



EDUCATION REVIEW OFFICE
Te Tari Arotake Mātauranga

Kia Toipoto and Diversity and Inclusion

Combined approach

2023 / 2024

Te Tari Arotake Mātauranga | Education Review Office | [Kia Toipoto and Diversity and Inclusion – A combined approach]

Published January 2024

ISSN: (print)

ISSN: (online)

Education Review Office | Te Tari Arotake Mātauranga
Level 1, 101 Lambton Quay
Wellington 6011
www.ero.govt.nz

Crown copyright © 2023



This work is licensed under the Creative Commons Attribution 4.0 New Zealand licence. In essence you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms. To view a copy of this licence, visit <https://creativecommons.org/licenses/by/4.0/>. No departmental or governmental emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

Contents

Ngā kōrero o roto Content overview	1
Tā te whakahaere matawhānui, manawanui hoki Organisation overview, context and commitment	1
Focus on the future and where we aspire to go.....	4
Our plan.....	4
Te raraunga Data.....	5
Representation.....	5
Gender.....	5
Ethnicity.....	5
Leadership	6
Disability	6
Age.....	7
Tenure	8
Occupational groups	9
New hires and cessations in the last 12 months	9
Pay and Pay Gaps.....	10
Leadership group.....	11
Occupational groups	11
Average Salary by gender and ethnicity.....	11
Salaries	11
Review officers	12
Te roanga o te kōrero Narrative.....	12
Pae Tata, Pae Tawhiti Progress to date.....	14
Progress to date on combined approach	14
Appendix	17
Relevant trends over time in ERO’s workforce’s demographic	17

Ngā kōrero o roto | Content overview

We are committed to being an organisation where our people feel safe and valued with a sense of belonging in the organisation. We will achieve this through building and growing our employee-led networks, ensuring our recruitment policy and practice fosters diversity and minimises bias, and improving our understanding of unconscious bias, inclusive leadership and the benefits of working together.

We will continue the progress we have made over the past three and a half years to reduce the gender pay gap. To support this, we will continue to improve our data gathering and management to monitor and evaluate our progress in terms of diversity through representation and providing evidence that our pay gaps at a minimum remain stable and decrease where possible.

Tā te whakahaere matawhānui, manawanui hoki | Organisation overview, context and commitment

ERO is geographically spread across the length and breadth of the motu. Our work can require many of our people to work away from home for extended periods of time, often out of hours, to engage with the communities we work with.

Including the Office of the Chief Executive, ERO has six different business groups. Review and Improvement Services is the largest comprising around 54% of our work force. When considered with Te Tahu Whare | Māori Evaluation and Review), these two groups make up 66% of our total workforce and are where our largest occupational grouping, Review Officers, are found. Recruitment for these two business groups is sourced from the education sector which, while it provides knowledge, background and experience considered fundamental to the Review Officer role, places constraints on our ability to recruit as diverse a workforce as we would like given the sector is predominantly female and European. We know that two of our other business groups also attract people from the education sector as they are passionate about our kaupapa pertaining to the provision of equitable and excellent educational outcomes for all learners and their whānau in schools and early childhood centres.

Other business groups, and in particular Corporate Services, are characterised by having specialist or one-off roles and / or being predominantly filled by women, for example administrative roles and Human Resources.

ERO has previously utilised (and continues to use) a variety of approaches to broadening the pool of possible candidates to increase the diversity of backgrounds (and consequently of gender and ethnicity) of our people.

Most salaries in ERO, including those for Review Officers, are proscribed both in terms of starting salary and the available range. Accelerated progression through the range is not available. Our current remuneration policy limits discretionary decision making and, in addition, requires managers to consider and maintain relativities within and across business units. Agreement from the Chief Review Officer / Chief Executive Officer is required if a significant shift in the parameters of salary on appointment is desired.

The remuneration ranges we offer are in the lower portion of those found in the public sector. We have had some difficulty recruiting in some areas, and have lost suitable candidates, because our salary ranges do not fit with market expectations. Also, as our remuneration ranges have not kept pace with those for management in schools, there is a consequent impact on our ability to recruit more men as Review Officers as we have needed to start recruiting more heads of department who are mainly women. An impact of recruiting from management level is the unfortunate correlation with being older.

All of which means our probable pool of applicants is somewhat limited to women, older people and those who identify as European which, in turn, has a clear impact on any subsequent internal promotion as well as on our ability to increase representation of men and those in ethnic groups generally let alone in leadership roles.

