

## 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, landslide, flood or storm damage). In this section we also profile our remaining on hand claims by

### 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.

### 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

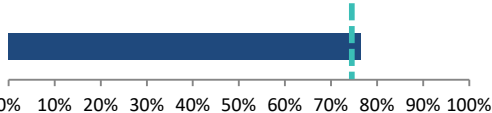

This section tracks EQC's average annual leave balance, sick leave usage and annualised turnover, compares them to the corresponding Public Service average and provides visibility on what's influencing our averages and annualised turnover rate. This section also provides a view on headcount movement 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

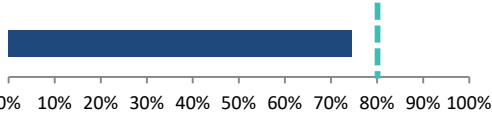

## Output Two - Event Response | Timeliness

## 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%	77%		

**Commentary:**

As at 31 March 2021, we have closed 496 of the 648 claims that were outstanding (over 6 months old) at 30 June 2020 (77%). We have attained the 75% target with 3 months to spare.



2.1.2	New claims opened or reopened between 1 January 2020 and 31 December 2020 are resolved within 6 months *	80%	75%		
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**Commentary:**




So far this financial year, 75% of claims that were reopened in January-September 2020 have been settled within 6 months of their reopened date, adrift 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

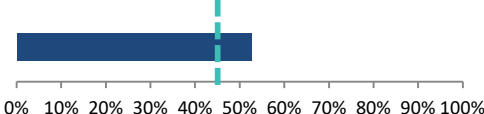
-  Potential risk of not
-  Target highly unlikely

-  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

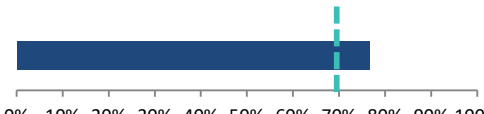
## Output 2.1 - Settlement of Canterbury 2010-11 Earthquake Sequence Remedial Claims

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%	53%		<span style="color: green;">●</span> ↑

**Commentary:**


Our result this month has increased from last month's stable result.  
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%	77%		<span style="color: green;">●</span> ↔
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**Commentary:**

Our result this month has remained relatively steady compared to last month's result.  
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%	76%		<span style="color: green;">●</span> ↔
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**Commentary:**

Our result this month has remained relatively stable compared to last month's result.  
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%	74%		<span style="color: green;">●</span> ↔
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**Commentary:**

Our result this month has remained relatively stable compared to last month's result.  
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%	75%		<span style="color: green;">●</span> ↔
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**Commentary:**

Our result this month has remained relatively stable compared to last month's result.  
Our YTD result against SOPE measure 2.1.8 continues to exceed its target of >70%.

**Key:**

<span style="color: grey;">●</span> Result not available for the month	<span style="color: yellow;">●</span> Potential risk of not	↑ Performance trend increase
<span style="color: green;">●</span> On track	<span style="color: red;">●</span> Target highly unlikely	↔ 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
	<b>Timeliness of complaints resolution:</b>				
2.1.9	<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%		

**Commentary:**

So far this financial year, 96% of complaints relating to Canterbury claims have been resolved within targeted timeframes.

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

**Commentary:**

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

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

**Commentary:**

Of 3,519 in-scope claims closed in January-September 2020, 16% (551 claims) have been reopened within six months.

**Key:**

	Result not available for the month		Potential risk of not		Performance trend increase
	On track		Target highly unlikely		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%	97%		On track ↔
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%	90%		Potential risk of not ↑

**Commentary:**

Of 3,232 in-scope claims lodged in January-September 2020, all but 111 (97%) were resolved within 6 months (measure 2.2.1). Thirty eight of 42 in-scope claims not settled within six months of lodgement, have subsequently been settled within 90 working days of the assessment process being completed (90%).

## 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%	70%		Potential risk of not ↔
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%	71%		Potential risk of not ↔
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%	69%		Potential risk of not ↔
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%	79%		On track ↔
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%		On track ↔

**Commentary:**

This month our YTD results across SOPE measures 2.2.3-7 have held steady from the dip in performance evidenced last month. While our results have stabilised from last month's decline in performance against SOPE measures 2.2.3-6, the achievement of our targets for SOPE measures 2.2.3-5 remain at risk.

**Key:**

	Result not available for the month		Potential risk of not		Performance trend increase
	On track		Target highly unlikely		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%	92%		
2.2.9	<b>Quality of complaints resolution:</b> 75% customer satisfaction with complaints process	>75%	0%		

**Commentary:**

So far this financial year, 92% 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%	4%		
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**Commentary:**

Of 2,743 in-scope claims settled in January-September 2020, 120 (4%) were reopened within six months, a continued improvement from last month (5%).

**Key:**

Result not available for the month



Potential risk of not



Performance trend increase



On track



Target highly unlikely



No change in performance trend



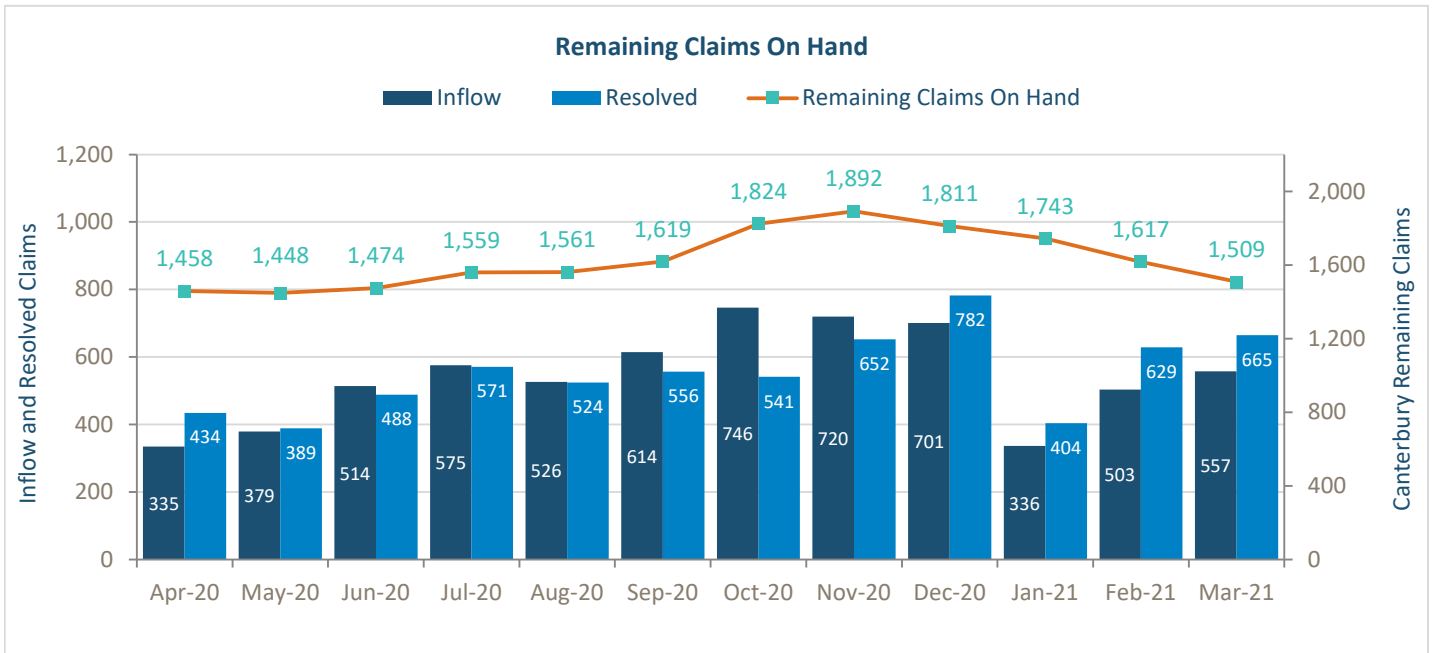
Performance trend decrease

## Section 2 - Canterbury

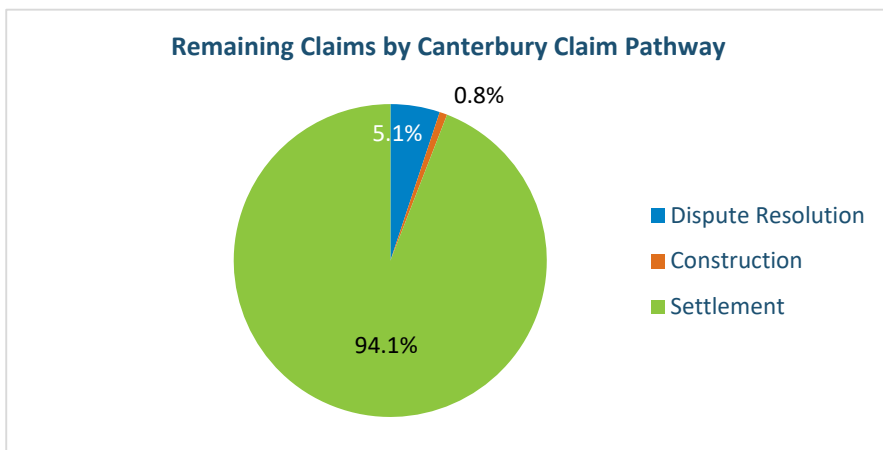
We resolved 665 claims during March, offset by inflow of 557 claims. This left 1,509 open Canterbury claims on hand at month end, a welcome reduction of 108 since the end of February.

Since last November, when our on hand claims population was 1,892, we have seen a consistent month-on-month reduction in our remaining on hand claims. While this is an encouraging development, this period encompasses the holiday season and the next two months will provide a true gauge as to whether the trajectory can maintain its downward path.

The resolution of aged claims continues to remain a key focus for us. Last month we achieved our target of reducing our population of claims aged >12 months to <200 before the 10th anniversary of the 22 February 2011 earthquake. Our focus has now turned to the reducing this population further to <100 by 30 June 2021. At month's end we have 165 (▼06) of these claims remaining.

