

Board meeting | 25 November 2025

Public session



Venue	Watercare Services, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	From 9:45am

Meeting administration		Spokesperson	Action sought	Supporting material
1	Opening karakia	Graham Darlow	-	Verbal
2	Apologies	Chair	Record apologies	Verbal
3	Quorum	Chair	A majority of directors	Verbal
4	Declaration of any conflicts of interest	Chair	For noting	Verbal
5	Minutes of the previous meeting of 28 October 2025 Board meeting	Chair	For approval	Minutes
6	Public deputations	Chair	For information	Verbal
Items for information, discussion and approval				
7	Health, safety and wellness update	Andrew Mercer	For discussion	Report
8	Our performance under the 2024-27 Statement of Intent	Emma McBride	For discussion	Report
9	Chief Executive's report	Executive Team	For discussion	Report
Governance				
10	Asset Management Committee membership	Chair	For approval	Verbal
11	Economic Regulation Committee meetings update	Julian Smith	For discussion	Verbal update
12	Audit and Risk Committee meeting update	Andrew Clark	For discussion	Verbal update
13	Board planner	Chair	For information	Report
14	Directors' appointment terms, committee memberships and meeting attendances	Chair	For information	Report
15	Disclosure of directors' and executives' interests	Chair	For information	Report
16	General business	Chair	For discussion	Verbal update
Date of next meeting		Monday, 8 December 2025		



Karakia Timatanga (To start a meeting)

1. Whakataka te hau ki te uru

Whakataka te hau ki te tonga

Kia mākinakina ki uta

Kia mātaratara ki tai

E hī ake ana te atakura

He tio, he huka, he hau hū

Tihei mauri ora!

*Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened air.
A touch of frost, a promise of a glorious day.*



2. Tukua te wairua kia rere ki ngā taumata

Hai ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pupuri

Kia whakamaua

Kia tina! TINA! Hui e! TĀIKI E!

Allow one's spirit to exercise its potential

To guide us in our work as well as in our pursuit of our ancestral traditions

Take hold and preserve it

Ensure it is never lost

Hold fast.

Secure it.

Draw together! Affirm



Minutes

Board meeting	Public session
Date	28 October 2025
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	9:37am

Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) Frederik Cornu John Crawford Rukumoana Schaafhausen Graham Darlow Julian Smith Karen Sherry Andrew Clark	Jamie Sinclair (Chief Executive) Meg Wiltshire (Chief Corporate Affairs Officer) Richie Waiwai (Tumuaki Rautaki ā-lwi me ngā Hononga) Sarah Phillips (Chief People Officer) Priyan Perera (Chief Strategy and Planning Officer) Suzanne Lucas (Acting Chief Programme Delivery Officer) Andrew Mercer (Head of Health, Safety and Wellbeing) (from the start until the end of item 7) Richie Rameka (Head of Maintenance Services and Acting Chief Operations Officer) Michael Webster (Head of Business Performance and Acting Chief Financial Officer) Priya Thuraissundaram (Head of Customer Insights) (from the start until the end of item 8) Emma McBride (Head of Legal and Governance) Via Microsoft Teams Pinaz Pithadia (Legal and Governance Advisor)	Members from Commerce Commission Charlotte Reed, Commerce Commission Head of Water Regulation Members from Auckland Council Rachel Wilson, Principal Advisor CCO Governance and External Partnerships (via Microsoft Teams) (from item 7 until the end)

1.	Opening karakia The Chair opened the meeting with a karakia.
2.	Apologies There were no apologies.
3.	Quorum A quorum was established.
4.	Declaration of any conflicts of interest Andrew Clark noted his usual conflict of interest when it comes to tax issues, as he is the CFO of Ports of Auckland Limited. No other conflicts of interest were noted.
5.	Minutes of the previous meeting of 30 September 2025 board meeting <i>The board resolved that the minutes of the public session of the board meeting held on 30 September 2025 be confirmed as true and correct.</i>
6.	Public deputations There were no public deputations.
7.	Health, safety, and wellness update Andrew Mercer presented the report which was taken as read. The following key points were made: • Overall performance of our lead indicators remains steady. • Our dam technician recognised a fault in a portable davit arrest system at Lower Nihotupu Dam valve tower. The board noted it was a good call-out. • The board were concerned with the Onehunga wharf incident (page 13 of the pack). Andrew Mercer and Suzanne Lucas explained the incident and noted that the contractor lost his balance while jumping from the wharf to a moored boat, he then self-rescued. This incident could have been more serious, especially if the contractor had hit his head. The board requested a detailed update on this incident including whether the contractor was wearing a life jacket. • In relation to the recent increase in incidents involving dogs and abuse from members of the public (1-2 per month), the Chair asked Richie Rameka to provide an update from an MSN perspective. Richie noted that we encourage our frontline field staff to de-escalate during such incidents and where possible, immediately remove themselves from danger (i.e. know the line between keeping yourself safe and taking on a policing role). Staff and

	contractors also undergo de-escalation/conflict resolution training courses. In addition, we also put a flag on properties in our GIS systems that pose a risk (e.g. dangerous dogs). On page 16 of the pack, the average return to work after an ACC injury is 33.6 days against a target of ≤63 days. The board asked Management for an update on this measure, how we manage return to work, and how many employees are currently under the ACC. <i>The board noted the report.</i>
8.	Statement of Intent measures: residential per capita consumption (PCC) and gross PCC The CE and Emma McBride introduced the report, which was taken as read. <i>The board approved the changes to the Statement of Intent (inclusion of the Gross PPC and Residential PCC targets for the next three years), as well as the draft letter to the Mayor communicating the amendments to the Statement of Intent, and delegated the final sign off of the letter to Geoff Hunt (Board Chair).</i>
9.	Chief Executive's report The CE introduced the report, which was taken as read. The following key points were made. September 2025 update - Under the domestic medium term note programme, \$400m worth of bonds have now been issued. - Moody's has affirmed our Aa3 issuer rating. - The renewals programme commenced with \$500m of investment committed to replacing and upgrading ageing infrastructure. - Water NZ's September conference was excellent and Watercare staff proudly represented the company. - Our performance against our SOI measures is tracking mostly in the right direction. The community trust score has stabilised, and the ratio of procurement sourced through Māori owned businesses rose in September 2025, and consent non-compliance for operations decreased to eight in September 2025. Customer and communities - Customers related metrics are relatively stable. - The strong media net sentiment score reflects our coverage of the \$500m renewals programme. - Following the Local Government Elections, all five new councillors were local board members, so we already have established relationships with these new councillors. This underscores why it is important for us to continue to have high-engagement with local boards. - In response to a questioning regarding financially struggling customers, the CE and Meg Wiltshire explained that the Water Utility Consumer Assistance Trust (WUCAT) provides financial support to residential customers who are struggling to manage their water and wastewater costs. We also work with the customers before they reach the WUCAT stage, providing payment plans. We have approximately 40 to 60 customers qualify for WUCAT assistance each year. However, our most vulnerable customers are Kāinga Ora (KO) tenants, and they have their water bills paid by KO. We can also refer customers to Ecomatters, which helps customers find ways to save water, and therefore reduce their water bills. - Meg noted that there are number of ways where we also educate our customers to save water (eg. <i>Tapped In</i>, Wonder Wai Discovery Centre and water efficiency school programmes).

- It was noted that the NZ water sector is interested in how we manage customers who are financially struggling, and further detail will be provided to the board at a future meeting.

Mana whenua and iwi engagement

- The Houkura election for new board members has occurred and we are awaiting the results.
- The Tāmaki Ora and Achieving Māori Outcomes Plan will be presented to the Board in November 2025.
- Kupu Wai means “lets talk about water”.
- The Te Ahiwaru Trust has signalled that they want to continue to work together and agreed to develop their narratives by way of a short film.

People

- There was a slight increase in sick leave liability and staff turnover in September 2025.
- 64 contractors have been with Watercare for more than a year, mostly in capital delivery, strategy and planning and finance, working on longer term projects.
- The board requested an update on the joiners/leavers graph (page 43 of the pack) to demonstrate the proportions of joiners/leavers as a percentage.

