

## How to use this dashboard

This dashboard shows a monthly snapshot of EQC's progress across its operational spectrum as well as how we track in relation to the performance measures in our Statement of Performance Expectations (SoPE). Below is a summary of each section.

### Section 1 - Statement of Performance Expectations (SoPE) measures

This section shows progress across those SoPE measures that can be measured on a monthly basis. The results are cumulative year-to-date results which reflect the year-to-date progress bar to reach the year-end target. The SoPE is one of our public accountability documents which can be found here:

[https://www.eqc.govt.nz/sites/public\\_files/documents/publications/EQC\\_SoPE\\_2020\\_Web.pdf](https://www.eqc.govt.nz/sites/public_files/documents/publications/EQC_SoPE_2020_Web.pdf)

### Section 2 - Canterbury

This section tracks the progress of outstanding claims arising from the Canterbury sequence of earthquakes 2010-11 ('Canterbury'). It shows how many claims have been reopened (inflow), how many claims have been resolved during the month (resolved), and how many are outstanding at the time of reporting (on hand). We also profile our remaining on hand claims by age, and by reason for opening the claim. This section also provides visibility on our progress to resolve claims in dispute (claims subject to legal proceedings or other dispute resolution pathways).

#### Government on-sold support package

This section outlines our progress in the delivery of the Government on-sold support package, on behalf of the Government, to support owners of on-sold over-cap properties in Canterbury to access financial help to have their homes repaired.

### Section 3 - Other Natural Disaster Events (Excluding Canterbury/Kaikōura)

This section covers all claims that are not related to the specific Canterbury and Kaikōura events. Here, we track our claims management progress by how many we have received during the month (inflow), how many we have resolved in the month (resolved), and how many are on hand (outstanding). The data in this section is organised by the type of damage for which a claim may be lodged (namely earthquake, landslip, flood or storm damage). In this section we also profile our remaining on hand claims by damage type.

### Section 4 - Customer Focus

This section monitors the quality of our customer focus through customers' satisfaction with their interactions with EQC. There are three key strands which align to the customer focus metrics in the SoPE 2020-21:

- 'Service Quality' of their overall claims experience and, for Canterbury customers, reflection on their most recent experience;
- 'Timeliness and quality of Complaints Resolution'; and
- 'Enduring settlements'.

The data comes from the customer satisfaction survey that TNS Kantar undertakes on our behalf each month. This section also summarises the volume of customer contacts by phone, email and post.

**Note:** Due to timing of the survey, the customer satisfaction results are reported a month in arrears.

### Section 5 - Media

This section monitors the media impact of EQC's coverage in both traditional and social media. It keeps a year-to-date count of the number of media statements released by EQC, and also how many times EQC appeared in the media during the month (media articles). The section also provides a view on what's driving our media impact and the leading messages and themes shaped by these drivers in both media formats.

### Section 6 - Official Information Act (OIA) Requests

This section monitors the number of OIAs we've received, completed and have remaining on hand at the end of the month. Our OIAs are divided into two types: those in which our customers' request information and/or supportive information from us on their claim (Customer OIA), and OIA requests that relate directly to EQC and/or operational activities (Organisational OIAs). Our compliance rate for both request types is monitored and reported here.

### Section 7 - Privacy Breaches

This section provides a monthly update on EQC's compliance matters, in particular, severity and themes of privacy breaches.

### Section 8 - HR Operations

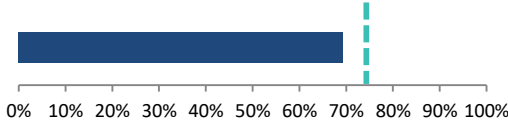


This section tracks EQC's average annual leave balance, sick leave usage and annualised turnover, compares them to the corresponding Public Service average and provides visibility on what's influencing our averages and annualised turnover rate. This section also provides a view on headcount movement overlaid by claim population movement and a broad profile of our workforce, which is updated on a quarterly basis.

\*A section on Kaikōura has been excluded as it includes private commercially sensitive insurer data.

## Section 1 - Statement of Performance Expectation measures - monthly monitoring

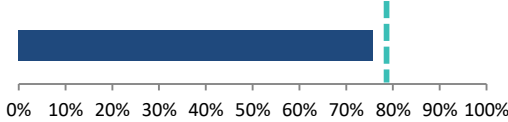


## Output Two - Event Response | Timeliness

## Output 2.1 - Settlement of Canterbury 2010-11 Earthquake Sequence Remedial Claims

Ref	Measure	Target	YTD Result	Progress - YTD	Status/Trend
2.1.1	Outstanding claims over six months old, on hand at 30 June 2020, are settled by 30 June 2021	75%	69%		 

**Commentary:**

As at 31 January 2021, we have closed 449 of the 648 claims that were outstanding (over 6 months old) at 30 June 2020 (69%). This puts us comfortably ahead of target to close 75% of these claims by 30 June 2021.



2.1.2	New claims opened or reopened between 1 January 2020 and 31 December 2020 are resolved within 6 months *	80%	76%		 
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**Commentary:**




So far this financial year, 76% of claims that were reopened in January-July 2020 have been settled within 6 months of their reopened date, a drift of our 80% target.

\* Including claims opened from 1 January 2020 to 31 December 2020 will give a financial year (1 July 2020 to 30 June 2021) result for "settled within six months"

**Key:**

-  Result not available for the month
-  On track for delivery

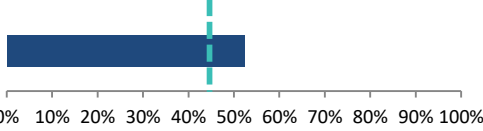

-  Potential risk of not achieving target
-  Target highly unlikely to be achieved

-  Performance trend increase
-  No change in performance trend
-  Performance trend decrease

## Section 1 - Statement of Performance Expectation measures - monthly monitoring (cont.)

## Output Two - Event Response | Customer Focus

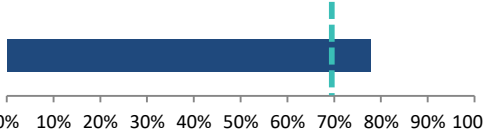

## Output 2.1 - Settlement of Canterbury 2010-11 Earthquake Sequence Remedial Claims

Ref	Measure	Target	YTD Result	Progress - YTD	Status/Trend
2.1.4	More than 45% of surveyed customers are satisfied with their overall claims experience	>45%	52%		

**Commentary:**

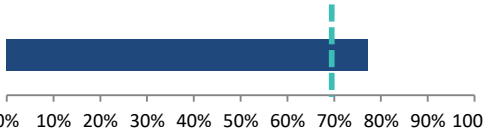

While we experienced a dip in performance this month, our YTD result against SOPE measure 2.1.4 remains above our target of >45%.

## Reflecting on their most recent experience:

2.1.5	More than 70% of surveyed customers agree or agree strongly that EQC (or its partner) were transparent and fair in all interactions	>70%	78%		
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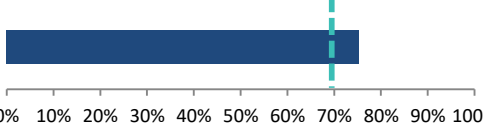

**Commentary:**

When reflecting on the most recent experiences of our Canterbury customers our YTD result against SOPE measure 2.1.5 continues to exceed its target of >70%.

2.1.6	More than 70% of surveyed customers agree or agree strongly that EQC (or its partner) was responsive to their individual needs and situation during their recent claim experience	>70%	77%		
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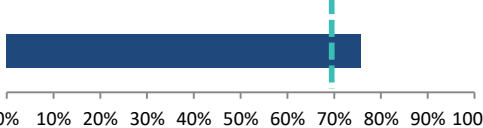

**Commentary:**

When reflecting on the most recent experiences of our Canterbury customers our YTD result against SOPE measure 2.1.6 continues to exceed its target of >70%.

2.1.7	More than 70% of surveyed customers indicate that all communications from EQC (or its partner) were clear, concise and confident, and that they were clear on next steps for their claim	>70%	75%		
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**Commentary:**



While we experienced a dip in performance this month, our YTD result against SOPE measure 2.1.7 continues to exceed its target of >70%.



2.1.8	More than 70% of surveyed customers agree or strongly agree that EQC (or its partner) acted as experts with the skills, knowledge and desire to help them	>70%	76%		
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**Commentary:**

While we experienced a dip in performance this month, our YTD result against SOPE measure 2.1.8 continues to exceed its target of >70%.

**Key:**

-  Result not available for the month
-  On track for delivery

-  Potential risk of not achieving target
-  Target highly unlikely to be achieved

-  Performance trend increase
-  No change in performance trend
-  Performance trend decrease

## Section 1 - Statement of Performance Expectation measures - monthly monitoring (cont.)

## Output Two - Event Response | Customer Focus (cont.)

## Output 2.1 - Settlement of Canterbury 2010-11 Earthquake Sequence Remedial Claims

Ref	Measure	Target	YTD Result	Progress - YTD	Status/Trend
2.1.9	<b>Timeliness of complaints resolution:</b>	>90%	97%		
	• 90% simple complaints completed in 30 working days				
	• 90% standard complaints completed in 60 working days				
	• 90% complex complaints completed in 120 working days				

**Commentary:**

So far this financial year, 97% of complaints relating to Canterbury claims have been resolved within targeted timeframes.

2.1.10	<b>Quality of complaints resolution:</b>	>75%	0%		
	75% customer satisfaction with complaints process				

**Commentary:**

Given the very low number of survey responses we are unable to provide a meaningful result for SOPE measure 2.1.10.

2.1.11	EQC settlements should be enduring.	<10%	16%		
	Less than 10% of claims settled are reopened within six months				

**Commentary:**

Of 2,777 in-scope claims closed in January-July 2020, 16% (433 claims) have been reopened within six months.

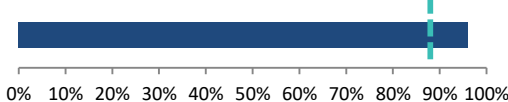
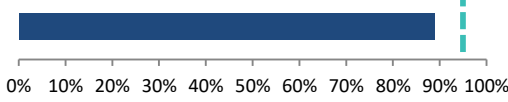
**Key:**

	Result not available for the month		Potential risk of not achieving target		Performance trend increase
	On track for delivery		Target highly unlikely to be achieved		No change in performance trend
					Performance trend decrease

## Section 1 - Statement of Performance Expectation measures - monthly monitoring (cont.)

## Output Two - Event Response | Timeliness

## Output 2.2 - Claims Relating to Natural Disaster Events (excluding Canterbury)

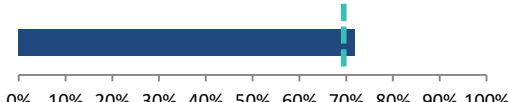



Ref	Measure	Target	YTD Result	Progress - YTD	Status/Trend
2.2.1	Claims lodged between 1 Jan 2020 and 31 December 2020 are resolved within 6 months	90%	96%		<span style="color: green;">●</span> ↓
2.2.2	Claims which have not been settled within six months of lodgement are settled within 90 working days of the assessment process being completed	95%	89%		<span style="color: orange;">●</span> ↑

## Commentary:

Of 2,618 in-scope claims lodged in January-July 2020, all but 104 (96%) were resolved within 6 months (measure 2.2.1). Sixteen of 18 in-scope claims not settled within six months of lodgement, have subsequently been settled within 90 working days of the assessment process being completed (89%).

## Output Two - Event Response | Customer Focus

## Output 2.2 - Claims Relating to Natural Disaster Events (excluding Canterbury)

2.2.3	More than 70% of surveyed customers are satisfied with their overall claims experience	>70%	72%		<span style="color: green;">●</span> ↓
2.2.4	More than 70% of surveyed customers agree or agree strongly that EQC (or its partner) were transparent, fair and reasonable in all interactions	>70%	72%		<span style="color: green;">●</span> ↓
2.2.5	More than 70% of surveyed customers agree or agree strongly that EQC (or its partner) was responsive to their individual needs and situation during their recent claim experience	>70%	70%		<span style="color: orange;">●</span> ↓
2.2.6	More than 70% of surveyed customers indicate that all communications from EQC (or its partner) were clear, concise and confident, and that they were clear on next steps for their claim	>70%	80%		<span style="color: green;">●</span> ↓
2.2.7	More than 70% of surveyed customers agree or strongly agree that EQC (or its partner) acted as experts with the skills, knowledge and desire to help them	>70%	79%		<span style="color: green;">●</span> ↓

## Commentary:

This month we experienced a decline in performance across SOPE measures 2.2.3-7. While the YTD result for all measures within this range remain above their respective targets, SOPE measure 2.2.5 is at risk of dropping below its target of 70%.