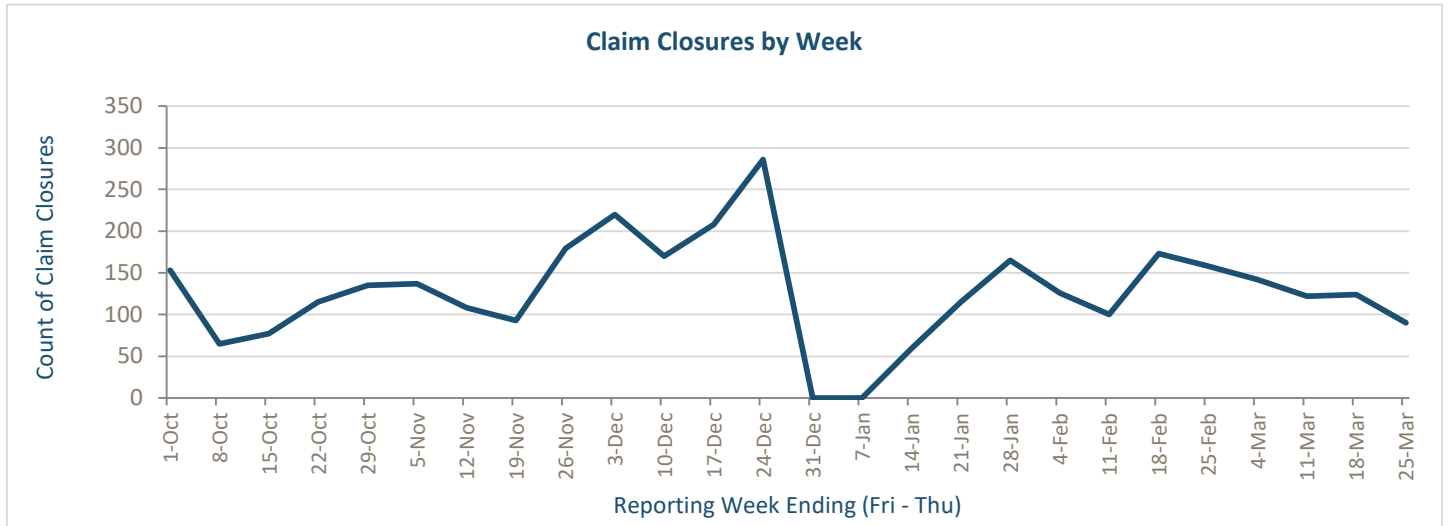


The 665 claims resolved this month includes 33 claims open at 1 March, that are now subject to an application for Government support for repair of on-sold over-cap properties ('on-sold claims', a total 2,143 of which are excluded). A further 25 SRES MOU claims were settled and 1 claim returned to Claims Assurance for review.

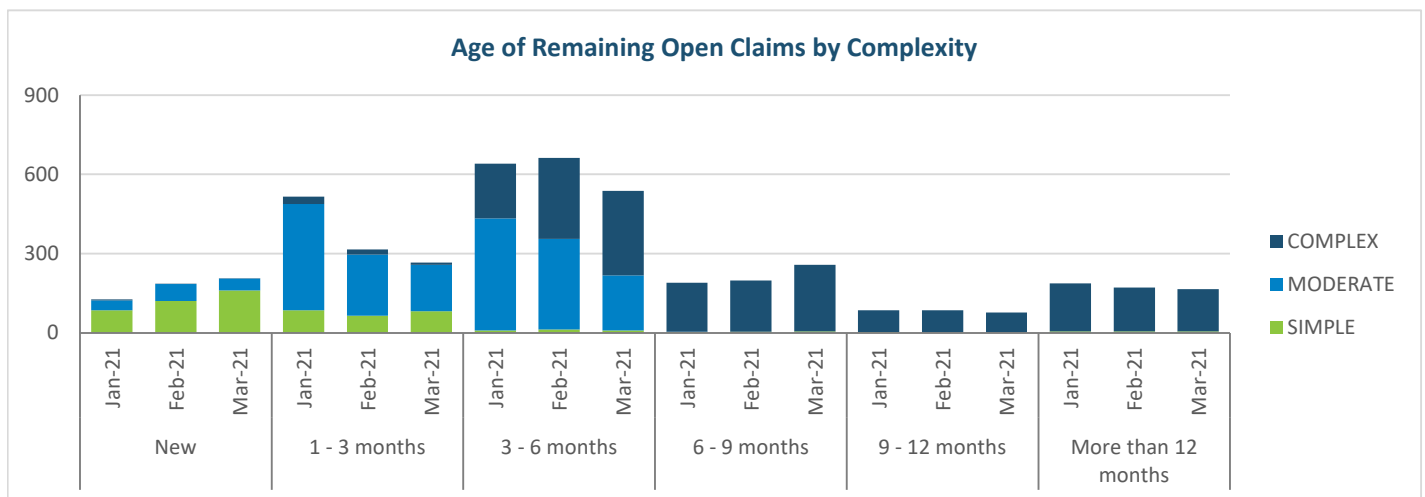


Of the 1,509 Canterbury claims remaining on hand, 94% are being managed by Settlement teams, 5% are in Dispute Resolution, and <1% are in physical repair.

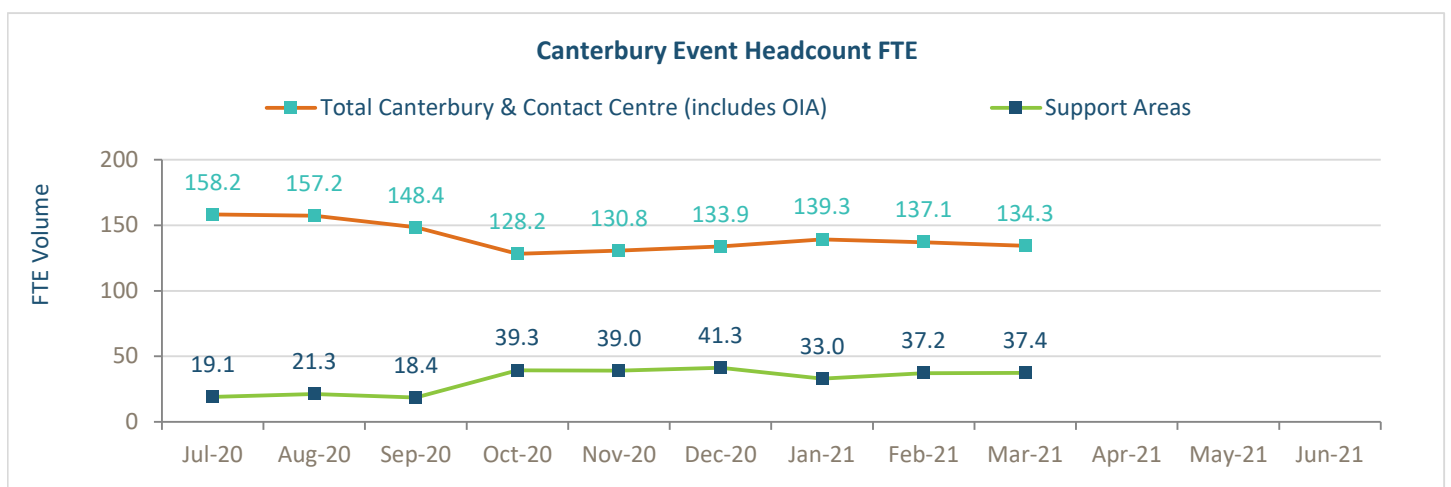
## Section 2 - Canterbury (cont.)



On average, we closed 145 claims per week during March. This represents a 31% decrease on the weekly average in February (210, a month with 4 less working days). There were a total of 665 claims closed in February.



Resolution of aged claims remains a key priority for our settlement teams. During March there was a further reduction in claims aged > 12 months (171 down to 165). Claims aged 3-6 months reduced by 19% (662 down to 537), though claims aged 6-9 months rose by 30% (198 up to 257).

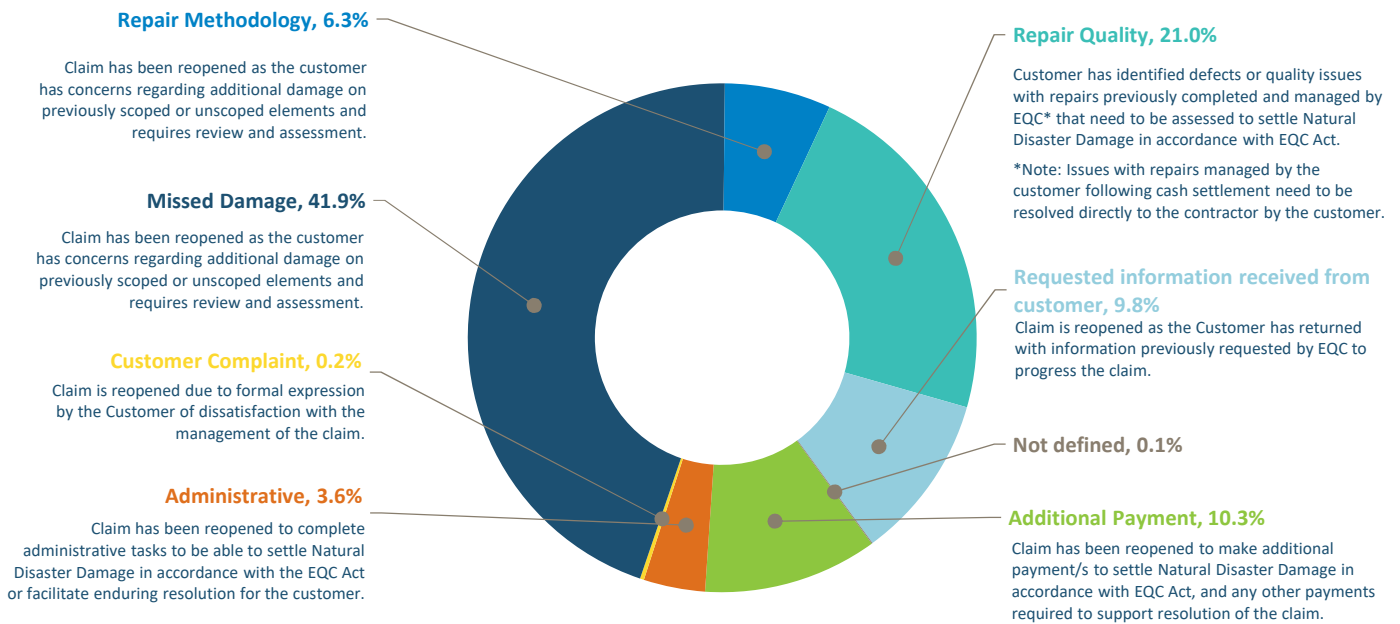


The Canterbury Event Headcount decreased this month to 171.7 compared with 174.3 last month.

