

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 to 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

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

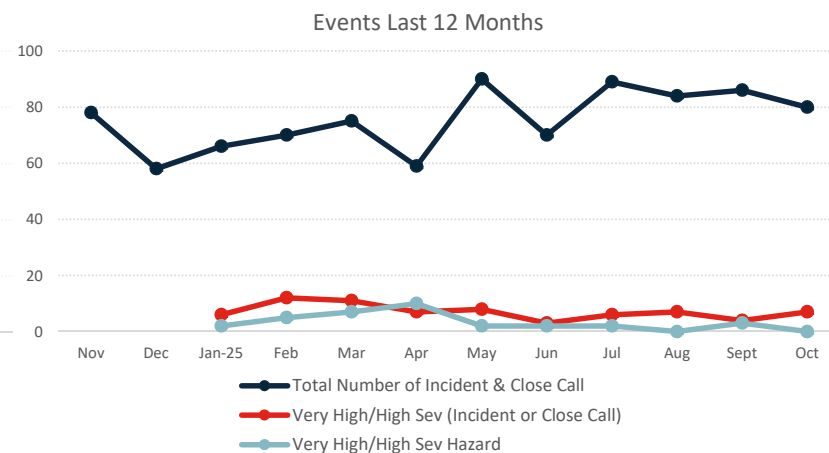
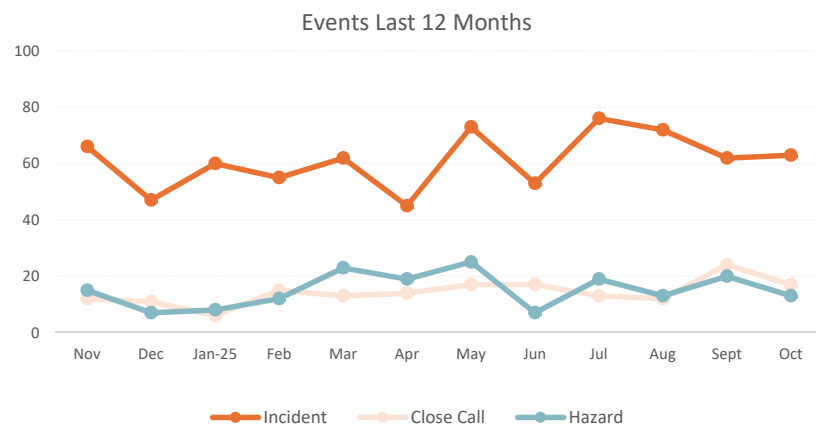
	August 2025	September 2025	October 2025	Commentary
HSW climate The team targets a HSW climate rating of $\geq 8/10$ in each six-monthly Watercare climate survey	8.2 (+0.3 above benchmark)			The most recent staff survey was completed in June 2025. The next survey is planned for November 2025.
Reward and 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.

