

## 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

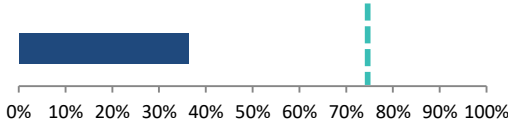


This section tracks EQC's average annual leave balance, sick leave usage and annualised turnover, compares them to the corresponding Public Service average and provides visibility on what's influencing our averages and annualised turnover rate. This section also provides a view on headcount movement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

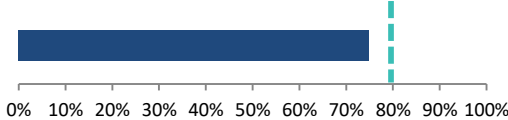


## Output Two - Event Response | Timeliness

## 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%	36%		 

**Commentary:**








As at 30 September 2020, we have closed 235 of the 648 claims that were outstanding (over 6 months old) at 30 June 2020 (36%). This puts us 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%	75%		 
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**Commentary:**

So far this financial year, 75% of claims that were reopened in January-March 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		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 | 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%	44%		<span style="color: yellow;">●</span> <span style="font-size: 1.2em;">↑</span>

**Commentary:**

Driven by strong customer satisfaction sentiment this month our YTD result against SOPE measure 2.1.4 has improved to 44% and is within close proximity of our >45% target.

## 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%	80%		<span style="color: green;">●</span> <span style="font-size: 1.2em;">↑</span>
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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 is exceeding target.

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%	79%		<span style="color: green;">●</span> <span style="font-size: 1.2em;">↑</span>
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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 is exceeding target.

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%	81%		<span style="color: green;">●</span> <span style="font-size: 1.2em;">↔</span>
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**Commentary:**

When reflecting on the most recent experiences of our Canterbury customers our YTD result against SOPE measure 2.1.7 is exceeding target.

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%	80%		<span style="color: green;">●</span> <span style="font-size: 1.2em;">↑</span>
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**Commentary:**

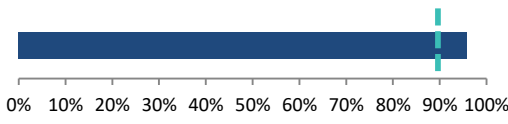

When reflecting on the most recent experiences of our Canterbury customers our YTD results across SOPE measures 2.1.8 is exceeding target.

Key:					
<span style="color: grey;">●</span>	Result not available for the month	<span style="color: yellow;">●</span>	Potential risk of not achieving target	<span style="font-size: 1.2em;">↑</span>	Performance trend increase
<span style="color: green;">●</span>	On track for delivery	<span style="color: red;">●</span>	Target highly unlikely to be achieved	<span style="font-size: 1.2em;">↔</span>	No change in performance trend
				<span style="font-size: 1.2em;">↓</span>	Performance trend decrease

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

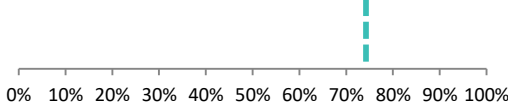

## Output Two - Event Response | Customer Focus (cont.)

## 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>				
	• 90% simple complaints completed in 30 working days				
2.1.9	• 90% standard complaints completed in 60 working days	>90%	96%		
	• 90% complex complaints completed in 120 working days				

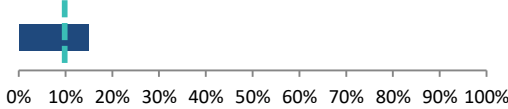

**Commentary:**

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 the two months to 31 August 2020 for SOPE measure 2.1.10.

	<b>EQC settlements should be enduring.</b>				
2.1.11	Less than 10% of claims settled are reopened within six months	<10%	15%		

**Commentary:**

Of 1,298 in-scope claims closed in January-March 2020, 15% (194 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%	98%		On track for delivery, No change in performance trend
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%	91%		Potential risk of not achieving target, Performance trend decrease

Commentary:

Of 320 in-scope claims closed in January-March 2020, all but eight (98%) were resolved within 6 months (measure 2.2.1). Ten of 11 in-scope claims not settled within six months of lodgement, have subsequently been settled within 90 working days of the assessment process being completed (91%).

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%	78%		On track for delivery, Performance trend increase
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%		On track for delivery, Performance trend increase
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%	73%		On track for delivery, Performance trend increase
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%	83%		On track for delivery, Performance trend decrease
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%	81%		On track for delivery, Performance trend increase

Commentary:

Performance across the SOPE measures 2.2.3-7 has been solid during August with YTD results for these measures now meeting/ exceeding target.

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 | 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 the two months to 31 August 2020 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%	6%		
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**Commentary:**

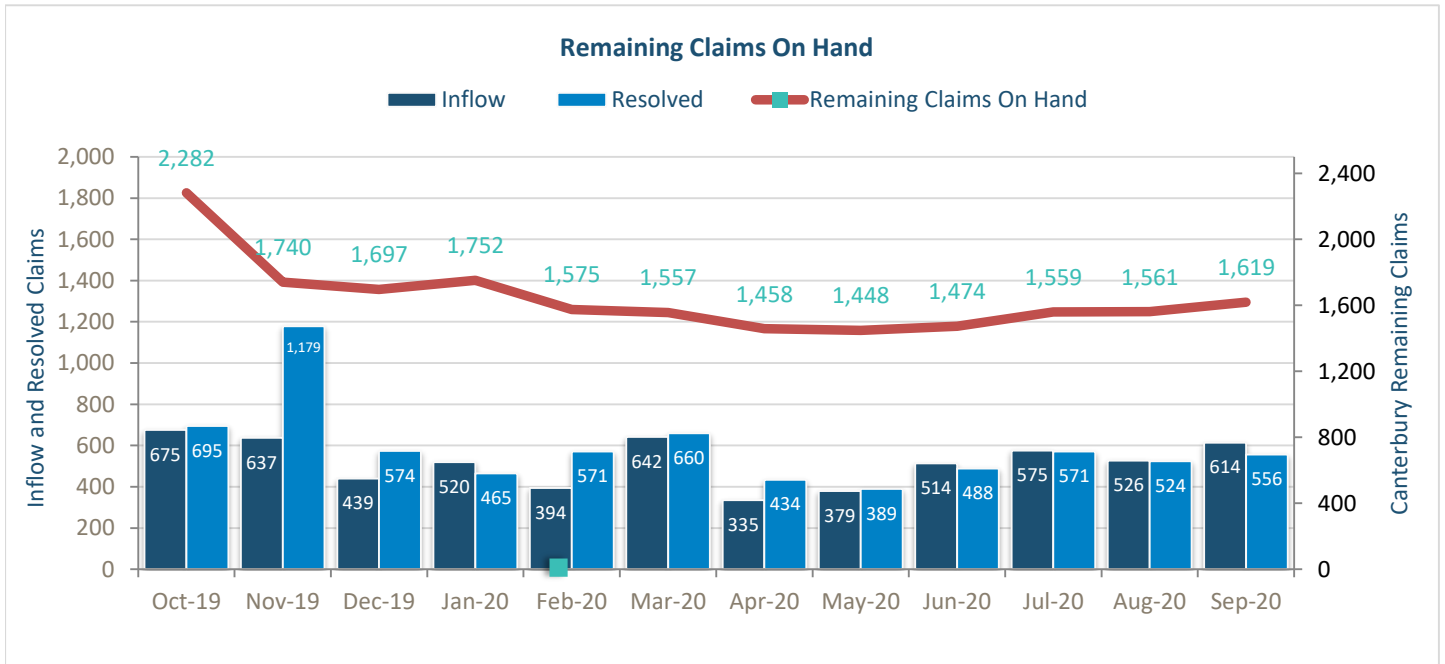
Of 569 in-scope claims settled in January-March 2020, 36 (6%) were reopened within six months, a proportionately similar result to last month.

**Key:**

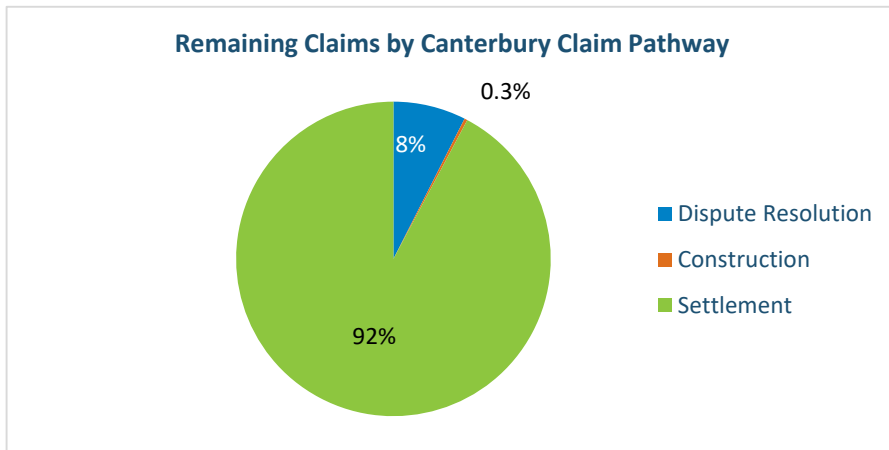
	Result not available for the month		Potential risk of not achieving target		Performance trend increase
	On track for delivery		Target highly unlikely to be achieved		No change in performance trend
					Performance trend decrease

## Section 2 - Canterbury

We resolved 556 claims during September, offset by inflow of 614 claims. This left 1,619 open Canterbury claims on hand at month end, an increase of 58 since the end of August. The higher inflow of claims this month may be caused, in part, by the pending (October) deadline for submission of applications for government support for repair of on-sold over-cap properties.