## Key:

<span style="color: grey;">●</span>	Result not available for the month	<span style="color: orange;">●</span>	Potential risk of not achieving target	↑	Performance trend increase
<span style="color: green;">●</span>	On track for delivery	<span style="color: red;">●</span>	Target highly unlikely to be achieved	↔	No change in performance trend
				↓	Performance trend decrease

## Section 1 - Statement of Performance Expectation measures - monthly monitoring (cont.)

## Output Two - Event Response | Customer Focus (cont.)

## Output 2.2 - Claims Relating to Natural Disaster Events (excluding Canterbury)

Ref	Measure	Target	YTD Result	Progress - YTD	Status/Trend
	<b>Timeliness of complaints resolution:</b>				
2.2.8	<ul style="list-style-type: none"> <li>90% simple complaints completed in 30 working days</li> <li>90% standard complaints completed in 60 working days</li> <li>90% complex complaints completed in 120 working days</li> </ul>	>90%	96%		
2.2.9	<b>Quality of complaints resolution:</b> 75% customer satisfaction with complaints process	>75%	0%		

**Commentary:**

So far this financial year, 96% of in-scope complaints relating to non-Canterbury claims have been resolved within targeted timeframes. Given the very low number of survey responses we are unable to provide a meaningful result for SOPE measure 2.2.9.

2.2.10	EQC settlements should be enduring. Less than 10% of claims settled are reopened within six months	<10%	5%		
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**Commentary:**

Of 1,538 in-scope claims settled in January-July 2020, 76 (5%) were reopened within six months, a small improvement from last month (6%).

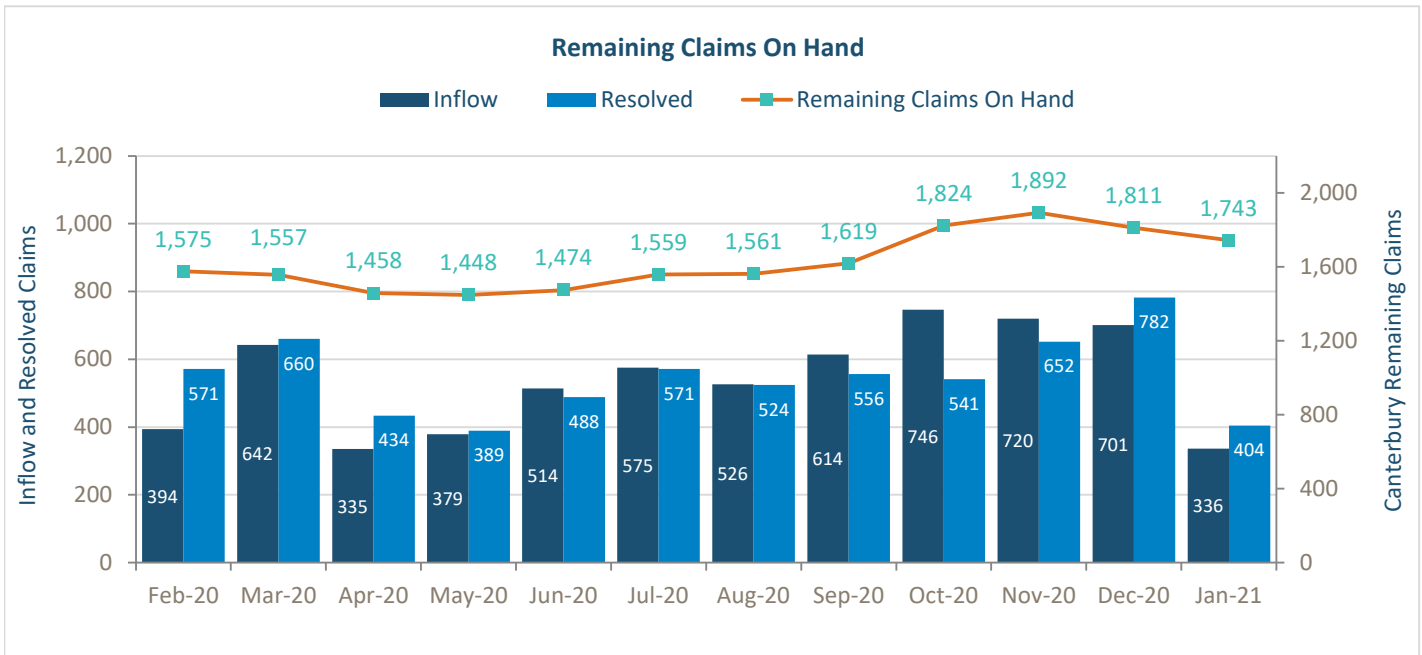
**Key:**

	Result not available for the month		Potential risk of not achieving target		Performance trend increase
	On track for delivery		Target highly unlikely to be achieved		No change in performance trend
					Performance trend decrease

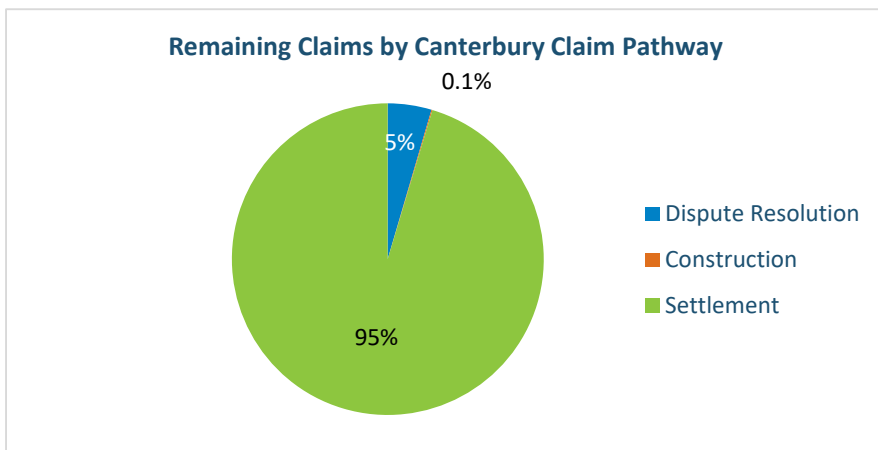
## Section 2 - Canterbury

We resolved 404 claims during January, offset by inflow of 336 claims. This left 1,743 open Canterbury claims on hand at month end, a reduction of 68 since the end of December. This month's presenting inflow, from both a complexity and reopen reason standpoint, remains relatively similar to previous months.

The resolution of aged claims remains a key focus for us. Our immediate goal is to reduce our population of claims aged >12 months to <200 before the 10<sup>th</sup> anniversary of the 22 February 2011 earthquake. We remain on track to achieve this with 182 (▼11) claims aged >12 months remaining at month's end.



The 404 claims resolved this month includes 8 claims open at 1 January, that are now subject to an application for Government support for repair of on-sold over cap properties ('on-sold claims', a total 1,986 of which are excluded). A further 13 SRES MOU claims were settled, along with 1 claim transferred out to Claims Assurance.

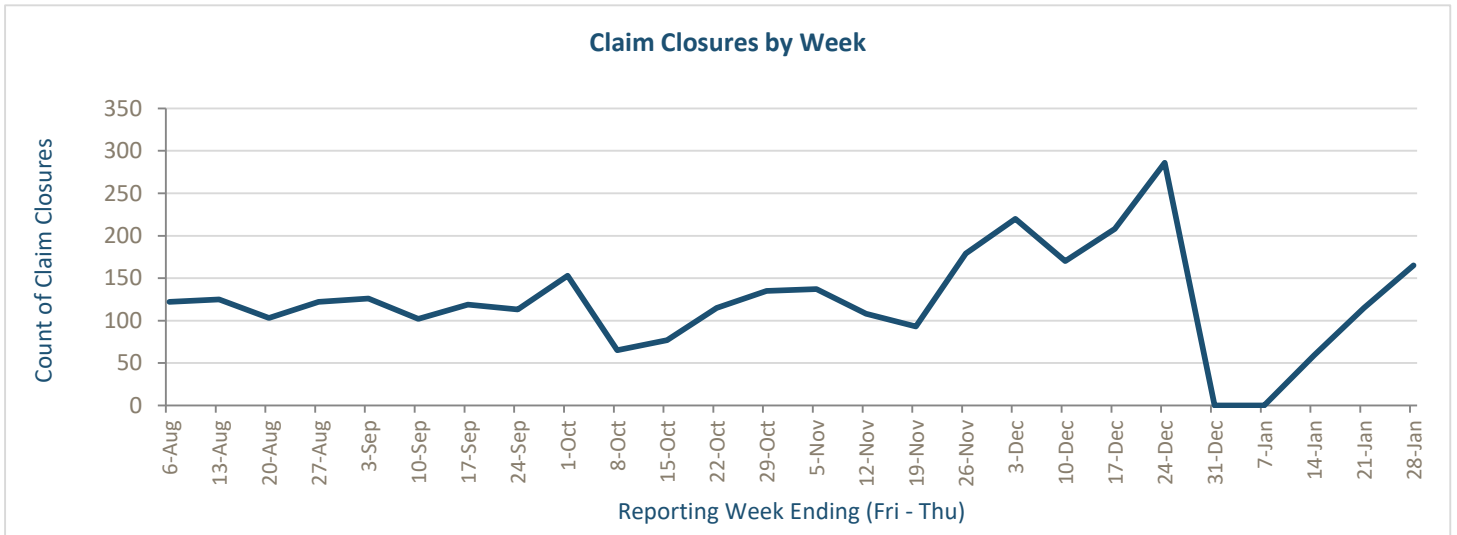


Of the 1,743 Canterbury claims remaining on hand, 95% are being managed by Settlement teams, 5% are in Dispute Resolution, and <1% are in physical repair.

*Inflow refers to CMS4 claims reopened first time in CMS8, previously closed CMS8 claims that have been reopened again, and claims transferred back in from external consideration.*

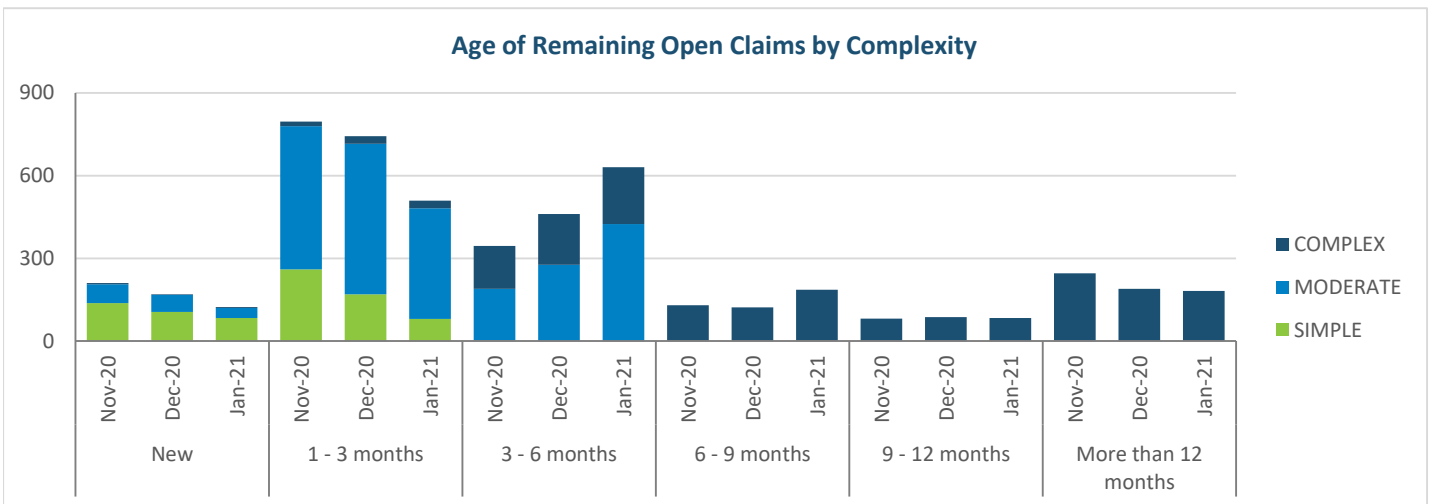
## Section 2 - Canterbury (cont.)