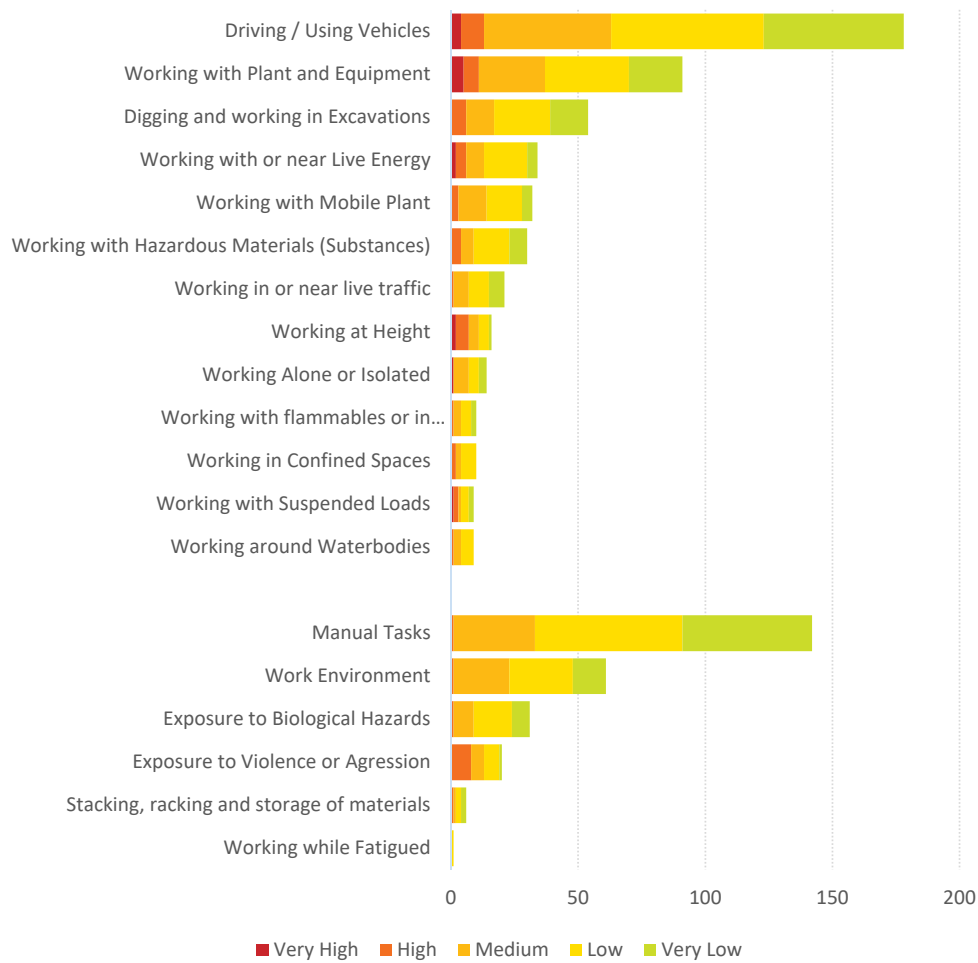
HSW0027644 – A drainlayer contractor had a high potential of harm near miss with a concrete saw while working in a 0.9m deep excavation on a construction site. After using the saw to cut a concrete pipe, he attempted to step over the pipe while the blade was still spinning down beside him. He slipped 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.

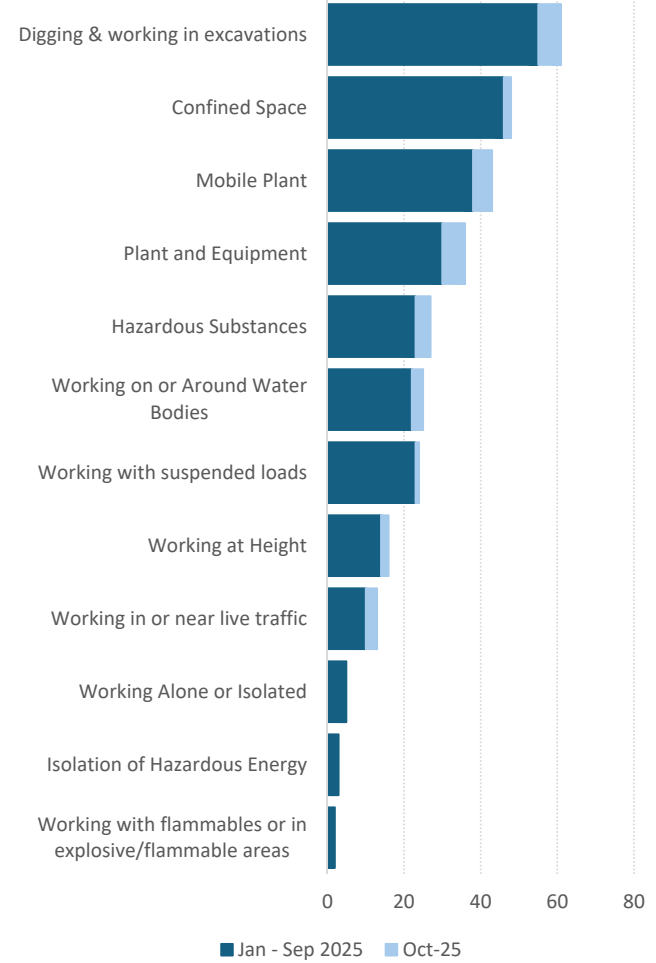
3.3.2 Critical risk inspections and events

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'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.