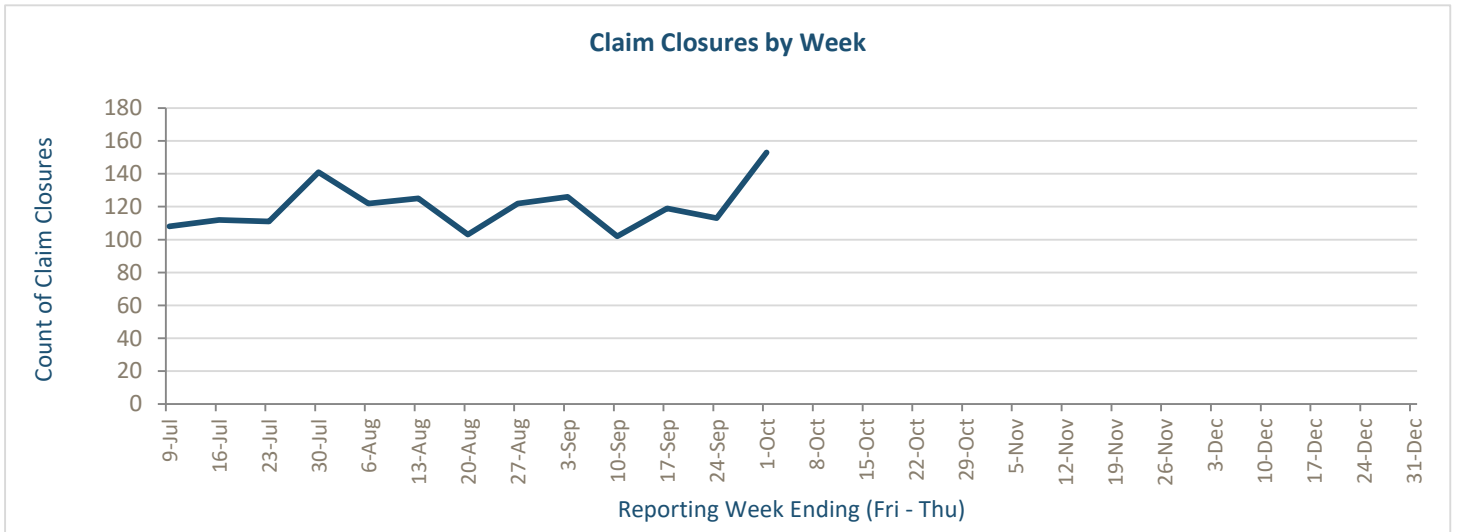
The 556 claims resolved this month includes 17 claims open at 1 September, that are now subject to an application for Government support for repair of on-sold over cap properties ('on-sold claims'). In total, 869 on-sold claims are excluded.



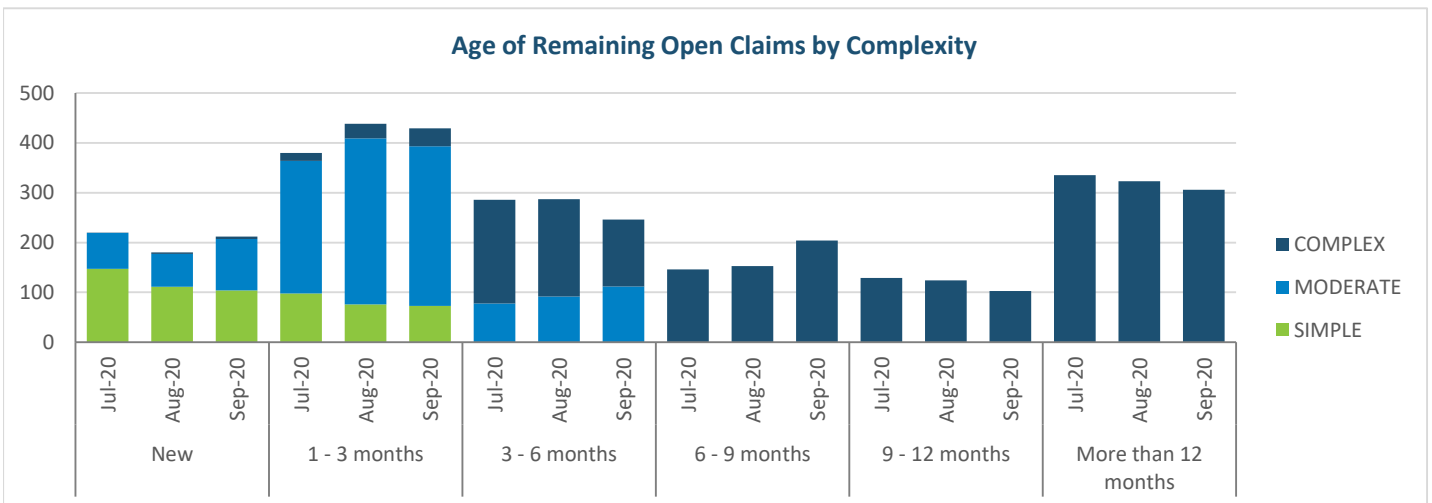
Of the 1,619 Canterbury claims remaining on hand, 92% are being managed by Settlement teams, 8% are with Dispute Resolution, and <1% are in physical repair.

*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.*

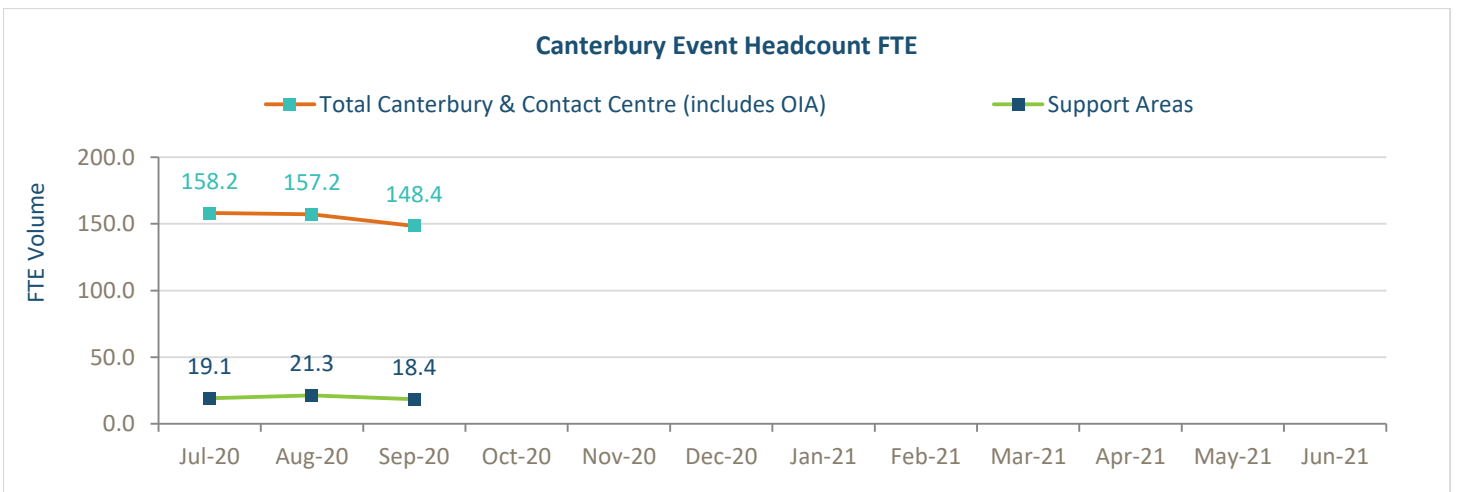
## Section 2 - Canterbury (cont.)



On average, we closed 122 claims per week during September, very similar to the weekly average in August (121). There were a total of 556 Canterbury claim resolutions in September.



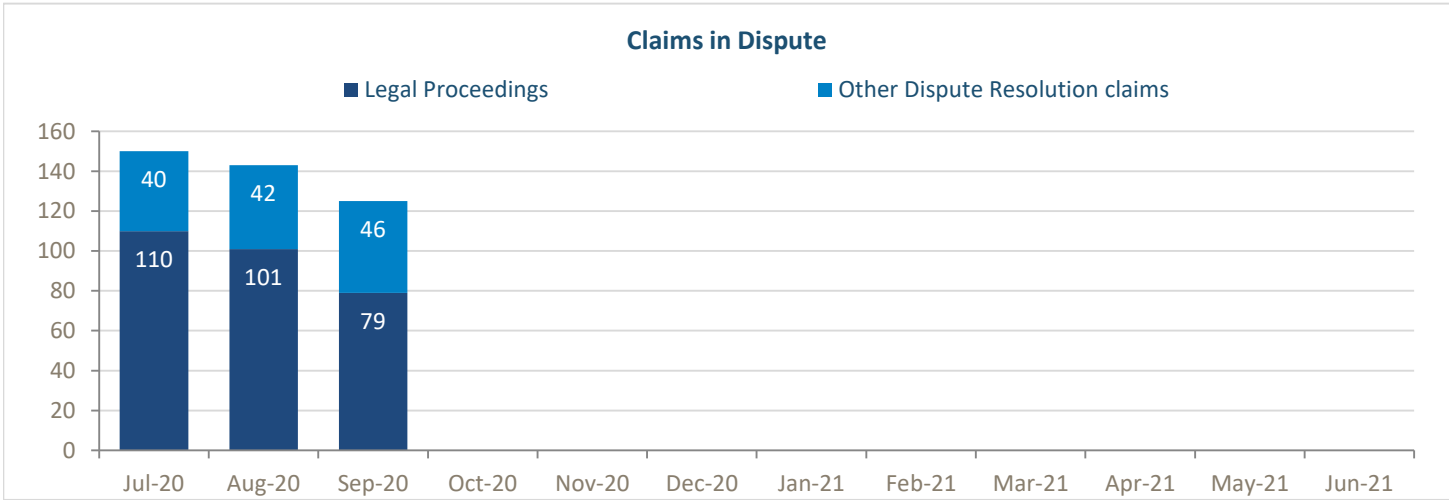
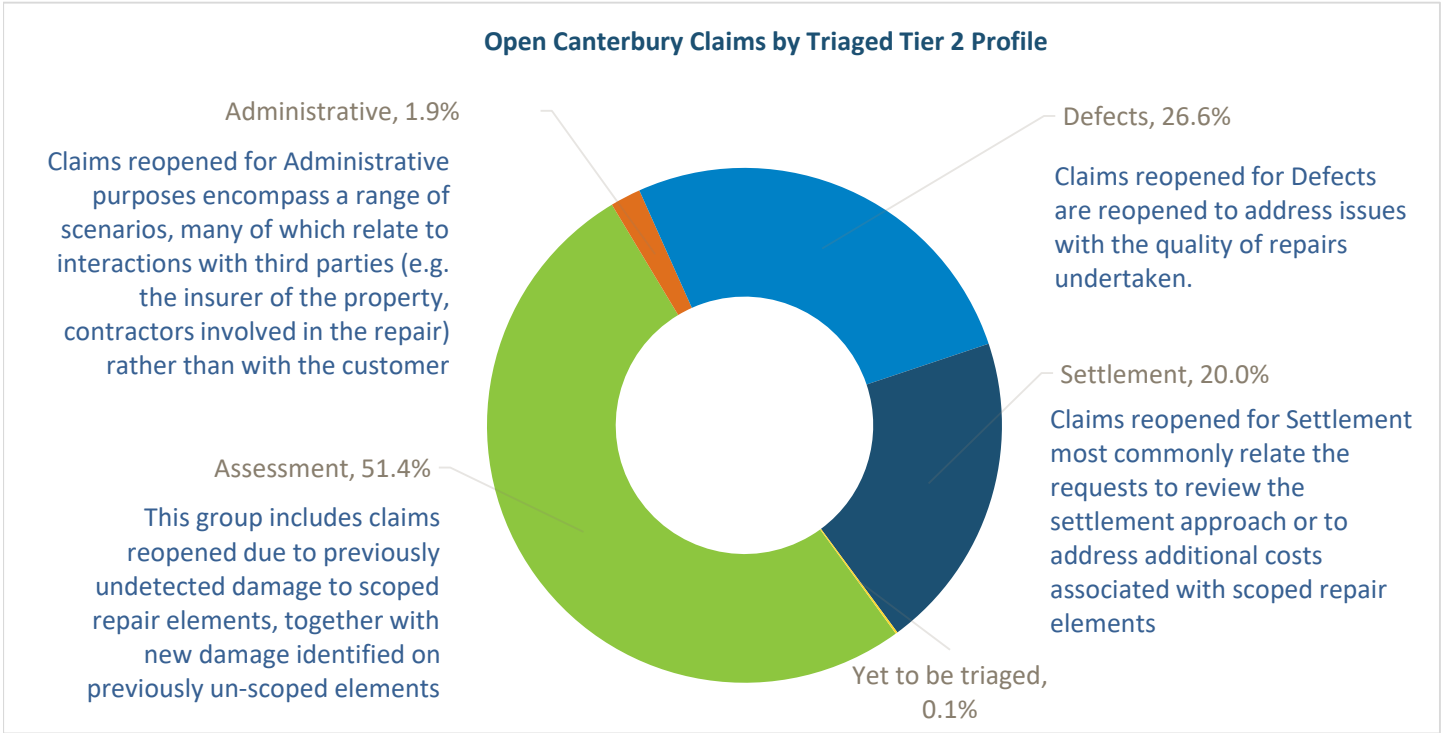
Resolution of aged claims remains a key priority for our settlement teams. Claims open for 12 months or more reduced by 5% over the month (324 down to 307), as at 30 September. Claims aged 9 - 12 months also reduced by 15% since August EOM (126 down to 107). There was an 11% growth in claims aged < 3 months (658 up to 729).