While we have two employee networks, Te Uepū ā-Motu and Fono Pasifika, we have come to the realisation that their focus needs to be less about the business and more about the people to make them truly employee-led. ERO is a member of the Government Women's Network. While we have previously aspired to creating additional networks this is a challenge given our size, so we are working to take greater advantage of the offerings from the Public Service Commission.

As an organisation, we are committed to Te Tiriti o Waitangi and the Crown's relationship with Māori through our strategy [He Taura Here Tangata](#). The strategy has a particular focus on te reo Māori and tikanga Māori in support of our actively pursuing opportunities to lift our capability in these areas to better engage with, understand, and consequently deliver to the communities we work with.

ERO is committed to being a place where there is a sense of belonging and our people's contributions count. This commitment is clearly stated in our [Strategic Intentions 2023 – 2026](#); specifically through enhancing the diversity and wellbeing of our workforce. Our values - and in particular whakawhanaungatanga – reinforce this commitment.

Our values are:

- Poutokomonawa (We are purposeful and resilient);
- Whakawhanaungatanga (We build relationships based on care, trust, integrity and inclusiveness); and
- Mahi tahi (We work together to deliver better outcomes for learners)

they underpin our efforts to increase our cultural competence.

Our leadership strategy, Te Waka Hourua, has growing leadership in our people through the promotion of collaboration, being interconnected and involving everyone, the fostering of wellbeing and the leadership of change for improvement amongst its key concepts.

In summary:

- a) Our key workforce is largely recruited from people with extensive knowledge of the Education Sector to carry out reviews of schools and ECE Centres and to produce national reports on the education system
- b) We have reduced our gender pay gap, maintained our diversity in our leadership roles and maintained an overall level of diversity.
- c) Our reliance on the education sector has meant that our organisation has a gender imbalance and limits our ability to further broaden our diversity.

- d) While our overall remuneration offering supports our approach to reducing pay gaps, at the same time it has meant we have not retained the levels of relativity we may have wished with some salaries in our market. As a consequence, our remuneration offering has contributed to both our gender imbalance and to the lack of diversity (notable by the average age in the organisation.)

Focus on the future and where we aspire to go

Based on considering, and learning from, our data around representation, our historical pay gaps and our organisational context, we have made a deliberate choice to look to the future and where we can make a difference.

Our short- and medium-term focus will be on:

1. Equitable practices and remuneration on recruitment, further improving our recruitment and practice, and emphasising managing unconscious bias throughout the employee life-cycle;
2. Maintaining the diversity of the workforce through recruiting from as diverse a pool as we can and then on using inclusive practices and engendering a sense of belonging in our workforce to maintain that diversity;
3. Focusing on remuneration and our remuneration policy and practice to make sure that how we pay our people remains equitable and pay gaps remain stable or reduce; and
4. Continuing to improve our relevant data collection and management to provide evidence that we remain on track and / or where improvements could be made.

Our plan

How we will measure progress over 2023/2024	Measure
Rainbow and allies employee-led network	Established
Health, safety and wellbeing action plan	Implemented
Unconscious bias learning modules	Relaunched. Completed by 100% of people leaders
Upgrade of recruitment policy, practice and guidance	Complete
Review of remuneration policy, practice and guidelines	Complete
Develop and pilot Inclusive Leadership module	Complete
Evidence in relation to ethnicity and disability information	Available and accessible
Evidence in relation to diversity at all points of the employee life cycle – focussing on recruitment	Available, automated and accessible
How we measure progress over time	Trend
Number of our people in employee-led networks	Increasing
Our people report feeling a sense of belonging and inclusions in the workplace	Increasing
Pay gaps	Stable or decreasing

The data and narrative that follows provides the rationale for this decision.

Te raraunga | Data

The effective date of data in this document is 30 June 2023 to ensure alignment with the Annual Report for 2023 and to enable comparisons, where applicable, with reporting provided to Te Kawa Mataaho | Public Service Commission since 2000.

The data provided is based on full-time equivalent base pay and only includes employees of ERO¹. Where information is not included, it is due to group size being less than 20.

Representation

Representation is an important consideration as it assists ERO to better understand and deliver to the communities we serve through having sufficient language and tikanga skills to work in Māori-medium schools and early learning centres, in English-medium schools where there are immersion classes and in institutions where Pacific languages are the main language used. Demonstrating these capabilities, mean Māori and Pacific Peoples are more likely to trust us and engage with us if they consider we understand their concerns and experiences.

As at 30 June 2023 ERO had a head count of 226 which is virtually unchanged from last year at 30 June 2022.

Gender

By gender we mean female, male, another gender (previously Gender diverse) or refused/unknown in terms of data collected.