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

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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.

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 

Chief Executive's report

Presented by: Jamie Sinclair



1. October 2025 update

October was an eventful month where we kicked off public engagement on key programmes. We began the first stage of work needed to explore other options for managing biosolids, an essential end product of our wastewater treatment process, over the long term. This initial stage will focus on promoting public awareness of biosolids and biosolids management. The more detailed assessment of options will kick off next year — engagement will happen in several formats, including global cafe-style workshops and stalls at public events.

We launched our new Wonder Wai Discovery Centre – an immersive experience designed to boost understanding of Auckland's water journey, from sky to sea. The Wonder Wai includes interactive games and models that take visitors through six key stages of Auckland's water journey: rainfall, water sources, water treatment, household use, wastewater treatment, and water's return to nature. The discovery centre is a way for Watercare to connect with its communities and spark curiosity about how water and wastewater are managed in an urban environment.

Significant infrastructure milestones in October:

- We continue to progress the wastewater upgrades at our Wellsford Wastewater Treatment Plant, finishing foundational works and starting wetland planting. These upgrades will significantly improve the quality of treated wastewater discharged into the Hōteio River – thanks to the introduction of advanced Membrane Aerated Biofilm Reactor (MABR) and Membrane Bioreactor (MBR) technologies.
- We also engaged with the wider community at our Beachlands Wastewater Treatment Plant, welcoming more than 220 people from the area, showed them around the plant and shared our future plans for wastewater servicing in the area.
- We prepared to begin tunnelling a new wastewater storage tunnel as part of Watercare's \$64 million Archboyd Wastewater Upgrades in Māngere. This programme also includes significant upgrades to the wider wastewater network to support future growth and protect the environment. The new infrastructure will enable the development of approximately 3000 new homes in the area.
- In late October a significant overflow occurred at our Warkworth WWTP, with untreated wastewater entering the Mahurangi River, which caused the oyster farms to be closed for harvesting. We are conducting an investigation into the cause of this event. In the meantime, there has been ongoing engagement with the oyster farmers via Aquaculture New Zealand and an immediate financial support payment of \$1million has been made, which was distributed to the 10 impacted farmers.

2. Key performance measures

This section covers Watercare's performance (unaudited) against the Statement of Intent 2025-2028 (SOI) measures for October 2025 which also includes the measures from the Watercare Charter.

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
1.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Bacterial water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
2.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Protozoal water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
3.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Microbiological water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	100%	100%	
4.	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					<i>Note the assumption is that abatement notices received relates to new notices issued in the financial year</i>
	a) abatement notices	≤2	0	0	0	
	b) infringement notices	≤2	0	0	0	
	c) enforcement orders	≤2	0	0	0	
	d) convictions	0	0	0	0	
	received by the territorial authority in relation to those resource consents.					
5.	The average consumption of drinking water per day per resident within the territorial authority district (*litres/plus/minus 2.5%) (12-month rolling average). (Gross PCC).	257 litres +/- 2.5%	260	259	258	
6.	The average consumption of drinking water per day per resident within the territorial authority district (*litres	165 litres +/- 2.5%	162	161	160.	

