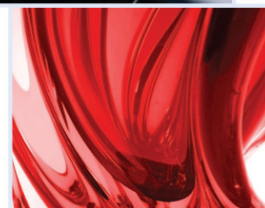


Davidson Trahaire Corpsych

EAP RETURN ON INVESTMENT SUMMARY – 2016

Author:

Michele Grow and Jeffrey 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, 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 only Australian EAP provider to regularly measure, quantify and publish 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 2015 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 4,096 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 11.87%.

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	37.31	68.47	31.16*	83.52%
Physical Health	57.69	71.93	14.24*	24.68%
Work-Life Management	47.09	67.58	20.49*	43.51%

n=4096 / * 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	59.49	74.21	14.72*	24.74%
Morale and Motivation	45.65	67.98	22.33*	48.92%
Work Relationships	55.77	71.48	15.71*	28.17%

n=4096 / * 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	2.78	2.45	0.33*	11.87%

n=4094 / * 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 83.52% and Morale/Motivation with the second-highest improvement at 48.92%.
- ▶ Clients had an average of 0.33 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 11.87%. When absenteeism of male clients was compared to that of female clients, it was found that female clients reported a 16.80% decrease in absenteeism, while male clients reported only a 2.86% decrease.
- ▶ Female clients showed slightly higher levels of improvement than male clients in their levels of Emotional Wellbeing, Physical Health, Work-Life Management and Work Relationships. Improvements in the other areas of wellbeing 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 were found to be equivalent for those clients who self-referred and those who were referred by their workplace. Clients referred by their workplace showed a statistically significant decrease in absenteeism while the decrease for clients who self-referred was not significant.
- ▶ While improvements in all measures of wellbeing were observed across age groups, clients aged 21 years and over showed higher levels of improvement than those aged 20 years and under. Decreases in absenteeism were found for each age group, with the exception of those clients aged 50 years and above.
- ▶ 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 \$10,678.23 per client.
- ▶ Across all customer organisations, the ROI due to savings in salary costs resulting from a reduction in absenteeism was calculated to be \$110.43 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
\$334.64	0.33	\$110.43

n=4094

Estimated Daily Salary Cost per Client is the weighted average salary of EAP clients (\$83,658.94) 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 **\$10,678.23** 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 \$10,678.23. 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 \$256,955.75 per year ((500 x 0.05 x \$10,678.23) - \$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 = 0.3191

SD_y = 0.40 x \$83,658.94 = \$33,463.58

ΔU = 0.3191 x \$33,463.58 = **\$10,678.23**

The estimated benefit of \$10,678.23 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	179	\$2,685,000
Between \$30,000 and \$50,000	\$40,000	617	\$24,680,000
Between \$50,000 and \$75,000	\$62,500	1501	\$93,812,500
Between \$75,000 and \$100,000	\$87,500	1448	\$126,700,00
Between \$100,00 and \$150,000	\$125,000	1028	\$128,500,00
More than \$150,000	\$175,000*	251	\$43,925,000
Total		5024	\$420,302,50
Estimated Weighted Average Salary			\$83,658.94

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	83.52%*	24.68%*	43.51%*
Personal: Family or relationship	87.55%*	21.18%*	36.85%*
Personal: Legal, Financial, Medical, Addiction	72.35%*	29.11%*	35.45%*
Personal: Psychological	77.73%*	24.33%*	42.19%*
Work: Accident/injury	89.56%*	33.00%*	73.33%*
Work: Shift work	23.91%	-9.23%	12.73%
Work: Work trauma	72.62%*	23.58%*	47.85%*
Work: Issue with co-worker	73.16%*	23.99%*	44.72%*
Work: Discrimination, Harassment, Bullying	104.59%*	33.21%*	62.80%*
Work: Issue with member of public	66.67%	28.81%	19.79%
Work: Issue with staff	102.08%*	32.74%*	69.93%*
Work: Issue with manager/supervisor	90.05%*	26.20%*	51.17%*
Work: Career Planning	41.25%*	3.16%	15.72%**
Work: Organisational change	87.54%*	25.56%*	41.67%*
Work: Redundancy	71.80%*	21.19%*	48.10%*
Work: Work-Life balance	87.47%*	29.31%*	105.37%*
Work: Workload	86.82%*	32.31%*	76.83%*
Work: Role change	84.08%*	31.63%*	69.69%*
Work: Work satisfaction	68.44%*	19.09%*	36.47%*