Claim Closures by Week



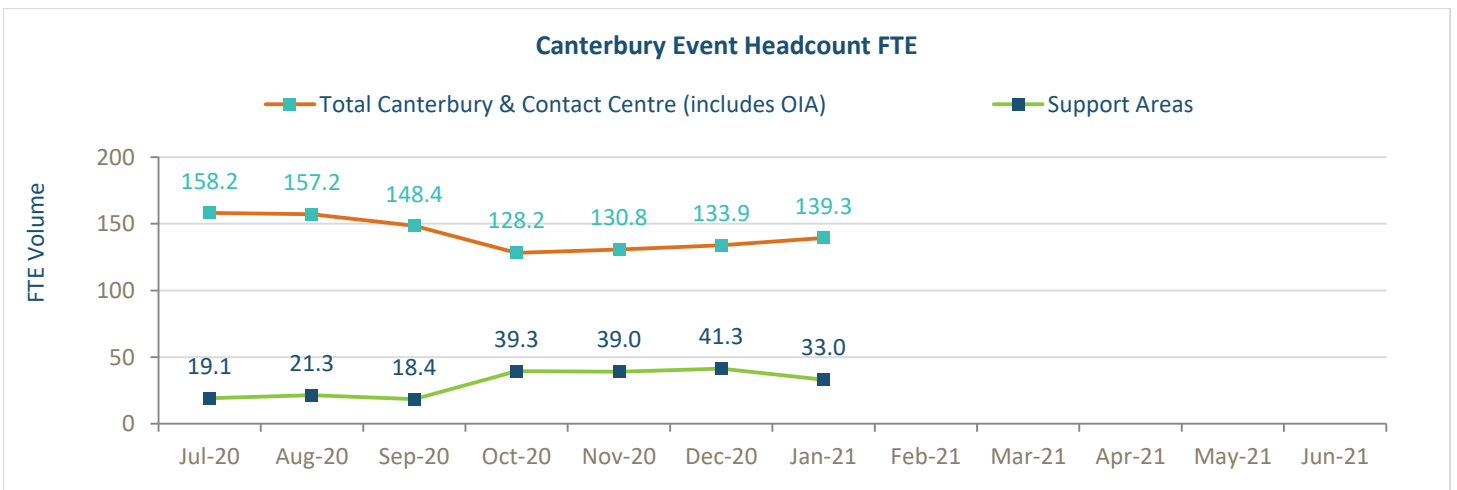
On average, we closed 135 claims per week during January. In the context of an abbreviated month, this is a 39% contraction on the weekly average in December (223). There were a total of 404 Canterbury claims closed in January.

Age of Remaining Open Claims by Complexity



Resolution of aged claims remains a key priority for our settlement teams. During the month there was a small reduction in claims aged > 12 months (189 down to 182). Claims aged 9-12 months also reduced (87 down to 83), while claims aged 3-6 months increased by 37% (461 up to 631).

Canterbury Event Headcount FTE

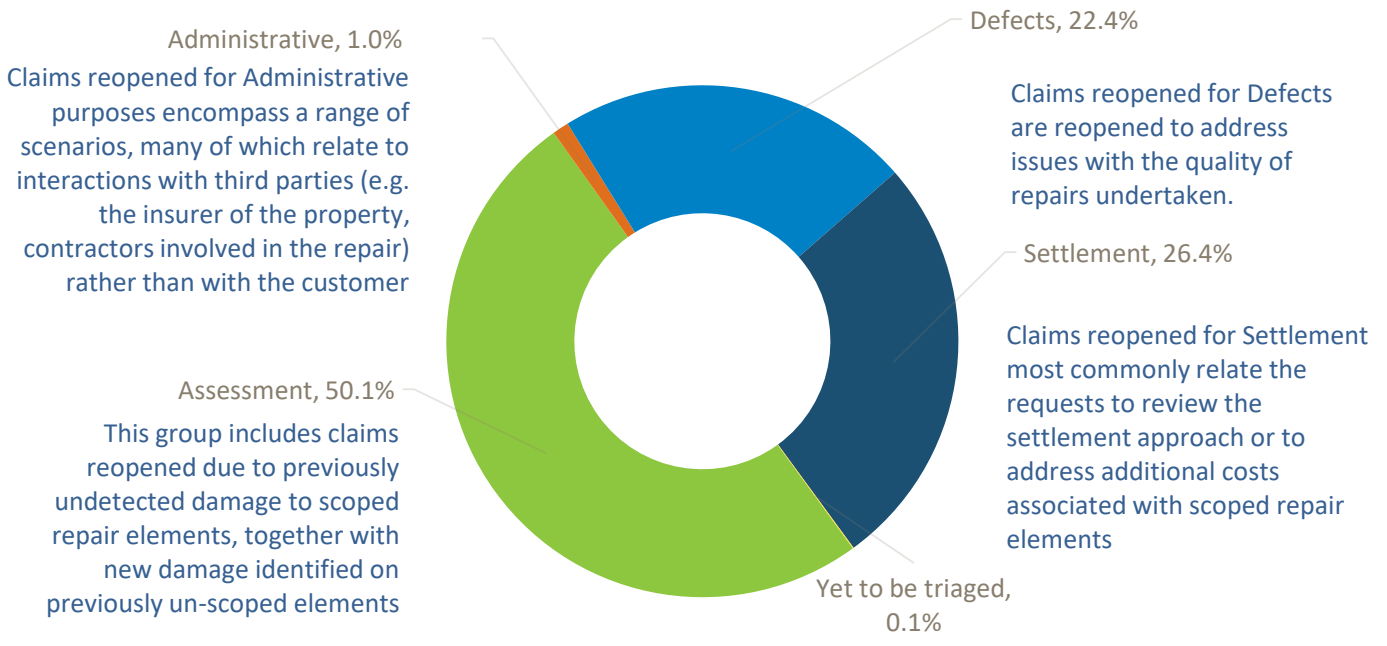


The Canterbury Event Headcount decreased this month to 172.3 compared with 175.2 in December.

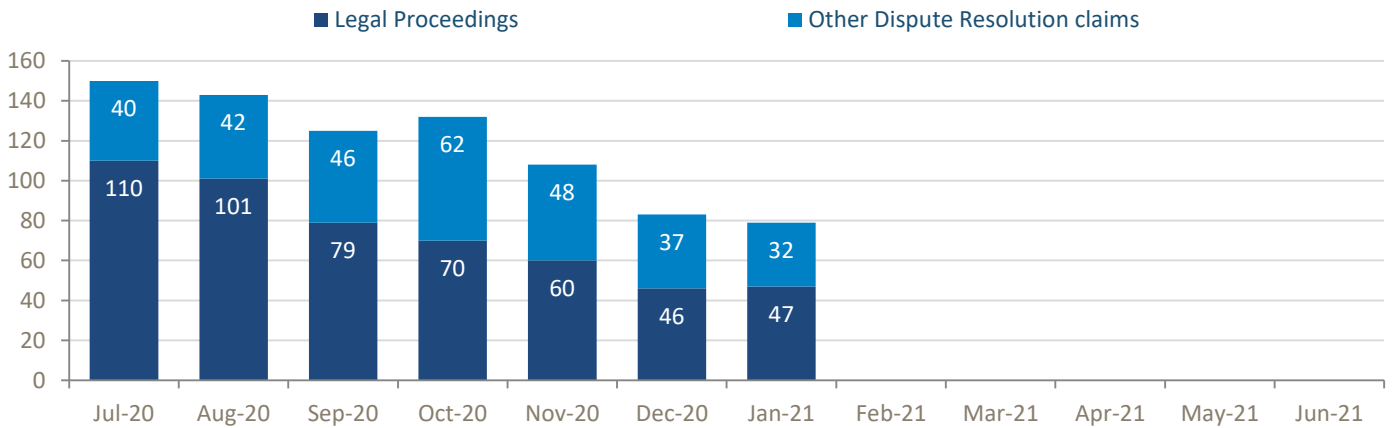


Section 2 - Canterbury (cont.)

Open Canterbury Claims by Triaged Tier 2 Profile

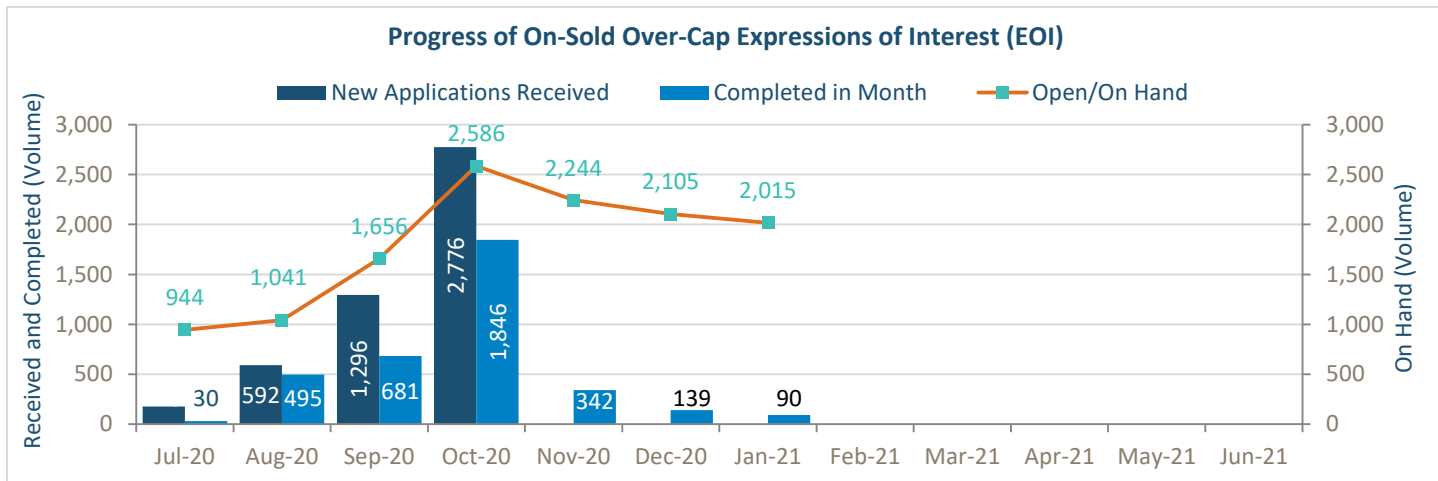


Claims in Dispute

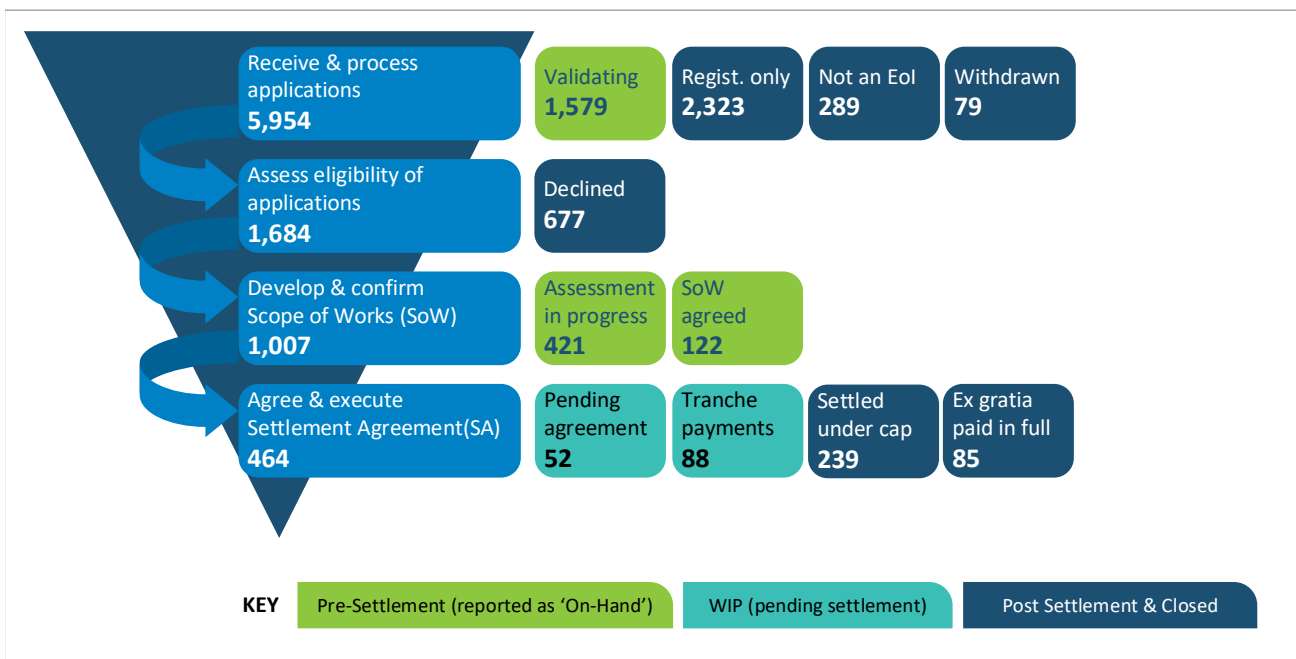


As at 31 January, 47 Canterbury claims remained subject to legal proceedings, up one from 46 at the end of December. Other claims with Dispute Resolution teams have reduced from 37 at the end of December, to 32 as at January month end.

