

2022 Return on investment

Leadership Group	PER HEAD			TOTALS				
	Cost of hiring externally and retaining for relevant tracking period for group (B)	Cost of program, including cost of ready-now successor (based on promotability per segment) (C)	Saving vs hiring externally (Col B minus Col C)	Number of program participants who were promoted (E)	Total cost if program participants were hired externally (F) (Col B x Col E)	Total cost of program (G) (Col C x Col E)	Savings generated by program (H) (Col F minus Col G)	ROI per program (Col H divided by Col G)
FFW3: Top 300 Leaders	€ 153.420	€ 107.574	€ 45.846	8	€ 1.196.676	€ 839.075	€ 357.601	43%
FFW2: Change Leaders	€ 59.857	€ 38.167	€ 21.690	46	€ 2.782.164	€ 1.774.005	€ 1.008.159	57%
FFW1: Front-line Leaders	€ 18.708	€ 15.937	€ 2.770	86	€ 1.613.335	€ 1.374.415	€ 238.920	17%
TOTAL	€ 231.985	€ 161.678	€ 70.307	141	€ 5.592.175	€ 3.987.496	€ 1.604.680	40%