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	24.74%*	48.92%*	28.17%*
Personal: Family or relationship	22.20%*	34.37%*	19.53%*
Personal: Legal, Financial, Medical, Addiction	21.76%*	41.39%*	22.50%*
Personal: Psychological	27.99%*	48.92%*	29.10%*
Work: Accident/injury	49.60%*	61.63%*	40.31%*
Work: Shift work	24.00%	34.78%	24.00%
Work: Work trauma	36.60%*	67.92%*	35.80%*
Work: Issue with co-worker	20.86%*	61.96%*	46.22%*
Work: Discrimination, Harassment, Bullying	21.65%*	82.48%*	46.33%*
Work: Issue with member of public	10.98%	63.86%*	6.10%
Work: Issue with staff	22.04%*	69.06%*	56.90%*
Work: Issue with manager/supervisor	19.40%*	76.78%*	52.24%*
Work: Career Planning	11.68%	32.74%*	0.87%
Work: Organisational change	27.31%*	66.10%*	33.55%*
Work: Redundancy	23.72%*	63.11%*	36.09%*
Work: Work-Life balance	17.46%*	65.14%*	31.17%*
Work: Workload	17.58%*	58.37%*	26.06%*
Work: Role change	36.29%*	90.59%*	51.24%*
Work: Work satisfaction	32.65%*	80.44%*	44.00%*

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

Difference in Days Absent from Work by Presenting Issue (Percentage Improvement)

Presenting Issue	Pre EAP	Post EAP	Mean Difference	Percentage Improvement
All issues	2.78	2.45	0.33	11.87%*
Personal: Family or relationship	3.34	2.41	0.58	17.36%*
Personal: Legal, Financial, Medical, Addiction	5.12	3.20	1.92	37.5%**
Personal: Psychological	3.43	2.06	1.37	39.94*
Work: Accident/injury	9.60	7.06	2.53	26.35%
Work: Shift work	0.75	3.00	-2.25	-300.00%
Work: Work trauma	2.09	2.75	-0.66	-31.58%
Work: Issue with co-worker	1.92	2.47	-0.54	-28.12%
Work: Discrimination, Harassment, Bullying	4.26	5.41	-1.15	-26.99%
Work: Issue with member of public	2.44	2.37	0.07	2.87%
Work: Issue with staff	1.53	1.26	0.26	16.99%
Work: Issue with manager/supervisor	2.02	4.37	-2.34	-115.84%*
Work: Career Planning	2.19	3.40	-1.21	-55.25%
Work: Organisational change	2.37	3.84	-1.47	-62.02%
Work: Redundancy	3.77	7.30	-3.53	-93.63%**
Work: Work-Life balance	0.97	1.89	-0.92	-94.84%
Work: Workload	2.77	4.49	-1.72	-62.09%
Work: Role change	3.14	1.59	1.55	49.36%*
Work: Work satisfaction	1.43	2.61	-1.18	-82.52%

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	83.52%*	24.68%*	43.51%*
20 years and below	46.27%*	11.58%**	32.43%*
21-29 years	75.49%*	22.20%*	40.45%*
30-39 years	82.50%*	22.78%*	42.98%*
40-49 years	87.09%*	24.80%*	41.81%*
50-59 years	83.49%*	25.50%*	45.58%*
60 years and above	70.02%*	22.18%*	41.97%*

Note: n=3733 (20 and below: 51 / 21-29: 377 / 30-39: 690 / 40-49: 1220 / 50-59: 1129 / 60 and above: 266)

* Result is statistically significant (p<.01), ** Result is statistically significant (p<.05)

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	24.74%*	48.92%*	28.17%*
20 years and below	13.15%*	28.59%*	16.41%**
21-29 years	26.41%*	51.49%*	22.19%*
30-39 years	27.35%*	50.13%*	27.77%*
40-49 years	24.69%*	49.14%*	30.32%*
50-59 years	22.32%*	46.83%*	28.02%*
60 years and above	22.07%*	45.28%*	27.47%*

Notes: n=3733 (20 and below: 51 / 21-29: 377 / 30-39: 690 / 40-49: 1220 / 50-59: 1129 / 60 and above: 266)

* Result is statistically significant (p<.01), ** Result is statistically significant (p<.05)

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
11.87%*	32.76%	41.71%*	32.85%*	24.81%*	-9.85%	-28.41%

Notes: * 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	83.52%*	24.68%*	43.51%*
Male	75.48%*	17.83%*	36.09%*
Female	85.97%*	27.81%*	46.69%*

Note: n=4073 (Male 1366 / Female 2707)
* 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	24.74%*	48.92%*	28.17%*
Male	22.72%*	46.40%*	23.39%*
Female	25.07%*	49.16%*	30.21%*

Note: n=4073 (Male 1366 / Female 2707)
* Result is statistically significant (p<.01)

A statistically significant reduction in days absent from work was found among females (16.80%), but not among males.