Section 2 - Canterbury (cont.)



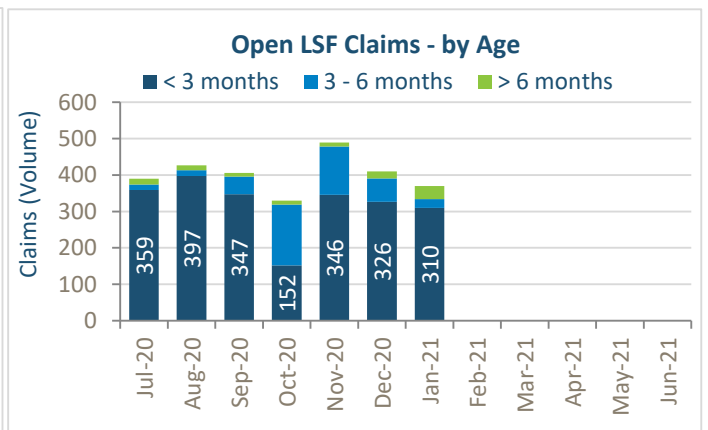
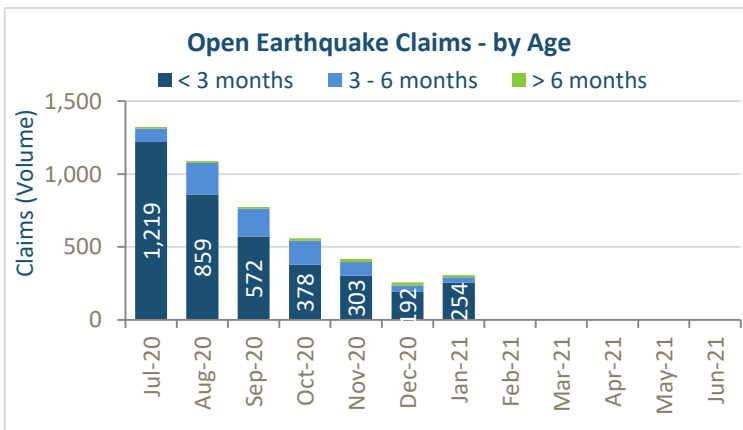
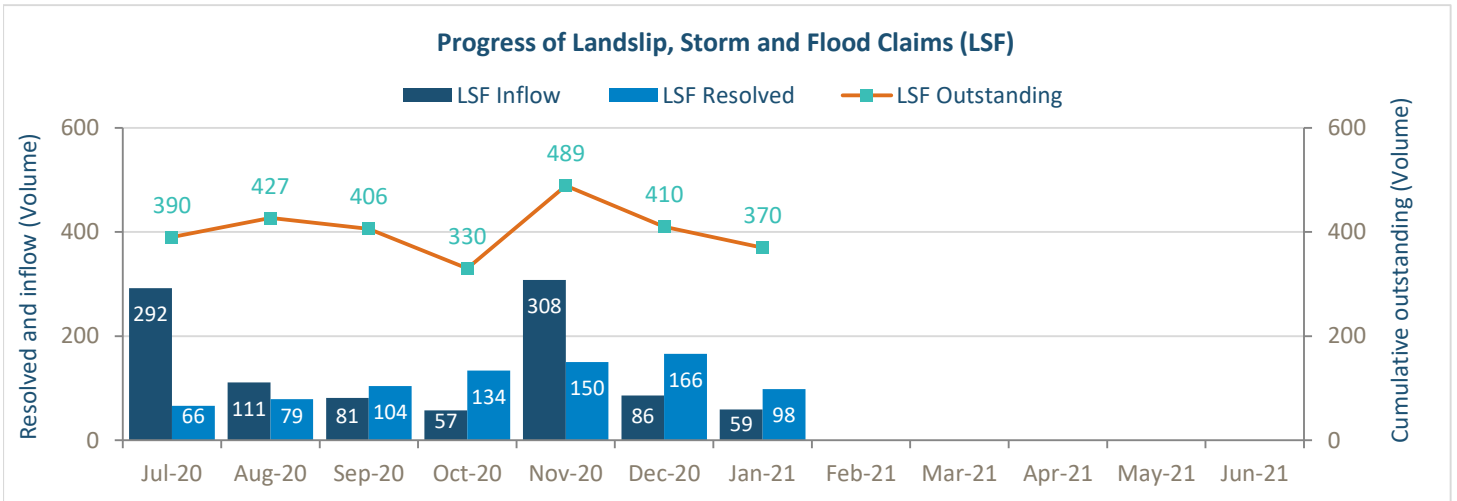
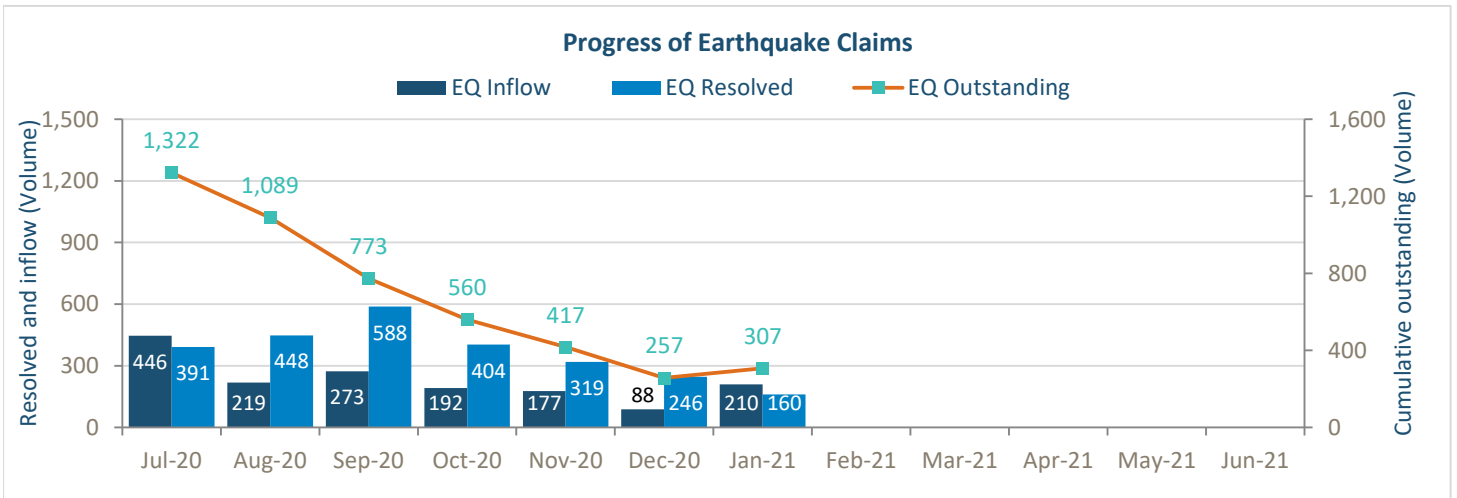
Applications (expressions of interest - EOIs) for government support to repair On-Sold Over-Cap properties closed in October resulting in nil inflow from Nov-20. We completed the settlement process for 90 applications in January leaving 2,015 open applications on hand at month's end. The following chart plots the flow of On-Sold EOIs through the value chain. To date we have completed 3,692 applications of which 324 have been paid in full, 88 are undergoing settlement, and the remainder have been closed without payment (inclusive of 2,323 'Registration Only' EOIs).



## Section 3 - Other Natural Disaster Events (Excluding Canterbury/Kaikōura)

This section provides details of claims that did not result from the Canterbury or Kaikōura earthquake events.

We recorded increased inflow of 269 new and reopened claims in January, up from 174 in December. These lodgements included 48 claims relating to damage to properties in the Bay of Plenty region caused by a M4.9 earthquake on 25 January. We also received 19 claims in the Wellington area resulting from a M4.2 earthquake on 2 January and 30 claims related to the M4.5 earthquake North-West of Upper Hutt on 31 December.



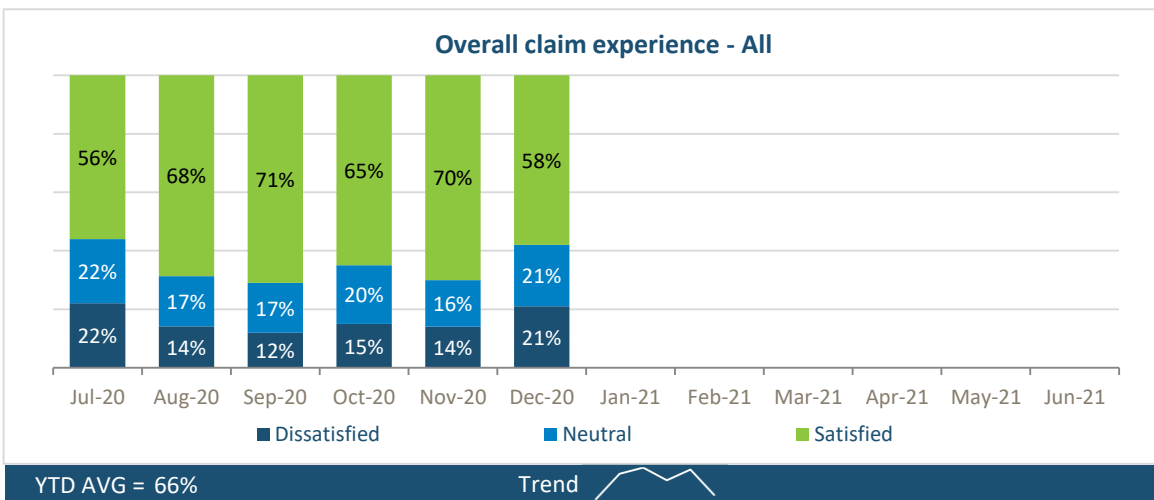
**Note:** Inflow refers to claims lodged as well as reopened.

## Section 4 - Customer Focus

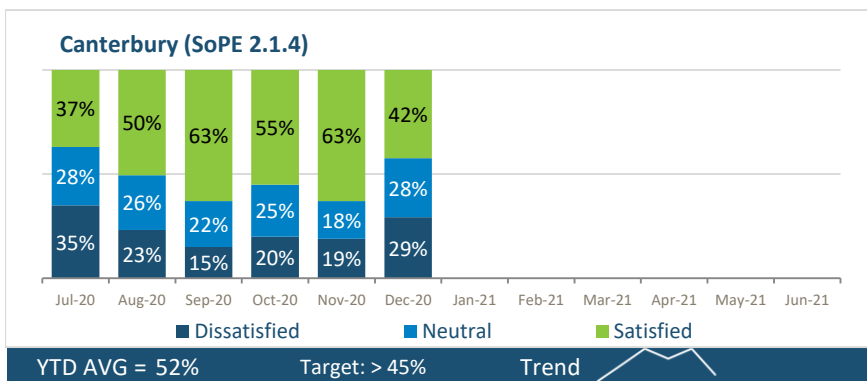
We recorded a decline in satisfaction overall, and across a number of our sub-processes that influence the overall satisfaction of our customers.

### Overall claim experience

'How satisfied were you with the overall quality of the service you received making the claim?'