The Canterbury Event Headcount decreased this month to 166.8 down from 178.5 in August. We expect the Canterbury Event Headcount to remain stable for the remainder of the calendar year.

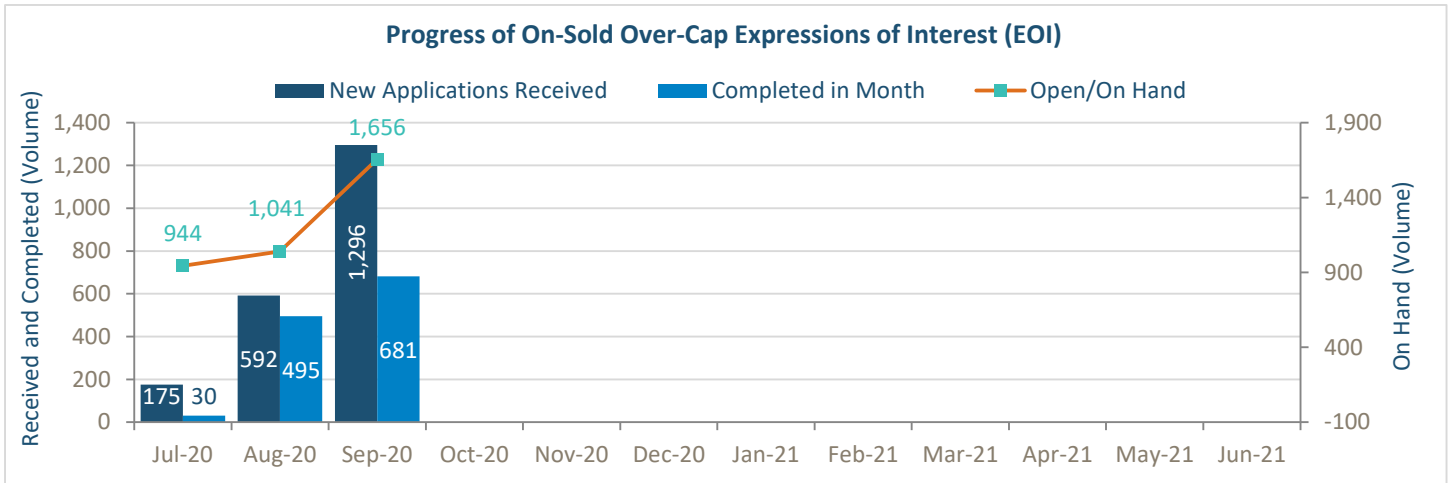


## Section 2 - Canterbury (cont.)



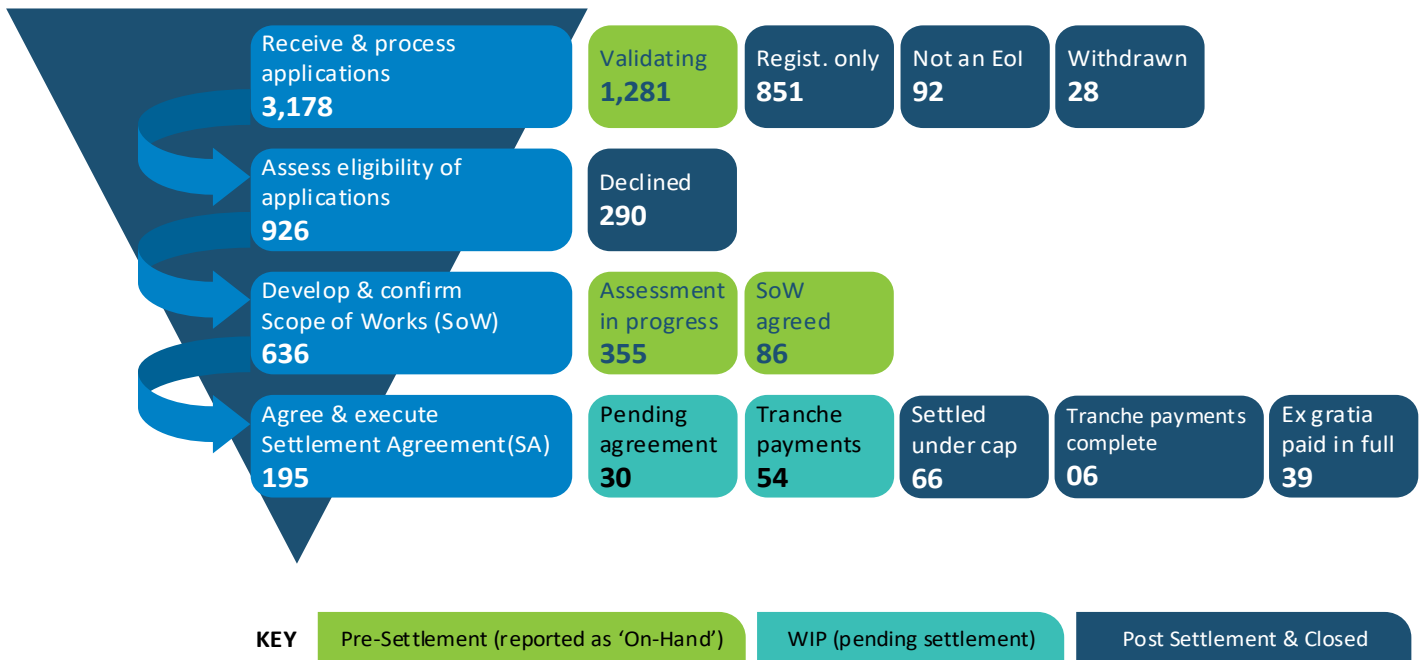
We have continued to make steady progress resolving disputed claims. As at 30 September, 79 Canterbury claims remain subject to legal proceedings, down from 101 at the end of August (22%). Our disputes team are currently managing 46 other Canterbury claims, up from 42 in July. In total, 125 open Canterbury claims remain in dispute as at 30 September.

Section 2 - Canterbury (cont.)



We received 1,296 applications for government support to repair On-Sold Over-Cap properties in September (vs. 592 in Aug-20). This was offset by the completion of assessment on 681 applications (vs. 495 in Aug-20) leaving 1,656 open applications on hand at month's end. The increased volume of resolved applications this month included closure of 461 'Registration Only' EOIs.

The following chart plots the flow of On-Sold EOI's through the value chain. To date we have completed 1,522 EOI's of which 111 have been paid in full, 84 are undergoing settlement, and the remainder have been closed without payment (inclusive of 851 Registration Only EOI's).