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

All Clients	Male	Female
11.87%*	2.86%	16.80%*

Note: n=4073 (Male 1366 / Female 2707)
* 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	83.52%*	24.68%*	43.51%*
Self-Referred	81.77%*	22.46%*	41.00%*
Referred by Workplace	83.43%*	27.68%*	46.48%*

Note: n=3816 (Self-Referred 2592 / Referred by Workplace 1224)
* 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	24.74%*	48.92%*	28.17%*
Self-Referred	22.86%*	46.13%*	26.26%*
Referred by Workplace	27.95%*	54.37%*	30.82%*

Note: n=3816 (Self-Referred 2592 / Referred by Workplace 1224)
* Result is statistically significant ($p < .01$)

When examining the number of days absent due to presenting issues, both groups of clients showed a decrease in absenteeism. However, while a statistically significant decrease was found for all clients, this was not found to be the case when separated into referral types.

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

All Clients	Self-Referred	Referred by Workplace
11.87%*	9.56%	14.14%*

Note: n=3816 (Self-Referred 2592 / Referred by Workplace 1224)
* 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	4096	83.52%*	24.68%*	43.51%*
Agriculture/Fishing/Environment	9	55.17%*	26.50%*	21.36%
Associations	36	103.43%*	22.48%*	25.62%*
Banking/Finance	587	86.71%*	25.50%*	43.82%*
Construction/Engineering	95	95.42%*	23.31%*	39.30%*
Education	569	87.19%*	29.71%*	52.26%*
Entertainment/Sport	24	103.98%*	35.13%*	40.87%*
Federal Government	565	76.49%*	18.46%*	35.20%*
Hospital/Healthcare	192	78.11%*	26.31%*	37.30%*
Hospitality/Tourism	7	55.17%*	-9.78%	29.51%
Insurance	133	95.51%*	26.33%*	42.44%*
IT	50	93.96%*	19.19%*	26.25%*
Legal Services	24	68.02%*	19.47%**	38.06%*
Local Government	109	85.48%*	19.94%*	30.41%*
Manufacturing/Wholesale/FMCG	84	90.05%*	28.80%*	41.79%*
Media	25	64.64%*	17.92%*	44.63%*
Mining/Resources	132	78.08%*	15.50%*	34.62%*
NGO/Charitable Organisation	93	78.31%*	28.48%*	49.43%*
Pharmaceuticals	39	67.12%*	21.25%*	36.13%*
Professional Services	79	81.22%*	26.18%*	51.03%*
Real Estate	9	83.12%*	33.57%**	34.31%**
Retail	17	43.69%*	6.96%	28.46%**
State Government	646	82.23%*	24.53%*	50.06%*
Telecommunications	211	71.78%*	20.55%*	41.71%*
Transport/Logistics	211	80.24%*	26.15%*	43.20%*
Utilities	143	82.85%*	27.42%*	47.39%*

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

* Result is statistically significant (p<.01); ** Result is statistically significant (p<.05)