Operations

- Richie Rameka provided an update on the wastewater overtopping at the Ngāruawāhia wastewater treatment plant (WWTP) that occurred on 15 September 2025 (page 46 of the pack). The incident was fully investigated, and several actions have been taken to prevent this happening again.
- The board asked whether Watercare Laboratories test e-Coli results for DNA to determine if the contamination was caused by animals or humans.

Capital delivery

- Suzanne Lucas provided a high-level update on the capital delivery. The update included Central Interceptor, Queen Street wastewater upgrade, Southern wastewater scheme, Snells Beach WWTP and Ōrakei Main Sewer (OMS) rehabilitation projects.
- After a 3.5 months pause, works have recommenced at the OMS site. The stand down was due to the sewer levels being too high to work safely during wet weather. The board noted that it is a tricky job to install a liner in the OMS as it is an egg shaped liner and this work can only be completed during nights when there are low flows in the pipe. As this is a very complex piece of work, we have a full team on site – team members who enter the sewer are tethered and gas monitored. The OMS is 100 years old sewer, and this project will extend the operational life of the OMS by another 100 years. On other parts of the pipe where the liners cannot be installed, we will most likely install a new tunnel nearby. Our OMS works have received a good coverage on social media. Deputy Mayor, Desley Simpson visits the site to talk to our contractors and has also posted on social media. The board asked that we ensure we properly thank and acknowledge the hard work of this team.
- The board was concerned about the 30 properties that will fall below the minimum pressure standard (page 69 of the pack). Priyan Perera noted that we are working hard to put in place a long term solution as this is a better investment and solution than temporary fixes.

Information Disclosure

- Watercare has provided comprehensive feedback to the Commerce Commission on their Information Disclosure (ID) draft determination.

	- Charlotte Reed noted that the Commerce Commission's key focus is on ensuring there is a good balance of information on water entity's asset management plans, ring fencing and their financial performance. 38 submissions were received by the Commerce Commission from a variety of entities. The Commerce Commission is now working to ensure that they get the balance right when they finalise the determination. <i>The board noted the report.</i>
10.	Asset Management Committee meeting update Graham Darlow, Chair of the Asset Management Committee (AMC), provided an update. - The 10 October 2025 meeting discussed two papers, and they are included in the confidential pack of today's meeting for approval. - The AMC received an update on Watercare's response to the growth. A link to this paper will be included in the November confidential board pack. - The AMC also received an update on the network performance modelling. - The AMC provided feedback on the templates for project dashboards and capital expenditure dashboards. - Ahead of the board meeting, the AMC Chair and the CE discussed whether the AMC is serving the organisation. Both agreed that it could be improved to maximise its ability. We are ensuring the right level of information is provided to the AMC as we move to the programme approach. <i>The Board noted the update.</i>
11.	Board planner <i>The board noted the board planner.</i>
12.	Directors' appointment terms, committee memberships and meeting attendances Andrew Clark noted that he was marked as not present for the 10 September 2025 Asset Management Committee meeting. He was on teams and asked that we update the table to mark his attendance. <i>The board noted the report.</i>
13.	Disclosure of directors' and executives' interests The Chair noted that he had finished his directorship term with the New Zealand Infrastructure Commission. Frederik Cornu noted that he is now the Co- President of the French New Zealand Chamber of Commerce. <i>The board noted the report.</i>

14.	General business There was no other general business. The public session closed at 10:45am.
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CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair

DRAFT

Board meeting | 25 November 2025
Public session



Health, safety, and wellbeing update

For discussion

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite
Andrew Mercer
Head of Health, Safety and Wellbeing

Recommended by / Kaitaunaki
Sarah Phillips
Chief People Officer

Submitted by / Kaitono
Jamie Sinclair
Chief Executive Officer

1. Purpose / Whāinga

This report provides an update on health, safety and wellbeing outcomes and performance at Watercare for September 2025.

2. Executive summary / Whakarāpopototanga matua

The report includes a summary of monthly activity across five core areas of HSW focus:

- Leadership
- Staff / Kaimahi engagement
- Insight into critical risk management
- Continual improvement
- Performance trends and analysis.

3. Supporting information / Pārongo tautoko

3.1 Leadership

	August 2025	September 2025	October 2025	Commentary
Leadership walks Target to be determined by business unit	145 feedback	138 feedback	164 feedback	A sustained focus on leadership conversations and site inspections, with both activities showing consistently high numbers. Following the introduction of a new company-wide performance goal in September for leadership walks, October saw a notable rebound in engagement for both metrics.
	186 inspection	150 inspection	169 inspection	
Training – Safety leadership in action Target: 100% of people leaders	96%	98%	97%	The safety leadership programme has now achieved substantial coverage, and change in completion percentages are now fluctuating with natural movement of

	August 2025	September 2025	October 2025	Commentary
				staff in roles. The training programme is now paused until the new year for review of content and approach.
Health and safety executive engagement meeting Target: 1 per month compulsory attendance	1	1	1	Executive safety meetings are held monthly, providing a dedicated leadership focus on HSW performance and improvement, including critical risk management, safety leadership and worker engagement.

3.2 Kaimahi engagement

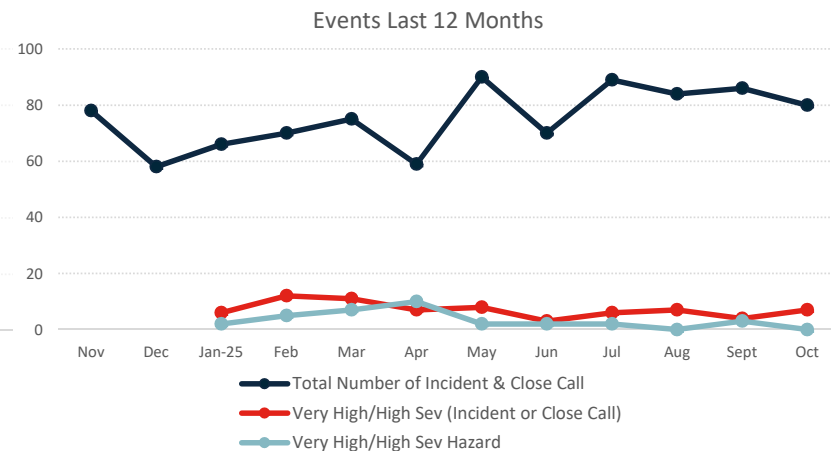
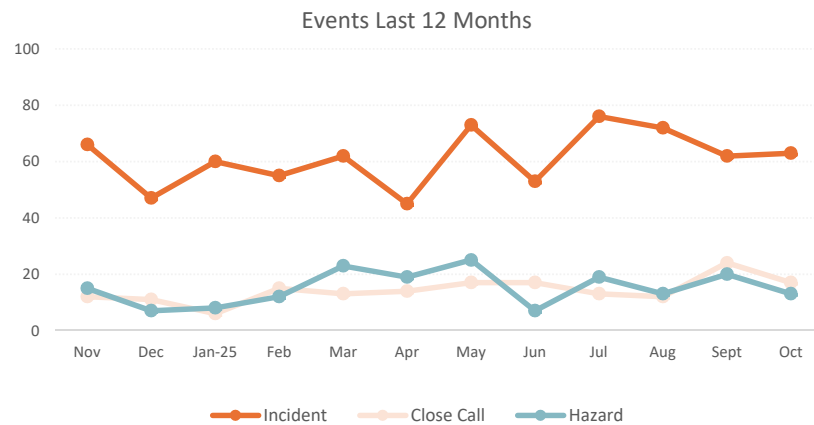
	August 2025	September 2025	October 2025	Commentary
HSW climate The team targets a HSW climate rating of $\geq 8/10$ in each six-monthly Watercare climate survey	8.2 (+0.3 above benchmark)			The most recent staff survey was completed in June 2025. The next survey is planned for November 2025.
Reward and recognition All business units to have a way to reward and recognise positive health, safety and wellbeing	232	192	172	This measure is the total number of recognition nominations made via the company 'recognition app'. Note that many other forms of reward and recognition happen outside of this format.
Training – induction (HSW Essentials) Target: 100% of Kaimahi	99%	99%	99%	A small number of predominantly casual workers yet to complete this induction.
Communication / engagement	A contractor forum was held at the end of October, with a high attendance to discuss the approach and initiatives in Health, Safety, and Wellbeing (HSW). The session aligned contractors with WorkSafe's latest regulations and Watercare's HSW standards, updated contract obligations, and the Donesafe platform implementation progress. Contractors and Watercare jointly created a leadership commitment charter, reinforcing our shared dedication to safety excellence.			