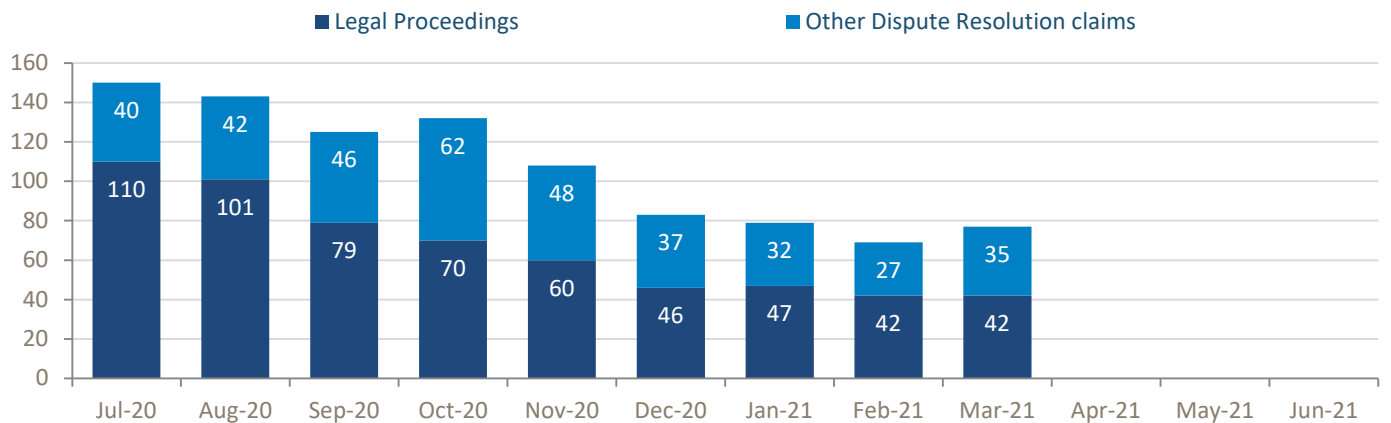


## Section 2 - Canterbury (cont.)

## Open Canterbury Claims by Reopen Reason

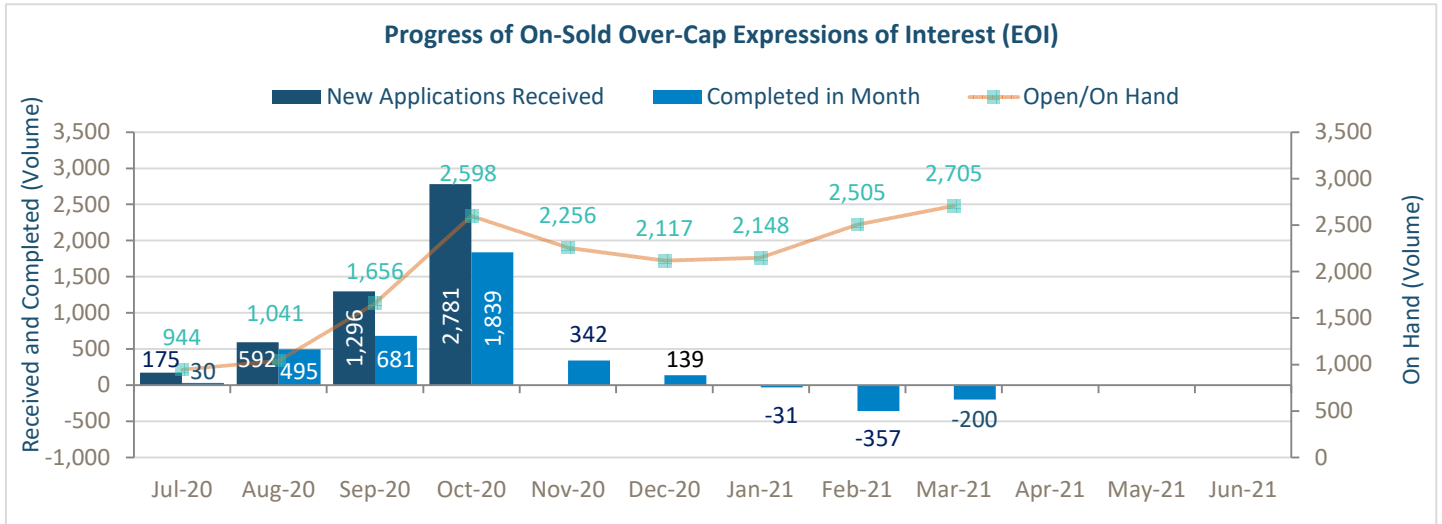


## Claims in Dispute



As at 31 March, 42 Canterbury claims remained subject to legal proceedings, unchanged from the end of February. Other claims with Dispute Resolution teams have increased from 27 at the end of February, to 35 as at March month end.

## Section 2 - Canterbury (cont.)

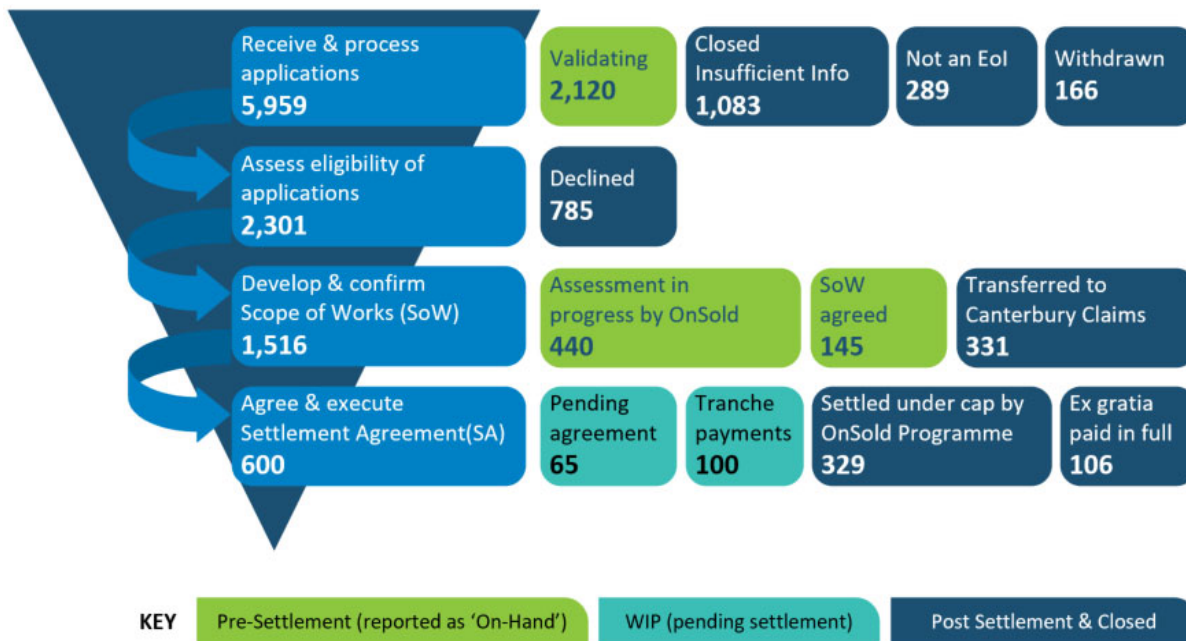


Applications (expressions of interest - EOIs) for government support to repair On-Sold Over-Cap properties closed in October resulting in nil inflow from Nov-20.

The following chart plots the flow of On-Sold EOIs through the value chain. To date, we have completed the assessment of 3,254 applications of which:

- 600 have received an On-Sold settlement agreement or have been resolved without the need to pay Crown funds;
- 331 have been transferred to EQC operations to be managed as these applications are not likely to exceed the EQC cap, or do not fit the On-Sold eligibility criteria; and
- 1,083 have been closed due to insufficient information following a campaign to contact homeowners requesting additional information customer to assess their eligibility and demonstrate they have additional damage.