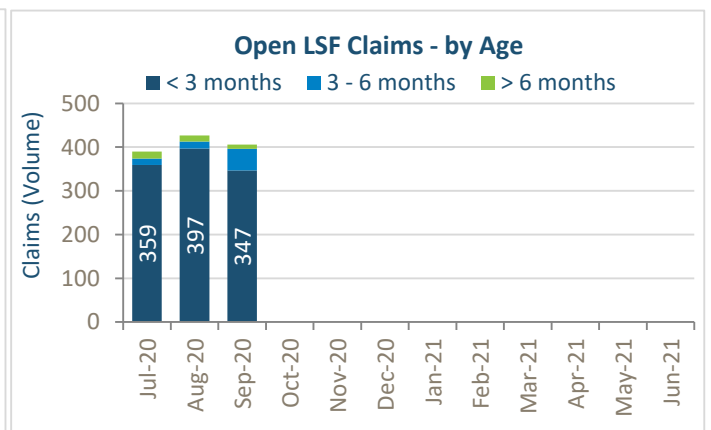
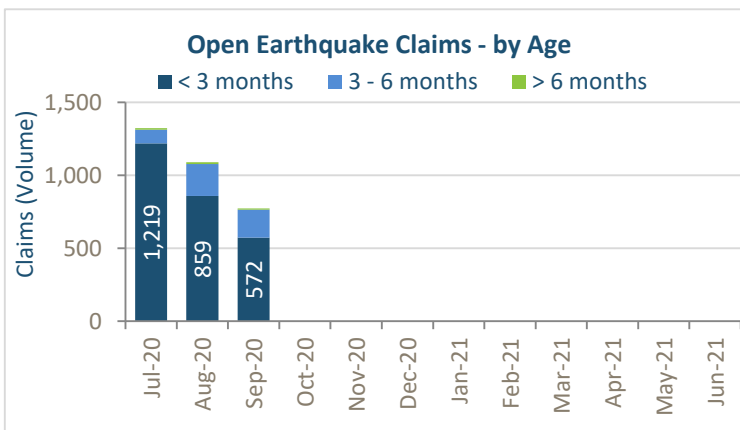
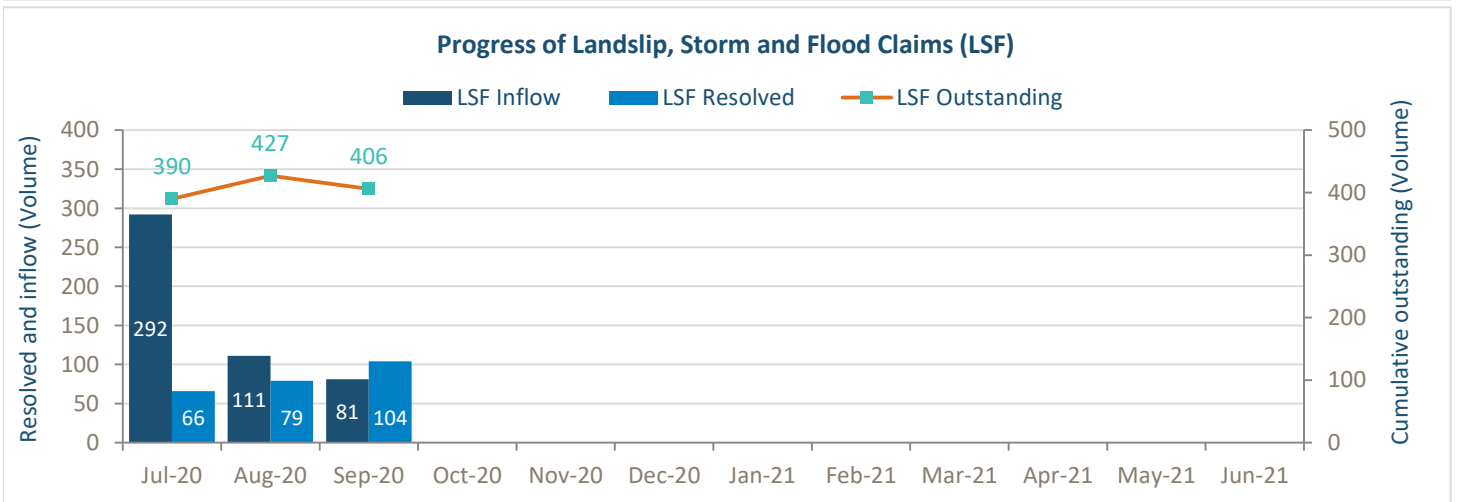
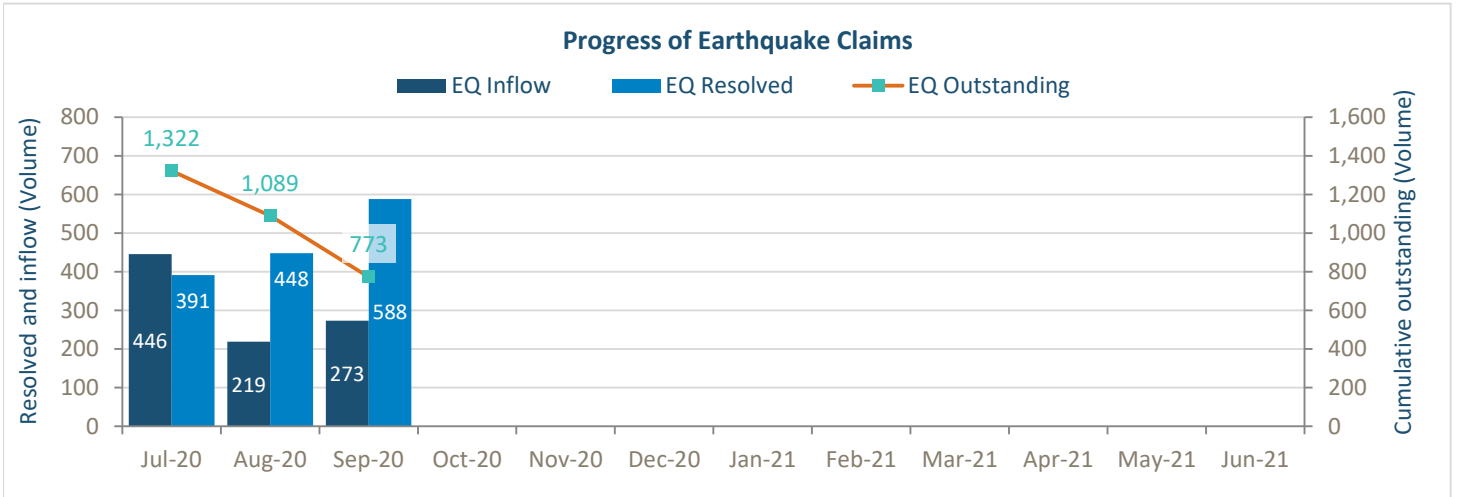


## Section 3 - Other Natural Disaster Events (Excluding Canterbury/Kaikōura)

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

We recorded inflow of 354 new and reopened claims in September. Of these lodgements, 77% (273) were earthquake claims, while the balance related to landslip, storm and flood damage ('LSF').

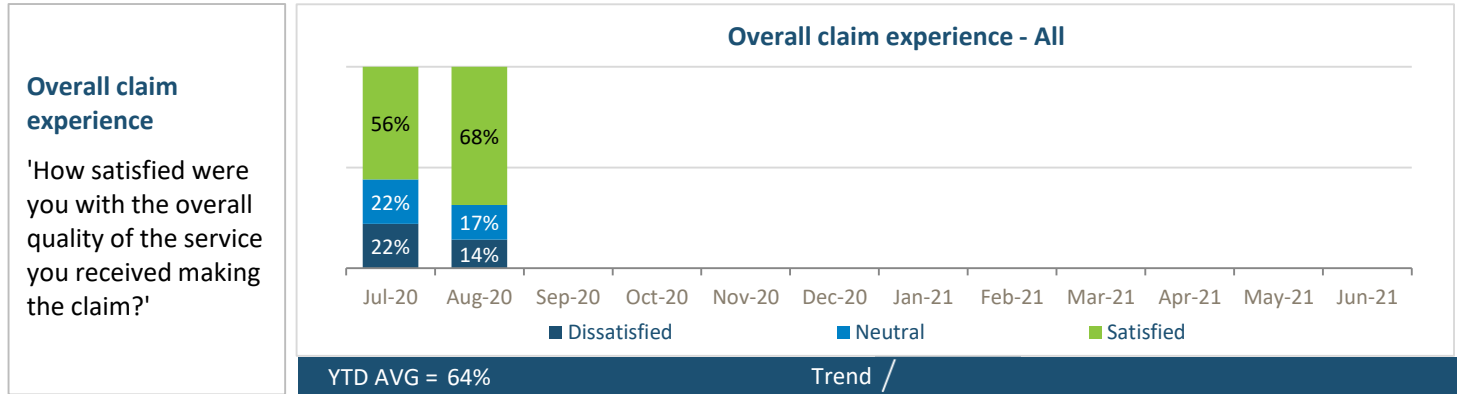
Seventy nine of the earthquake claims received this month resulted from a M5.4 earthquake on 3 September west of St Anaud. We also received 23 claims for damage caused by a M3.9 earthquake on 7 July, mainly from customers in Bay of Plenty and Coromandel areas. A M5.2 earthquake on 27 September south-west of Taumarunui has resulted in 14 claims to date, mainly from customers in the Taranaki region.



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

## Section 4 - Customer Focus

Overall satisfaction levels this month have improved from July. This improvement has been driven by greater satisfaction amongst our Canterbury customers and the fact that Canterbury claims (which traditionally do not reach the satisfaction levels of our Natural Disaster Events (NDE) customers) make up a smaller proportion (36%) of customers surveyed this month.



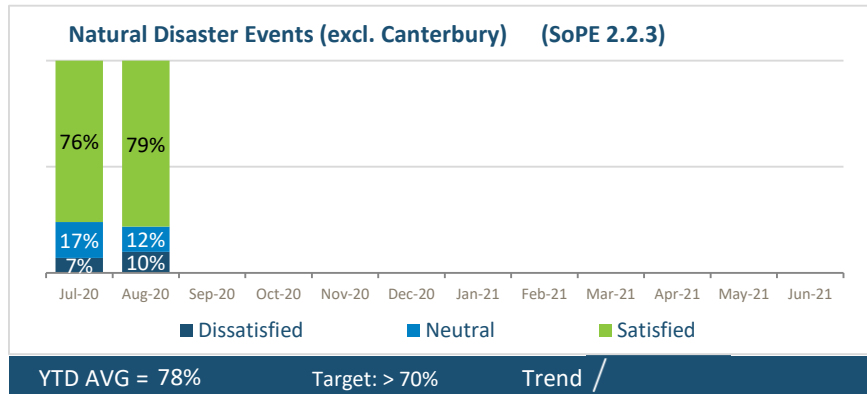
### Overall claim experience by event response



#### Our Canterbury customers

Improved overall claim experiences this month have been driven by increased satisfaction across our overarching key process touchpoints of lodgement, assessment, settlement.

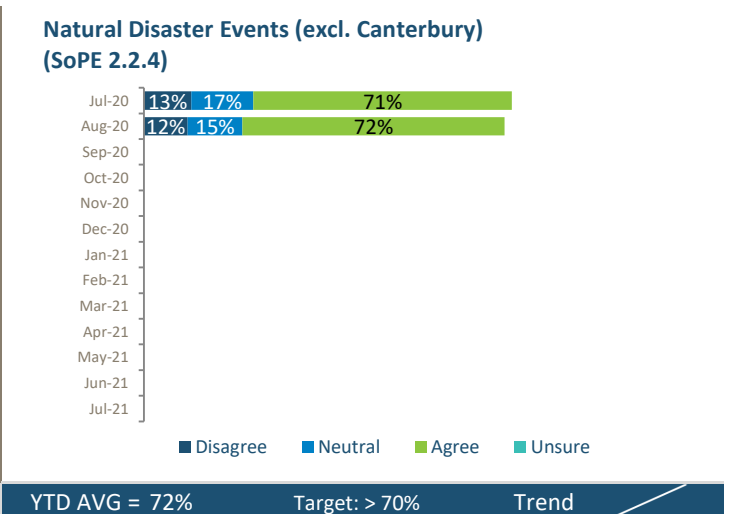
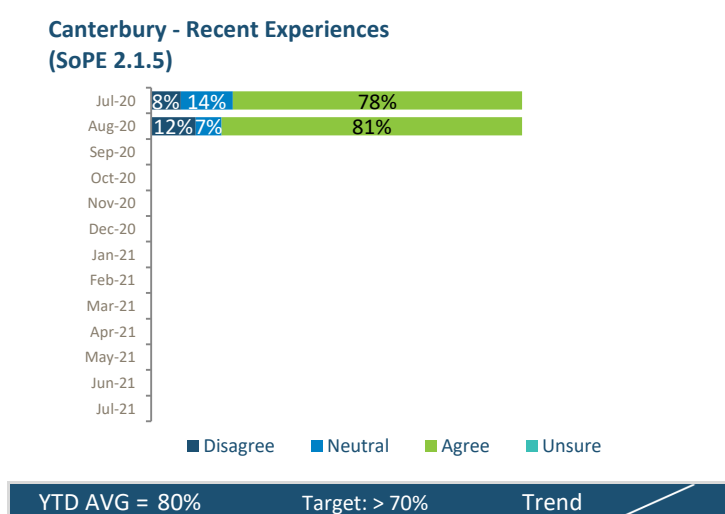
**NB:** With the exception of this measure, under SoPE 20/21, satisfaction for all other Canterbury customer focus measures are measured against customers' recent experiences ie. the last 6 months.