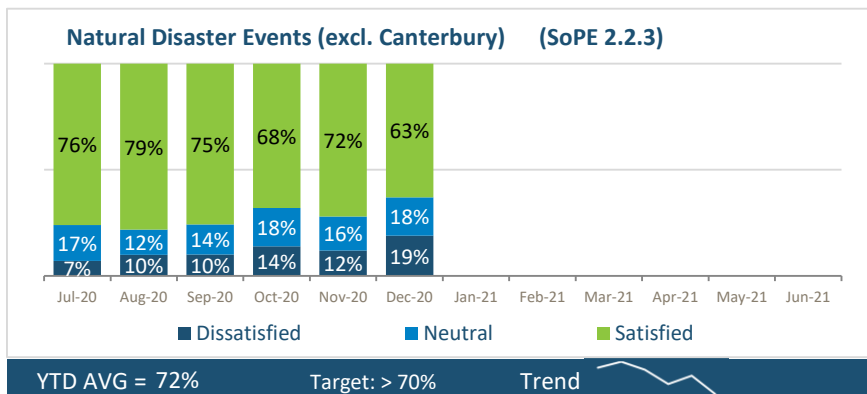
### Overall claim experience by event response



#### Our Canterbury customers

Overall experience (overall service quality) of our customers has declined on associated sub-measures, while 'recent experience' results remain stable. Satisfaction with ongoing communication and assessment in particular have dropped this month.

**NB:** Apart from SoPE measure 2.1.4, all other Canterbury customer focus measures focus on the customers' recent experiences i.e. last 6 months.

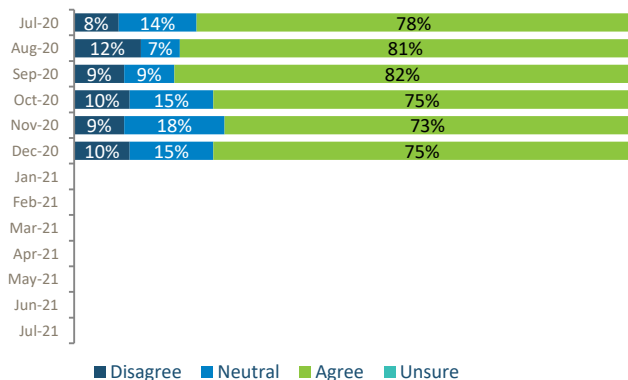


#### Our Natural Disaster Events (NDE) customers

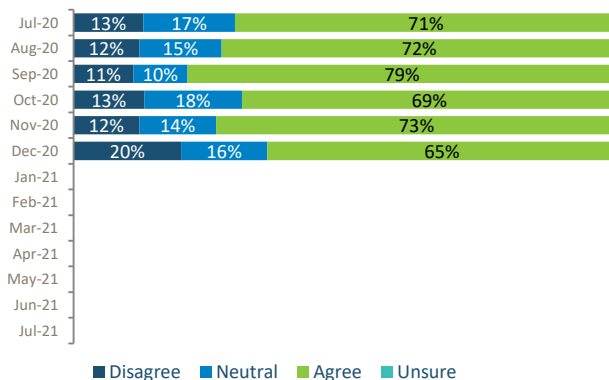
Customer satisfaction with ongoing communication and with lodgement has dropped. This reduced satisfaction may relate to the lengthening of the time taken to finalise these claims, in particular claims associated with the M5.7 Levin EQ of 25 May 2020.

### Transparent, fair and reasonable interactions

#### Canterbury - Recent Experiences (SoPE 2.1.5)



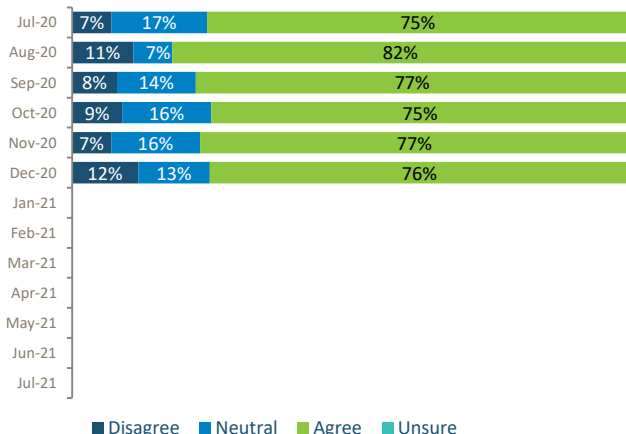
#### Natural Disaster Events (excl. Canterbury) (SoPE 2.2.4)



## Section 4 - Customer Focus (cont.)

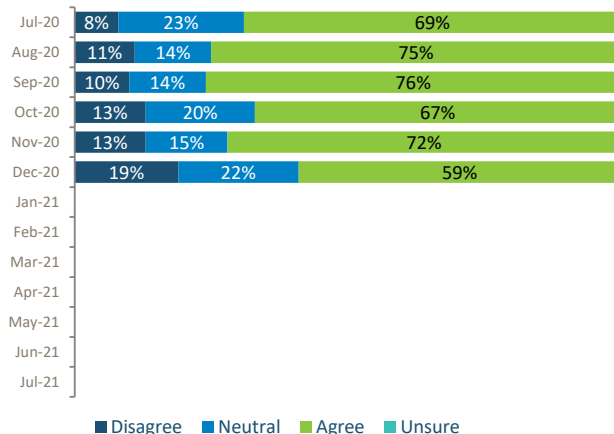
### Responsive to individual needs and situation

Canterbury - Recent Experiences (SoPE 2.1.6)



YTD AVG = 77% Target: > 70% Trend

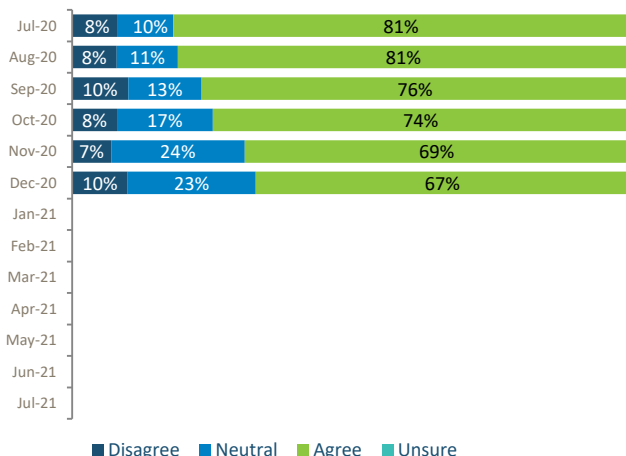
Natural Disaster Events (excl. Canterbury) (SoPE 2.2.5)



YTD AVG = 70% Target: > 70% Trend

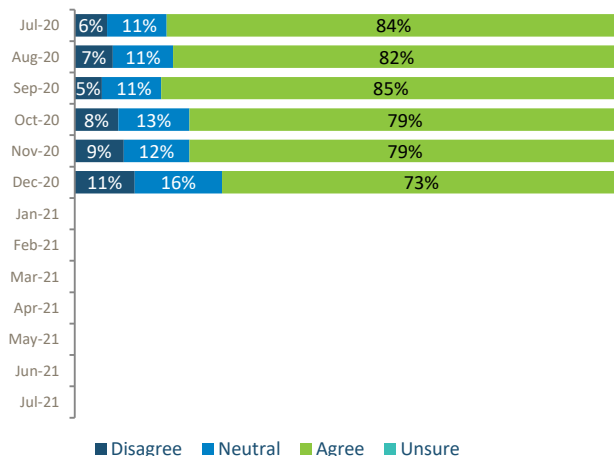
### Quality of communication and customer clarity on next steps

Canterbury - Recent Experiences (SoPE 2.1.7)



YTD AVG = 75% Target: > 70% Trend

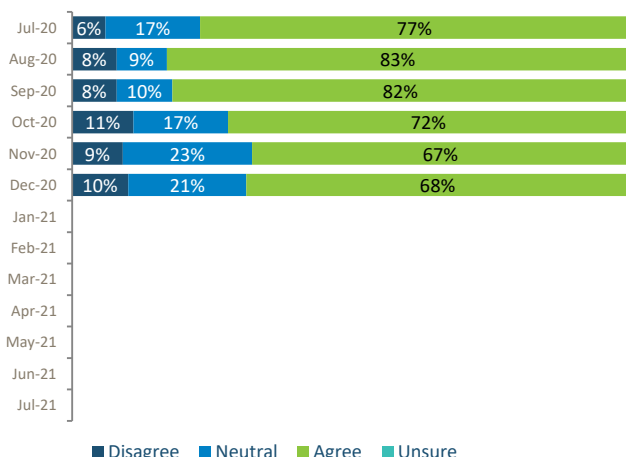
Natural Disaster Events (excl. Canterbury) (SoPE 2.2.6)



YTD AVG = 80% Target: > 70% Trend

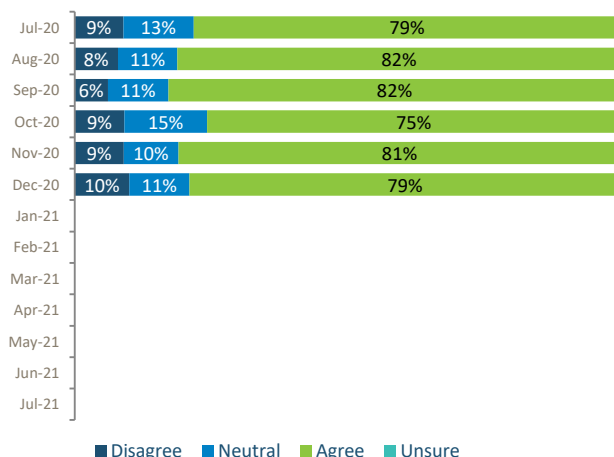
### Demonstrating expertise and a desire to help

Canterbury - Recent Experiences (SoPE 2.1.8)



YTD AVG = 76% Target: > 70% Trend

Natural Disaster Events (excl. Canterbury) (SoPE 2.2.7)

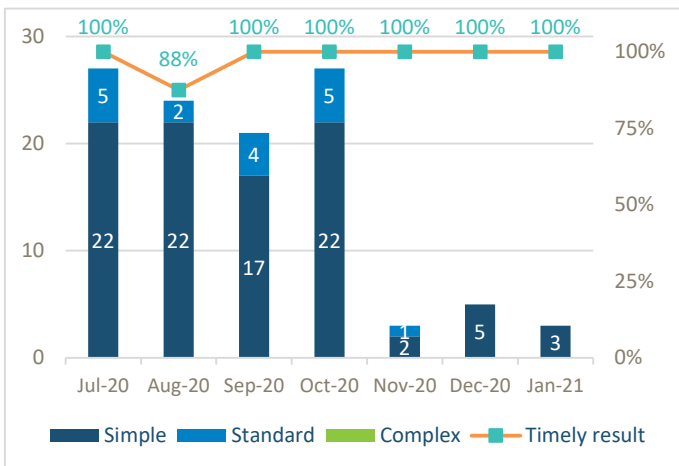


YTD AVG = 79% Target: > 70% Trend

## Section 4 - Customer Focus (cont.)

### Timeliness of complaint resolution

Canterbury (SOPE 2.1.9)

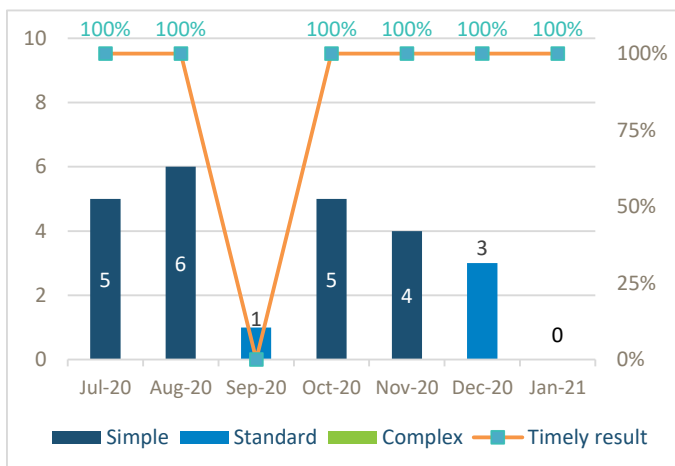


YTD AVG = 97%

Target: > 90%

Trend

Natural Disaster Events (Excl. Canterbury) (SOPE 2.2.8)



