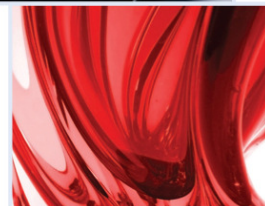


Davidson Trahaire Corpsych

EAP RETURN ON INVESTMENT SUMMARY – 2015

Authors:

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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, 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 the 2014 year.

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 6,649 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 24.5%.

All improvements in wellbeing and absenteeism were found to be statistically significant, and the results indicate that 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	36.85	68.83	31.98*	86.78%
Physical Health	57.83	72.70	14.87*	25.71%
Work-Life Management	47.32	68.44	21.12*	44.63%

n=6645 / * 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	60.34	74.80	14.46*	23.96%
Morale and Motivation	46.00	68.38	22.37*	48.63%
Work Relationships	55.66	71.93	16.28*	29.25%

n=6645 / * 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	2.98	2.25	0.73*	24.5%

n=6645 / * 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 86.78% and Morale/Motivation with the second-highest improvement at 48.63%.
- ▶ Clients had an average of 0.73 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 24.5%.
- ▶ 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 the use of the 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 Physical Health, Work-Life 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 their levels of Physical Health, Work Productivity and Morale and Motivation. Improvements in the other areas of wellbeing, including absenteeism, were found to be equivalent for those clients who self-referred and those who were referred by their workplace.
- ▶ Clients who were family members of customer employees showed similar levels of improvement to clients who were employees of customer organisations, although employees showed stronger improvements in work-related outcomes, such as Work Productivity, Morale and Motivation and Work Relationships.
- ▶ 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 Physical Health, Morale and Motivation and Work Relationships.
- ▶ 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 \$9,907.27 per client.
- ▶ Across all customer organisations, the ROI due to savings in salary costs resulting from a reduction in absenteeism was calculated to be \$234.33 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
\$321.00	0.73	\$234.33

n=6645

Estimated Daily Salary Cost per Client is the weighted average salary of EAP clients (\$80,250.00) 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 **\$9,907.27** 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 \$9,907.27. Therefore, the organisation will realise a positive ROI from the EAP if at least two employees access 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 \$247,681.75 per year ((500 x 0.05 x \$9,907.27) - \$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 = 0.3087

SD_y = 0.40 x \$80,250.00 = \$32,100.00

ΔU = 0.3087 x \$32,100.00 = **\$9,907.27**

The estimated benefit of \$9,907.27 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	112	\$1,680,000
Between \$30,000 and \$50,000	\$40,000	383	\$15,320,000
Between \$50,000 and \$75,000	\$62,500	968	\$60,500,000
Between \$75,000 and \$100,000	\$87,500	805	\$70,437,500
Between \$100,00 and \$150,000	\$125,000	484	\$60,500,000
More than \$150,000	\$175,000*	131	\$22,925,000
Total		2883	\$231,362,500
Estimated Weighted Average Salary			\$80,250.00

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	86.78%*	25.71%*	44.63%*
Personal: Family or relationship	89.6%*	22.5%*	35.3%*
Personal: Legal, Financial, Medical, Addiction	77.1%*	28.6%*	32.7%*
Personal: Psychological	84.3%*	25.2%*	46.1%*
Work: Accident/injury	86.2%*	43.0%*	58.8%*
Work: Shift work	95.4%**	25.7%	61.2%
Work: Work trauma	85.2%*	33.0%*	61.5%*
Work: Issue with co-worker	89.5%*	28.2%*	51.8%*
Work: Discrimination, Harassment, Bullying	102.7%*	37.2%*	61.0%*
Work: Issue with member of public	89.1%*	25.5%**	39.3%*
Work: Issue with staff	81.8%*	17.2%*	44.9%*
Work: Issue with manager/supervisor	92.7%*	33.6%*	62.5%*
Work: Organisational change	92.3%*	30.0%*	64.5%*
Work: Redundancy	69.7%*	17.7%*	41.7%*
Work: Work-Life balance	93.7%*	32.2%*	74.4%*
Work: Workload	88.2%*	30.5%*	90.2%*
Work: Role change	103.7%*	33.5%*	71.4%*
Work: Work satisfaction	77.0%*	28.5%*	54.3%*