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
	plus/minus 2.5%) (12-month rolling average) (Residential PCC).					
7.	Median response time for attendance for urgent water callouts: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) (12-month rolling average).	≤ 60 mins	39 mins	39 mins	39 mins	
8.	Median 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) (water, 12-month rolling average).	≤ 5 hours	3.1 hours	3.1 hours	3.1 hours	
9.	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).	≤ 5 days	0.8 day	0.8 day	0.8 day	
10.	Median response time for resolution of non-urgent water call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days) (12-month rolling average).	≤ 6 days	1 day	1 day	1 day	
11.	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	≤ 10	8	8	8	

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
	expressed per 1000 connections to the local authority's networked reticulation system (12-month rolling average).					
12.	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) (12-month rolling average).	≤90 mins (LTP Target = 75 min) P1: 60 min P2: 240 min	76 P1:47 P2: 94	74 P1:46 P2: 93	73 P1:46 P2: 91	
13.	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.	≤ 5 hours	3 hours	2.9 hours	2.8 hours	
14.	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).	≤ 50	17	17	16	

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
15.	The percentage of real water loss from the territorial authority's networked reticulation system (12-month rolling average).	≤13%	12.1%	12.9%	13.1%	Watercare calculates its leakage based upon the IWA (International Water Association) water loss calculation. The calculation involves estimates for both volumes produced and utilised. *Water loss result is with 95% confidence limits of +/- 10%. The three months shown are for April, May and June 2025.
16.	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).	≤ 5	0.7	0.7	0.6	
17.	Average number of wet weather overflows per engineered overflow point per discharge location (12-month rolling average).	≤ 2 overflows per year	0.3	0.6	0.3	
18.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Chemical water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
19.	Compliance with Taumata Arowai Quality Assurance Rules T3 – Cyanotoxins water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules T3.	100%	100%	100%	100%	
20.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality . The extent to which the local authority's drinking water supply	100%	97.3%	97.4%	96.9%	39 out of 40 distribution zones achieved full residual chlorine compliance. Further details are included in the water quality section of this report.

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
	complies with Drinking Water Quality Assurance Rules D3.					
21.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Disinfection by-products water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	100%	100%	
22.	Compliance with Taumata Arowai Quality Assurance Rules D3 – Plumbosolvent metals water quality . The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules D3.	100%	100%	100%	100%	
23.	Percentage of household expenditure on water supply services relative to average household income.	< 1.5%	0.91%	0.93%	0.92%	
24.	Customer Net Satisfaction Score (Previously Net promoter score).	≥45	55	55	55.8	
25.	Community trust score.	≥55	52%	52%	53%	
26.	Percentage of customer complaints resolved within ten days of notification.	≥95%	99.9%	99%	99%	
27.	Ratio of procurement sourced through Māori owned businesses.	5%	3.0%	3.5%	3.6%	Total Spend \$14.53m (\$8.77m Direct, \$5.75m Indirect) \$4.73m direct via Ngā Kakau Paraha.
28.	Operational greenhouse gas (GHG) performance. We will implement Mitigation measures in line with our emissions reduction targets (scope 1 and 2). <i>Note: these targets now include emissions from Puketutu island Previously set targets, excluding Puketutu, are shown in orange.</i>	<108,000 tonnes CO ₂ e (including Puketutu) <85,000 tonnes CO ₂ e	Measured quarterly	32,500 tCO ₂ e (including Puketutu) 25,300 tCO ₂ e	Measured quarterly	GHG emissions are determined quarterly therefore there is no value reported to August and October 2025.