Since 2000, the representation of women in our workforce has moved from 63.5% to being 81.9% of our workforce at 30 June 2023. As the representation of men in many groups is less than 20, reporting on these groups is limited.

In terms of new hires in the 12 months to 30 June 2023, 73.5% were women while 78% of those who left in the same period were women.

Ethnicity

Ethnicity is based on the Stats NZ standard classification of ethnicity which is: European; Māori; Pacific Peoples; Asian; and Middle Eastern/Latin American/African and Other Ethnicity²

¹ This data is exclusive of Aroturuki Tamariki | The Independent Children's Monitor which has been hosted since May 2023 at ERO. They are reporting separately.

² [Ariā - Classifications \(stats.govt.nz\)](https://www.stats.govt.nz/ariā-classifications)

While we have a 100% of disclosure for ethnicity, the representation of Asian, Pacific Peoples, MELAA (Middle Eastern, Latin American and African), and Other groups are too small to include in reporting as the total numbers in each group are less than 20 in total.

People disclosing as European represent 58.6% of our total workforce with women being 84.2% of that total. Māori make up 22.1% of our workforce; with 81.8% of that group being women.

Over the period from 2001, the proportion of our workforce disclosing as European has dropped from 82.5% to 58.4% in 2023. While the representation of Māori has fluctuated somewhat over this period, in percentage terms those disclosing as Māori has grown over time from 15.1% in 2000 to 23% in 2023.

Representation of Pacific Peoples and Asian has also fluctuated over time in our workforce. As they are small groups, even a small change in numbers has a greater impact on representation than that for European and Māori.

Leadership

Tier 2 and 3 roles do not include professional, specialist, or support staff who report to the Chief Executive or Tier 2 Manager unless they have a management function as a significant part of their role and / or they are a member of the Public Service Leadership Group (PSLG)³. As this definition is not the same as what was previously used and the consequences of organisational change, the group being reported against both differs from that reported last year and is less than 20 in size.

In terms of the leadership group, 85.7% are women and 80% are European.

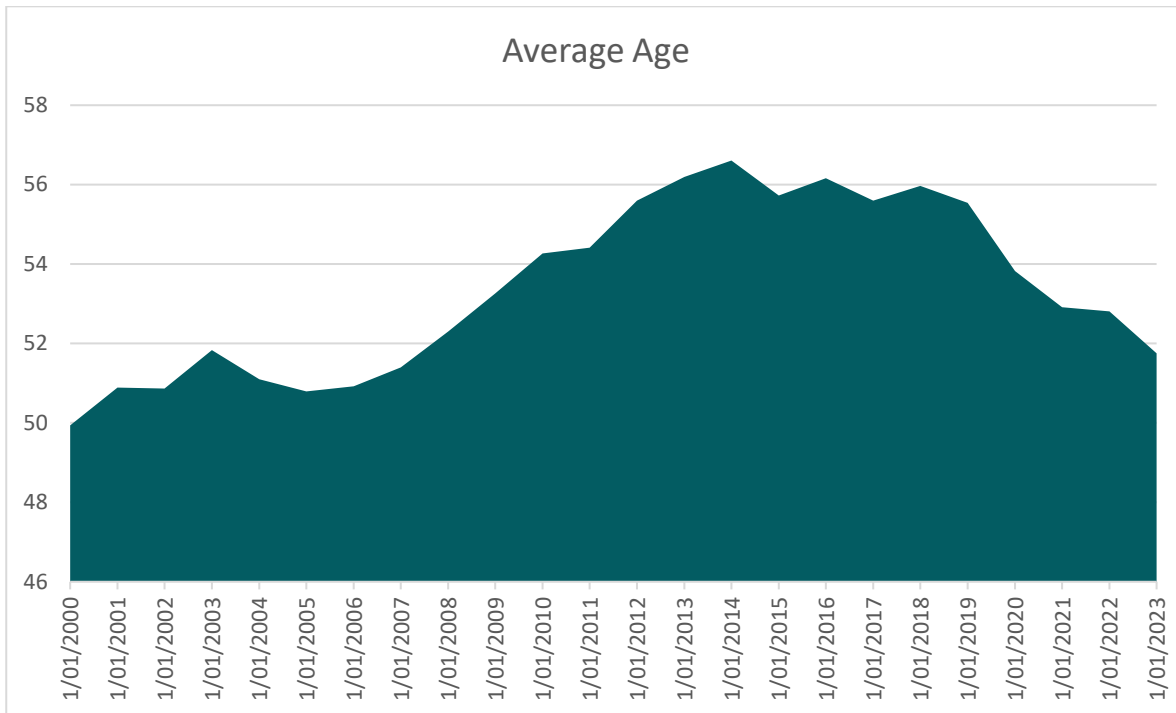
Disability

We do not currently collect information on disability as we are limited in our ability to capture and retain this through all aspects of the employee lifecycle due to our current reliance on manual rather than automated systems to store and interrogate data. However, information captured in Te Taunaki |Public Service Census 2021 showed indicative disability of 2.8%.