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	23.96%*	48.63%*	29.25%*
Personal: Family or relationship	20.1%*	34.1%*	19.7%*
Personal: Legal, Financial, Medical, Addiction	15.9%*	31.3%*	18.5%*
Personal: Psychological	27.3%*	52.7%*	29.8%*
Work: Accident/injury	32.0%*	55.6%*	25.0%**
Work: Shift work	34.8%	65.2%	13.7%
Work: Work trauma	35.1%*	64.1%*	35.3%*
Work: Issue with co-worker	25.7%*	68.5%*	57.2%*
Work: Discrimination, Harassment, Bullying	27.5%*	84.7%*	65.8%*
Work: Issue with member of public	33.0%	79.8%*	43.5%*
Work: Issue with staff	22.8%*	47.2%*	35.7%*
Work: Issue with manager/supervisor	27.5%*	79.9%*	62.2%*
Work: Organisational change	35.7%*	79.5%*	40.2%*
Work: Redundancy	24.4%*	79.2%*	27.1%*
Work: Work-Life balance	20.7%*	52.3%*	31.7%*
Work: Workload	22.4%*	66.3%*	37.0%*
Work: Role change	28.2%*	77.3%*	46.5%*
Work: Work satisfaction	28.8%*	68.8%*	38.2%*

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	86.78%*	25.71%*	44.63%*
20 years and below	73.3%*	24.4%	37.4%
21-29 years	83.0%*	23.0%*	39.5%*
30-39 years	91.9%*	23.7%*	45.8%*
40-49 years	88.4%*	26.5%*	44.9%*
50-59 years	83.6%*	27.4%*	46.1%*
60 years and above	81.0%*	30.1%*	44.3%*

Note: n=6645 (20 and below: 74 / 21-29: 792 / 30-39: 1735 / 40-49: 2051 / 50-59: 1636 / 60 and above: 357)

* 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	23.96%*	48.63%*	29.25%*
20 years and below	28.8%*	40.1%*	30.4%*
21-29 years	24.5%*	49.1%*	29.7%*
30-39 years	26.0%*	50.2%*	28.9%*
40-49 years	22.4%*	47.1%*	28.4%*
50-59 years	23.5%*	48.4%*	30.7%*
60 years and above	23.5%*	52.0%*	28.30%*

Note: n=6645 (20 and below: 74 / 21-29: 792 / 30-39: 1735 / 40-49: 2051 / 50-59: 1636 / 60 and above: 357)

* 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
24.5%*	0.8%	48.5%*	33.0%*	29.91%*	14.4%*	11.3%*

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	86.78%*	25.71%*	44.63%*
Male	82.5%*	20.6%*	39.1%*
Female	89.0%*	28.5%*	47.5%*

Note: n=6644 (Male 2176 / Female 4468)
* 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	23.96%*	48.63%*	29.25%*
Male	23.6%*	47.9%*	26.8%*
Female	24.1%*	49.0%*	30.5%*

Note: n=6644 (Male 2176 / Female 4468)
* 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
24.5%*	15.8%*	29.4%*

Note: n=6644 (Male 2176 / Female 4468)
* 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	86.78%*	25.71%*	44.63%*
Self-Referred	86.1%*	24.7%*	42.9%*
Referred by Workplace	88.1%*	27.1%*	49.9%*

Note: n=6380 (Self-Referred 4289 / Referred by Workplace 2091)
* 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	23.96%*	48.63%*	29.25%*
Self-Referred	22.6%*	46.5%*	27.9%*
Referred by Workplace	26.6%*	52.8%*	31.9%*

Note: n=6380 (Self-Referred 4289 / Referred by Workplace 2091)
* 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
24.5%*	24.5%*	24.7%*

Note: n=6380 (Self-Referred 4289 / Referred by Workplace 2091)
* 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	6,648	86.8%	25.7%	44.6%
Agriculture/Fishing/Environment	10	101.2%	27.8%	42.7%
Associations	56	80.0%	21.0%	56.2%
Banking/Finance	882	92.3%	26.1%	43.1%
Construction/Engineering	131	72.0%	22.4%	38.4%
Education	879	94.0%	28.9%	50.9%
Entertainment/Sport	32	99.0%	36.2%	75.8%
Federal Government	1,191	84.9%	23.5%	39.6%
Hospital/Healthcare	300	86.2%	31.4%	47.5%
Hospitality/Tourism	9	83.3%	50.0%	62.3%
Insurance	168	79.1%	30.6%	43.9%
IT	92	76.1%	19.5%	34.2%
Legal Services	36	69.0%	20.7%	30.5%
Local Government	155	84.8%	21.7%	37.4%
Manufacturing/Wholesale/FMCG	123	100.0%	27.0%	40.9%
Media	61	83.8%	20.0%	44.7%
Mining/Resources	288	84.2%	23.5%	48.1%
NGO/Charitable Organisation	168	69.5%	26.1%	39.8%
Pharmaceuticals	65	86.2%	31.8%	48.5%
Professional Services	167	84.6%	17.8%	45.6%
Real Estate	19	106.9%	26.3%	35.0%
Retail	19	68.0%	4.2%	40.8%
State Government	915	82.9%	25.5%	44.6%
Telecommunications	331	95.9%	24.3%	48.7%
Transport/Logistics	294	94.8%	30.9%	52.7%
Utilities	198	86.9%	32.6%	48.8%