#### Our Natural Disaster Events customers

Similar to last month, satisfaction levels among our Natural Disaster Events customers has largely remained stable.

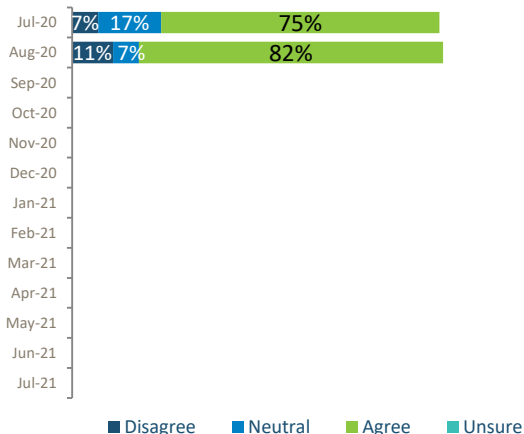
### Transparent, fair and reasonable interactions



## Section 4 - Customer Focus (cont.)

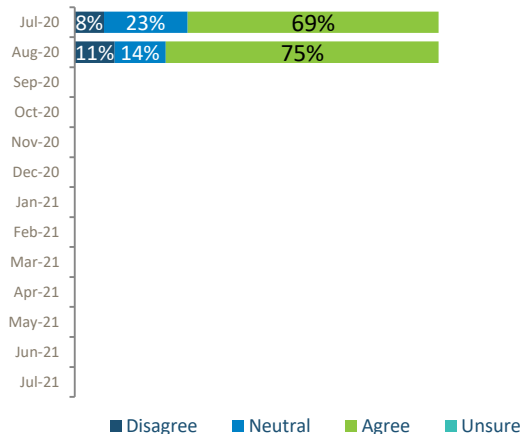
### Responsive to individual needs and situation

Canterbury - Recent Experiences (SoPE 2.1.6)



YTD AVG = 79% Target: > 70% Trend ↗

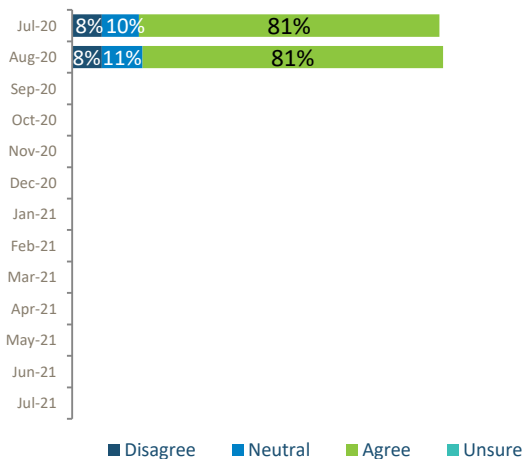
Natural Disaster Events (excl. Canterbury) (SoPE 2.2.5)



YTD AVG = 73% Target: > 70% Trend ↗

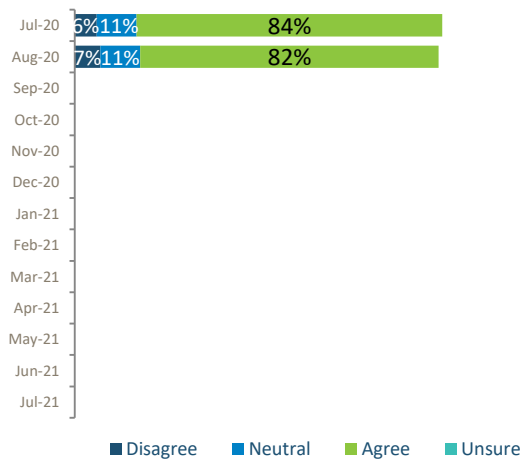
### Quality of communication and customer clarity on next steps

Canterbury - Recent Experiences (SoPE 2.1.7)



YTD AVG = 81% Target: > 70% Trend ↗

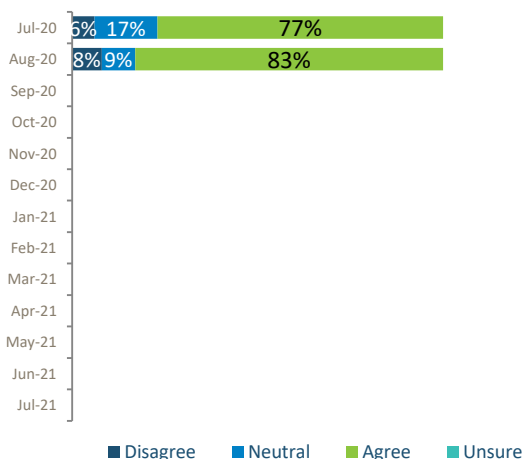
Natural Disaster Events (excl. Canterbury) (SoPE 2.2.6)



YTD AVG = 83% Target: > 70% Trend ↗

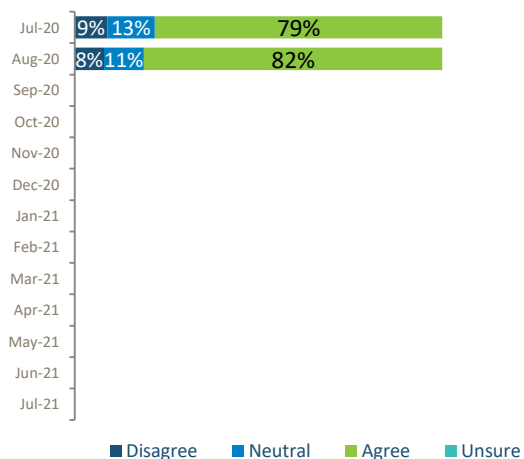
### Demonstrating expertise and a desire to help

Canterbury - Recent Experiences (SoPE 2.1.8)



YTD AVG = 80% Target: > 70% Trend ↗

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

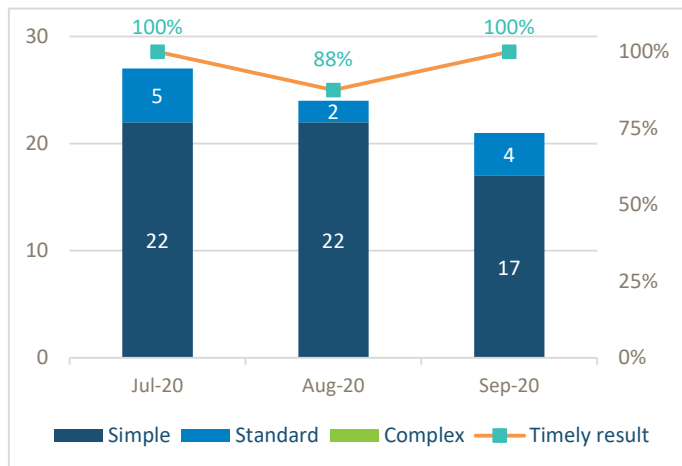


YTD AVG = 81% Target: > 70% Trend ↗

## Section 4 - Customer Focus (cont.)

### Timeliness of complaint resolution

Canterbury (SOPE 2.1.9)

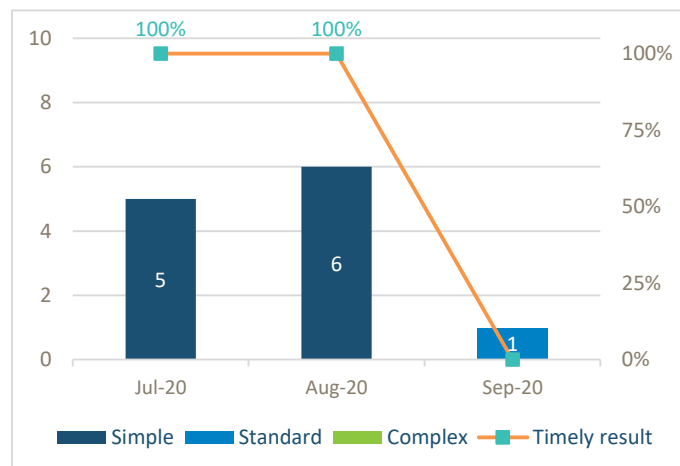


YTD AVG = 96%

Target: > 90%

Trend

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



YTD AVG = 92%

Target: > 90%

Trend

### Quality of complaint resolution

Canterbury (SoPE 2.1.10)



Given the very low number of survey responses we are unable to provide a meaningful result for the two months to 31 August 2020 for SOPE measure 2.1.10

Legend: Dissatisfied, Neutral, Satisfied, Unsure

YTD AVG =

Target: > 75%

Trend

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



Given the very low number of survey responses we are unable to provide a meaningful result for the two months to 31 August 2020 for SOPE measure 2.2.9

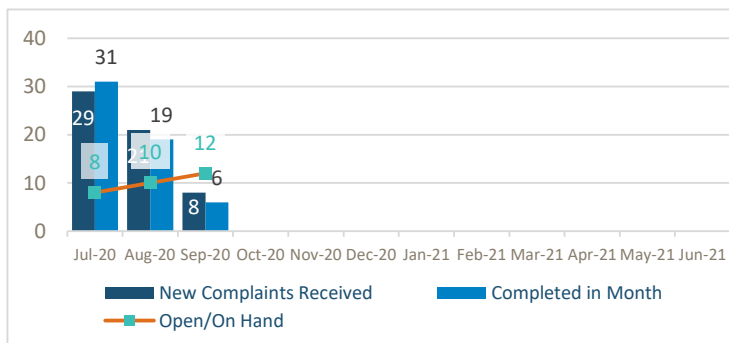
Legend: Dissatisfied, Neutral, Satisfied, Unsure

YTD AVG =

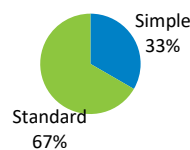
Target: > 75%

Trend

### Progression of customer complaints



Complexity of Open Complaints



We received inflow of 8 new complaints in September (5 simple, 3 standard complexity), offset by resolution of 6 complaints. This left 12 open complaints on hand at month end up from 10 open at 31 August.

Eight of the 12 complaints open at month end were standard complexity and the remainder were simple.