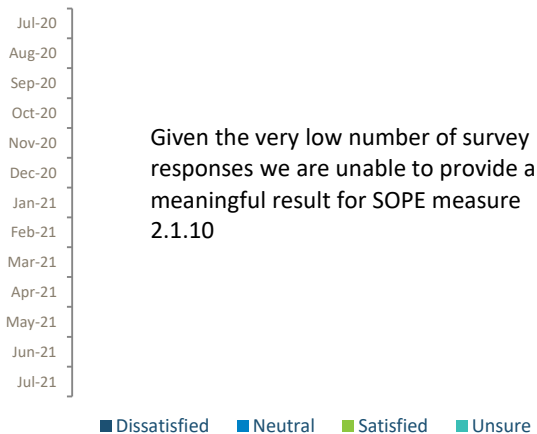
YTD AVG = 96%

Target: > 90%

Trend

### Quality of complaint resolution

Canterbury (SoPE 2.1.10)

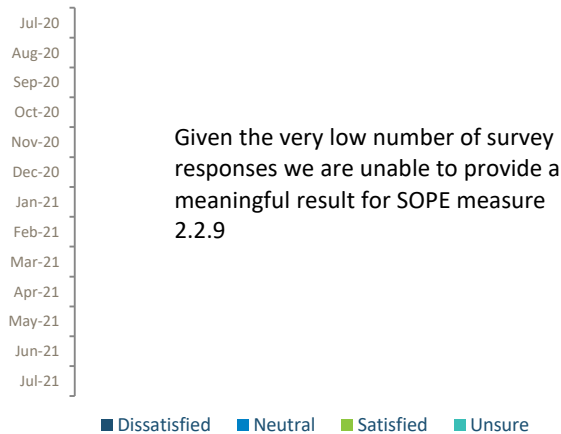


YTD AVG =

Target: > 75%

Trend

Natural Disaster Events (excl. Canterbury) (SoPE 2.2.9)

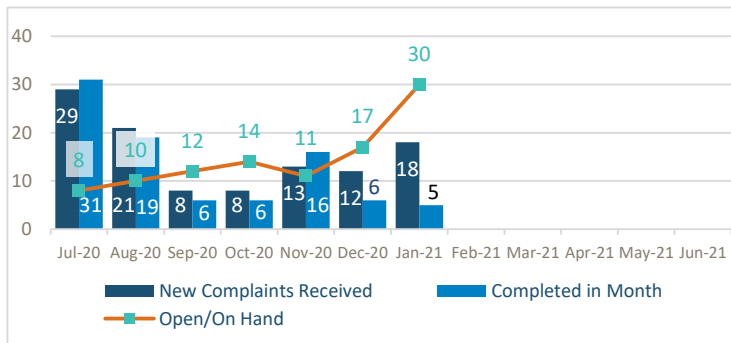


YTD AVG =

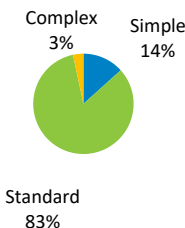
Target: > 75%

Trend

### Progression of customer complaints



Complexity of Open Complaints



We received inflow of 18 new complaints in January offset by resolution of 5 complaints. This left 30 open complaints on hand at month end up from 17 open at 31 December.

One of the 30 complaints open at month end was complex, four simple and the remainder were standard complexity.

### Total call, email and post volume

	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Trend
Outbound - Inbound Ratio	18:82	16:84	17:83	24:76	20:80	15:85	
Grade of Service	99%	97%	97%	99%	98%	98%	
Abandonment Rate	1%	3%	3%	1%	1%	1%	
Roll Over No Answer	45	162	138	24	39	16	
Total Calls	5,099	5,770	5,839	4,523	3,017	2,444	
Total Email and Post	2,542	4,955	7,236	6,117	5,703	4,296	

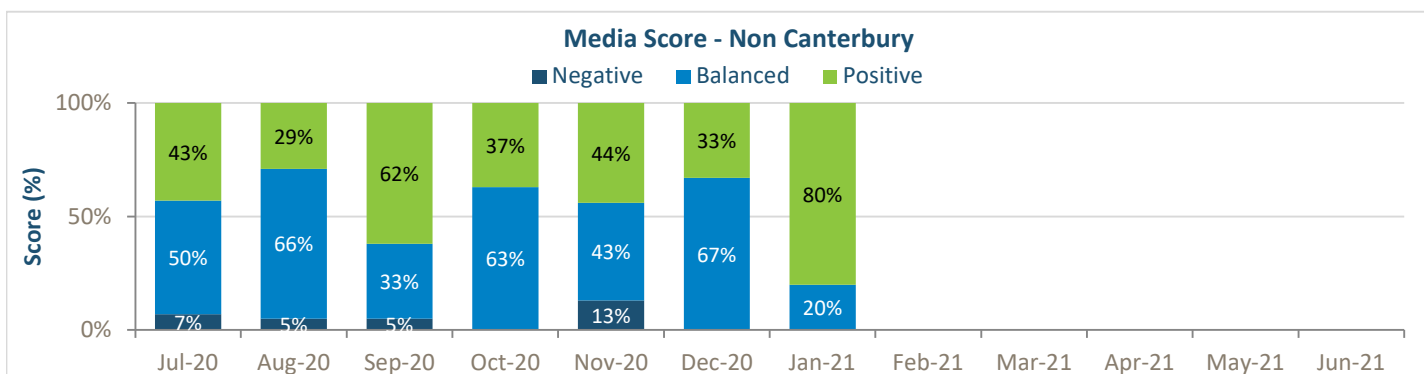
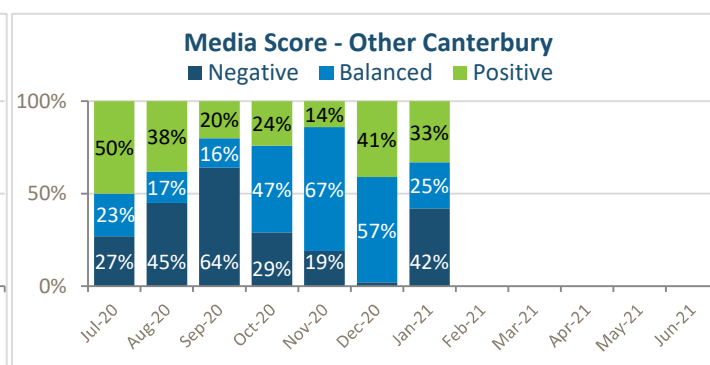
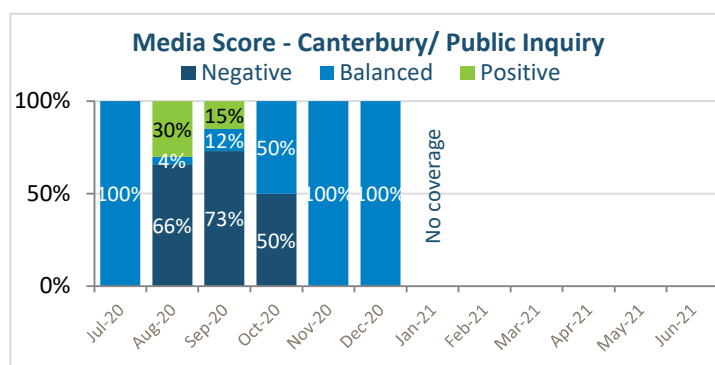
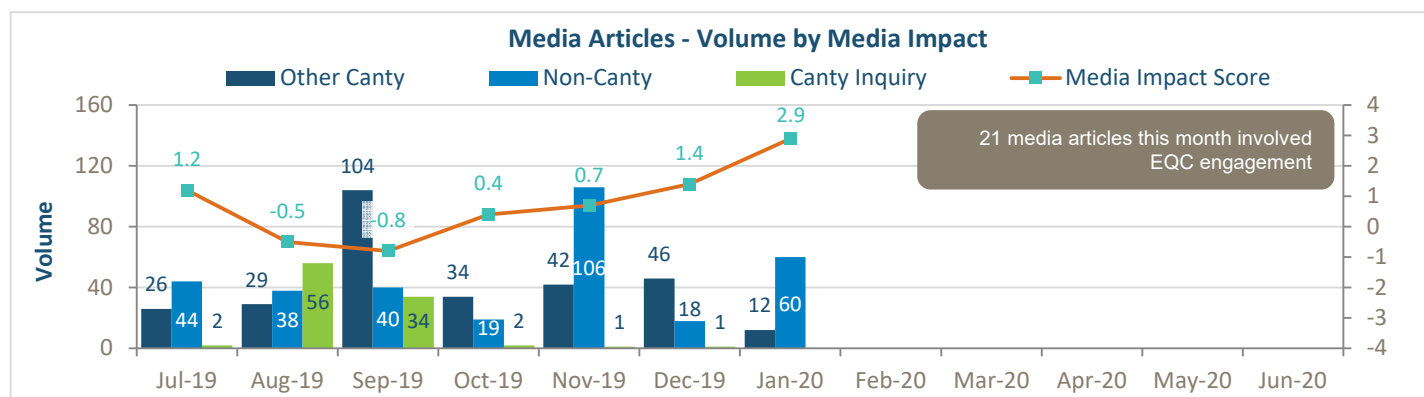
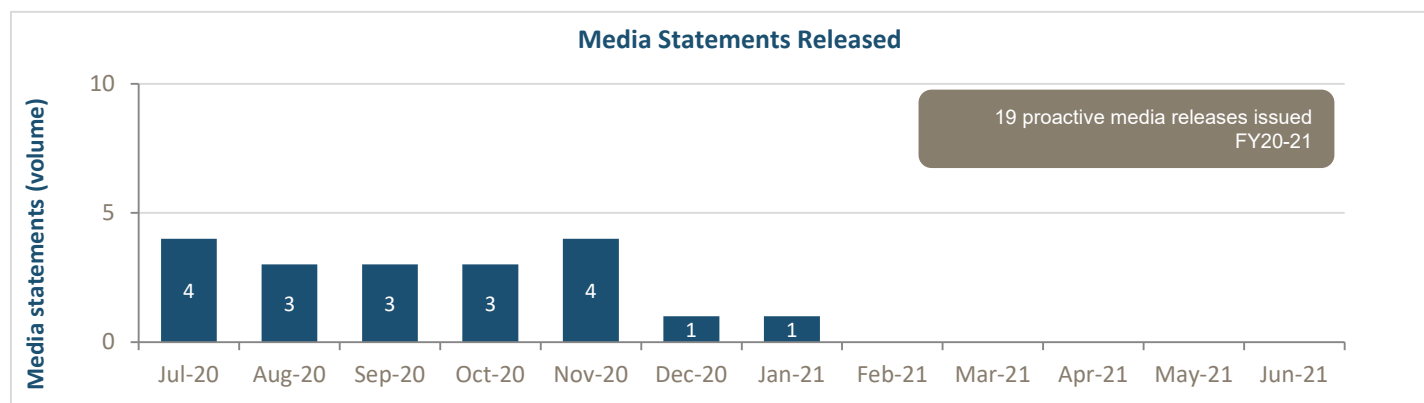
## Section 5 - Media

January was an exceptionally positive month for EQC in the media. Positive or very positive reporting made up 72% of the total coverage, culminating in a record-high Media Impact Score (MIS) of 2.9.

Reporting on EQC-funded “volcano cannon” testing run by University of Canterbury scientists to understand the impact of volcanic hazards on New Zealand-designed buildings and buildings built to New Zealand building codes garnered considerable media attention.

Late in the month, the announcement that the government is considering a review into EQC’s definition of what qualifies as a residential building generated further positive reporting for the Commission.

Conversely, negative coverage was exclusively related to the Kewish family, with reports noting that EQC’s original scope of works of their home “may have missed earthquake damage and allowed for incorrect repair methods” (*stuff.co.nz*, 13 January).