3.3 Risk management and insight into the permit audits

	August 2025	September 2025	October 2025	Commentary
Permit audits per site Target: One per site	50/36 86% compliance	46/36 91% compliance	42/36 81% compliance	Permit audits remain an important measure of critical risk assurance, checking the effective application of our control of works process.
Critical risk inspection Measured as: number of inspections completed	29	31	32	The focus on critical risk management, and the implementation of critical risk inspections, has seen an average of 30 critical risk inspections completed monthly since January. The upcoming Donesafe design will integrate documented risk assessments with control of work procedures, enabling better targeting of critical risk inspections.

	August 2025	September 2025	October 2025	Commentary
Emergency preparedness Measured as: number of emergency drills completed	5	5	12	A total of 12 emergency drills were held in October, primarily focused on fire and chemical safety. The drills were conducted at the water treatment and wastewater facilities.
No. of high/very high potential of harm events (incidents and close calls)	7	4	5	We continue to encourage a positive approach to safety event reporting. We have seen a general increase in the overall number of incidents and close calls, but comparatively low number of high potential events-

Details of events with very / high potential of harm



3.3.1 Summary of high-potential events in October

High potential events involving Watercare employees

HSW0027457 – A safety breach occurred at the water treatment plant when an operator entered a tank containing a caustic solution in order to retrieve a fallen cleaning pipe bracket. This created a high potential for severe chemical burns. The incident was recognised quickly, and the operator was helped out of the tank and decontaminated, which successfully prevented any injury. A comprehensive review of safety procedures was carried out, mandating two-person teams for high-risk tasks and enhancing warning signage. A new Standard Operating Procedure (SOP) is also being developed for this specific task.

High potential events involving Contractors

HSW0028025 – A high potential of harm close call occurred at a construction site when a worker from another adjacent project entered a live worksite without alerting the digger operator. The operator spotted the worker in close proximity to the mobile plant and immediately stopped the machinery, preventing a potential injury. In response, the project team conducted a toolbox talk to reinforce the critical safety procedure of establishing eye contact and receiving confirmation from machine operators before moving past equipment. The project teams are completing their review of improvement opportunities and will implement any corrective actions.

HSW0027835 – During a pipe flushing operation on a watermain construction site, a sub-contractor sustained a minor head injury. The flushing unit became stuck in the newly constructed section of pipe, and when the operator increased pressure to dislodge it, the hose suddenly tightened, pulling him over the safety barrier surrounding the excavation area. He fell, hitting his head on the pavement, which resulted in a lump and grazing. The operator remained conscious and was taken for a medical assessment, and a full investigation is underway.

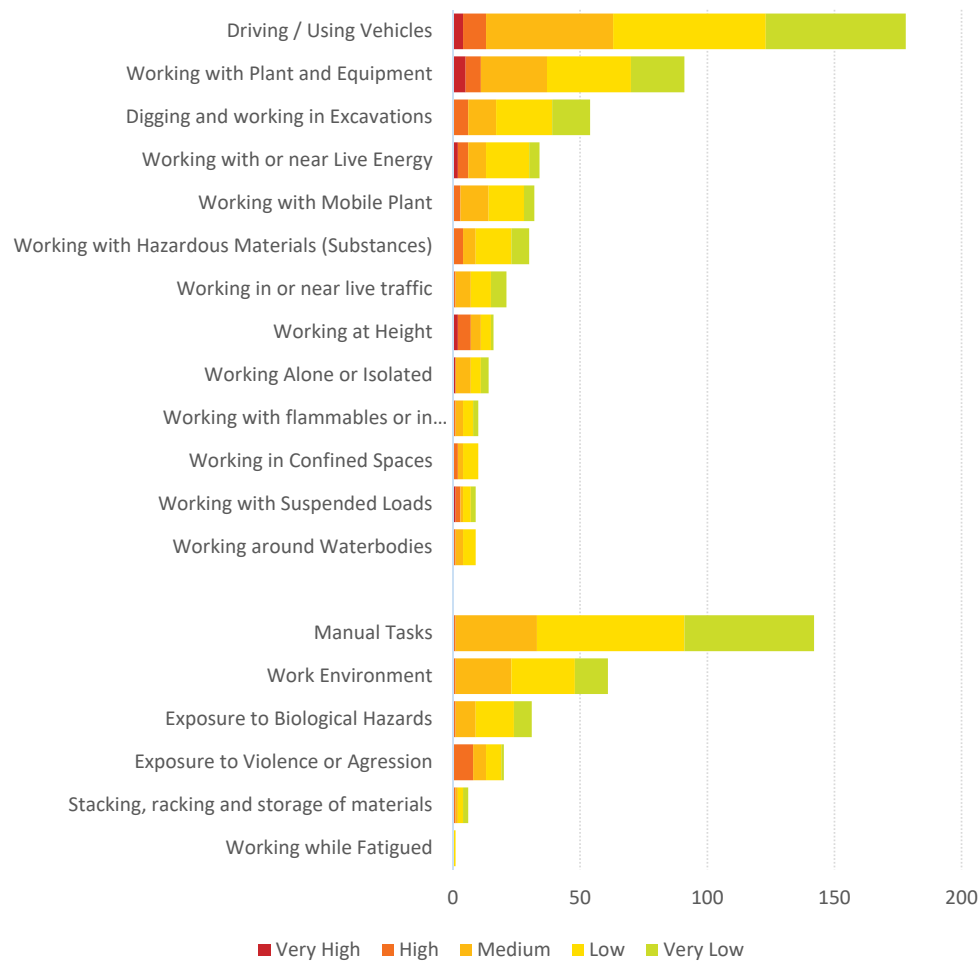
HSW0027644 – A drainlayer contractor had a high potential of harm near miss with a concrete saw while working in a 0.9m deep excavation on a construction site. After using the saw to cut a concrete pipe, he attempted to step over the pipe while the blade was still spinning down beside him. He slipped on the wet, slippery clay in the trench and fell backward toward the saw but managed to regain his balance and avoid contact with the blade. No injury was sustained. Immediate corrective actions have been implemented, including refreshed mandatory equipment handling protocols, safe movement in excavations, and conducting a site-wide safety review.

HSW0028063 – A significant vehicle incident occurred when retrieving a dive boat from a task at Hays Creek Dam. The boat was being winched on to a trailer coupled to a ute when the ute slid backwards down a boat ramp. The handbrake failed to hold on the gravel surface, causing the ute to move, jack-knife the trailer, and collide with a bund before coming to a stop with the ute partially in the water. A worker who was inside the boat at the time sustained minor injuries. A full investigation into the cause of the incident, focusing on vehicle securing procedures and site conditions, is currently underway.

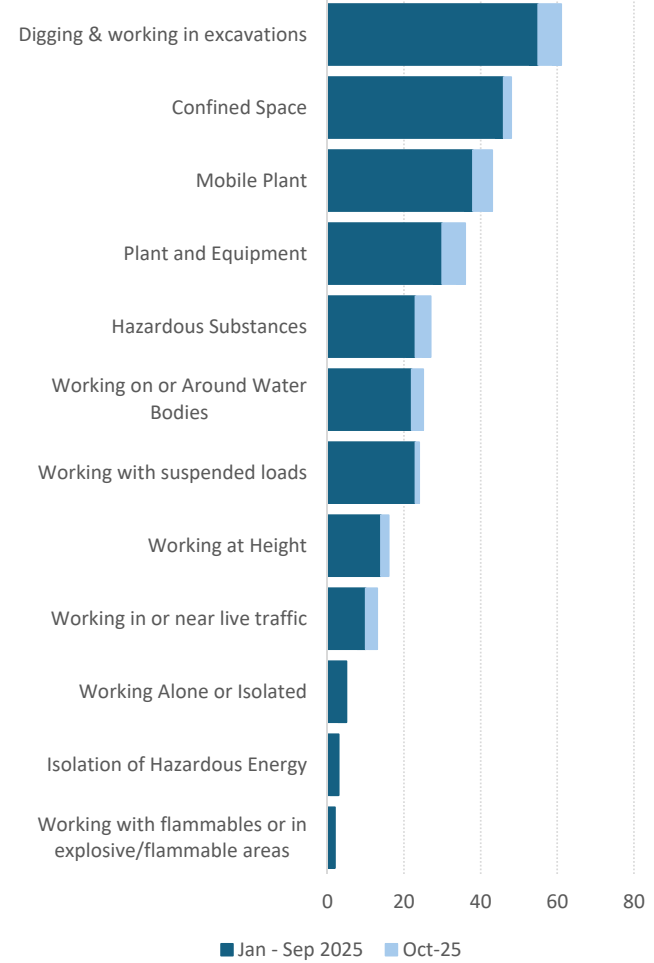
3.3.2 Critical risk inspections and events

The chart below shows the number of critical risk inspections completed and severity of events reported this year, across the identified critical and non-critical risk areas.