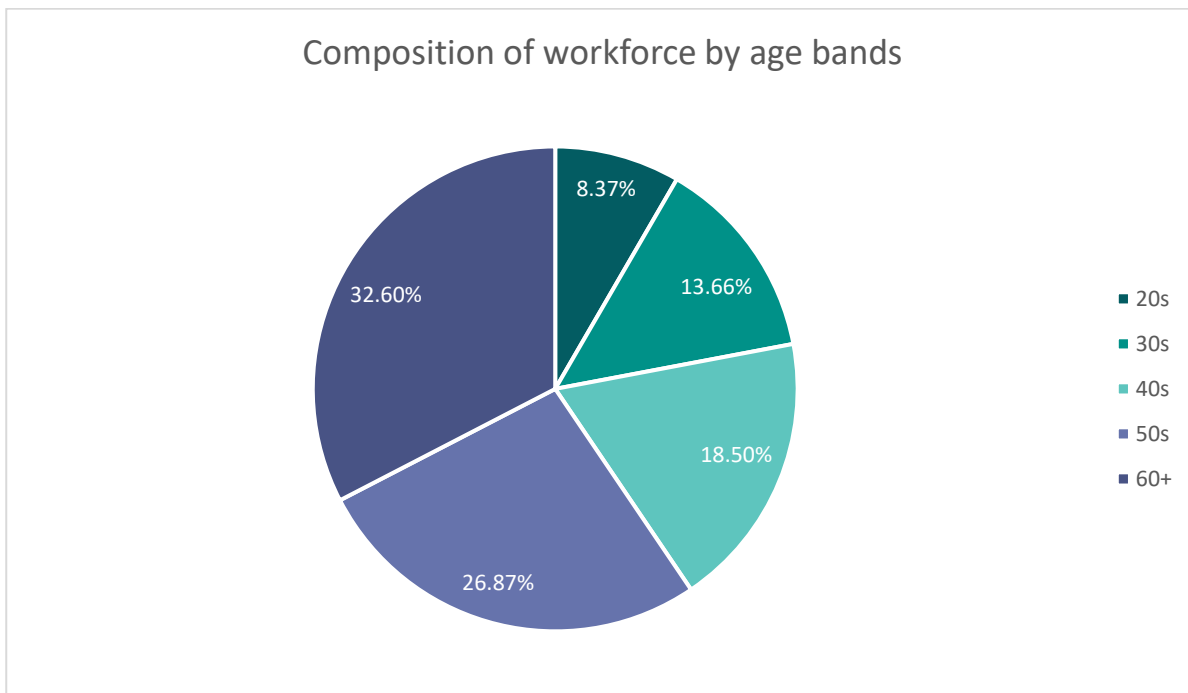
Te Taunaki |Public Service Census 2021 also identified that 9.6% of our people disclosed a mental health condition that had lasted for 6 months or more.

³ From the Te Kawa Mataaho |Public Service Commission Workforce data – Definitions and codes as at 30 June 2023.

Age



As at 30 June 2023, the average age of our workforce was almost 52 compared to 44 across the Public Sector at the same date. Since 2000, the age of our workforce has fluctuated and since 2001 has been more than 50. Over the same timeframe, the average age in the Public Service fluctuated between 40 and 45. This means that ERO has consistently had an older workforce than the public service.