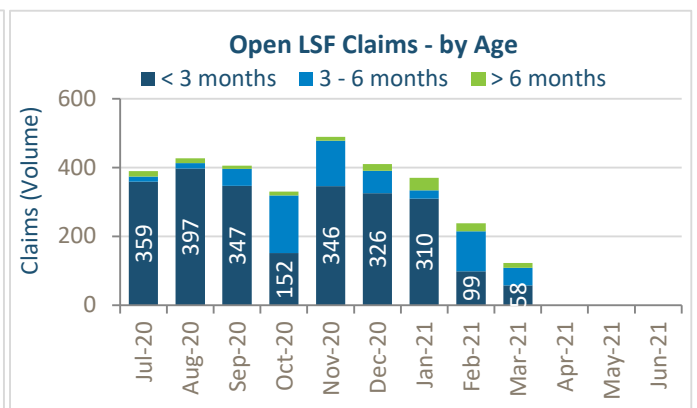
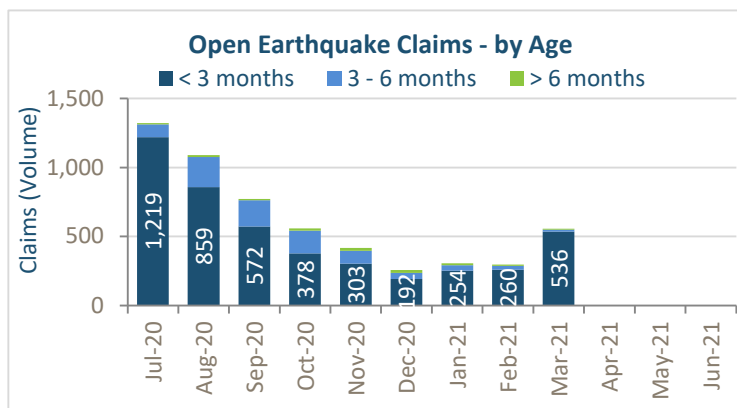
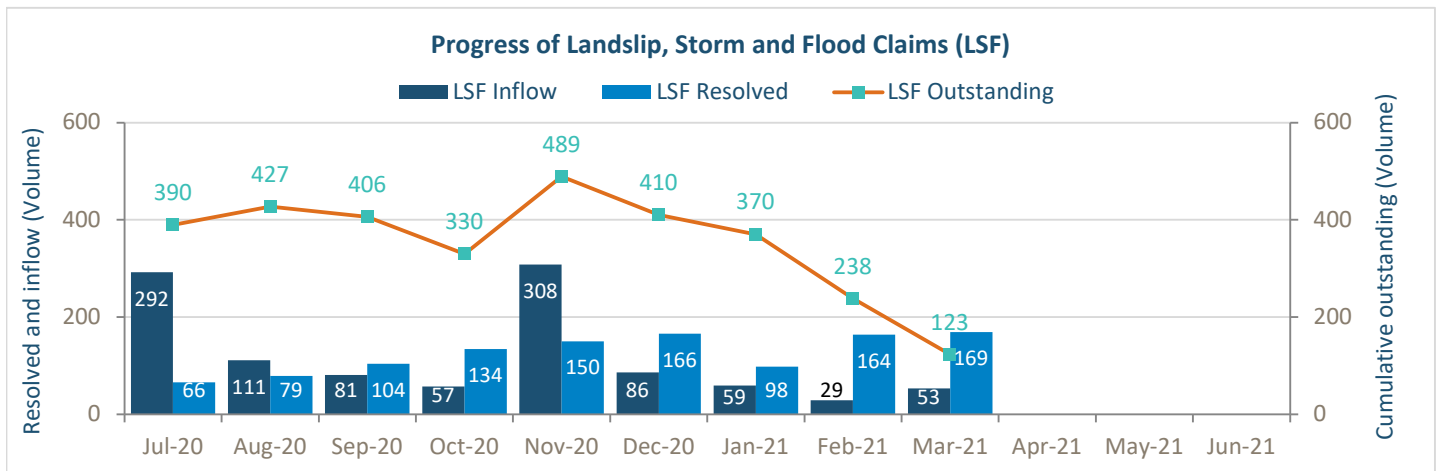
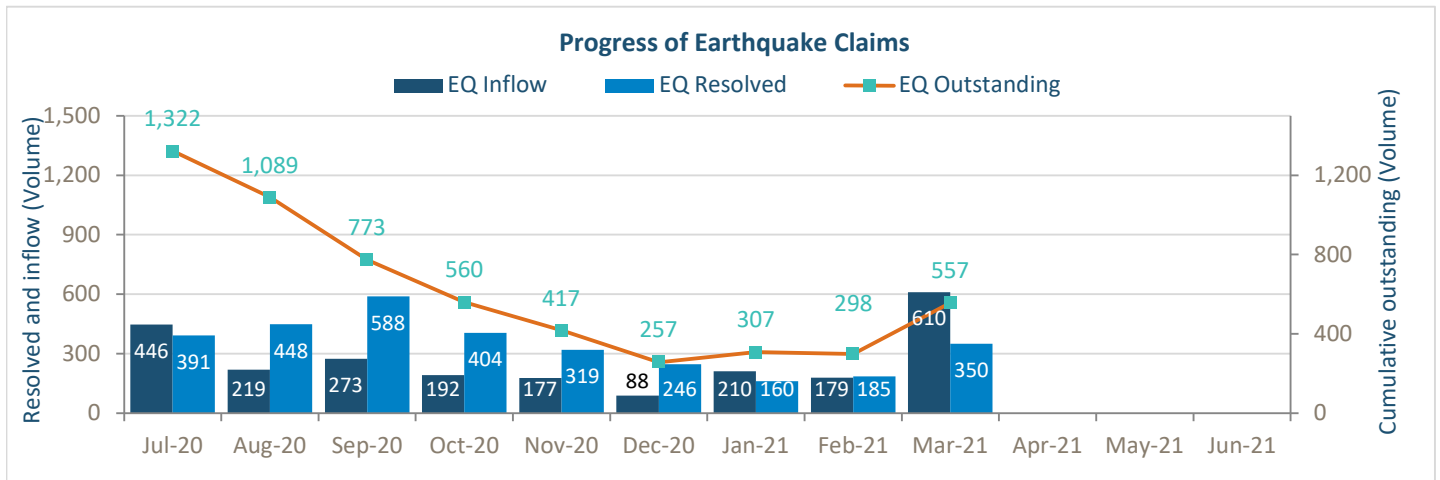
We currently have 2,705 EOIs on hand that are being reviewed for eligibility or are being managed through our On-Sold assessment/ settlement process.



## 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 much greater inflow of 663 new and reopened claims in March, up from 208 in February. Of this, 92% was attributable to earthquake (EQ) and 8% to Landslip, Storms and Flood claims (LSF). These lodgements included 461 earthquake claims spread across New Zealand, resulting from the magnitude 7.1 Te Araroa earthquake on 5th March 2021.



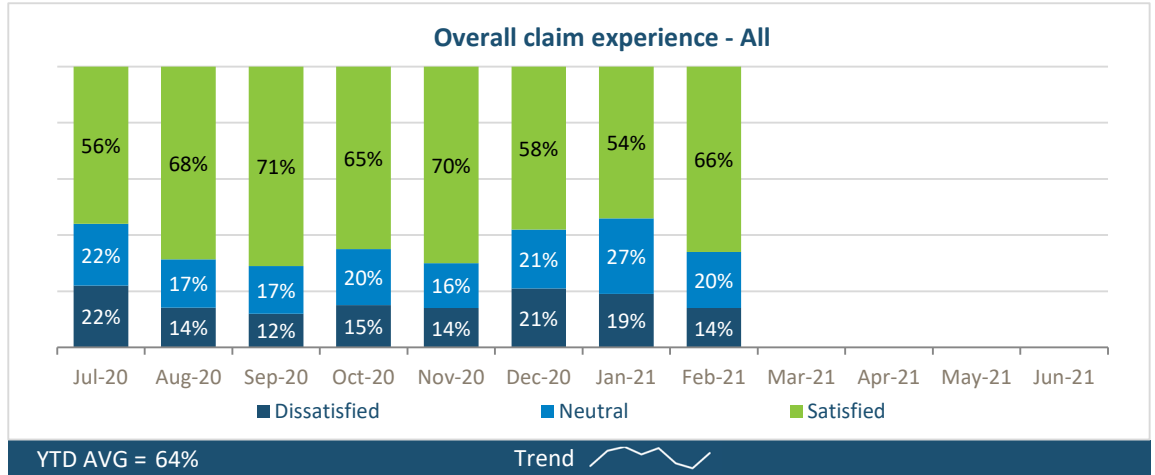
**Note:** Inflow refers to claims lodged as well as reopened.

## Section 4 - Customer Focus

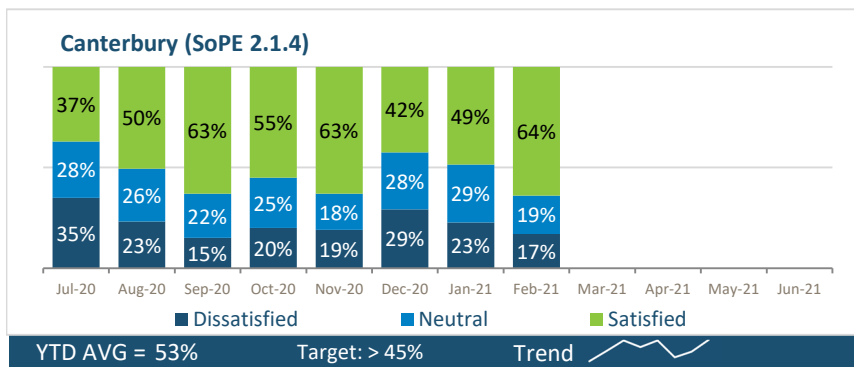
Although fewer customers were surveyed this month, there are indications of recovery in customer satisfaction with our service delivery after the decline in satisfaction evidenced last month.

### Overall claim experience

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



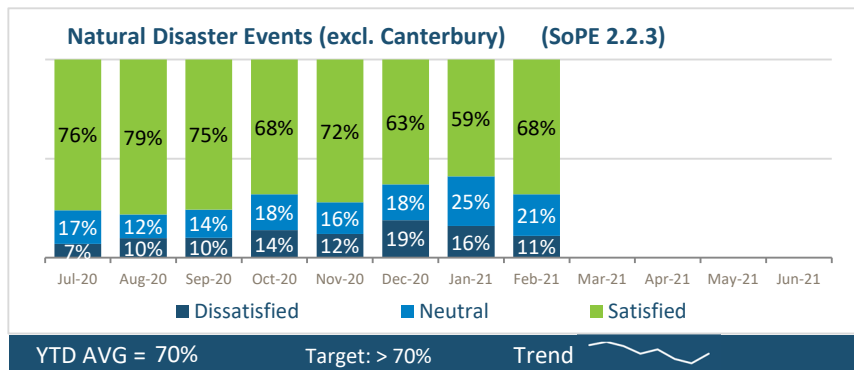
### Overall claim experience by event response



#### Our Canterbury customers

This month satisfaction amongst our Canterbury customers with our recent claim servicing (experience over the last six months) has improved along with perceptions of being kept well informed, overall manner, and responsiveness to individual needs and circumstances.

**NB:** With the exception of SoPE measure 2.1.4, all other Canterbury customer focus measures centre on recent experiences.

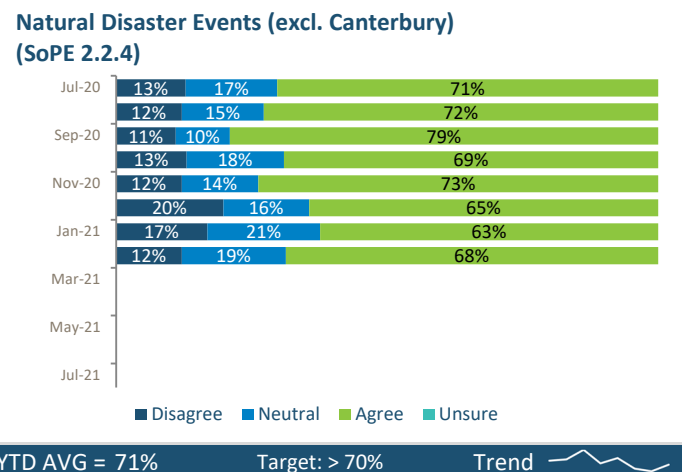
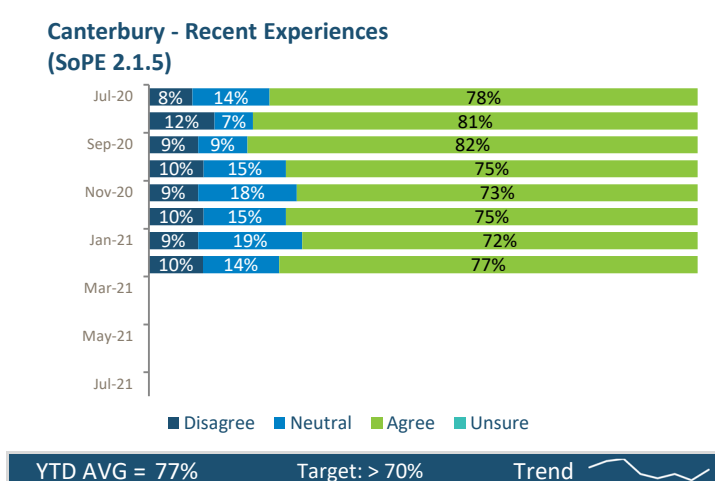


#### Our Natural Disaster Events (NDE) customers

This month satisfaction amongst our customers impacted by other natural disaster events has also improved, particularly among our customers impacted by non-earthquake events.