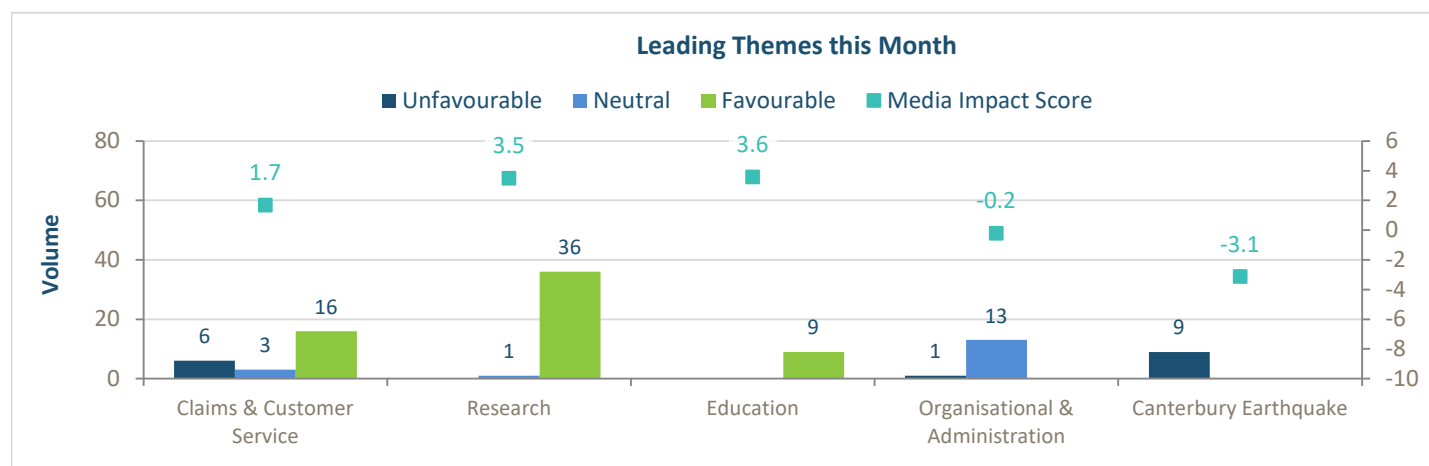
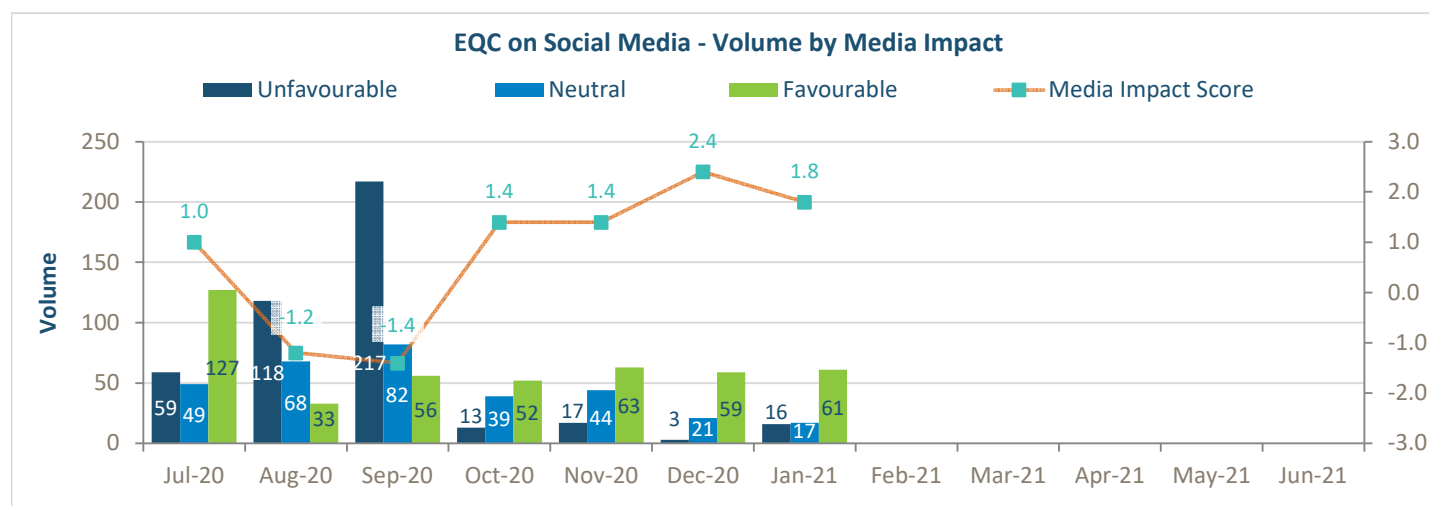


## Section 5 - Media (cont.)

Similarly to traditional media, social media discussions on EQC increased slightly (by 13%) in January. However, the MIS of this coverage decreased notably by 0.6 points to 1.8, due to an increase in negative posts.

Mid-month, sources' reactions to the Kewish family case drove some criticism of EQC's *unsatisfactory standard of repairs*.

However, positive posts outnumbered negative conversations by a considerable margin. EQC's research and education function continued to be a key driver of this, and the EQC-funded volcano cannon testing by the University of Canterbury garnered particularly strong interest and generated a high level of engagement. The government's plan to review EQC's definition of a residential building also garnered some positive reactions.



Our education and research functions were again key in driving positive conversations this month resulting in this month's leading message of *'improves knowledge about NZ's natural hazards'* (45 posts). Sources' reactions to the Kewish family case drove this month's second leading message of *'repairs are not carried out to a satisfactory standard'* (13 posts).

### Understanding the Media Impact Score

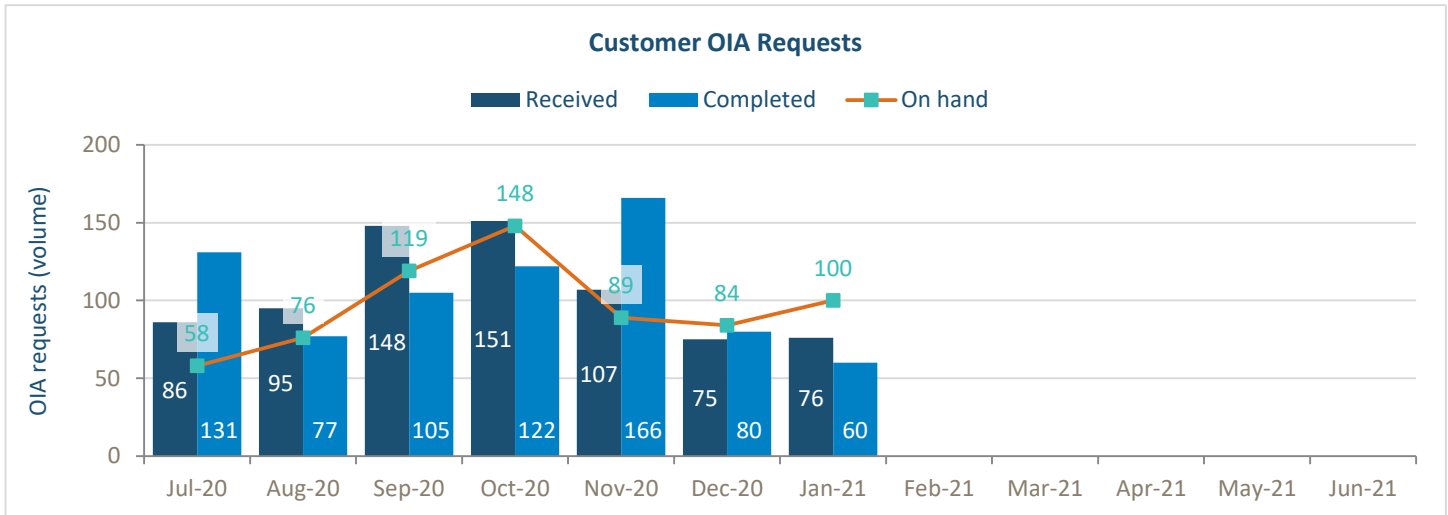
The change in metric from 'Average Favourability' to 'Media Impact Score' (MIS) is based on ensuring that the methodology we employ more accurately reflects the way audiences consume media and engage with digital news and social media.

The new methodology combines **content analysis** (what the coverage says, the tone, topics, and messaging) with **salience** (its importance/ influence, by taking into account the audience size and potential reach of each piece of coverage, our positioning and prominence within that coverage, and the level of engagement for social media) to assess **impact**.

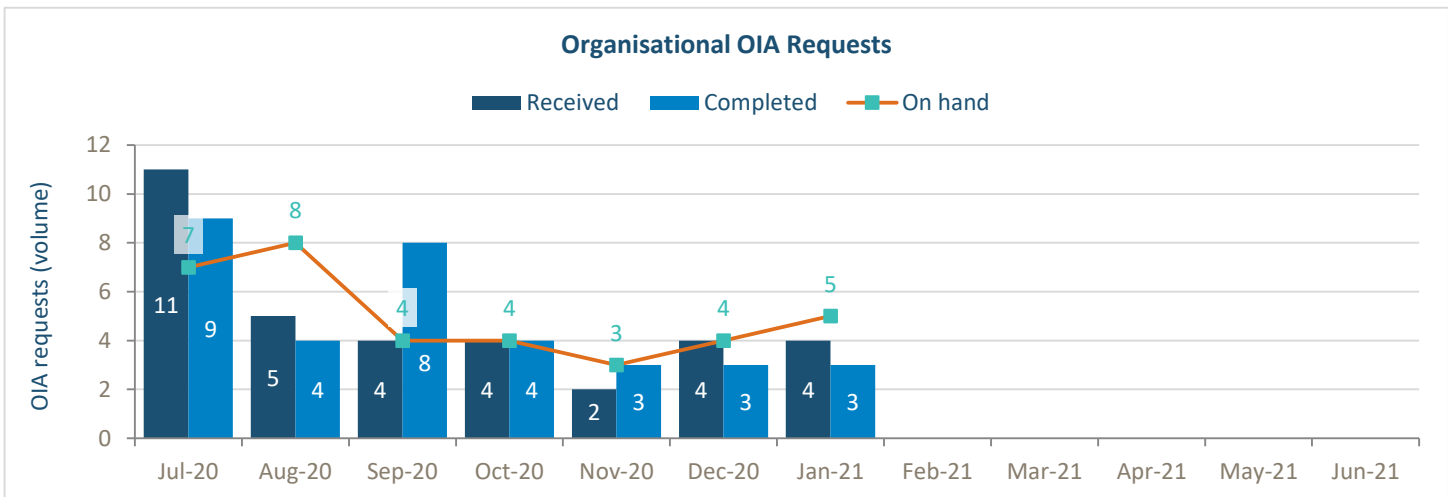
Our score sits on a **scale of -10 to 10**, with 0 being the neutral or balanced point.



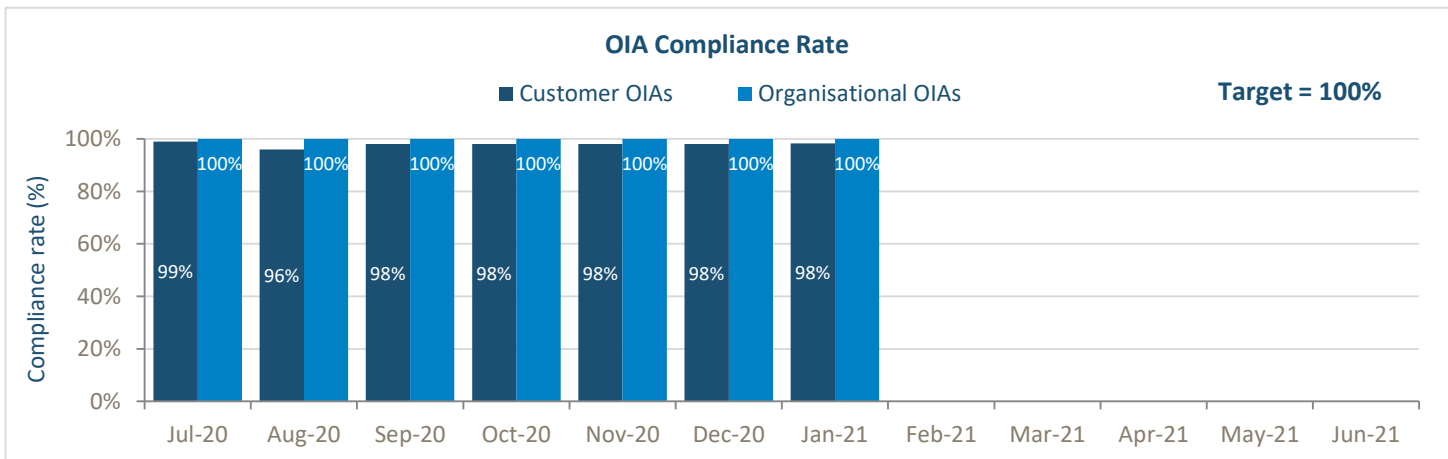
## Section 6 - Official Information Act (OIA) Requests



This month, our Customer OIA Team received 76 new OIA requests (vs. 75 in Dec-20). Coupled with the 84 requests on hand from last month and 60 requests resolved this month, the team have 100 requests on hand at month's end.