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	6,648	23.96 %	48.63%	29.25%
Agriculture/Fishing/Environment	10	28.9%	65.5%	28.4%
Associations	56	16.2%	53.6%	29.7%
Banking/Finance	882	25.7%	48.6%	29.7%
Construction/Engineering	131	20.9%	34.6%	23.9%
Education	879	26.9%	58.0%	30.9%
Entertainment/Sport	32	37.8%	92.2%	40.3%
Federal Government	1191	22.9%	45.2%	28.7%
Hospital/Healthcare	300	22.6%	48.5%	34.3%
Hospitality/Tourism	9	27.1%	39.5%	16.8%
Insurance	168	22.8%	46.7%	33.2%
IT	92	32.7%	56.1%	19.9%
Legal Services	36	19.7%	30.4%	30.2%
Local Government	155	16.6%	36.7%	25.1%
Manufacturing/Wholesale/FMCG	123	26.6%	54.9%	32.4%
Media	61	14.7%	43.6%	28.0%
Mining/Resources	288	22.5%	45.9%	25.0%
NGO/Charitable Organisation	168	15.3%	33.4%	21.8%
Pharmaceuticals	65	26.1%	43.9%	30.7%
Professional Services	167	28.3%	49.6%	27.8%
Real Estate	19	17.2%	43.5%	16.4%
Retail	19	24.8%	75.5%	30.0%
State Government	915	23.6%	50.4%	29.1%
Telecommunications	331	26.0%	55.7%	32.4%
Transport/Logistics	294	26.9%	50.2%	30.6%
Utilities	198	26.5%	49.2%	35.9%

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	6,648	\$321.00	0.73	\$234.33
Agriculture/Fishing/Environment	10	\$274	2.20	\$602.80
Associations	56	\$273	1.63	\$444.99
Banking/Finance	882	\$336	1.12	\$376.32
Construction/Engineering	131	\$381	0.24	\$91.44
Education	879	\$295	-0.09	-\$26.55
Entertainment/Sport	32	\$302	1.94	\$585.88
Federal Government	1,191	\$323	1.48	\$478.04
Hospital/Healthcare	300	\$254	0.41	\$104.14
Hospitality/Tourism	9	\$210	2.78	\$583.80
Insurance	168	\$299	0.53	\$158.47
IT	92	\$441	1.29	\$568.89
Legal Services	36	\$395	0.00	\$0.00
Local Government	155	\$244	-0.04	-\$9.76
Manufacturing/Wholesale/FMCG	123	\$335	0.03	\$10.05
Media	61	\$305	-1.03	-\$314.15
Mining/Resources	288	\$454	1.08	\$490.32
NGO/Charitable Organisation	168	\$220	0.45	\$99.00
Pharmaceuticals	65	\$374	2.34	\$875.16
Professional Services	167	\$342	0.55	\$188.10
Real Estate – insufficient data				
Retail	19	\$303	2.47	\$748.41
State Government	915	\$301	0.70	\$210.70
Telecommunications	331	\$340	0.10	\$34.00
Transport/Logistics	294	\$350	1.55	\$542.50
Utilities	198	\$318	-0.34	-\$108.12

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	2,982	0.309	\$80,250	\$9,907.97
Agriculture/Fishing/Environment	4	0.327	\$68,500	\$8,957.69
Associations	34	0.085	\$68,250	\$2,322.18
Banking/Finance	385	0.314	\$84,000	\$10,544.98
Construction/Engineering	46	0.267	\$95,250	\$10,178.44
Education	455	0.341	\$73,750	\$10,065.70
Entertainment/Sport	13	0.222	\$75,500	\$6,711.24
Federal Government	498	0.310	\$80,750	\$10,015.88
Hospital/Healthcare	159	0.254	\$63,500	\$6,454.70
Hospitality/Tourism	5	0.241	\$52,500	\$5,068.97
Insurance	69	0.306	\$74,750	\$9,141.83
IT	39	0.416	\$110,250	\$18,334.79
Legal Services	15	0.287	\$98,750	\$11,341.95
Local Government	65	0.292	\$61,000	\$7,122.03
Manufacturing/Wholesale/FMCG	58	0.339	\$83,750	\$11,368.06
Media	30	0.039	\$76,250	\$1,176.14
Mining/Resources	109	0.308	\$113,500	\$13,980.64
NGO/Charitable Organisation	78	0.185	\$55,000	\$4,072.49
Pharmaceuticals	27	0.263	\$93,500	\$9,817.73
Professional Services	60	0.441	\$85,500	\$15,096.88
Real Estate	6	0.194	\$96,000	\$7,440.23
Retail	4	0.424	\$75,750	\$12,854.55
State Government	445	0.297	\$75,250	\$8,939.60
Telecommunications	142	0.348	\$85,000	\$11,829.03
Transport/Logistics	133	0.376	\$87,500	\$13,155.44
Utilities	103	0.445	\$79,500	\$14,148.05

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.