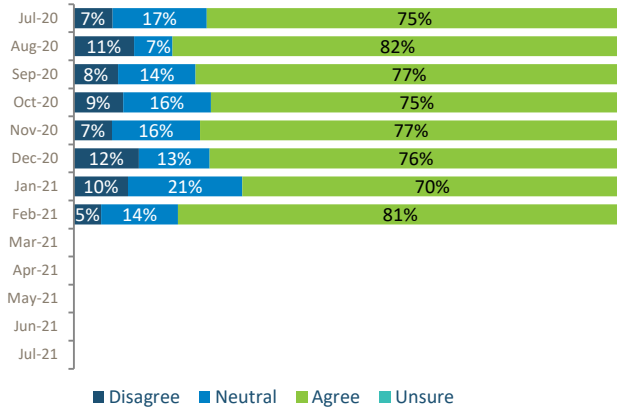
At a thematic level verbatim quantifying why our customers are increasingly satisfied points to 'professionalism' portrayed by our assessors.

### Transparent, fair and reasonable interactions



## Section 4 - Customer Focus (cont.)

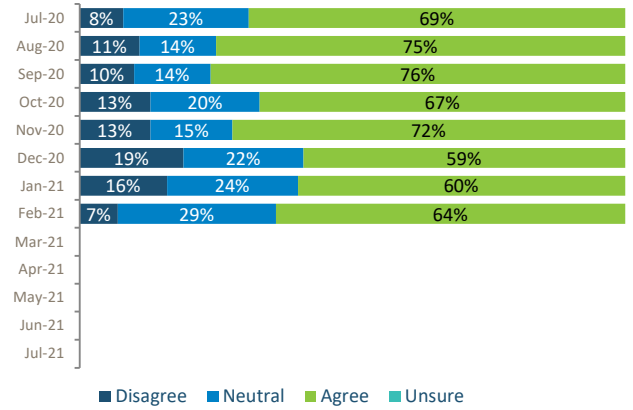
## Responsive to individual needs and situation

Canterbury - Recent Experiences  
(SoPE 2.1.6)

YTD AVG = 76%

Target: &gt; 70%

Trend

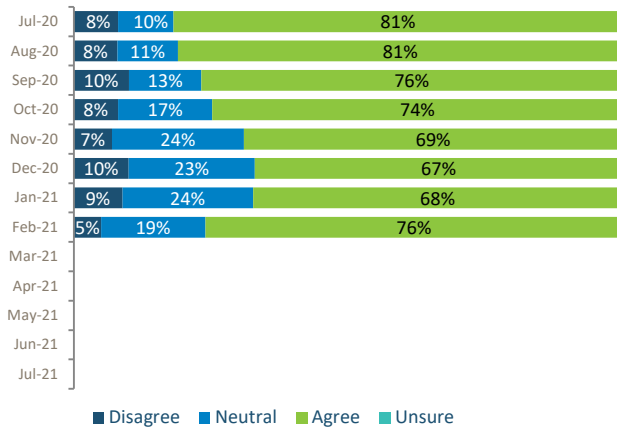
Natural Disaster Events (excl. Canterbury)  
(SoPE 2.2.5)

YTD AVG = 69%

Target: &gt; 70%

Trend

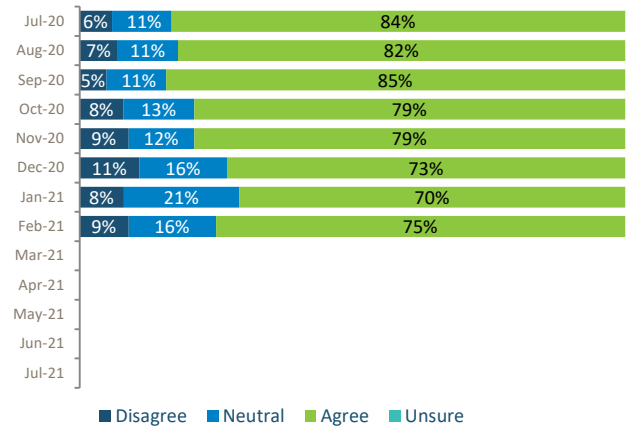
## Quality of communication and customer clarity on next steps

Canterbury - Recent Experiences  
(SoPE 2.1.7)

YTD AVG = 74%

Target: &gt; 70%

Trend

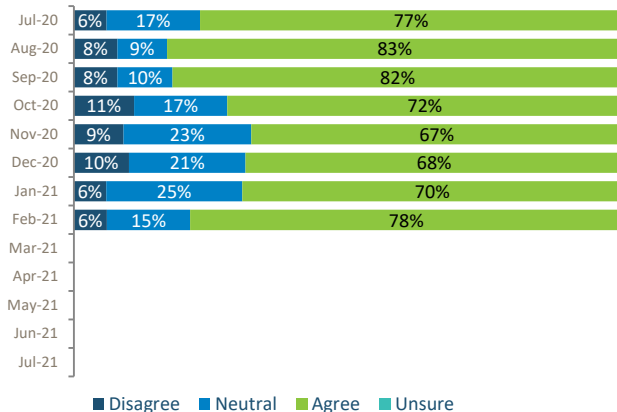
Natural Disaster Events (excl. Canterbury)  
(SoPE 2.2.6)

YTD AVG = 79%

Target: &gt; 70%

Trend

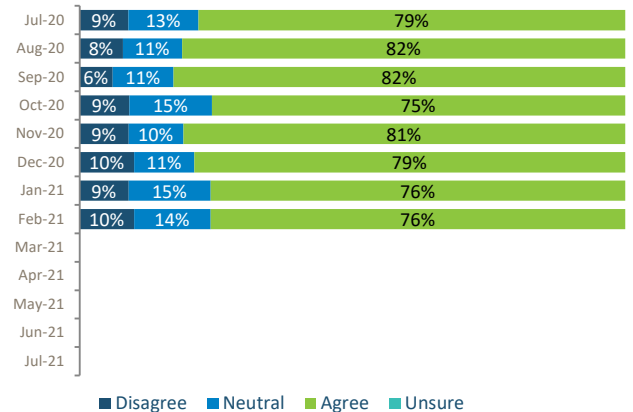
## Demonstrating expertise and a desire to help

Canterbury - Recent Experiences  
(SoPE 2.1.8)

YTD AVG = 75%

Target: &gt; 70%

Trend

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

YTD AVG = 79%

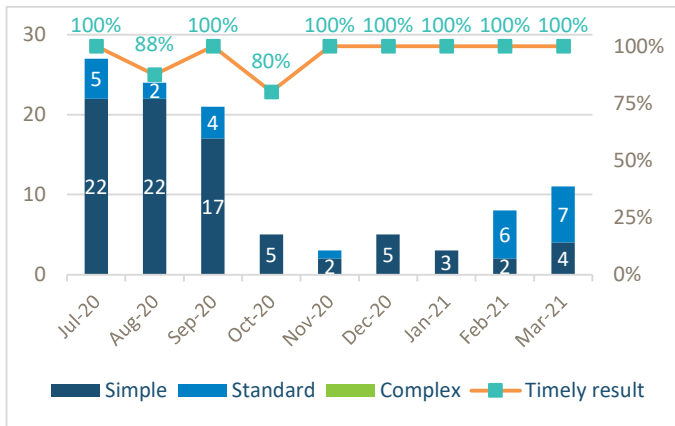
Target: &gt; 70%

Trend

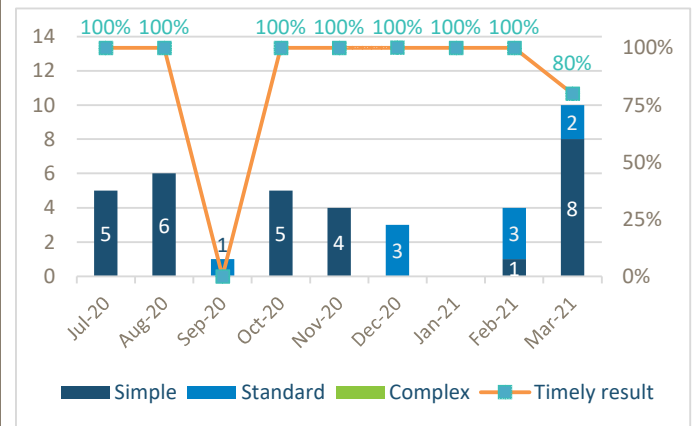
## Section 4 - Customer Focus (cont.)

### Timeliness of complaint resolution

Canterbury (SoPE 2.1.9)



Natural Disaster Events excl. Canterbury (SoPE 2.2.8)



YTD AVG = 96%

Target: > 90%

Trend

YTD AVG = 92%

Target: > 90%

Trend

### Quality of complaint resolution

Canterbury (SoPE 2.1.10)

Jul-20  
Aug-20  
Sep-20  
Oct-20  
Nov-20  
Dec-20  
Jan-21  
Feb-21  
Mar-21  
Apr-21  
May-21  
Jun-21  
Jul-21

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

■ Dissatisfied ■ Neutral ■ Satisfied ■ Unsure

YTD AVG =

Target: > 75%

Trend

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

Jul-20  
Aug-20  
Sep-20  
Oct-20  
Nov-20  
Dec-20  
Jan-21  
Feb-21  
Mar-21  
Apr-21  
May-21  
Jun-21  
Jul-21

Given the very low number of survey responses we are unable to provide a meaningful result for SOPE measure 2.2.9

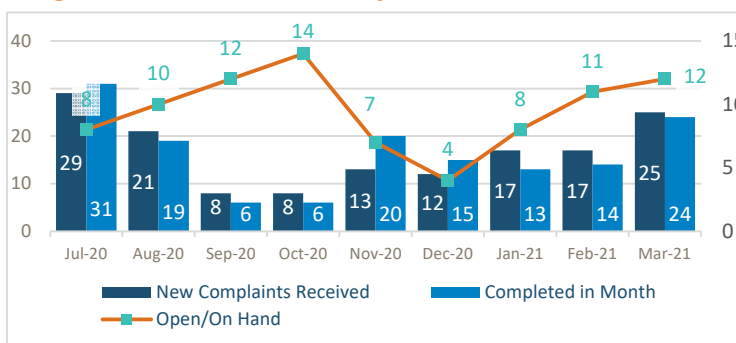
■ Dissatisfied ■ Neutral ■ Satisfied ■ Unsure

YTD AVG =

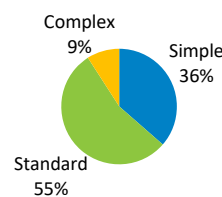
Target: > 75%

Trend

### Progression of customer complaints



Complexity of Open Complaints



We received inflow of 25 new complaints in March offset by resolution of 24 complaints. This left 12 open complaints on hand at month end up from 11 open at 28 February.