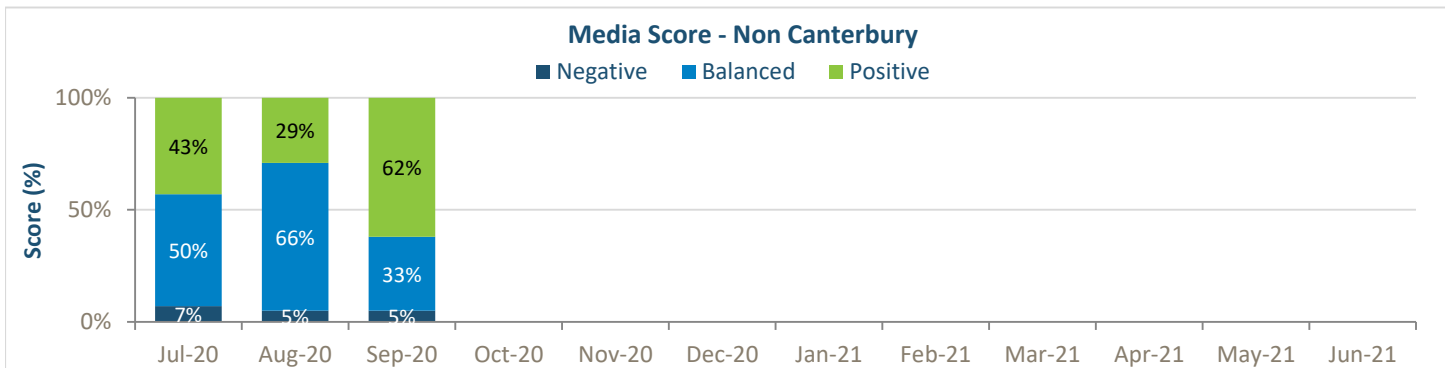
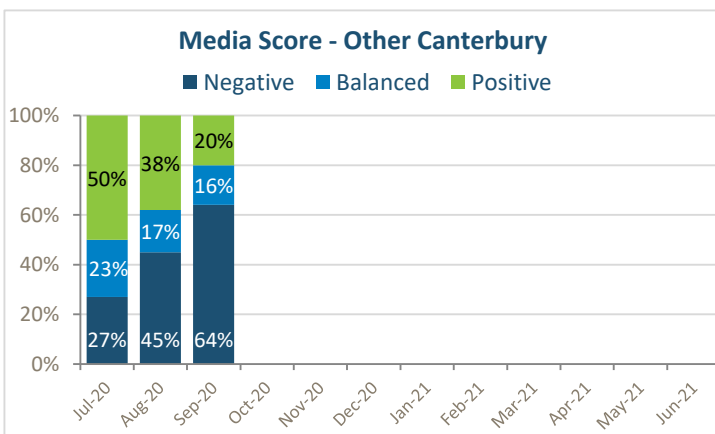
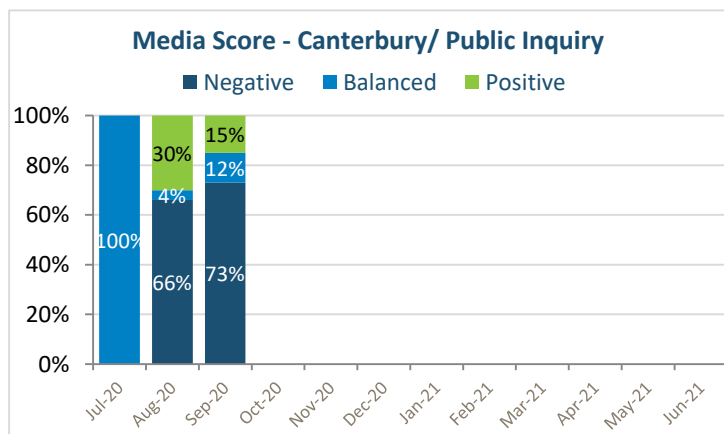
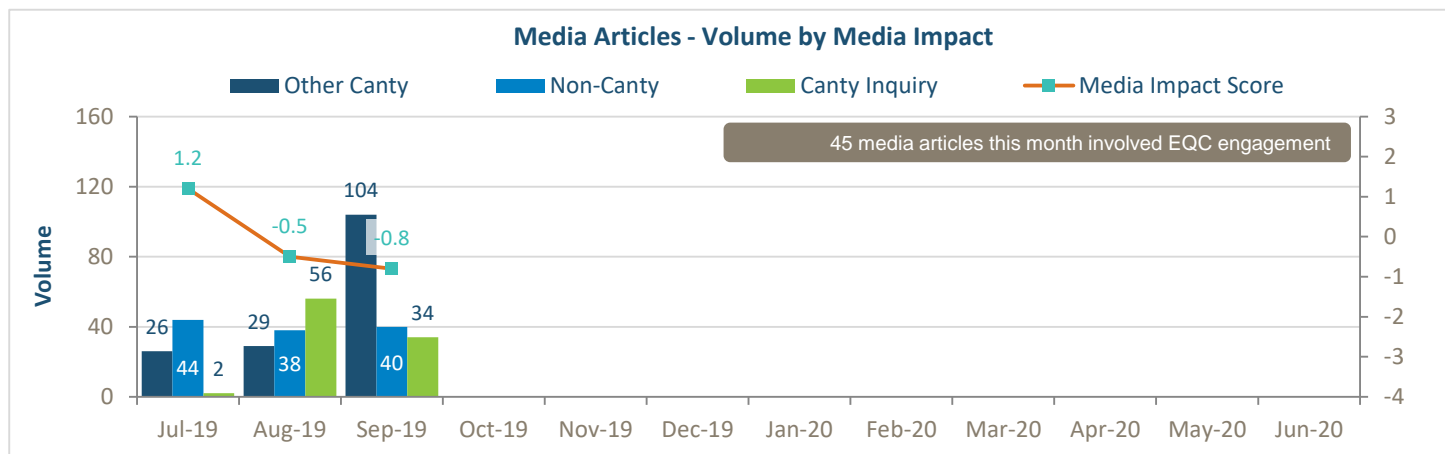
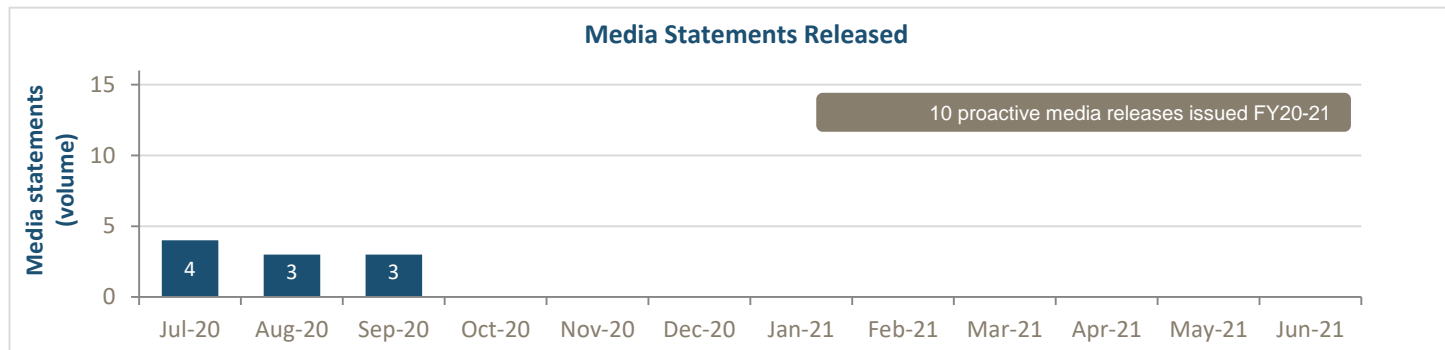
### Total call, email and post volume

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Trend
Outbound - Inbound Ratio	21:79	16:84	18:82	22:78	18:82	16:84	
Grade of Service	98%	100%	98%	98%	99%	97%	
Abandonment Rate	2%	1%	2%	1%	1%	3%	
Roll Over No Answer	14	12	80	33	45	162	
Total Calls	1,017	2,703	4,147	4,940	5,099	5,770	
Total Email and Post	1,549	2,377	2,960	2,280	2,542	3,671	

## Section 5 - Media

September coverage was dominated by two issues: the government’s response to the Public Inquiry into EQC, and the 10-year anniversary of the Darfield earthquake of 04 September 2010. Both issues generated elevated volumes of reporting that were largely negative in tone early in the month, resulting in a total of 178 reports and a slight dip in our overall Media Impact Score of -0.8.

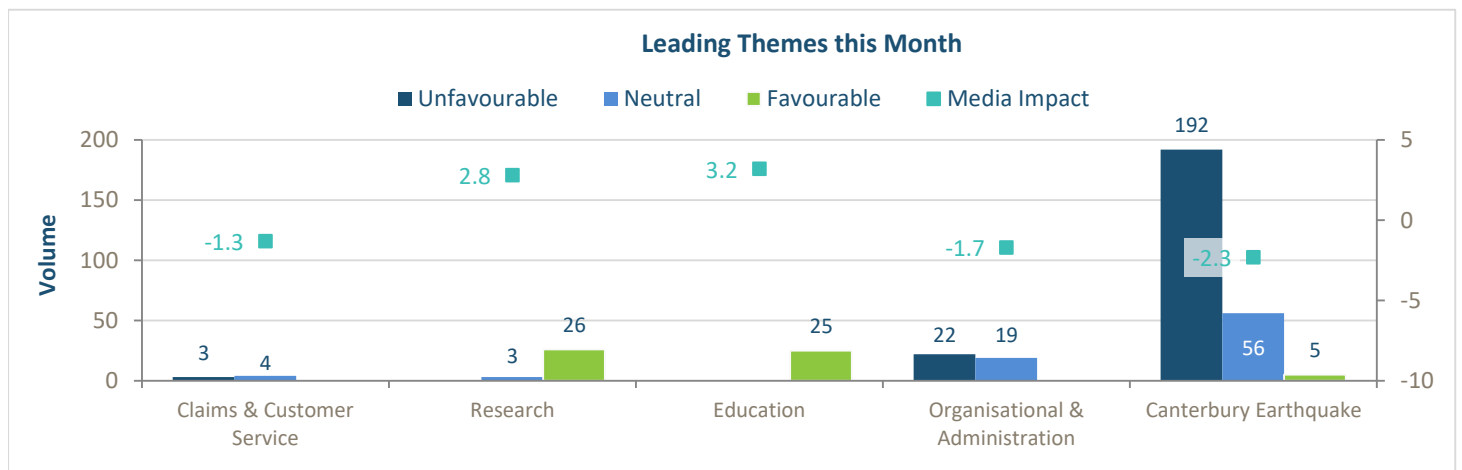
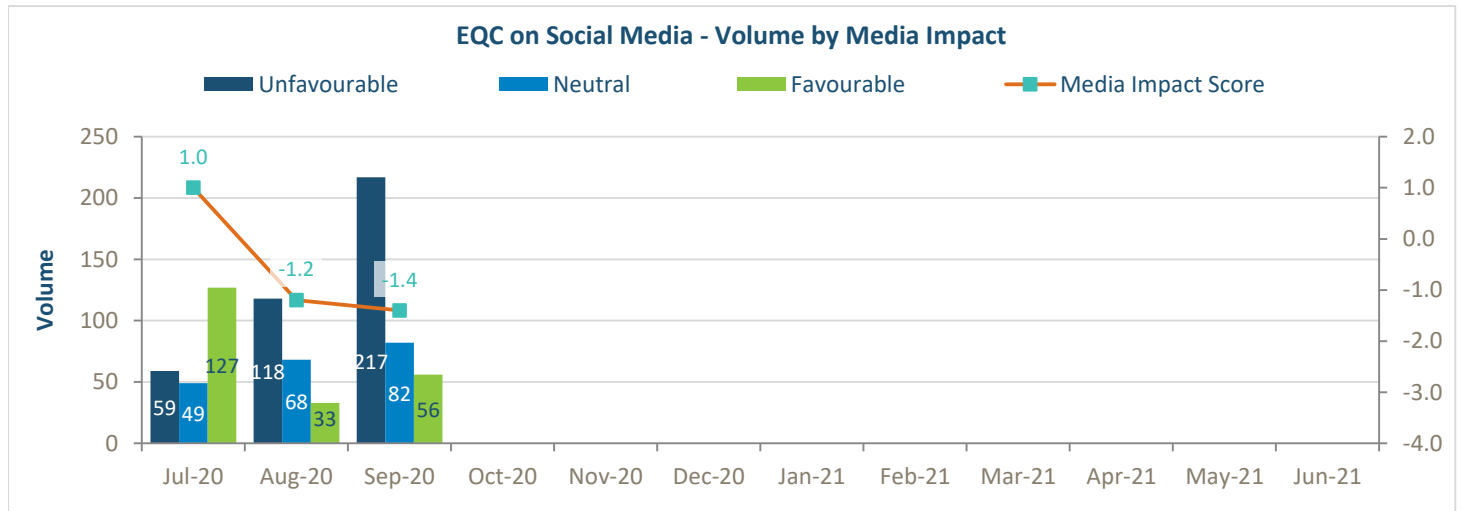
Late in September, we were positioned positively in reporting on the “on-solds” programme, as it was said to provide “light at the end of the tunnel” for affected homeowners (Star News, 30 September).