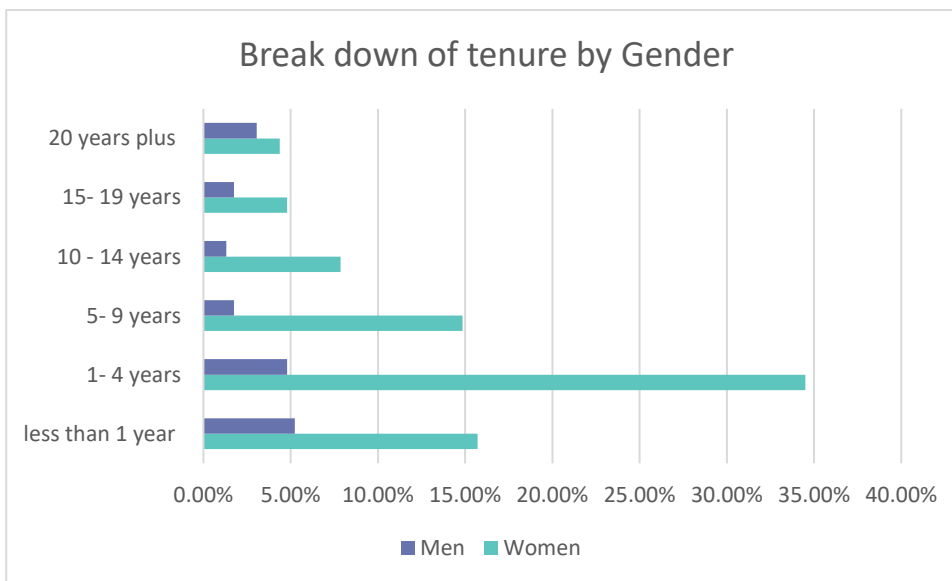
More than 75% of our staff are in their forties or older.

Tenure

Average length of service by Ethnicity

Ethnic Group	Years
European	7.55
Māori	5.44
Pacific Peoples	7.86
Asian	3.97
MELAA	2.98
Other	1.75
All	6.36

Average length of service across the public service is 7.9 years.



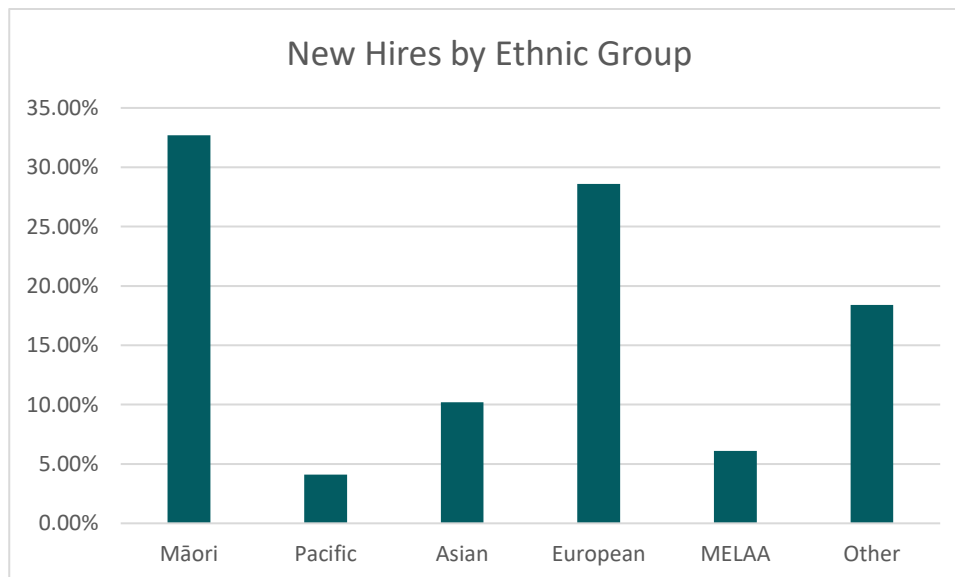
Occupational groups

Only one of our occupational groups has more than 20 people. These are Review Officers who make up 50.8% of our workforce.

Women	European	Māori
84.35%	54.78%	18.26%

In terms of Review Officer role, with recent information⁴ in relation to teachers identifying that 76% were female and 72% as European and around 98% of early childhood staff⁵ were female with 66% of that workforce identifying as European/ Pakeha⁶ our possible pool of candidates was limited.

