self Referred 3043 / Referred by Workplace 1154)
* Result is statistically significant (p<.01) Positive figure represents a decrease in the number of days absent

Impact of EAP Intervention – Industry Analysis

Difference in Personal Functioning by Industry

Industry	No. of Clients	Emotional Wellbeing Percentage Improvement	Physical Health Percentage Improvement	Work-Life Management Percentage Improvement
All industries	4707	87.46%	25.70%	45.22%
Agriculture/Fishing/Environment	13	67.2%	19.8%	28.3%
Associations	51	87.7%	37.2%	65.9%
Banking/Finance	656	92.9%	26.1%	44.9%
Construction/Engineering	96	70.9%	17.8%	36.8%
Education	505	92.4%	27.0%	47.9%
Entertainment/Sport	21	91.7%	44.3%	51.8%
Federal Government	861	88.1%	23.4%	42.1%
Hospital/Healthcare	198	78.5%	29.1%	41.8%
Hospitality/Tourism	4	125.7%	55.1%	75.0%
Insurance	87	77.8%	30.1%	54.0%
IT	68	108.6%	21.8%	44.5%
Legal Services	37	71.2%	15.1%	36.9%
Local Government	115	87.1%	28.5%	40.3%
Manufacturing/Wholesale/FMCG	96	97.8%	23.2%	46.7%
Media	59	107.8%	25.3%	40.6%
Mining/Resources	154	84.9%	26.0%	50.5%
NGO/Charitable Organisation	127	71.1%	27.9%	45.9%
Pharmaceuticals	48	89.8%	25.0%	58.5%
Professional Services	123	85.9%	21.2%	42.7%
Real Estate	25	105.1%	15.4%	39.6%
Retail	16	122.6%	27.9%	60.8%
State Government	644	86.2%	27.2%	46.7%
Telecommunications	246	84.7%	24.0%	44.3%
Transport/Logistics	184	91.6%	32.5%	50.2%
Utilities	128	81.3%	23.0%	43.3%

Note: A small number of records are unable to be aligned to the industry groups shown

Difference in Work Functioning by Industry

Industry	No. of Clients	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All industries	4707	25.21%	50.90%	30.33%
Agriculture/Fishing/Environment	13	40.2%	64.5%	39.3%
Associations	51	28.2%	53.8%	35.1%
Banking/Finance	656	28.5%	51.2%	31.8%
Construction/Engineering	96	31.4%	35.9%	28.9%
Education	505	26.1%	56.0%	29.2%
Entertainment/Sport	21	29.3%	73.3%	25.0%
Federal Government	861	23.3%	50.0%	29.1%
Hospital/Healthcare	198	22.2%	47.1%	30.0%
Hospitality/Tourism	4	31.1%	72.1%	51.9%
Insurance	87	34.1%	59.6%	38.4%
IT	68	31.9%	57.9%	24.2%
Legal Services	37	22.7%	34.1%	28.4%
Local Government	115	19.6%	43.7%	22.8%
Manufacturing/Wholesale/FMCG	96	32.1%	54.7%	28.5%
Media	59	22.3%	34.3%	23.4%
Mining/Resources	154	22.9%	44.1%	30.0%
NGO/Charitable Organisation	127	24.8%	45.6%	24.9%
Pharmaceuticals	48	29.0%	44.6%	37.7%
Professional Services	123	28.5%	50.2%	31.0%
Real Estate	25	16.8%	53.7%	17.0%
Retail	16	44.2%	113.5%	46.7%
State Government	644	25.4%	57.9%	32.3%
Telecommunications	246	18.6%	45.5%	28.3%
Transport/Logistics	184	26.3%	55.8%	36.6%
Utilities	128	24.1%	43.0%	37.7%

Note: A small number of records are unable to be aligned to the industry groups shown