## Section 5 - Media (cont.)

September saw a sharp rise in the volume of social media conversations relating to EQC with 355 conversations this month (vs. 219 in Aug-20). With the tone of conversations moderately negative on average, our MIS dropped slightly (by 0.3 points) to -1.4. Similar to traditional media coverage, the 10-year anniversary of the Darfield earthquake triggered a spike in conversations.

Elsewhere, our proactive post highlighting the “huge strides” scientists and engineers have made in understanding earthquakes in the decade after the Darfield earthquake were modestly shared and circulated, while the #WhatsOnOurPlates programme and its Te Wiki o Te Reo Māori generated some positive research and education-focused conversations.



Further reaction to the government’s response to the Public Inquiry has again shaped our two leading messages this month of *repairs are not carried out to a satisfactory standard* (136 posts) and *claims are not managed and settled efficiently* (112 posts).

### Understanding the Media Impact Score

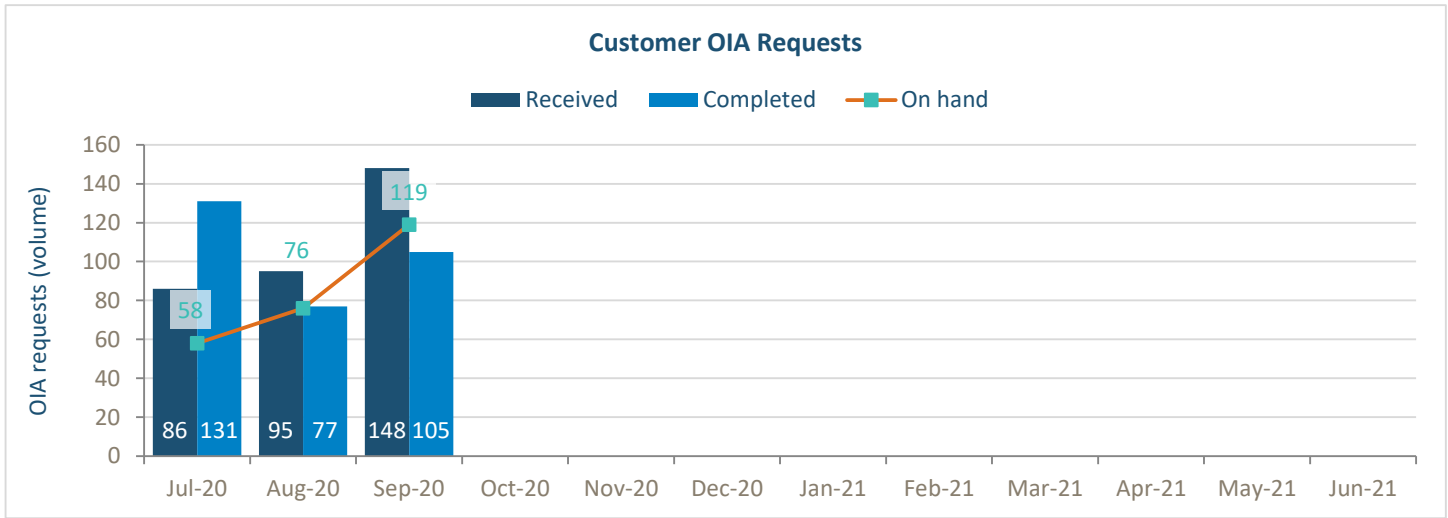
The change in metric from 'Average Favourability' to 'Media Impact Score' (MIS) is based on ensuring that the methodology we employ more accurately reflects the way audiences consume media and engage with digital news and social media.

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**.

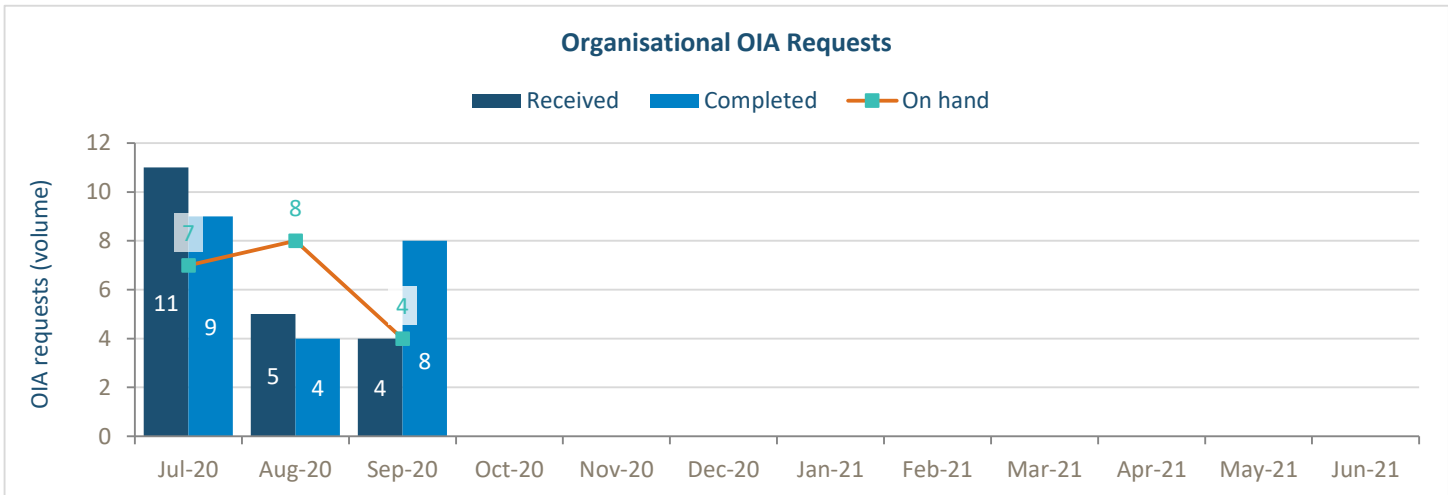
Our score sits on a **scale of -10 to 10**, with 0 being the neutral or balanced point.



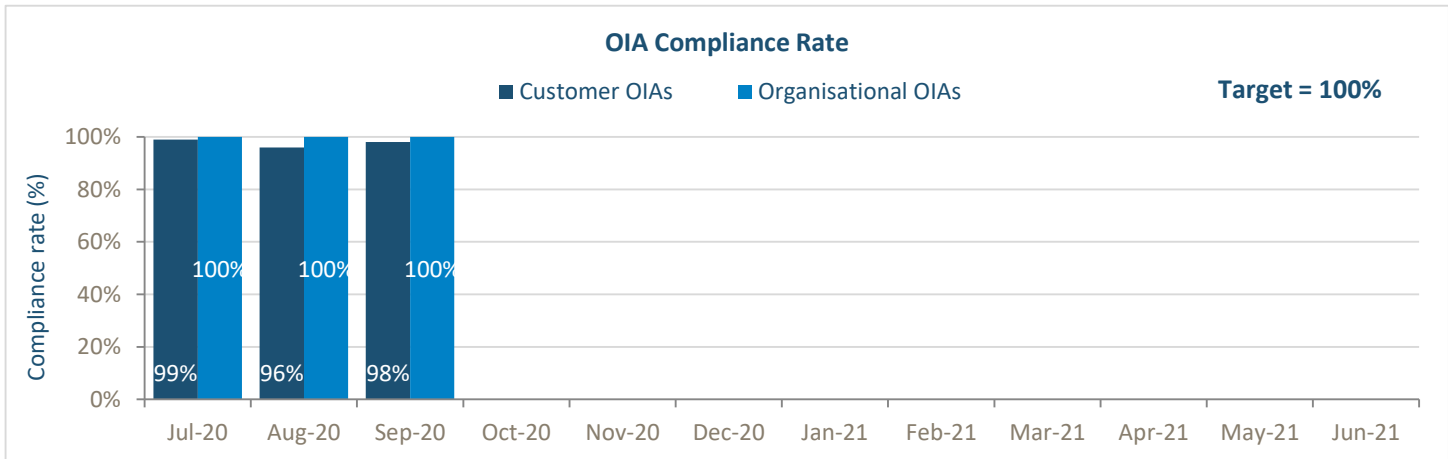
## Section 6 - Official Information Act (OIA) Requests



This month, our Customer OIA Team received 148 new OIA requests (vs. 95 in Aug-20). Coupled with the requests on hand from last month and 105 requests resolved this month, the team have 119 requests on hand at month's end.