Severity of Incident and Close Calls Reported since January 2025



Critical Risk Inspection since Jan 2025



3.4 Continual improvement

	August 2025	September 2025	October 2025	Commentary
Learnings identified and shared	6	1	1	A post-incident analysis was conducted after the Huia operator entered the neutralising tank to retrieve a fallen sparge bracket. The review aimed to identify contributing factors and the root cause, and to establish corrective actions for future learning and prevention.
Digital safety systems	The digital safety system project, with the Control of Work processes, including Permits and Isolations, now ready for wider business endorsement, targeting final sign-off by the end of November. Following this, the Contractor Management module will commence, and the Risk Management processes are scheduled for completion in January. The project is aligned with other dependencies and expected go-live will be mid-2026.			
Open iCare cases Target: <5% of iCare cases last 12 months	286 4%	457 6%	610 8%	Open cases with no open actions are reviewed and closed, and a process for managing that efficiently is currently been determined.

3.5 Performance trends and analysis

	Commentary			
Health and wellbeing support	Hoptober (Watercare step-based wellbeing challenge) was a great success, with around 250 employees participating and over 200 averaging more than 5,000 steps per day. The event was fun, inclusive, and helped promote healthy habits across the business.			
ACC performance monitoring	In October, three recordable work injuries involving our employees were reported. These incidents mostly stemmed from manual tasks and a food-related accident involving microwave heating during a lunch break. All cases had low to medium potential severity of harm.			
	Watercare is part of ACC’s Accredited Employers Programme (AEP), allowing us to manage workplace injury claims directly. This results in faster recovery, tailored support, and significant financial savings – over \$1.77 million from 2020 to 2025. Our average return-to-work time is nearly half the national average, reflecting our commitment to employee wellbeing and operational continuity.			
	Performance measure	October 2025 performance	Target	Commentary
	Timeliness of Cover Decisions (Non-Complicated)	58.62% within 8 days (Average: 13.6 days)	≥50% within 8 days	Performance remains above target, ensuring timely support for straightforward claims. We continue to monitor processing times to maintain this standard.
	Timeliness of Cover Decisions (Complicated)	100% within 62 days (Average: 53.7 days)	≥50% within 62 days	Performance on complex claims remains strong, with all decisions made well within the targeted timeframe. This reflects consistent and effective case management.
	Timeliness of First Weekly Compensation Assessment	72.73% within 10 days (Average: 34.7 days)	≥50% within 10 days	We continue to exceed the target for initiating weekly compensation. While the average processing time remains elevated due to case complexity, this remains an area of focus for further improvement.

	Commentary			
	Timeliness of Initial Individual Rehabilitation Plan (IRP)	83% within 28 days	≥80% within 28 days	We are now meeting the target for timely completion of Initial Individual Rehabilitation Plans. Due to stronger collaboration and early involvement between Howden Care and the Watercare Injury Management team.
	Average Return to Work (RTW) Timeframe	32.8 days	≤63 days	Return to work timeframes remain well within target, reflecting the effectiveness of early intervention and coordinated recovery planning. Further details are provided in section 3.8 of this report.

3.6 Contractor management

Watercare is strengthening its contractor management framework to embed consistent, risk-based Health, Safety and Wellbeing (HSW) standards across all delivery partners. Phase One focuses on implementing the new HSW requirements and establishing a consistent performance management approach.

The HSW requirements, which will replace the current Contractor Expectations document, have completed internal consultation and external feedback, and are now in final review. Once finalised, they will apply to new NZS 3910, 3916, and minor to medium works contracts.

Work is also underway to standardise monthly HSW reporting and introduce leading indicators aligned with the core focus areas: Leadership, Worker Engagement, Risk Management, and Systems. This will improve consistency and standardise HSW performance review across projects and programmes. The reporting framework has undergone consultation and feedback and is currently in pilot phase, with rollout expected by the end of November.

To support implementation and engagement, Watercare has established an HSW Contractors' and Consultants' Leadership Forum. The first forum was held on 30 October 2025, attended by senior representatives from 25 delivery partners. The forum introduced Phase One changes, reinforced shared expectations, and will continue as a regular platform for collaboration and continuous improvement.

3.7 Worker who fell into water at Onehunga wharf

This section provides a detailed update on the high-potential incident in which a worker fell into the water at the Onehunga wharf, as discussed at the October 2025 Board meeting.

The incident involved sub-contractors on a working vessel that travelled to Onehunga wharf following completion of construction works. This incident occurred later that night. Lighting was limited at this time of evening, and it was wet as it had been raining.

A worker was tasked with lashing down a concrete pump and closing out for the day. As the worker went around to complete the lash, he stood on the tire guard at the side of the vessel and slipped, falling into the water.

He was wearing a Personal Flotation Device (PFD). He swam to the dock ladder and was retrieved from the water without any injuries.

Key lessons learned:

- Critical control worked: All crew were wearing personal flotation devices, including the worker who entered the water.
- Load positioning created risk exposure: The location of the load and lash points required the worker to work at the vessel edge, increasing fall potential. Future planning will consider re-positioning loads or modifying lash points to eliminate the need to work at the hazard line.
- Environmental conditions increased risk: The combination of wet weather and poor lighting below wharf level contributed to the slip hazard. Potential improvement is to enhance task lighting on the vessel when working at wharves or remote berths.
- Satellite worksite reliance on subcontractor supervision: While the wharf was subject to visits and oversight by the head contractor (MCD), real-time supervision depended on the subcontractor. This highlights the need to review how head contractors exercise assurance on remote work sites on future projects, while recognising that in this case the subcontractor reported promptly and appropriately.
- Hierarchy of control opportunity: Although secondary controls (PFD and recovery procedure) worked as intended, the priority lesson is to eliminate the exposure in the first place through re-design of the load arrangement to avoid the worker needing to access the high-risk position at all.

Consideration of contract monitoring boundaries and overlapping duties:

- We have included this incident in our report for transparency. However, the activity took place well outside the project boundary, at a logistics location that is operated by the contractor and their subcontractor, with no direct Watercare supervision or operational control.
- Many of our contractors work through distributed logistics hubs, transport yards, and supplier facilities that function independently from the main project site. In these environments, the contractor is the PCBU in charge, and Watercare has limited or no practical ability to influence day-to-day work.
- We are therefore reviewing how we classify these remote or disconnected logistics activities on a case-by-case basis, to ensure our reporting and incident accountability aligns with where we have practical control, consistent with both the contract and legislative obligations.
- Our intent is to maintain clear PCBU boundaries. Watercare remains accountable for what we can reasonably influence, while the contractor retains responsibility for work environments that are under their direct management.

Working around waterbodies as a critical risk:

- Working around waterbodies is one of Watercare's 14 identified critical risks. We are currently working through a deep dive into the nature of this critical risk exposure, and determining the critical controls and a new programme for control verification. This will provide an improved understanding and visibility of critical risk assurance, and will be included in future Board reporting.

3.8 Injury management at Watercare (RTW timeframe)

This section sets out an insight into the performance of injury management processes at Watercare.

Watercare is part of ACC's Accredited Employers Programme (AEP), which means that ACC allows Watercare to make cover and entitlement decisions and manage our employees' claims for work injuries instead of ACC handling the process. Watercare, together with our third-party provider for injury management support, Howden Care New Zealand, manages all aspects of workplace injury claims, including cover decisions, treatment approvals, rehabilitation planning, and costs. This allows for faster, more tailored support for our people.