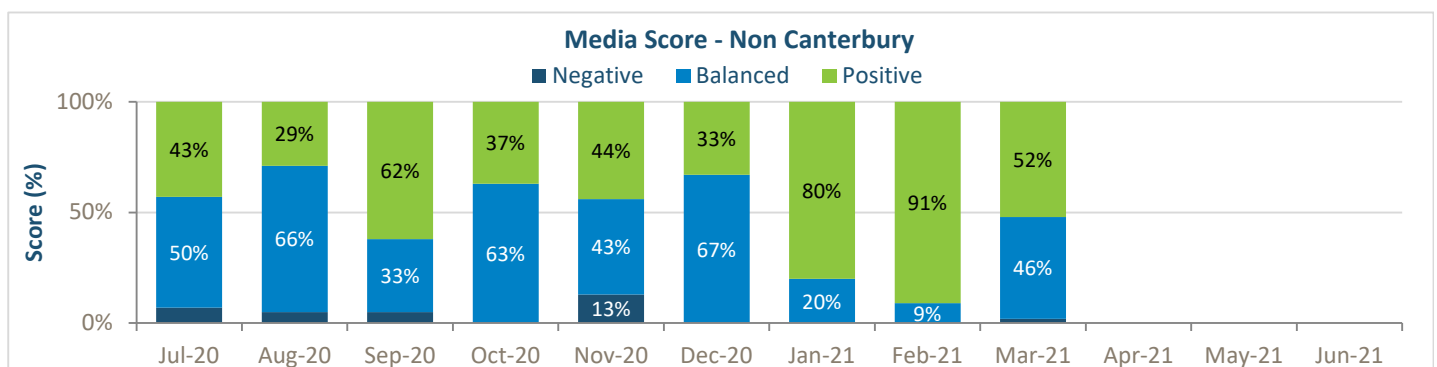
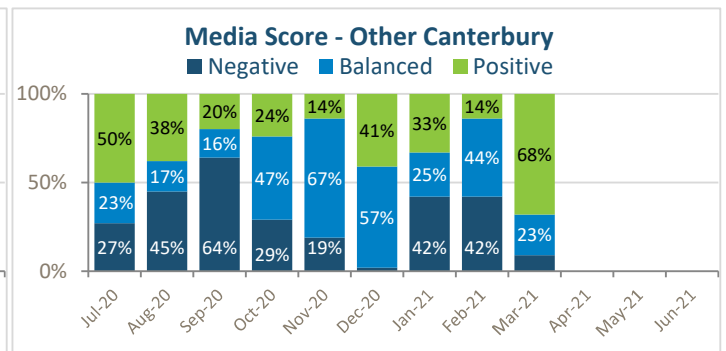
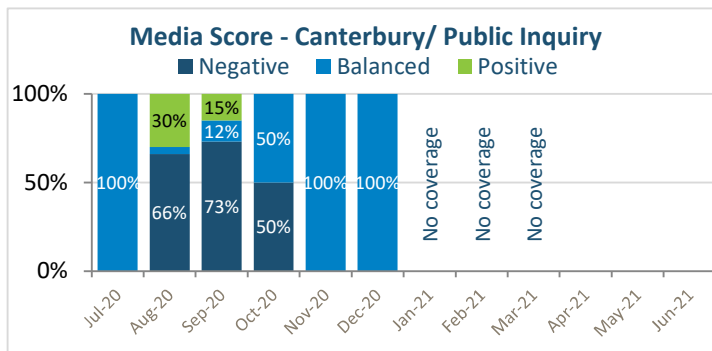
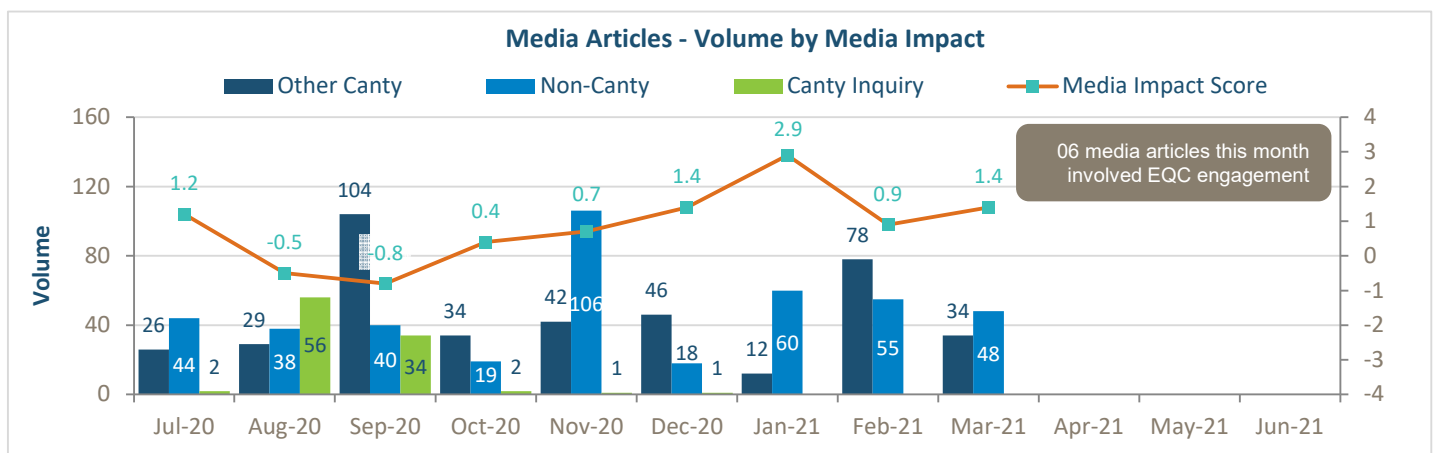
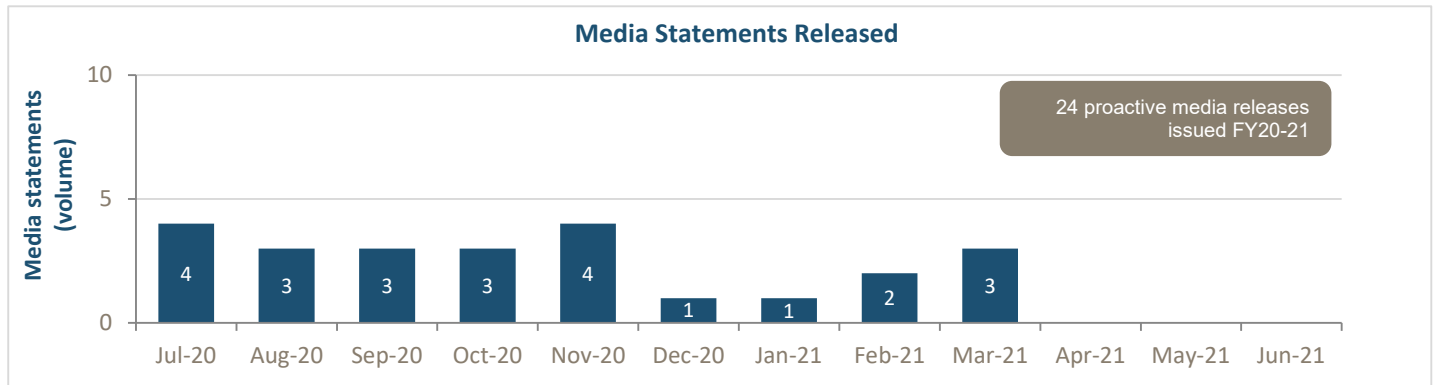
Five of the 12 complaints open at month end was simple complexity, six standard and one complex.

### Total call, email and post volume

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Trend
Outbound - Inbound Ratio	17:83	24:76	20:80	15:85	14:86	7:93	
Grade of Service	97%	99%	98%	98%	97%	98%	
Abandonment Rate	3%	1%	1%	1%	1%	2%	
Roll Over No Answer	138	24	39	16	35	45	
Total Calls	5,839	4,523	3,017	2,444	2,732	3,633	
Total Email and Post	7,236	6,117	5,703	4,296	4,943	5,298	