Return on Investment – Industry Analysis

Return on Investment due to Decrease in Absenteeism

Industry	No. of Clients	Estimated Daily Salary Cost per Client	Average Reduction in Absenteeism (Days)	Savings in Reduced Absenteeism per Client
All industries	4689	\$312.20	0.93	\$290.34
Agriculture/Fishing/Environment	13	\$271.54	1.00	\$271.54
Associations	53	\$280.19	-0.45	-\$126.08
Banking/Finance	673	\$334.04	0.91	\$303.98
Construction/Engineering	96	\$377.56	-0.38	-\$143.47
Education	522	\$288.10	0.68	\$195.91
Entertainment/Sport	23	\$301.36	2.65	\$798.60
Federal Government	878	\$316.30	1.19	\$376.40
Hospital/Healthcare	202	\$234.49	1.14	\$267.32
Hospitality/Tourism	4	\$227.50	3.75	\$853.12
Insurance	87	\$283.45	0.23	\$65.19
IT	73	\$417.75	0.45	\$187.99
Legal Services	38	\$367.03	0.24	\$88.09
Local Government	115	\$240.09	0.43	\$103.24
Manufacturing/Wholesale/FMCG	100	\$339.79	1.21	\$411.15
Media	61	\$298.62	0.09	\$26.88
Mining/Resources	158	\$444.16	2.17	\$963.83
NGO/Charitable Organisation	128	\$200.41	1.17	\$234.48
Pharmaceuticals	50	\$376.60	1.64	\$617.62
Professional Services	124	\$340.92	0.66	\$225.01
Real Estate	26	\$350.00	1.00	\$350.00
Retail	18	\$232.50	1.50	\$348.75
State Government	663	\$291.50	1.24	\$361.46
Telecommunications	252	\$320.13	0.31	\$99.24
Transport/Logistics	191	\$328.48	2.61	\$857.33
Utilities	133	\$312.94	1.18	\$369.27

Return on Investment due to Productivity Improvement

Industry	No. of Clients	Productivity Improvement (d _t)	Weighted Average Salary	ROI per Client using the EAP
All Industries	2238	0.326	\$78,051.34	\$10,187.99
Agriculture/Fishing/Environment	5	0.571	\$63,000.00	\$14,400.00
Associations	27	0.230	\$72,321.43	\$6,664.11
Banking/Finance	324	0.372	\$80,079.37	\$11,918.75
Construction/Engineering	38	0.276	\$93,223.68	\$10,289.59
Education	265	0.313	\$72,191.01	\$9,027.45
Entertainment/Sport	8	0.138	\$74,444.44	\$4,103.24
Federal Government	396	0.355	\$76,480.77	\$10,861.22
Hospital/Healthcare	102	0.287	\$62,392.47	\$7,173.11
Hospitality/Tourism	3	0.387	\$55,000.00	\$8,516.13
Insurance	35	0.740	\$70,202.70	\$20,789.36
IT	34	0.587	\$97,357.14	\$22,860.22
Legal Services	14	0.268	\$88,571.43	\$9,489.80
Local Government	59	0.272	\$57,008.93	\$6,204.39
Manufacturing/Wholesale/FMCG	46	0.457	\$87,447.92	\$15,983.66
Media	25	0.194	\$77,980.77	\$6,054.98
Mining/Resources	69	0.393	\$104,642.86	\$16,462.32
NGO/Charitable Organisation	66	0.281	\$46,572.58	\$5,236.39
Pharmaceuticals	22	0.296	\$104,000.00	\$12,325.93
Professional Services	50	0.301	\$84,183.67	\$10,121.12
Real Estate	5	0.197	\$70,500.00	\$5,555.82
Retail	8	1.100	\$42,187.50	\$18,555.70
State Government	343	0.304	\$71,797.10	\$8,717.53
Telecommunications	129	0.206	\$81,080.00	\$6,670.13
Transport/Logistics	90	0.398	\$82,527.78	\$13,153.44
Utilities	75	0.368	\$78,472.22	\$11,551.32

Note: The Returns on Investment due to improvements in work productivity were calculated for Industries, including only those employees of customer organisations who reported their presenting issue impacted on their work.