Return to work

Watercare's average return-to-work timeframe is 32.8 days, compared to 69 days for ACC-managed injuries and exceeding the programme target of ≤63 days. We generally manage between 5-15 work injury claims at any given time. Every claim is unique and requires different support, and so consideration of context is important at a case-by-case level. Most injuries are very minor in nature and the return-to-work process is very quick. And then there are a few very complex and long-duration cases that stretch out the average timeframe.

We work closely with Howden Care, injured workers, and leaders to make fast, informed decisions. Our positive outcomes contrast with the national trend, where average time off has nearly doubled over the past decade ([State of a Thriving Nation 2025](#)).

Claim numbers and benefits

We manage an average of about 55 accepted injury claims per year, which has remained relatively stable over the past five years. In 2025, Watercare saved \$507,836 through the Accredited Employer Programme by paying lower ACC levies than we would under the standard levy system. The programme benefits both Watercare and injured employees by enabling faster recovery, safe return-to-work, and reducing disruption to operations. We are part of the ACC Accredited Employer Programme because it delivers significant levy savings, faster treatment decisions, better support for injured workers, and shorter return-to-work timeframes – reducing time off for both employees and Watercare.

4. Recommendation / Ngā taunakitanga

That the Board notes and discusses this report.



Board meeting | 25 November 2025
Public session



Our performance under the 2024 – 2027 Statement of Intent

For discussion

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite
Emma McBride
Head of Legal and Governance

Submitted by / Kaitono
Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

The Local Government (Auckland Council) Act 2009 (Act) requires council-controlled organisations (CCOs) of the Auckland Council to nominate two Board meetings per year to be open to the public.

- One meeting must be held before 30 June each year for the purpose of considering comments from shareholders on the organisation's draft SOI for the following financial year
- One meeting must be held after 1 July each year for the purpose of considering the CCO's performance under its SOI in the previous financial year (namely the purpose of this paper).

At each of these meetings, the Board must allocate a reasonable amount of time for members of the public attending the meeting to address the Board in relation to the subject matter of the meeting.

2. Executive summary / Whakarāpopototanga matua

- The Annual Report 2025, which includes our performance under the 2024–2027 Statement of Intent (SOI), was published on 25 September 2025.
- An overview of Watercare's performance under the SOI 2024–2027, including our performance under FY25 SOI targets, will be presented in the public session of the Board meeting.
- Members of the public will be allocated time to address the Board in relation to our performance under our SOI.

3. Background / Rauhanga ā-kaupapa

The SOI represents Watercare's public expression of activities, intentions and objectives, and the legislative expression of accountability to its shareholder, the Auckland Council.

We have reported on our overall performance under the SOI.

- We report to the shareholder, Auckland Council, via our Quarterly Reports on our progress under the SOI.
- Our overall performance under the SOI is also recorded in the Statement of Service Performance that is included in our Annual Report 2025.
- Our Annual Report 2025 was published online on our website on 25 September 2025 – [Watercare Annual Report 2025](#).

4. Supporting information / Pārongo tautoko

At the Public Board meeting, an overview of our performance under the SOI will be presented. A copy of the presentation is attached as [Attachment 1](#).

5. Proposed budgetary implications / Ngā ritenga ā-pūtea kua marohi

This report does not have any direct budgetary implications.

6. Next steps / Ngā mahi ka whai ake

This report and the presentation finalise the reporting for the 2024–2027 SOI. Watercare is now working towards the 2025–2028 SOI.

7. Recommendation / Ngā taunakitanga

That the Board **notes** this report and the presentation attached to this report.

8. Attachment / Te whakapiringa

Attachment number	Description
1.	Our performance under the 2024–2027 Statement of Intent



Attachment 1

8.1

Our performance under the 2024-2027 Statement of Intent

25 November 2025 Board meeting

Watercare 

Watercare's overall performance under the 2024-2027 Statement of Intent

In FY25, Watercare had a total of 36 SOI measures, of which 15 were LTP measures.

Of the 36 measures:

- 28 measures were achieved
- Eight measures were not achieved

8.1

28 SOI measures were achieved

1. Compliance with Watercare's resource consents for discharge from its sewerage system measured by the number of:
 - a) abatement notices
 - b) infringement notices
 - c) enforcement orders
 - d) convictions received by Watercare in relation to those resource consents ✓
2. The average consumption of drinking water per day per resident ✓
3. We will implement mitigation measures in line with our emissions reduction targets (Scope 1 and Scope 2 emissions) ✓
4. A minimum of one permit audit is conducted per site ✓
5. Median response time for attendance for urgent water call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) 12-month rolling average ✓
6. Median water response time for resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours) 12-month rolling average ✓
7. Median response time for attendance for non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days) 12-month rolling average ✓
8. Median response time for resolution of non-urgent call-outs (water): from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days) ✓

28 SOI measures were achieved

9. The total number of complaints received by the local authority about any of the following:
- a) drinking water clarity
 - b) drinking water taste
 - c) drinking water odour
 - d) drinking water pressure or flow
 - e) continuity of supply
 - f) the local authority's response to any of these issues
- expressed per 1000 connections to the local authority's networked reticulation system. (12-month rolling average) ✓
10. Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution – from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours) (12-month rolling average) ✓
11. The total number of complaints received by the territorial authority about any of the following:
- a) sewerage odour
 - b) sewerage system faults
 - c) sewerage system blockages
 - d) Watercare's response to issues with its sewerage system
- expressed per 1000 connections to the territorial authority's sewerage system (12-month rolling average) ✓
12. Percentage of customer complaints resolved within ten days of notification ✓
13. Customer Net Satisfaction Score (Previously Net promoter score) ✓

8.1

28 SOI measures were achieved

- 14. Compliance with Taumata Arowai Quality Assurance Rules T3 – Bacterial water quality ✓
- 15. Compliance with Taumata Arowai Quality Assurance Rules T3 – Protozoal water quality ✓
- 16. Compliance with Taumata Arowai Quality Assurance Rules T3 – Chemical water quality ✓
- 17. Compliance with Taumata Arowai Quality Assurance Rules T3 – Cyanotoxins water quality ✓
- 18. Compliance with Taumata Arowai Quality Assurance Rules D3 – Microbiological water quality ✓
- 19. Compliance with Taumata Arowai Quality Assurance Rules – Disinfection by products ✓
- 20. Compliance with Taumata Arowai Quality Assurance Rules – Plumbosolvent Metals ✓
- 21. The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average) ✓
- 22. The number of dry-weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system (12-month rolling average) ✓
- 23. Average number of wet-weather overflows per engineered overflow point per discharge location (12-month rolling average) ✓

28 SOI measures were achieved

- 24. Adherence to the Service Level Agreement with council (10 working days) ✓
- 25. Our debt headroom (set measure in conjunction with council and establish Baseline) ✓
- 26. Percentage of household expenditure on water supply services relative to average household income ✓
- 27. Reactive maintenance spend vs proactive renewals spend ✓
- 28. Controllable cost target ✓

8.1

Eight SOI measures were not achieved

Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) ✖

- SOI Target 2024/27: ≤75 mins. For the 2024/25 year, we achieved 77 mins.

Actions / Issues

- Auckland traffic and large-scale weather events pushed the result slightly beyond the target this year. It is important to note that the target for response time to resolve P1 (60min) and P2 (4hours) events overflows was met.

Adherence to all of DIA's non-financial service performance measures. ✖

- SOI Target 2024/25: 100%. For the 2024/25 year, we achieved 91.67%.

Actions/Issues

- Out of 15 DIA measures, 14 measures were met, and one measure (reported above) was not met.

8.1

Eight SOI measures were not achieved

Ratio of procurement sourced through Māori-owned businesses ✖

- SOI Target 2024/25: 5%. For the 2024/25 year, we achieved 3.23%.

Actions / Issues

- While we did not meet the 5% target for procurement through Māori-owned businesses, total Māori-owned supplier spend for FY25 was \$38.6 million compared to \$30.6 million in 2023/24. This is a 26% on FY24 and a 41% increase on FY23.
- Capacity of Māori suppliers, the size and complexity of work required and the nature of large infrastructure projects are an ongoing constraint to achieving this target.
- Our supply chain function continues to work with our Te Rua Whetū team, internal stakeholders, and supply partner suppliers to encourage spend with Māori-owned suppliers where possible and appropriate to meet business needs.
- We have 135 active Māori-owned suppliers compared to 115 in FY24 and 83 in FY23; Māori-owned suppliers make up 5.82% of our total active suppliers. We also encourage our contractors to work with Ngā Kakau Paraha, a network of 16 Māori-owned suppliers, which we set up to work directly with us or act as subcontractors to our construction partners.