Difference in Work Functioning by Industry

Industry	No. of Clients	Work Productivity Percentage Improvement	Morale / Motivation Percentage Improvement	Work Relationships Percentage Improvement
All industries	4096	24.74%*	48.92%*	28.17%*
Agriculture/Fishing/Environment	9	38.10%*	74.29%*	24.00%**
Associations	36	18.58%**	44.70%*	19.93%**
Banking/Finance	587	25.30%*	47.68%*	27.95%*
Construction/Engineering	95	19.28%*	42.56%*	25.91%*
Education	569	24.88%*	58.14%*	32.85%*
Entertainment/Sport	24	19.74%*	53.97%*	23.02%*
Federal Government	565	22.11%*	45.59%*	26.02%*
Hospital/Healthcare	192	21.37%*	39.20%*	27.00%*
Hospitality/Tourism	7	34.21%**	59.32%	77.78%
Insurance	133	25.94%*	47.47%*	27.81%*
IT	50	34.64%*	56.14%*	11.82%
Legal Services	24	20.00%**	40.80%*	29.62%*
Local Government	109	25.05%*	44.83%*	27.73%*
Manufacturing/Wholesale/FMCG	84	20.38%*	50.24%*	30.58%*
Media	25	14.95%	39.83%*	19.66%*
Mining/Resources	132	21.00%*	33.33%*	19.52%*
NGO/Charitable Organisation	93	24.52%*	42.12%*	27.00%*
Pharmaceuticals	39	22.95%*	33.01%*	30.98%*
Professional Services	79	24.82%*	73.34%*	35.61%*
Real Estate	9	27.35%*	24.77%	34.29%
Retail	17	18.43%**	48.00%*	42.00%*
State Government	646	27.01%*	50.71%*	28.11%*
Telecommunications	211	27.61%*	54.82%*	28.60%*
Transport/Logistics	211	23.05%*	44.53%*	26.62%*
Utilities	143	24.29%*	45.81%*	28.66%*

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

* Result is statistically significant (p<.01); ** Result is statistically significant (p<.05)

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	4094	\$33464	0.33	\$110.43
Agriculture/Fishing/Environment	29	\$345.17	1.78	\$614.40
Associations	77	\$290.26	-0.42	-\$121.91
Banking/Finance	1613	\$359.18	0.37	\$132.90
Construction/Engineering	263	\$388.63	0.73	\$283.70
Education	1688	\$321.75	-0.88	-\$283.14
Entertainment/Sport	47	\$290.43	0.58	\$168.45
Federal Government	1654	\$339.22	0.51	\$173.00
Hospital/Healthcare	581	\$252.08	-0.38	-\$95.79
Hospitality/Tourism	31	\$222.90	1.00	\$222.90
Insurance	306	\$305.52	0.08	\$24.44
IT	136	\$455.66	0.60	\$273.40
Legal Services	55	\$397.82	-0.92	-\$365.99
Local Government	280	\$303.09	1.31	\$397.05
Manufacturing/Wholesale/FMCG	210	\$352.76	0.24	\$84.66
Media	61	\$336.39	1.64	\$551.68
Mining/Resources	326	\$466.81	0.22	\$102.70
NGO/Charitable Organisation	280	\$219.32	0.71	\$155.72
Pharmaceuticals	113	\$370.80	0.97	\$359.68
Professional Services	221	\$321.22	0.35	\$112.43
Real Estate	20	\$361.50	1.44	\$520.56
Retail	40	\$277.50	0.88	\$244.20
State Government	1875	\$322.05	0.29	\$93.39
Telecommunications	654	\$364.80	1.04	\$379.39
Transport/Logistics	664	\$346.61	1.37	\$474.86
Utilities	429	\$345.22	1.54	\$531.64

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	1784	0.319	\$83,659	\$10,674
Agriculture/Fishing/Environment	9	0.381	\$86,293	\$13,151
Associations	11	0.096	\$72,564	\$2,786
Banking/Finance	268	0.382	\$89,794	\$13,720
Construction/Engineering	44	0.291	\$97,158	\$11,309
Education	304	0.288	\$80,437	\$9,266
Entertainment/Sport	11	0.109	\$72,606	\$3,165
Federal Government	212	0.291	\$84,805	\$9,871
Hospital/Healthcare	84	0.282	\$63,020	\$7,109
Hospitality/Tourism	6	0.786	\$55,726	\$17,520
Insurance	49	0.301	\$76,381	\$9,196
IT	17	0.623	\$113,915	\$28,388
Legal Services	9	0.045	\$99,454	\$1,790
Local Government	42	0.437	\$75,821	\$13,254
Manufacturing/Wholesale/FMCG	38	0.240	\$88,190	\$8,466
Media	11	0.149	\$84,098	\$5,029
Mining/Resources	44	0.445	\$116,702	\$20,773
NGO/Charitable Organisation	41	0.366	\$54,830	\$8,027
Pharmaceuticals	15	0.410	\$92,699	\$15,203
Professional Services	36	0.331	\$80,305	\$10,632
Real Estate	4	0.429	\$90,375	\$15,508
Retail	8	0.195	\$69,375	\$5,411
State Government	281	0.342	\$80,513	\$11,014
Telecommunications	86	0.360	\$91,200	\$13,133
Transport/Logistics	105	0.299	\$86,653	\$10,364
Utilities	49	0.270	\$86,305	\$9,321

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.