New hires and cessations in the last 12 months

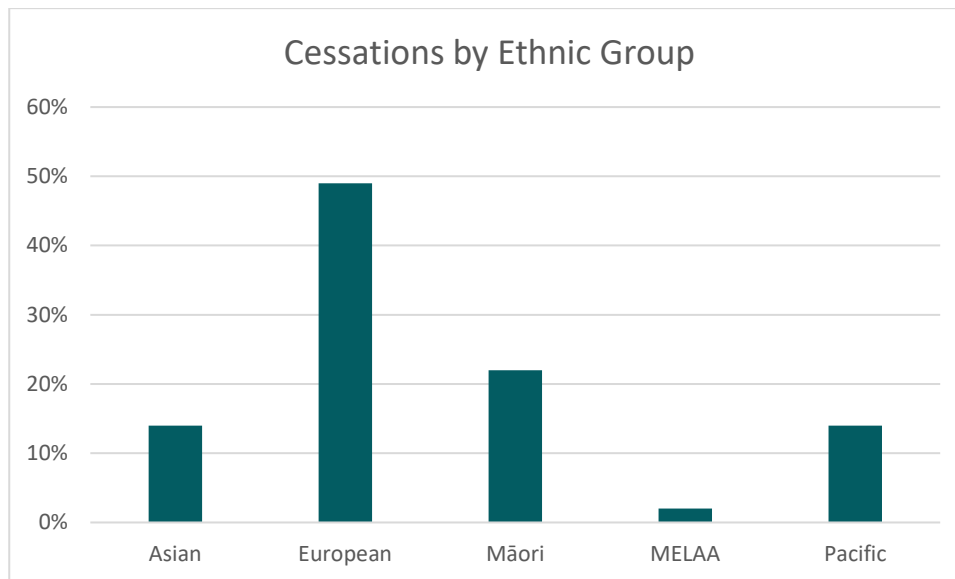


Over the last 12 months, while we have not seen great changes in the make-up of our workforce, we have seen some differences. Around the same number of people left ERO as were hired.

⁴ [Census of teachers 2022](#)

⁵ [Early Childhood Education Remuneration Report 2020](#) – Strategic Pay

⁶ [ECE Census results 2022](#)



In net terms, we hired fewer women than the number who left over the period; 73.% and 78% respectively. In the same vein, we hired fewer Europeans (28.6%) than the number that left (56.3%). Over the same period, 32.7% of those we hired were Māori in comparison to Māori comprising 22% of those who left ERO. In relation to ethnicity, our biggest net loss was to the Pacific Peoples group who comprised 14% of those who left and only 4% of new hires. We are actively looking for ways to nurture our Pacific Peoples to both attract and retain them.

Pay and Pay Gaps

Confirming the context for considering any pay gaps, our workforce is predominantly female with most people being employed in two roles; Review Officers and administrative roles. For the remaining roles the numbers employed are either very small, have no male representation or the role is a one-off with consequently no gap.

The focus of 2023/2024 Collective Employment Agreement was on improving the pay for those in lower paid roles, over and above the movement provided by the Public Service Pay adjustment. This has resulted in the pay gap for our administration roles virtually being eliminated at less than 1% with an average movement of the salary range for these people of 11% at the mid-point.

The overall pay gap by quartile was also determined and considered. There was no gap at the lower quartile. The gap at the median is 4.8% and 16.6% at the upper quartile. In terms of hourly rate, the median for men is the same as that for the upper quartile for women. While the guidance provided by Stats NZ suggests that a sizeable gap is to be expected for the upper quartile, we are of the view that for ERO this is due more to both the discrepancy in representation between men and women in ERO and that women hold all the administrative (and the lowest paid) roles.

The Public Sector gender pay gap at 30 June 2023 was 7.1% while at the same date the mean pay gap in ERO was 6.44% and the median pay gap organisation wide was 4.8%.

Group	Mean	Median
European	9.46%	-0.64%

In considering ethnic pay gaps, other than for European, the group sizes being small means reporting in more than a generalised way is impossible – and there is not much in the way of opportunity for us to change that, especially in the short term, unless the education sector workforce demographics also change.

Leadership group

It is not possible to report on the gender pay gap in terms of leadership as the group is too small for the information to be robust or meaningful.

Occupational groups

For our largest occupational group, Review Officers (clustered in Review and Improvement Services and Te Tāhū Whare), the mean gender pay gap is 0.78% - a decrease from 1.33% in 2022 and the median gap is 3.34%.

Many of the remaining roles are specialist or one-off roles making reporting on pay gaps impossible as the numbers are inadequate to meet the required benchmark. In addition, some roles, such as Human Resources and Administration Officers are only held by women and so there is no comparison to make in terms of remuneration.

Average Salary by gender and ethnicity

Salaries

Average Salary	Overall	Women	Men
European	\$105,967.94	\$104,247.13	\$115,145.62
Māori	\$111,516.31	\$109,627.13	-

Other than for European it is not possible to fully report average salary in terms of ethnicity as the groups are too small for the information to be robust or meaningful.

Average salary	On recruitment	At cessation
Women	\$92,297.14	\$95,252.00

Average salary	On recruitment	At cessation
Men	\$107,912.25	\$115,801.55

Over the 12 months to 30 June 2023.

Review officers

Average Salary	Overall	European	Māori
Women	\$100,297.67	\$100,794.67	\$99,458.48

Te roanga o te kōrero | Narrative

ERO's workforce is predominantly female, European and with an older average age than the overall public service.

As the pool of candidates for at least 66% of our roles is from the education sector, and while we are working on a range of strategies in terms of representation, our hands are more or less tied unless the demographics for the education sector change.