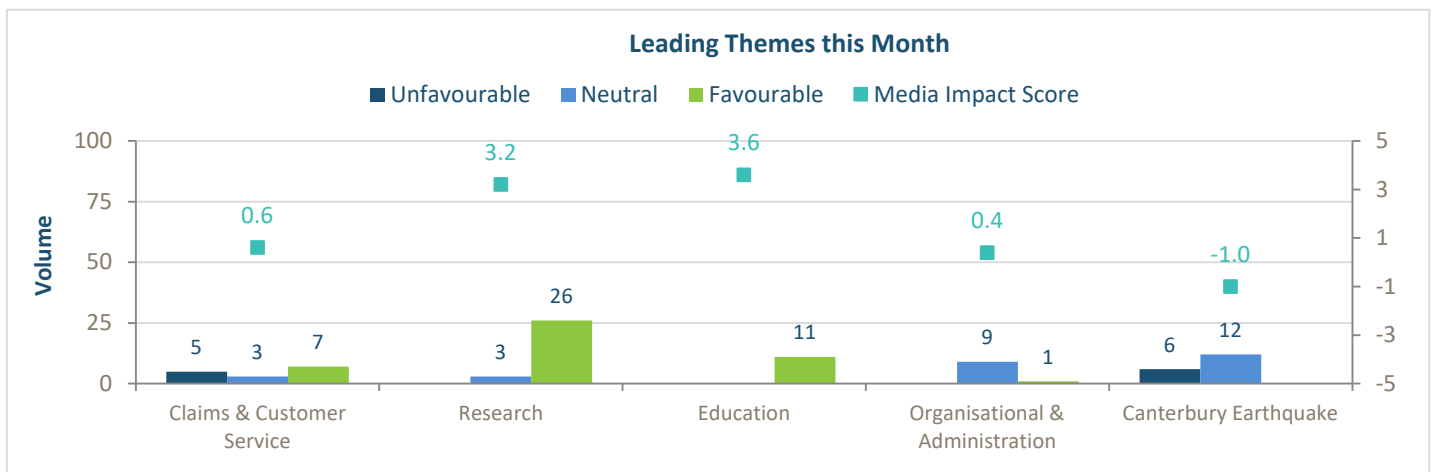
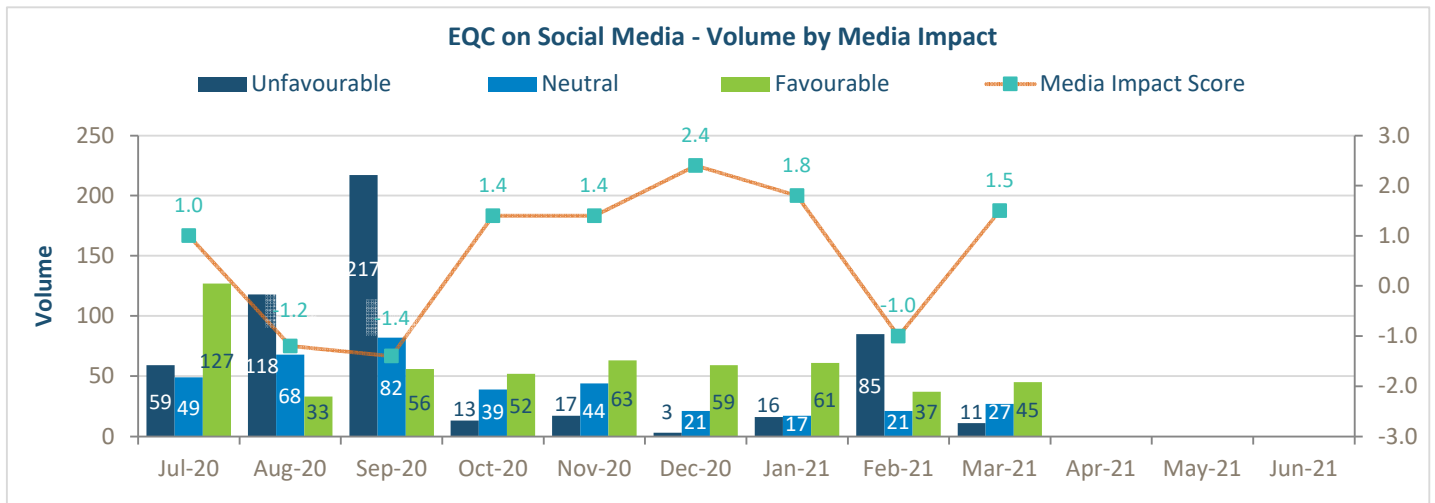
## Section 5 - Media (traditional)

Our volume of traditional media coverage dropped by 38% to a more typical level this month following a spike in coverage last month driven by the 10<sup>th</sup> anniversary of the 22 February 2011 earthquake. The drop in volume was accompanied by a 0.5 point improvement in our MIS to 1.4, with research returning as the leading theme of discussion and a key driver of positive coverage.



## Section 5 - Media (social) cont.

Social media coverage this month resulted in a sharp rise in our social media impact score to a slightly positive 1.5, while the volume of posts dropped by 42%. Similarly to traditional media, research has returned as the leading theme of conversations for EQC accounting for a quarter of discussions primarily driven by posts promoting the AF8 Roadshow.



Posts promoting the AF8 Roadshow, were key in driving our two leading messages for the month which were *improving knowledge about NZ's natural hazards* (33 posts reaching an audience/ circulation of 64,498) and *engaging in high quality research programmes* (23 posts reaching an audience/circulation of 36,778).

### Understanding the Media Impact Score

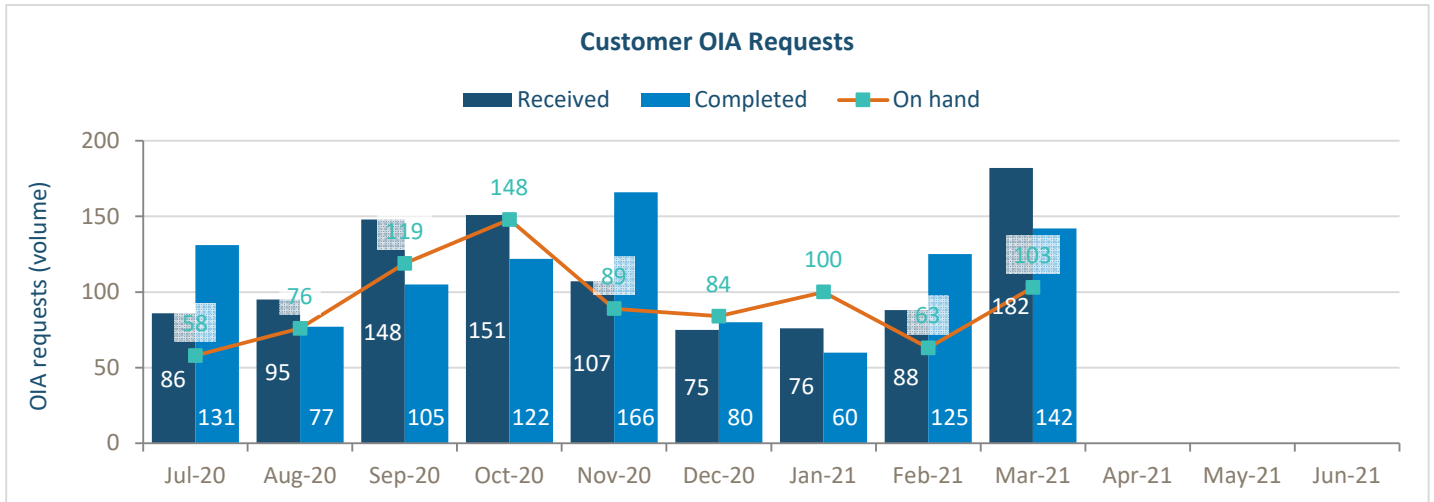
The change in metric from 'Average Favourability' to 'Media Impact Score' (MIS) is based on ensuring that the methodology we employ more accurately reflects the way audiences consume media and engage with digital news and social media.

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**.

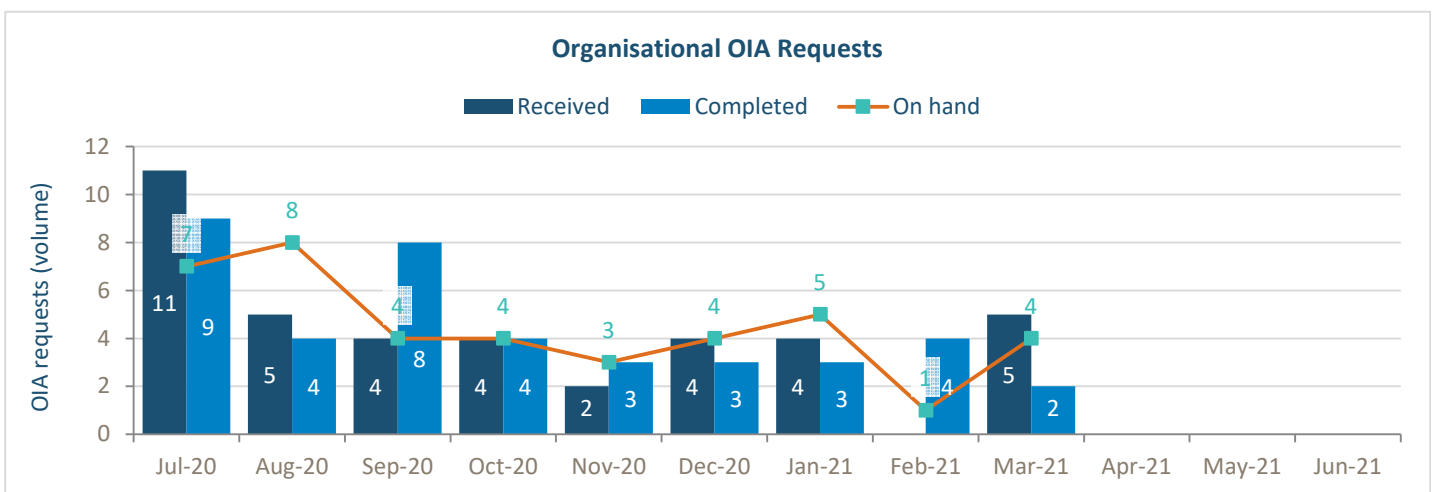
Our score sits on a **scale of -10 to 10**, with 0 being the neutral or balanced point.



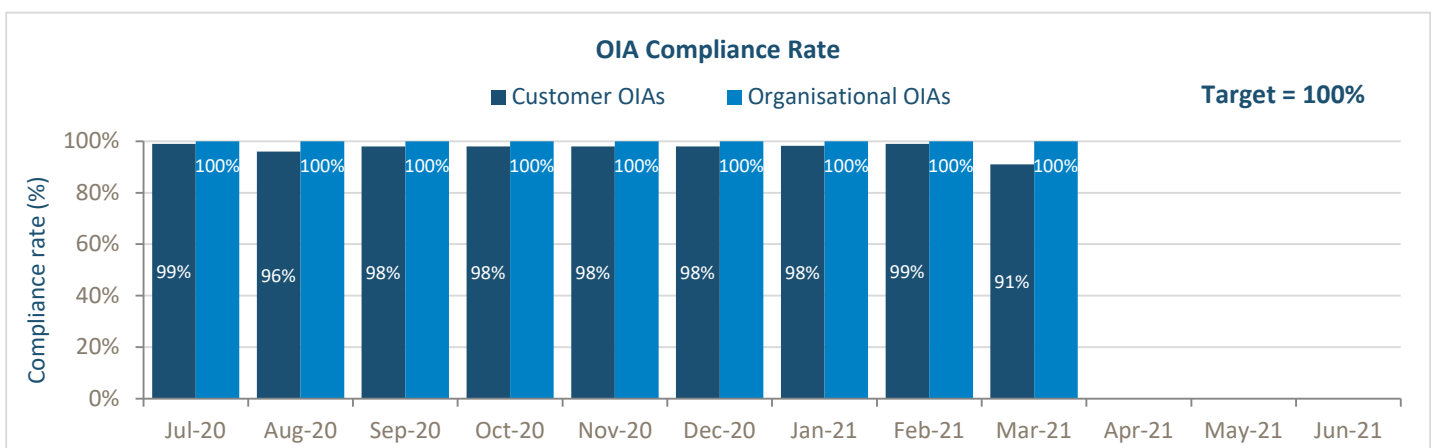
## Section 6 - Official Information Act (OIA) Requests



This month, our Customer OIA Team received 182 new OIA requests (vs. 88 in Feb-21). Coupled with the 63 requests on hand from last month and resolution of 142 requests this month, the team have 103 requests on hand at month's end.