8.1

Eight SOI measures were not achieved

Leakage performance litres/connection/day (l/c/d) ✖

- SOI Target 2024/25: 98.2 l/c/d (+/-5%). For the 2024/25 year, we achieved 119.2 l/c/d

Actions / Issues

- The Economic Level of Leakage (ELL) represents the point at which the cost of producing water is equivalent to the cost of the efforts to keep leakage at those levels through a combination of leakage repairs, managing water pressure and renewal of watermain. With the long lead time between network improvements and realizing the associated benefit the objective is to keep moving towards the ELL over time. The ELL is therefore a useful management tool, rather than a target as such.
- Watercare continues to refine the leak reduction programme to focus on yielding positive results both volume lost and cost results:
 - The proactive leakage detection teams have surveyed 9,700 km of watermain in FY25 with 1,375 leaks found.
 - 43MLD of water savings estimated since we began proactive leak deduction.
 - 11 MLD of estimated savings through the district metering and pressure management programme since FY23.

8.1

Eight SOI measures were not achieved

Community trust score ✖

- SOI Target 2024/25: $\geq 55\%$. For the 2024/25 year, we achieved 52%

Actions / Issues

- Our trust score suffered a drop in the first two quarters of FY25 due to a number of factors including unfavourable media headlines around under-investment, service issues, and a potential steep price rise. A closer focus on the drivers of trust has seen an improvement from 50% in the first half of the FY25 to 54% in the second half. This was supported by clearer communication on infrastructure progress, incident response, and the launch of our 10-year business plan to demonstrate investment. Despite these gains, trust remains sensitive to perceptions about under-investment in infrastructure, capacity constraints, and price increases.
- Trust is a measure based on a representative sample of 400 Aucklanders a month who score seven or higher out of 10 to the question: *Thinking about everything you know about the company, how much do you trust Watercare?* Hence it is perception based and can be influenced by internal factors, which we can control, and external factors, which we cannot. Also relevant is the fact that approximately 40% of Auckland is tenanted and therefore will not always have a direct relationship with us and as a result have low awareness of us.

8.1

Eight SOI measures were not achieved

Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (Chlorine) water quality ✖

- SOI Target 2024/25: 100%. For the 2024/25 year, we achieved 97%

Actions / Issues

- Residual disinfection compliance was not fully achieved due to some samples having FAC ≤ 0.1 mg/L chlorine or in some zones less than 85% of the samples were ≥ 0.2 mg/L.
- Some of the 40 distribution zones were at times not compliant with this measure each month for the period 1 July 2024 to 30 June 2025.
- 97% is the average monthly performance of all distribution zones.
- We are confident that at no time was the water unsafe to drink

8.1

Eight SOI measures were not achieved

Deliver capital programme in line with the asset management plan baseline approved by the Board. ✖

- SOI Target 2024/25: 80% of projects are delivered within the approved budget and 80% of projects are in service within the approved time (Year to date data). For the 2024/25 year, our results were 74% of projects delivered on budget and 58% of projects delivered on time.

Actions / Issues

- Fourteen of the 19 projects forecasted to complete in 2025 have been commissioned, and the benefits delivered. All 14 of these were delivered within budget. Three of these 14 projects experienced delays due to minor commissioning issues and additional scope ensuring that benefits were delivered.
- Five projects are still to be delivered. These have been delayed for a number of reasons including; additional scope to deliver better outcomes, refinement of design and construction methodology, delays in commissioning due to drought conditions and needing to maintain resilience of water supply. Of these five projects, three are progressing well and are expected to be completed before the end of November 2025, while the scope of the remaining two is to be further refined and potentially merged as one project to ensure an effective and efficient outcome at our Rosedale Wastewater Treatment Plant.

8.1

Eight SOI measures were not achieved

Planned network pipe renewal measure – actual kilometres delivered/ planned kilometres. ✖

- SOI Target 2024/25: 26km (+/- 5%) (i.e. 24.7km to 27.3km) of planned network. For the 2024/25 year, our results were 23km.

Actions / Issues

- There was strong delivery related to existing renewal projects. The new planned pipeline renewal programme had a series of initial operational constraints that meant the target was not quite achieved.

8.1

How we delivered value

...

8.1

Watercare 

FY25 Highlights

Safe and reliable water supply despite extreme weather

- Auckland experienced both extremes in weather during the year, with an extended dry summer and autumn — March 2025 was the driest for our water supply catchments in 15 years — to heavy rain events in May and June.
- The prolonged dry weather saw Auckland's dam levels dropping below 60 per cent in March. We activated our Drought Management Plan immediately and stepped up our water conservation messaging when dam levels dropped below the 'preparing for drought' trigger point.
- We maintained full bacterial and protozoal compliance for drinking water for the year. We continued to maintain a consistent level of compliance against Taumata Arowai's Drinking Water Quality Assurance Rules (DWQAR) for treatment plants and networks.
- We were able to rely on the additional supply from the reinstated Pukekohe Water Treatment Plant and our Waikato 50 Water Treatment Plant.

Financial independence

- On 1 July 2025, we marked the beginning of a new era of financial independence for Watercare. This was the culmination of a huge amount of work over the past financial year, including securing our own strong credit rating (Moody's Aa3), and establishing competitively priced funding arrangements that are independent of Auckland Council. Financial independence means we can now commit to an ambitious infrastructure programme of \$13.8b for the next 10 years while continuing to deliver safe drinking water and wastewater services to 1.7 million Aucklanders. This can be achieved without compromising our commitment to maintain an affordable price path for our customers.

FY25 Highlights

Interim regulation

- The legislation establishing financial independence for Watercare also introduces an interim form of economic regulation and oversight by a Crown Monitor.
- For the next three years, Watercare will be subject to the requirements of the Watercare Charter which specifies revenue levels, outlines our service commitments, and details various performance improvement and reporting obligations. The Commerce Commission has been appointed as our Crown Monitor to provide oversight of performance against the Charter.

Delivering strategic infrastructure

- During FY25, we delivered \$1 billion worth of infrastructure. This includes two strategic water and wastewater assets:
 - Central Interceptor: Completed two major milestones. The southern half of the 16.5km wastewater tunnel went into service in February 2025 and in March we completed construction of the full tunnel, which finishes at Point Erin Reserve.
 - Huia 1 Watermain: Replaces an ageing transmission pipeline. This improves security of supply for central and western suburbs. This project was also delivered \$30m under budget.
- We are developing an asset management and capital delivery improvement plan which will identify priorities that will drive meaningful change.
- A key focus for us is to embed an outcomes focussed programmatic approach to delivery — considering all the components necessary to achieve the desired outcome and ensuring their proper sequencing. This will improve efficiency and accountability.

8.1

FY25 Highlights

Enabling responsible growth

- Providing expanded water and wastewater services for a growing city is an ongoing challenge that we are committed to managing proactively and transparently.
- In November 2024, we shared an important update regarding our network capacity by publishing a map that shows where our networks have capacity to support new housing, and where there are limitations in our networks or treatment plants.
- We released an update to this map in June 2025, taking onboard feedback from developers and other stakeholders. The updated map is more user-friendly and transparent to provide greater clarity to developers as early as possible in their investment process.
- While changing population forecasts, planning approaches and out-of-sequence growth present significant challenges, we are committed to accelerating the delivery of our projects and engaging more consistently, clearly and proactively with the development community.

Advancing Māori outcomes

- We have a number of young Māori employed across different business units, as part of our graduate programme and summer internships.
- In December 2024, the New Zealand Association of Graduate Employers recognised Watercare for best diversity and inclusion strategy, specifically acknowledging our graduate development programme's success in improving the representation of Māori and Pasifika people in our workforce.
- Engagement with mana whenua o Tāmaki Makaurau continued across all Watercare projects, including the Central Interceptor and the Metropolitan Servicing Strategy.

Patai?