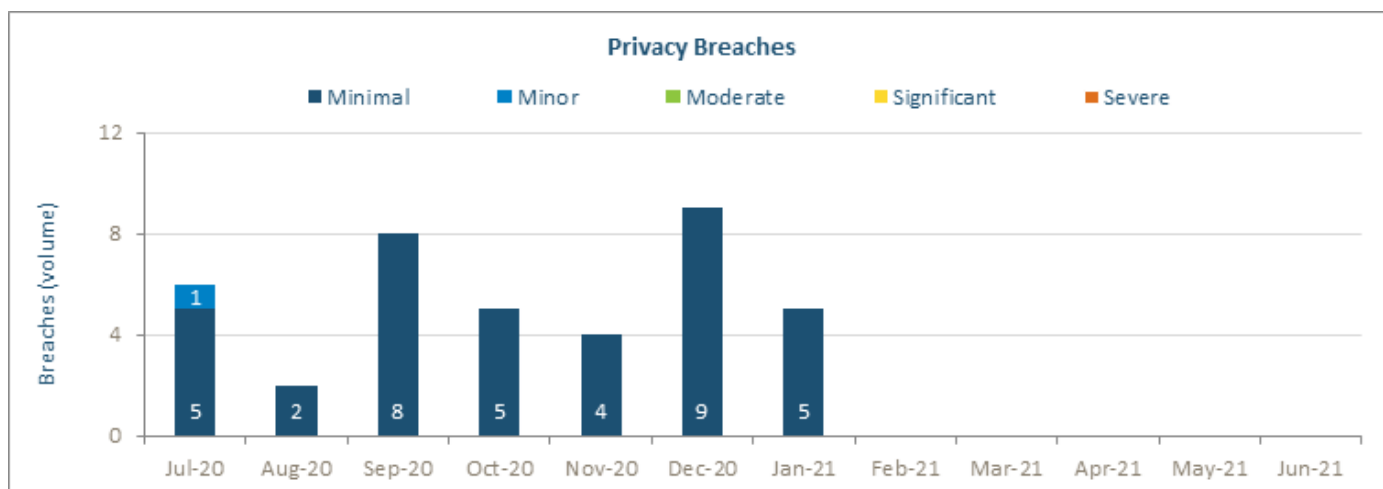
This month, our Government Relations Team received 4 new high level OIA request (vs. 4 in Dec-20). Coupled with the 4 cases on hand from last month and 3 requests resolved this month, the team have 5 open requests on hand at month's end.



This month the compliance rate of our Customer OIA Team continued to hold at 98%, with one instance of non-compliance. During the same period our Government Relations Team maintained its 100% compliance rate for Organisational/ high level OIA requests.

## Section 7 - Privacy Breaches

Five privacy breaches (vs. 9 in Dec-20), all classified as low severity, were recorded by the Risk and Compliance Team this month. All reported breaches were assessed against EQC's guidelines, have been contained, and no serious harm appears to have arisen as a result.



### Privacy breaches

The five reported breaches this month relate to 'Wrong document sent' (2); 'Incorrect document content' (2); and 'Other' (1). All reported breaches have been contained, and no harm appears to have arisen as a result.

The 'Other' breach relates to 3 claim/property documents that were lost in transit. Our steps were retraced in this instance and one document was recovered.

### New breach severity categories

Following the new Privacy Act 2020, which came in to effect on 1 December 2020, all breaches are now assessed against the Government Chief Privacy Officer Tool (GCPO). The GCPO categorisation system allows for transparent internal and external reporting on privacy incidents, and allows for benchmarking and direct comparisons of reported incidents across government agencies. The new rating categories are: Minimal, Minor, Moderate, Significant, and Severe."

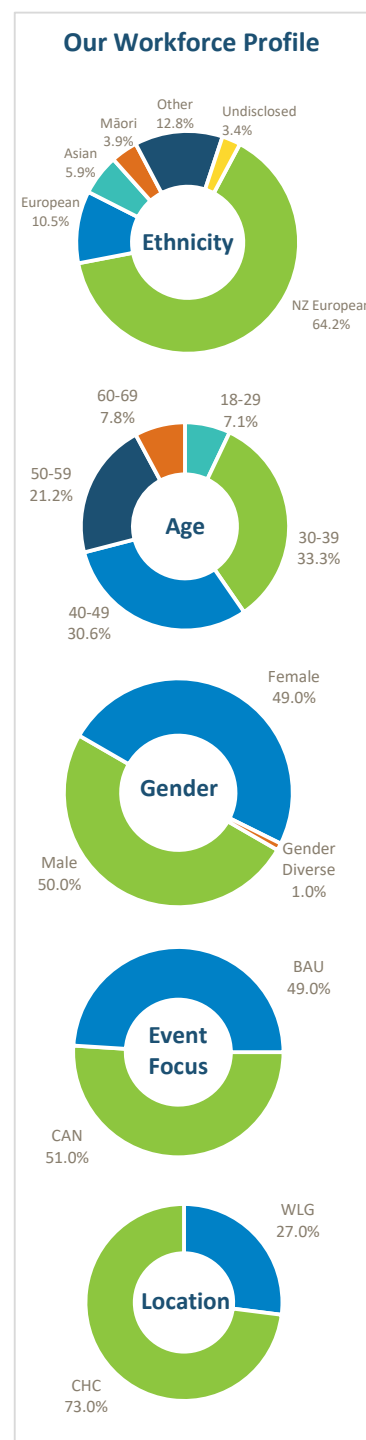
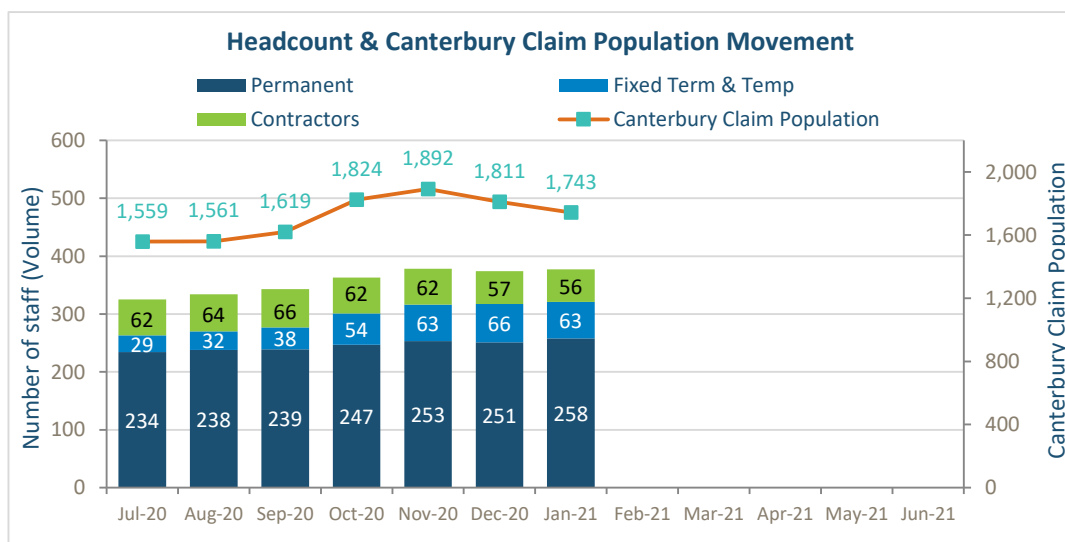
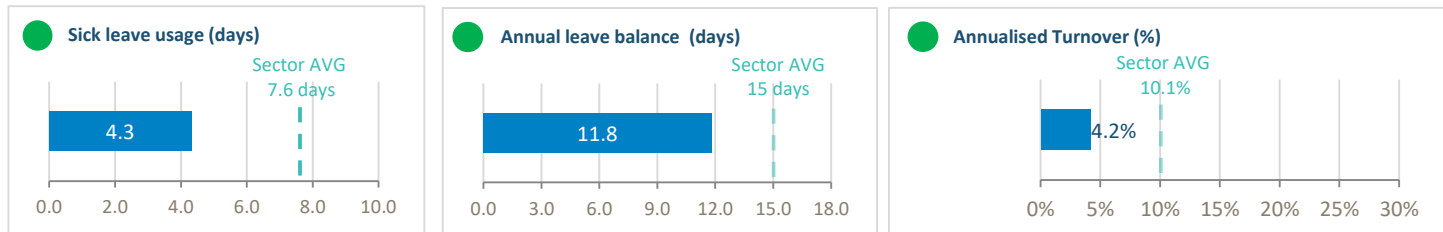
Below is an explanation of each rating:

Severe	Significant	Moderate	Minor	Minimal
Breach of sensitive or highly sensitive information with serious potential or actual harm. Indication of systemic failure that could undermine government systems. The incident will significantly affect the reputation of and undermine trust and confidence in the public sector. The incident will get ongoing media coverage.	Information is sensitive or highly sensitive with serious potential or actual harm. There will be measurable and ongoing negative impact on individuals and/or agencies with potential long-term loss of trust and confidence in the agency. Possible indication of systemic failure that could undermine government systems. The incident will get ongoing media coverage.	Information is not sensitive or highly sensitive. Potential or actual harm is more than minor. Customers and clients may stop using, or be reluctant to use, a service or delivery channel. The incident may get media attention or cause reputational risk due to the number of people rather than the information involved.	Small number of people are affected with minor potential or actual harm. Little or no indication of systemic problems. The incident may get short-term minor or isolated media interest.	Small number of people are affected with little or no potential or actual harm. Little or no indication of systemic problems. The incident most likely won't get media interest.

## Section 8 - HR Operations

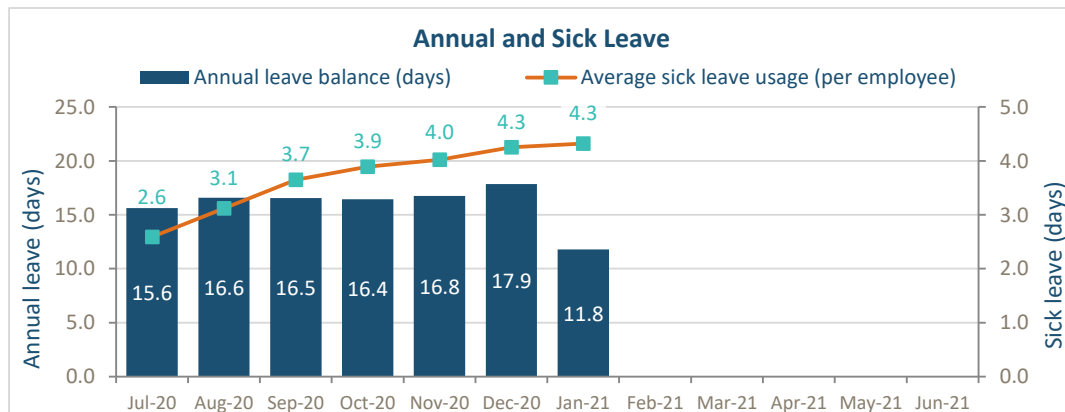
This month our workforce headcount increased, as expected, with the commencement of planned permanent contracts. Following the Christmas period our average annual leave balance reduced considerably by 6.1 days to 11.8 days (vs. 17.9 last month). Average annual leave balances are now well below the corresponding Public Sector Average of 15 days. Over the same period our average sick leave balance remained largely unchanged, holding steady at 4.3 days, also below the sector average of 7.6 days. Our annualised turnover ('voluntary turnover') continues to decrease, dropping down to a new four year low of 4.2% (vs. 6.3% last month), this rate continues to compare favourably to the sector average of 10.1%.

### HR Ops at a glance - EQC's performance against Public Service Sector Averages



As expected, our workforce headcount increased during the month with planned permanent contracts commencing at the beginning of the year. Over the past 3 months the main increase in headcount has related to our temporary and agency temp categories. The 10% growth experienced over this period reflects an identified surge in workload, specifically in the Christchurch office.

**Note:** The reported headcount differs from Financial reporting, where consultants/outsourced service providers may be engaged to fill vacant budgeted positions.



While Covid-19 continues to influence our people data and trends, our average annual leave balance dropped considerably over the period by 6.1 days to 11.8 days (vs. 17.9 days last month) and is now well below the public sector average of 15 days. It is expected that this average will reduce further over February 2021. During the same period our average sick leave usage remained largely unchanged, holding steady 4.3 days.