The full impact of Covid on our workforce and on our demographics is still not fully known. In terms of possible candidates, we know that more teachers are leaving the profession; possibly choosing to retire altogether. The stress and fatigue on educators have been well documented and the need for finding different ways of working (i.e., relying more on digital or hybrid approaches) has not only impacted the teaching profession but also our own workforce. ERO has also had to change our approaches as well as systems and processes given our role of working alongside pre-tertiary educational institutions.

Our current remuneration approach and policy is insufficient to attract more men, Māori and Pacific Peoples. The latter two are already in demand in the sector and our salaries are either not enough to attract them in the first place or sufficient to retain them once they have learned valuable skills here that make them more attractive in the market. For men in general, the salaries we offer are also not competitive with the market; although we are aware that due to some of the programmes we have put in place some men choose to join ERO for a discrete period as it enhances their ability to go back into the school system and earn more / be promoted.

We are aware from candidates that our remuneration ranges outside the management structure are also not competitive and need to be addressed if we want to improve our ability to recruit and to retain our people. We would like to do more to ensure consistent approaches to, and the application of, our remuneration policy at the point of recruitment and in terms of progression.

While the opportunity for promotion exists across the organisation, outside Review and Improvement Services it is minimised by the number of one-off and / or specialist roles and the size of the step up from there into a leadership role. In Review and Improvement Services, and to some extent Te Tāhu Whare, the career path is Review Officer to Manager Review and Improvement Services then to limited Director roles (or equivalent roles).

As the managerial / leadership capabilities required in early learning services and in schools are not the same as those required in the public sector – even though some may be transferable- we have identified

the need to provide some additional development especially in terms of recruitment and public sector obligations including unconscious bias and inclusive leadership to our people leaders.

We also intend to focus on the review of recruitment from policy to the end-to-end process and supporting guidance to not only further our ability to broaden our diversity but to also uplift people leader capability.

Being aware that our level of information around ethnicity (we only collect at primary level), disability, through the recruitment process and remote working / flexible working arrangements could be better, these have been identified as a focus for improvement with a secondary agenda of then providing us with the evidence of whether our strategies are making the desired improvements.

Pae Tata, Pae Tawhiti | Progress to date

Progress to date on combined approach

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date
<p>Te Pono Transparency</p>	<p>Reassess our options for the collection and maintenance of data throughout the employee lifecycle including compliance with Te Kawa Mataaho and Stats NZ standards</p> <p>Include gender pay and diversity and inclusion clauses in the Collective Employment Agreement (CEA)</p>	<p>Data on gender and ethnic pay gaps on published on Te Tūi (our intranet)</p> <p>Recruitment tool in place providing robust levels of data</p> <p>Remuneration material available on Te Tūi</p>	<p>Pay gap data was published on the intranet.</p> <p>The recruitment tool, Springboard, is in place and we are continuously improving the appropriate collection of data.</p> <p>Gender and ethnic pay, and diversity and inclusion clauses are in the CEA agreed and ratified in 2023.</p>
<p>Ngā Hua Tōkeke mō te Utu Equitable outcomes</p>	<p>Monitor starting salaries and like for like salaries to minimise/mitigate influence of bias</p> <p>Identify, address and remediate instances where inequality in pay affects people in like for like roles</p>	<p>Gender and ethnic gaps stable</p> <p>Inequities remediated</p>	<p>Our gender pay gap has continued to decrease. Some difficulties in reporting ethnic data (representation and pay gap due to small group size).</p> <p>Inequalities in pay for people in like for like roles has been identified and addressed - although this was minimal due to the impact of the Admin Pay Claim and the Public Service Pay Adjustment.</p>
<p>Te whia kanohi i ngā taumatoa katoa Leadership and representation</p>	<p>Continue our journey towards being bi-lingual and bicultural through He Taura Here Tangata – our Māori strategy</p> <p>Provide material on Te Tūi so leaders have clear understanding of expectations</p>	<p>Levels of representation of ethnic groups maintained and our recruitment and internal promotion outcomes are the result of an equitable and inclusive process</p>	<p>Overall our workforce became more diverse over the last year – we hired fewer women than left and hired more Māori than left. However, given the groups other than European, and perhaps Māori, are small any change to the size of the group has a proportionally large impact.</p>