8.1

Watercare 

Board - Public Session - Board planner

		Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Meetings	Board	25-Nov	8-Dec		25-Feb	4-Mar (Board Strategy Session) 31-Mar	29-Apr	13-May (Board Strategy Session) 27-May	30-Jun	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec
	Audit and Risk Committee	24-Nov			4-Feb			21-May			14-Aug 25-Aug			23-Nov	
	Asset Management Committee		1-Dec			6-Mar		8-May		8-Jul		4-Sep		6-Nov	
	Economic Regulation Committee	5-Nov 18-Nov 19-Nov	3-Dec 17-Dec		18-Feb	18-Mar	14-Apr	6-May	9-Jun	14-Jul	11-Aug	8-Sep	13-Oct	10-Nov	8-Dec
Running the Business	Financial	Financial report for October 2025 European medium term note programme			Approve half year accounts Financial report for November, December 2025 and January 2026		Approve financials for FY26 including projected 26/27 price increases	Board approval of 2026/2027 Budget and updated FY26 financials	Board approval of Insurance proposal	Auckland Council and Watercare to review 30 June Treasury interest rates	FY26 financial statements and annual report 2026			Auckland Council Draft Annual Plan - approve Watercare input	
	Statement of Intent	2024/2025 SOI Results to be presented to Board at Public Meeting. Public deputations to be received Q1 FY26 performance report due to Auckland Council			Q2 (FY26) Performance Report due to Council		Q3 (FY26) Performance Report due to Council by 1 May 2026		Present shareholder SOI feedback at public meeting. Public deputations to be received		Q4 (FY26) performance report due to Council			Q1 (FY27) performance report due to Council by date TBC	
	Crown Monitor Regulation reporting	Draft Q1/FY26 performance report (Charter clauses 28 and 29) for approval Draft Q1/FY26 operating and capital expenditure report (Charter clause 27(5) and (6)) for approval Status update – operating cost efficiency improvement plan (Charter clause 20)	Operating Cost efficiency improvement plan for feedback - due to Com Com by 31 December		Q2 (FY26) reports on performance targets due to the Crown monitor by 28 February 2026	Q2/FY26 opex and capex quarterly report and publish due to the Crown monitor by 31 March 2026		Q3 (FY26) reports on performance targets due to the Crown monitor by 31 May 2026	Q3/FY26 opex and capex quarterly report and publish - due to the Crown monitor by 30 June 2026		Q4 (FY26) reports on performance targets due to the Crown monitor by 30 August 2026	Q4/FY26 opex and capex quarterly report and publish - due to the Crown monitor by 30 September 2026		Q1 FY27 reports on performance targets due to the Crown monitor by date 30 November 2026	Q1/FY27 opex and capex quarterly report and publish - due to the Crown monitor by 31 December 2026
	Community and Stakeholder Relationships	Stakeholder	Iwi Achieving Māori Outcomes Plan, Tāmaki Ora	Tira Hoe River Journey with Waikato Tainui - 27 and 28 January 2026	Stakeholder	Iwi	Stakeholder	Iwi	Stakeholder	Iwi	Stakeholder	Iwi	Stakeholder	Iwi	Stakeholder

Board - Public Session - Board planner

		Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Meetings	Board	25-Nov	8-Dec		25-Feb	4-Mar (Board Strategy Session) 31-Mar	29-Apr	13-May (Board Strategy Session) 27-May	30-Jun	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec
	Audit and Risk Committee	24-Nov			4-Feb			21-May			14-Aug 25-Aug			23-Nov	
	Asset Management Committee		1-Dec			6-Mar		8-May		8-Jul		4-Sep		6-Nov	
	Economic Regulation Committee	5-Nov 18-Nov 19-Nov	3-Dec 17-Dec		18-Feb	18-Mar	14-Apr	6-May	9-Jun	14-Jul	11-Aug	8-Sep	13-Oct	10-Nov	8-Dec
Governance			Board delegations to the CE Policy Board performance review		Review of Watercare's Enterprise Risks Submissions on future bills update		Review of Watercare's Enterprise Risks	Submissions on future bills update		Review of Watercare's Enterprise Risks		Review of the Corporate Governance and Board Committee Charters Review of the Economic Regulation Committee Terms of Reference		Good Employer Policy update	Board delegations to the CE Policy
Karakia		Graham Darlow	Andrew Clark		Karen Sherry	Julian Smith	Rukumoana Schaafhausen	John Crawford	John Crawford	Geoff Hunt	Andrew Clark	Graham Darlow	Karen Sherry	Julian Smith	Julian Smith
Confidential		Digital review findings Q1 progress update on CE's KPIs European medium term note programme Programme delivery report Watercare's response to growth – private plan changes, resource management reform and fast track applications	Draft Growth Policy		Q2 progress update on CE's KPIs Half-yearly statutory compliance report			Q3 progress update on CE's KPIs		Q4 progress update on CE's KPIs and Approve CE's KPIs for FY27		Half-yearly statutory compliance report		Q1 progress update on CE's	
Audit & Risk Committee		Board delegations to the CE Policy Planning report for half-year accounts Internal audit report and plan Enterprise Risks Deep Dive Annual Summary of the Performance of Watercare Dams for 2024 PD2 Waikato Watermain Relocation Update on current legal disputes Insurance update against workplan	Enterprise Risks update to the Auckland Council Audit and Risk Committee		Presentation of Watercare's draft half-year accounts Internal Audit Report Half year audit update from Deloitte			Present plan for Year end Deloitte's planning report for FY26 year end financials Insurance renewal programme update Internal Audit Report			Approval of FY26 financial statements External audit update Internal audit report Enterprise Risks Deep Dive Insurance workplan FY27	Annual update to the Auckland Council Audit and Risk Committee		Board delegations to the CE Policy Planning report for half-year accounts Internal audit report and plan Enterprise Risks Deep Dive on opportunities and risk arising from use of Artificial Intelligence Annual Summary of the Performance of Watercare Dams for 2024	
Asset Management Committee			Army Bay WWTP Upgrades Wastewater transmission asset renewal programme Western water supply programme update Next water source Māngere Biosolids Disposal – Puketutu Replacement Capital infrastructure delivery for the Waikato District Council Contract Draft Growth Policy Quarterly update on asset capitalisation, project dashboards and capital expenditure report			Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets		Project dashboards AMP financials, delivery report and traffic light reporting Quarterly update on capitalisation of Assets	

Board - Public Session - Board planner

		Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Meetings	Board	25-Nov	8-Dec		25-Feb	4-Mar (Board Strategy Session) 31-Mar	29-Apr	13-May (Board Strategy Session) 27-May	30-Jun	28-Jul	27-Aug	29-Sep	28-Oct	11-Nov (Board Strategy Session) 25-Nov	15-Dec
	Audit and Risk Committee	24-Nov			4-Feb			21-May			14-Aug 25-Aug			23-Nov	
	Asset Management Committee		1-Dec			6-Mar		8-May		8-Jul		4-Sep		6-Nov	
	Economic Regulation Committee	5-Nov 18-Nov 19-Nov	3-Dec 17-Dec		18-Feb	18-Mar	14-Apr	6-May	9-Jun	14-Jul	11-Aug	8-Sep	13-Oct	10-Nov	8-Dec
Economic Regulation Committee		Draft Q1/FY26 performance report (Charter clauses 28 and 29) for recommendation Draft Q1/FY26 operating and capital expenditure report (Charter clause 27(5) and (6)) for recommendation Status update – operating cost efficiency improvement plan (Charter clause 20) Programme status report Update – Enduring Price-quality regulation													

Board meeting | 25 November 2025
Public session



Directors' appointment terms, committee memberships and meeting attendances

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Emma McBride
Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

This report is for noting and sets out:

- the tenure of the current directors of Watercare Services Limited;
- details of the committees each director is a member of;
- details of directors' attendance at Board meetings; and
- details of directors' attendance at committee meetings.

2. The details / Kōrero pitopito

We currently have seven directors appointed by Auckland Council.

2.1 The tenure of directors

Director	Original appointment date	End of term
Geoff Hunt (Board Chair)	12 October 2024	1 st term ends on 31 October 2027
Graham Darlow	3 February 2021	2 nd term ends on 31 October 2027
Julian Smith	1 January 2022	2 nd term ends on 31 October 2027
Andrew Clark	1 June 2024	1 st term ends on 31 October 2027
Karen Sherry	1 February 2025	1 st term ends on 31 January 2028
John Crawford	1 February 2025	1 st term ends on 31 January 2028
Rukumoana Schaafhausen	1 June 2025	1 st term ends on 31 May 2028

2.2 Details of the committees

We currently have three committees to assist the Board in its corporate governance. Committee Chairs and members are appointed by the Chair. Attendance at Committee meetings by non-members is optional.