This month, our Government Relations Team received 5 new high level OIA requests (vs. 0 in Feb-21). Coupled with the single case on hand from last month and 2 requests resolved this month, the team have 4 open request on hand at month's end.

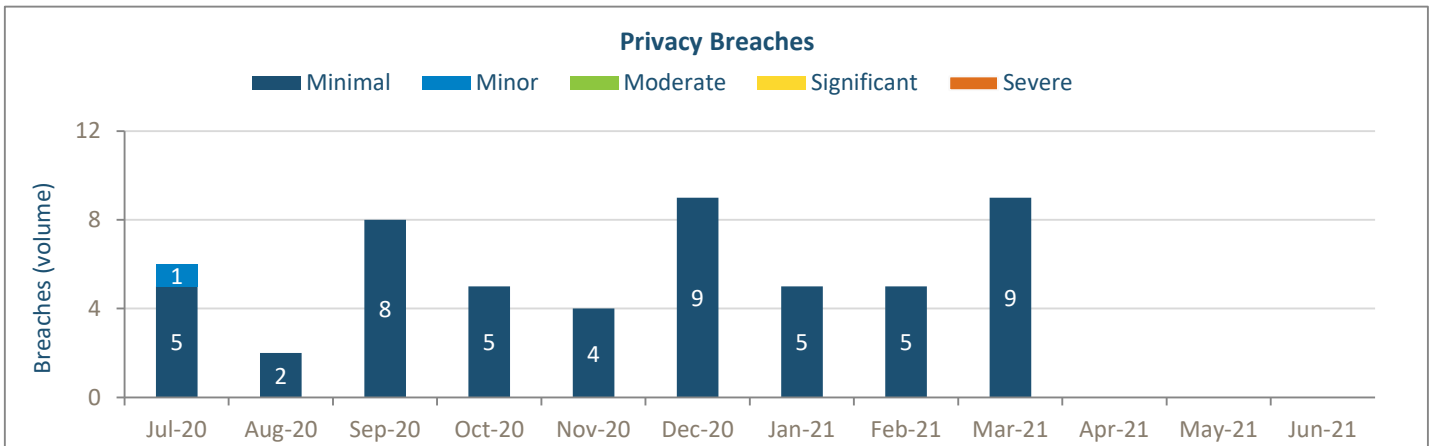


This month the compliance rate of our Customer OIA Team dropped to 91% (vs. 99% last month), with 13 instances of non-compliance. During the same period our Government Relations Team maintained its 100% compliance rate for Organisational/ high level OIA requests.

The key contributing factor leading to the decrease in compliance within our Customer OIA Team was process related and involved requests relating to 12 of the 13 non-compliant responses being sent to the wrong inbox. The associated process error has since been addressed.

## Section 7 - Privacy Breaches

Nine privacy breaches (vs. 5 in Feb-21), all classified as of minimal 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 nine reported breaches this month, all of minimal severity, relate to 'Wrong document sent' (4); 'Incorrect email address used' (3); 'Incorrect document content' (1); and 'Other' (1). All reported breaches have been contained, and no harm appears to have arisen as a result.

### 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."

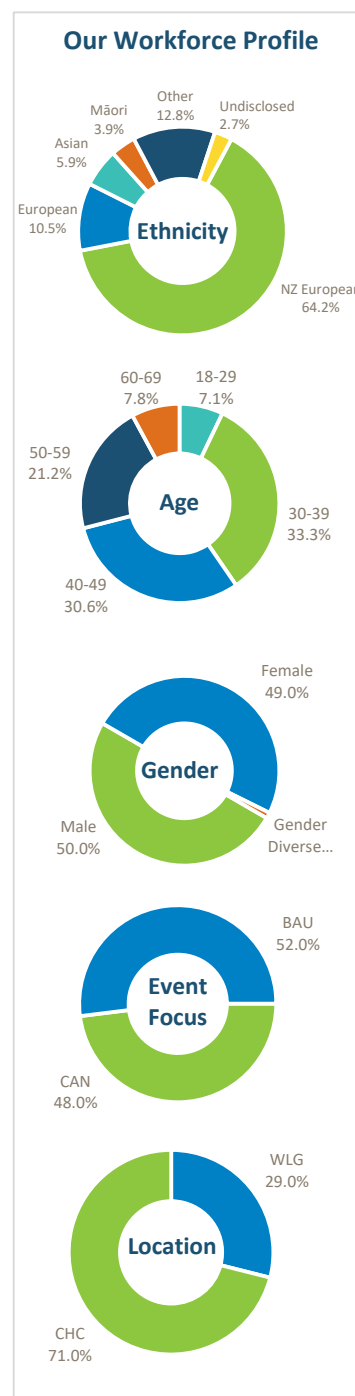
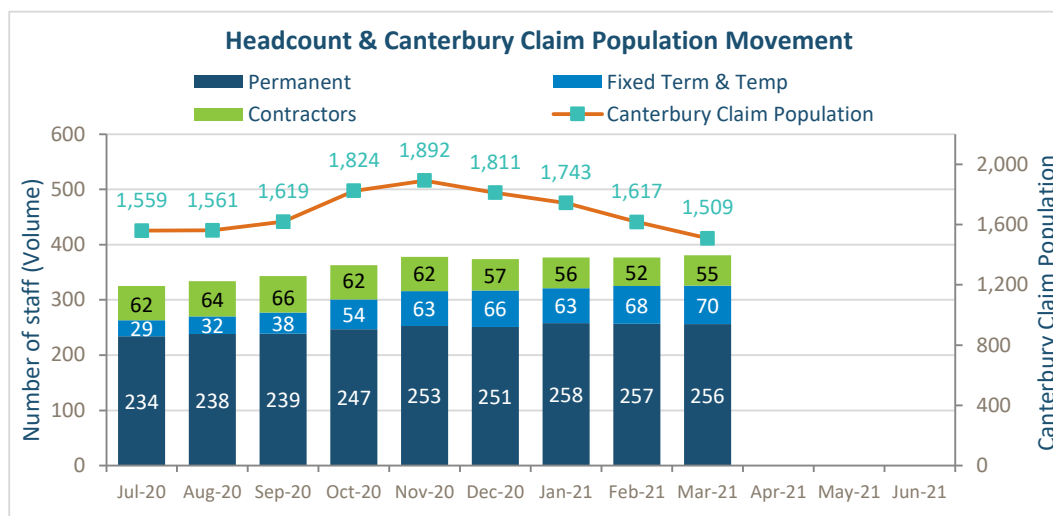
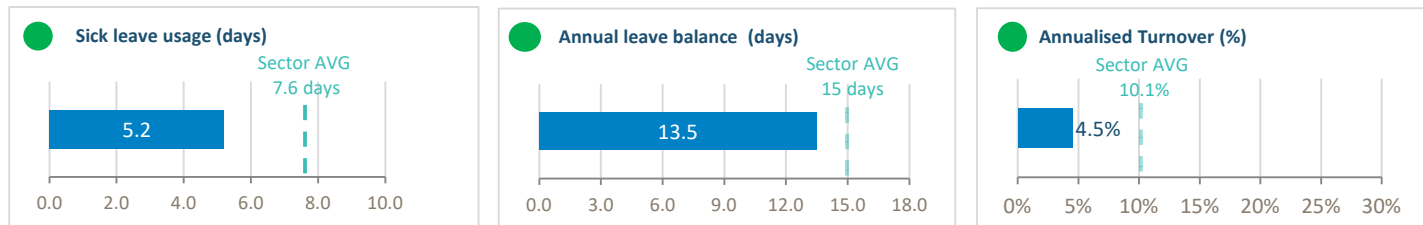
Below is an explanation of each rating:

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.

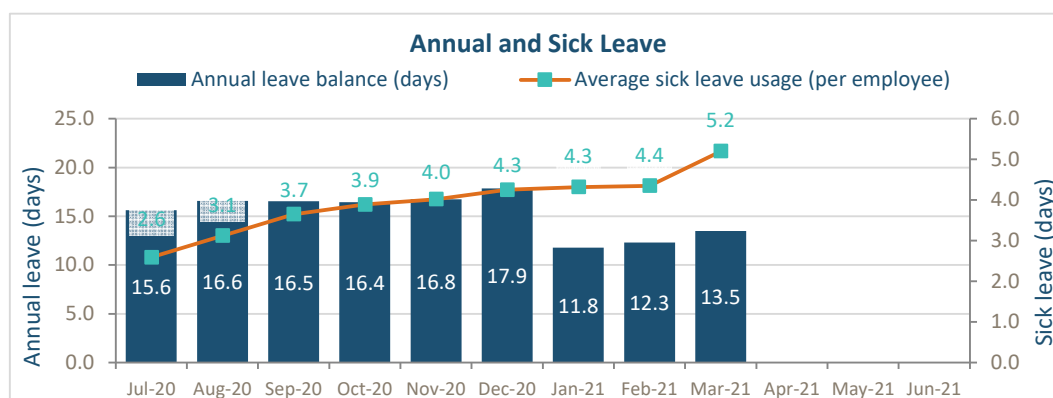
## Section 8 - HR Operations

This month our workforce headcount reduced considerably, as expected, with the conclusion of 31 consultant contracts. During the same period our average annual leave balance increased to 13.5 days (vs. 12.3 last month) and continues to remain below the corresponding Public Sector ('sector') average of 15 days. Over the same period our average sick leave usage also increased slightly to 5.2 days (vs. 4.4 days last month), which also remains below the sector average of 7.6 days. Over the month our annualised turnover ('voluntary turnover') experienced a marginal increase, rising to 4.5% (vs. 3.7% 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



Our workforce headcount has held relatively steady over the quarter with minor movement evident in our permanent staff, upward movement evidenced in our fixed term and temporary staff, and slight movement in our contractor staff.



This month our average annual leave balance increased slightly to 13.5 days (vs. 12.3 days last month), remaining below the public sector average of 15 days. It is expected that this average will reduce moderately during early April given the Easter holiday period. During the same period our average sick leave usage also increased slightly to 5.2 days (vs. 4.4 days last month).

It should also be noted that Covid-19 continues to influence our people data and trends.