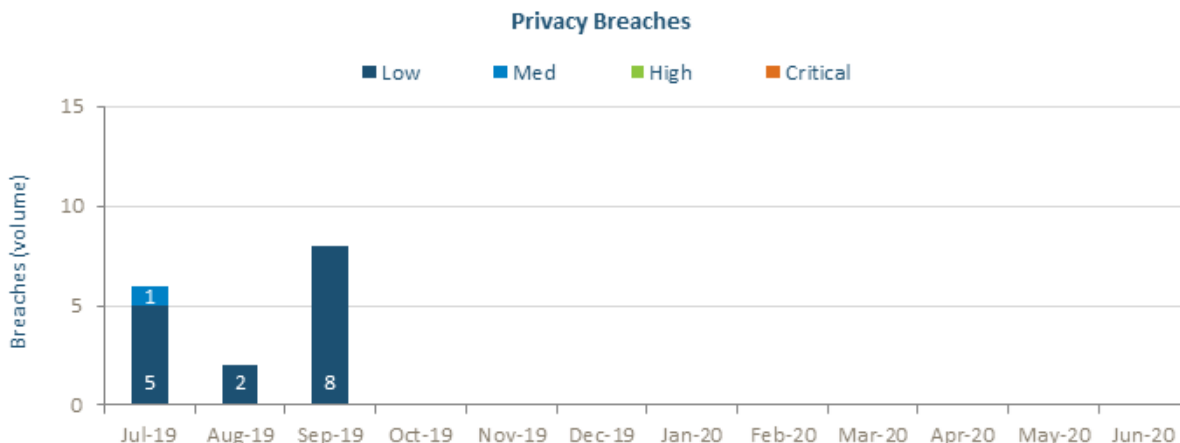
This month, our Government Relations Team received 4 new high level OIA request (vs. 5 in Aug-20). Coupled with the cases on hand from last month and 8 requests resolved this month, the team have 4 open requests on hand at month's end.



This month our Customer OIA Team achieved a compliance result of 98% this month with two instances of Customer OIA non-compliance this month. During the same period our Government Relations Team maintained 100% compliance for organisational/ high level OIA requests.

## Section 7 - Privacy Breaches

Eight privacy breaches (vs. 2 in Aug-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 eight reported breaches this month relate to 'Incorrect email address used' (5), 'Wrong email or letter content' (1), 'Wrong document sent' (1) and 'Loss of equipment' (1). All reported breaches have been contained, and no harm appears to have arisen as a result.

The equipment incident reported relates to a laptop and notebook that were left at a bus stop. The loss was reported to the Police and our IT team disabled the laptop. Both items were recovered after they were handed in to the Police. While there were documents stored on the laptop they did not contain personal information.

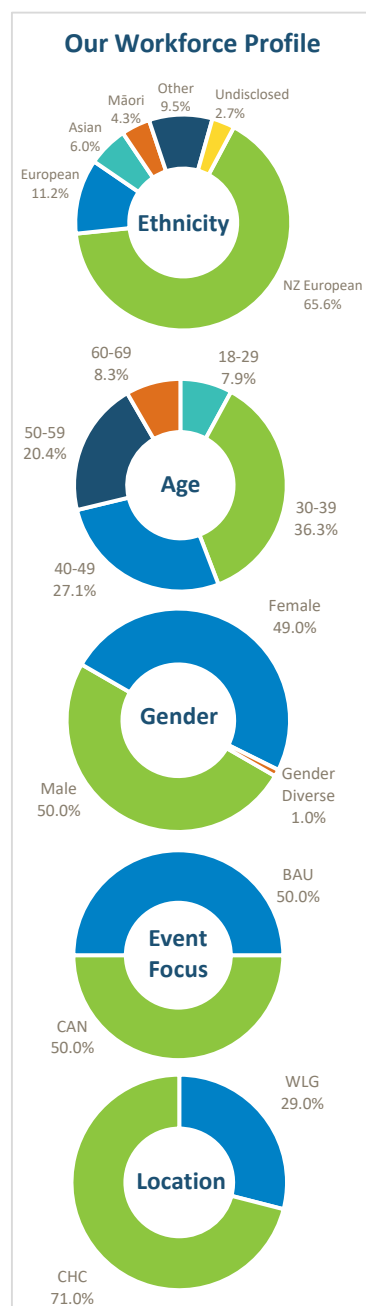
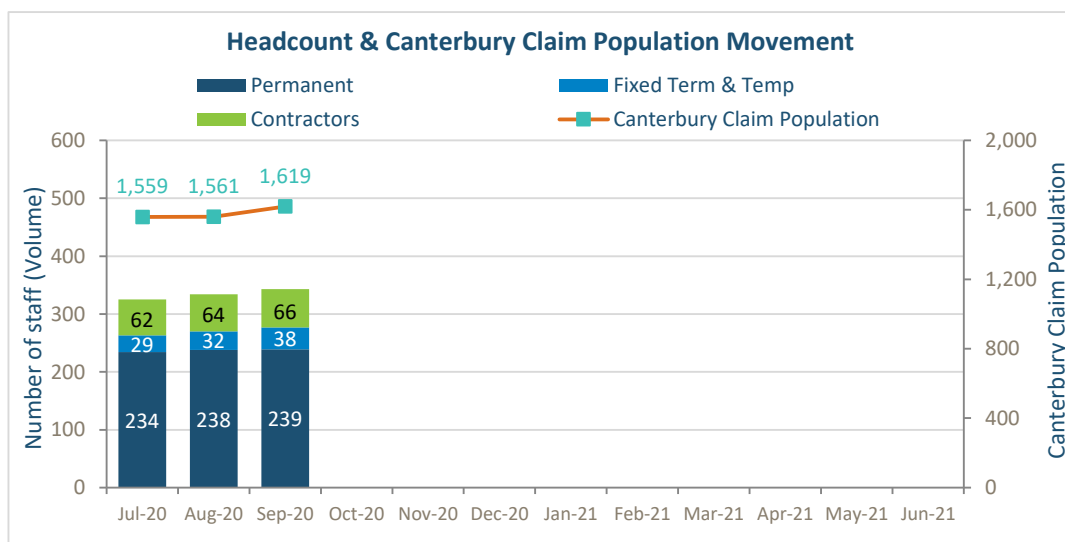
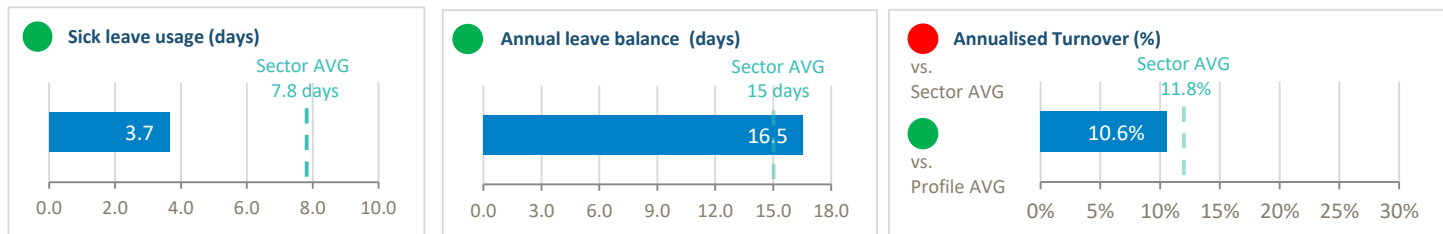
### Severity Scale

Critical	High	Medium	Low
<ul style="list-style-type: none"> <li>• Sensitive information disclosure</li> <li>• Systems integrity compromised</li> <li>• Disclosure of large amount of personal information</li> <li>• Harm caused to individual/s</li> <li>• Significant media or reputational damage likely</li> <li>• Not contained and/or unresolved</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitive information disclosure</li> <li>• Multiple person repeat or continued failure</li> <li>• Harm caused or likely to be caused to individuals</li> <li>• Not contained</li> </ul>	<ul style="list-style-type: none"> <li>• Non-sensitive information disclosure</li> <li>• Single or few (less than 10) individuals affected</li> <li>• Harm unlikely</li> <li>• Not contained, or contained and possible complaint</li> </ul>	<ul style="list-style-type: none"> <li>• Non-sensitive information disclosure;</li> <li>• Single person affected</li> <li>• No harm arising</li> <li>• Contained and resolved</li> </ul>

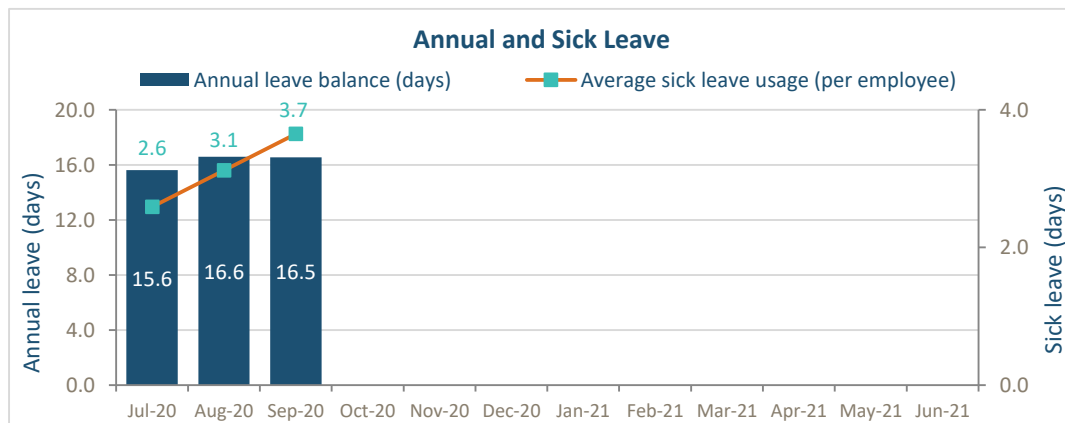
## Section 8 - HR Operations

Our workforce headcount increased slightly again during the period as expected, with planned recruitment undertaken. This slight upward shift relates to Contractors and Agency Temps on-boarded for short term projects. Our average annual leave balance dipped slightly to 16.5 days this month (vs. 16.6 days for Aug-20) and remains higher than the corresponding Public Sector Average ('average') of 15 days. Average sick leave usage increased slightly by 0.6 days to 3.7 days (vs. 3.1 days for Aug-20) and continues to compare favourably to its corresponding public sector average ('average') of 7.8 days. Our annualised turnover ('voluntary turnover') dropped again to a two year low of 10.6% (vs. 13.9% for Jul-20), this compares to a corresponding average of 11.8%.

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



As reported above, our workforce headcount continues to increase slightly, as expected, with planned recruitment to onboard Contractors and Agency Temps for short term projects. **Note:** The reported headcount differs from Financial reporting, where consultants/ outsourced service providers may be engaged to fill vacant budgeted positions.



Covid-19 continues to influence our people data and trends in the following ways. Continued cancellation and reduction in significant leave taken has seen our average annual leave balance rise to 16.5 days, which is higher than the Public Sector Average ('average') of 15 days. On the other hand our average sick leave usage increased for the third month running to 3.7 days (vs. 3.1 days for Aug-20), but still compares favourably to its corresponding average of 7.8 days.