The table below sets out the membership of the current committees.

Director	Audit and Risk Committee	Asset Management Committee	Economic Regulation Committee
Geoff Hunt (Board Chair)		✓	✓
Graham Darlow		Committee Chair	
Andrew Clark	Committee Chair		
Julian Smith	✓		Committee Chair
Karen Sherry	✓		
John Crawford			✓
Rukumoana Schaafhausen			✓
Frederik Cornu*		✓	

*Resigned on 7 November 2025

2.3 Directors' attendance at Board meetings in 2025 is detailed in the table below:

Attended ✓ Did not attend ✕ Not on the Board ■	Attendance at Board meetings													
	5 February 2025	26 February 2025	25 March 2025	29 April 2025	12 May 2025 Board strategy session	27 May 2025	11 June 2025	24 June 2025	29 July 2025	26 August 2025	30 September 2025	28 October 2025	25 November 2025	8 December 2025
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	✓	✓	✕	✓	✓	✓	✓	✓	✓	✓	✓	✓		
	✓	✓	✓	✓	✓	✓	✕	✕	✓	✓	✓	✓		
	✓	✓	✓	✓	✓	✓	✕	✓	✓	✓	✓	✓		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✕	✓	✓		
	✓	✓	✓	✓	✓	✓	✕	✓	✓	✓	✓	✓		
		✓					✓	✓	✓	✓	✓	✓		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		

2.4 Directors' attendance at committee meetings in 2025 is detailed in the table below:

Attended ✓ Did not attend ✕ Not on the committee ■	Audit and Risk Committee meetings				Asset Management Committee meetings						Economic Regulation Committee meetings										
	4 February 2025	21 May 2025	14 August 2025	24 November 2025	7 April 2025	6 June 2025	8 August 2025	10 September 2025	10 October 2025	1 December 2025	17 June 2025	2 July 2025	16 July 2025	30 July 2025	14 August 2025	10 September 2025	5 November 2025	18 November 2025	19 November 2025	3 December 2025	17 December 2025
Geoff Hunt (Board Chair)					✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓				
Graham Darlow					✓	✓	✓	✓	✓												
Julian Smith	✓	✓	✓								✕	✓	✓	✓	✓	✓	✓				
Andrew Clark	✓	✓	✓																		
Karen Sherry	✓	✓	✓																		
John Crawford											✓	✓	✓	✓	✕	✓	✓				
Rukumoana Schaafhausen											✕	✓	✕	✓	✓	✕	✕				
Frederik Cornu	✓				✓	✓	✓	✓	✓												

3. Recommendation / Te tūhunga

We recommend that the Board notes this report outlining directors' appointment terms, committee membership and meeting attendances.



Board meeting | 25 November 2025
Public session



Disclosure of directors' and executives' interests

For information

Document ownership / Whaimana tuhinga

Prepared by / Kaiwhakarite

Emma McBride
Head of Legal and Governance

Submitted by / Kaitono

Jamie Sinclair
Chief Executive Officer

1. Purpose of the report / Te take mō te pūrongo

Section 189 of the Companies Act 1993 requires the company to keep an interests register. Section 140 requires all directors to cause to be entered in the interests register, and disclose to the Board of the company, their interests.

One of key principles of good governance is transparency and having an open and honest approach to working with the wider community. Watercare not only maintains an interests register for its directors, but also voluntarily maintains an interests register for our executives.

2. The details / Kōrero pitopito

2.1 Watercare Services Limited's directors' interests register

The company obtains Directors and Officers (D&O) insurance for of all Watercare directors in accordance with section 162 of the Companies Act 1993.

Director	Interest
Geoff Hunt	• Principal, Geoff Hunt Consulting Ltd • Member, Institution of Engineering and Technology • Member, Institute of Directors • Trustee, Hunt Family Trust • Advisor to the Board, Geostabilization New Zealand Ltd (GSI)
Graham Darlow	• Director, Holmes GP ANZ Ltd • Director, Hick Group Ltd • Business Executive, Acciona Infrastructure NZ Limited • Director and Shareholder, Brockway Consulting Limited • Direction and Chair, Frequency NZ Limited • Director, Hick Bros. Civil Construction Limited

Director	Interest
	• Director, Hick Bros. Heavy Haulage Limited • Director, Hick Bros. Holdings Limited • Director, Holmes Group Limited • Director, Pac Tranz Limited • Chair, The LEAD Project Alliance Board • Project Governance Group, Sludge Minimisation Project and Major Transport Group, Wellington City Council • Advisor, Wellington Metro Water Services Delivery Plan
Julian Smith	• Board Trustee, Look Good Feel Better Trust • Director and Shareholder of JTB Enterprises Limited • Committee member of Institute of Directors, Auckland Committee • Chair, Institute of Directors Te Tai Tokerau, Northland Sub-Committee • Body Corporate Committee member, The Connaught Residential Apartments, Auckland • Group Secretary – Northland Corporate Group • Member, Waikato Tainui Kawenata Joint Governance Oversight Group • Director, Northport Group Limited • Director, Northport Limited • Director, Marsden Maritime Holdings Limited • Director, Marsden Marina Coves Limited • Director, MetService • MyCareerBrand
Andrew Clark	• Chief Financial Officer, Port of Auckland Limited • Director, Auckland City Water Limited (Watercare's subsidiary company) • Member, Waikato Tainui Kawenata Joint Governance Oversight Group
Karen Sherry	• Director, Donnell Sherry Ltd • Director, The Power Company Ltd • Director, PowerNet Ltd • Director, Electra Ltd • Director, Sasha & Otto Limited • Director, Electra Generation Limited • Director, Electra Services Limited • Director, Pylon Limited • Director, Lakeland Network Limited • Director, Otagonet Limited • Director, Last Tango Limited

Director	Interest
	• Trustee, Fritz Seppel Trust • Trustee, Freya, Fritz & Zorba Trust • Trustee of a number of Private Client Trusts which cannot be disclosed due to solicitor/client confidentiality reasons
John Crawford	• Director, Tarata Investments Ltd (Family Investment vehicle) • Director, Tier1 Advisors Ltd (not trading) • Director, Wealth Matters Ltd (not trading) • Director, Punganui Estate Ltd
Rukumoana Schaafhausen	• Shareholder and director, Schaafhausen Inc Limited • Director, Alvarium (NZ) Wealth Management Holdings Limited • Director, Alvarium Wealth (NZ) Limited • Director, Alvarium Investments (NZ) Limited • Director, Te Whata A Tamihana Limited • Director, Contact Energy Limited • Shareholder and Director, Kaitiaki Guardian Services Limited • Director, Kiwi Group Capital Limited • Director, Pathfinder Asset Management Limited • Director, Tainui Group Holdings Limited • Director, Te Rau o te Korimako Limited • Managing Director, Te Waharoa Investments (GP) Limited • Trustee, The King's Trust Aotearoa New Zealand • Trustee, The Tindall Foundation • Trustee, Waikato Endowed Colleges Trust

2.2 Watercare's executives' interests register

Executives	Interest
Jamie Sinclair	• Director and Shareholder, Sinclair Consulting Group Ltd
Priyan Perera	• Board member, Water New Zealand • Director and Shareholder, Popellow Limited
Mark Bourne	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Sarah Phillips	• Trustee, Te Motu a Hiaroa (Puketutu Island) Governance Trust
Richard Waiwai	• Director and owner, Te Hautapu Consultants Limited • Trustee of Te Rana Te Araroa Waiwai Whanau Trust • Relatives work for Waikato Tainui • Director, Moeā Limited
Angela Neeson	• Director, Tranquillo Properties Limited
Meg Wiltshire	Nil
Suzanne Lucas	Nil
Nigel Toms	• Co-Chair, Toi Ora Live Arts Trusts • Director, TRN Risk & Resilience Consulting • Member, Audit and Risk Committee, Institute of Risk Management

3. Recommendation / Ngā taunakitanga

We recommend that the Board notes the directors' and executives' interests.