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date
<p>Te Whakawhaketanga i te Aramahi</p> <p>Effective career and leadership development</p>	<p>Continue our journey to grow our cultural and inclusive leadership capability through Te Waka Hourua – our leadership map</p>	<p>Our people, not just those who hold formal leadership positions, see themselves as being leaders who are culturally responsive, respectful of others, inclusive and value diversity, promote wellbeing, and as being curious and open to learning</p>	<p>Changes to our Methodology and Professional Practice group during 2023, placed an increased focus on leadership capability uplift which will have a positive impact on inclusive leadership, valuing diversity and promoting wellbeing.</p>
<p>Te whakakorekore i te katoa o ngā momo whakatoihara, haukume anō hoki</p> <p>Eliminating all forms of bias and discrimination</p>	<p>Review all our people policies for bias or discrimination and for being supportive of an inclusive workplace</p> <p>Remind managers of the unconscious bias module and to either complete or re-do it</p> <p>Review our people practises for gender neutrality and not increasing discrimination</p> <p>Review our recruitment policy and practise from end to end including guidance for hiring managers around gender and ethnic gaps</p>	<p>Reviewed policies and practises published on Te Tūi and well communicated to all our people. They are also easy to read and understand</p> <p>Material available on Te Tūi providing hiring managers with support on how to minimise bias and discrimination throughout the employee life cycle with a particular focus on equitable inclusive practice throughout the hiring process</p>	<p>We have not had the resource available to review all our people policies and practises. What we have done is as each policy and practise has come up for review, we have checked for bias and discrimination and how well it supports an inclusive workplace. Some of our financial policies (eg Credit Card use) have been updated using more inclusive language.</p> <p>The supplier of our Unconscious bias module notified us during the year that the content was being redrafted to be more inclusive. This update has only just been released. As a result, we delayed the reminder and instead it will be a relaunch so we can prompt all people leaders and hiring managers about it being mandatory and remind the rest of our people to redo the modules or to do the review module.</p>
<p>Te Taunoa o te Mahi Pingore</p> <p>Flexible work by default</p>	<p>Continue implementation of flexible by default in how and where we recruit and locate our people so that they are closer to the community they serve</p>	<p>People understand how flexible by default works at ERO and tell us it is more consistently applied</p>	<p>We have both recruited people closer to the community they serve and arranged for leaders to lead teams closer to where they work and live.</p>

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date
	Seek and implement ways to improve the consistency of application of our flexible working approach.	Our people tell us they feel enabled to work flexibly in ways appropriate and relevant to their individual situation	

Appendix

Relevant trends over time in ERO's workforce's demographic

Year	Headcount	GPG	Female	European	Māori	Pacific	Asian
2000	159	10.42%	63.52%	83.02%	15.09%	3.77%	0.00%
2001	172	15.10%	66.86%	82.53%	15.16%	2.41%	0.00%
2002	188	10.68%	69.15%	75.94%	18.18%	3.74%	2.14%
2003	178	10.49%	67.42%	75.00%	19.32%	3.41%	2.27%
2004	205	12.65%	70.24%	75.62%	19.40%	2.99%	1.99%
2005	235	14.18%	72.77%	80.95%	18.61%	3.03%	0.00%
2006	257	14.57%	72.76%	71.71%	19.07%	4.28%	1.56%
2007	241	19.96%	73.44%	79.67%	21.58%	3.73%	2.49%
2008	220	10.45%	72.73%	76.53%	22.07%	4.28%	2.82%
2009	226	10.94%	71.68%	71.96%	20.56%	3.73%	0.00%
2010	215	10.82%	71.63%	79.90%	20.10%	5.16%	0.00%
2011	225	13.43%	73.78%	71.22%	20.98%	4.67%	2.44%
2012	219	9.62%	73.52%	72.50%	18.50%	5.39%	2.50%
2013	219	10.37%	72.60%	71.36%	21.11%	5.50%	2.51%
2014	216	10.35%	72.69%	69.95%	22.80%	5.03%	2.59%
2015	212	9.64%	75.00%	69.42%	21.84%	4.66%	2.91%
2016	209	9.06%	76.56%	70.53%	21.74%	4.85%	3.38%
2017	205	9.68%	79.05%	69.76%	21.46%	3.86%	3.90%
2018	203	10.41%	79.31%	66.67%	21.39%	4.39%	4.48%
2019	193	14.11%	78.24%	65.97%	21.47%	4.98%	4.71%
2020	214	9.42%	78.97%	66.67%	18.78%	5.76%	6.10%
2021	236	10.34%	80.08%	64.68%	20.00%	5.63%	7.23%
2022	227	8.84%	82.82%	62.56%	20.70%	6.61%	7.49%
2023	226	6.42%	81.86%	58.41%	23.01%	4.87%	6.64%

Source: HRC data drill down [Guidance: Data drilldown and technical guidance - Te Kawa Mataaho Public Service Commission](#)