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
		(excluding Puketutu)		(excluding Puketutu)		
29.	Volume of real water loss from Watercare's supply network (litres per water supply connection per day) (12 month rolling average)	≤140	112.6 l/c/d	119.4 l/c/d	120.1 l/c/d	There is a lag in this reporting. The three months shown are for April, May and June 2025.
30.	Monthly median resolution time for resolving urgent water supply call-outs: from the time that Watercare receives notification of the call-out, until time Watercare receives notification that the person employed/engaged to respond to the call out that they have resolved the call out (12 month rolling average)	≤5 hours	3.1 hours	3.1 hours	3.1 hours	
31.	Monthly median resolution time for resolving water non-urgent water supply: from the time that Watercare receives notification of the call-out, until the time Watercare receives notification that the person employed/engaged to respond to the call out that they have resolved the call out (12 month rolling average)	≤6 days	1 day	1 day	1 day	
32.	Number of unplanned water supply interruptions within Watercare's networked reticulation system expressed per 1000 water supply connections (12 month rolling average)	<10	7.1	7.0	7.0	
33.	Median resolution time for resolving wastewater overflows: from the time Watercare receives notification of the overflow until when Watercare receives notification from the person employed /engaged to respond to the overflow that they have resolved the overflow (12 month rolling average)	≤ 5 hours	3 hours	2.9 hours	2.9 hours	

No.	Key performance measures	FY26 target	Actual			Commentary
			August 2025	September 2025	October 2025	
34.	The number of wastewater overflows, expressed per 1000 wastewater connections (12 month rolling average)	≤5	0.7	0.6	0.6	
35.	Credit rating	To maintain at least an investment grade credit rating.	Maintained	Maintained	Maintained	
36.	Maximum allowable revenue from prices for providing water supply and wastewater supply services.	\$845.10m	Measured yearly	Measured yearly	Measured yearly	
37.	Minimum allowable average increase in average infrastructure growth charges	15.5%	Measured yearly	Measured yearly	Measured yearly	
38.	Capital expenditure (cumulative)	\$1.05b	\$149.4m	\$233.1m	\$324.9m	YTD \$61.2m behind target due to timing of spend on several projects. Full year forecast in line with target.

3. Our customers and communities

October was a strong month across all our customer and community metrics. We continue to deliver a consistent customer experience with our customer net satisfaction score increasing to +56, up by 1pt (12 month rolling average). Faults and field crew NPS rose significantly, despite increased fault volume there was a reduction in contacts due to more proactive communication. This is also enabling us to achieve and increase first contact resolution (FCR) for faults at 75%.

Community Satisfaction increased sharply in October to 73, reflecting notable improvements in project management and issues management. Satisfaction scores rose across key areas, with fewer concerns raised and a stronger positive experience reported by customers. This was largely driven by Nihotupu 1 Watermain and renewals across Pukekohe and Onehunga. This increases our year-to-date performance to 63.

Our trust score also rose markedly to +58% in October increasing our 12 month rolling average to 53% , driven primarily by consistent improvements in customer service experience largely in the faults area and a positive media environment (prior to the overflow into the Mahurangi River at the end of

October). Additional positive influences included perceptions of value for money demonstrated by promptly addressing faults and reducing wait times across the contact centre and demonstrating how we are investing and delivering infrastructure across Auckland.

We made strides in engagement around wastewater and water infrastructure projects:

- South Auckland Archboyd Project: Preschoolers participated in a send-off for the tunnel boring machine “Moana,” part of a \$64 million wastewater storage tunnel initiative.
- Beachlands Wastewater Treatment Plant: Open days and community engagement events were held to showcase upgrades. The objective was to showcase the wastewater journey and future for the plant while lifting the lid for the community on an important aspect of public health and environmental protection. Attendees engaged with operators, planners, and environmental teams, asking questions and expressing strong interest in Watercare's work.

We also launched initiatives aimed at increasing public understanding of water systems:

- Wonder Wai Discovery Centre: Opened at Balmoral School to educate students about Auckland's water journey.
- Public Consultation on Biosolids: We invited Aucklanders to help shape future biosolids disposal strategies beyond 2035.

In October, Watercare appeared in 156 media items (109 unique). The month was mostly made up of positive coverage (21% net sentiment score) highlighting initiatives such as the projects described above. However, the positive coverage took a hit with a short burst of negative coverage towards the end of the month driven by the unique overflow incident on 29–30 October in the Mahurangi. We expect this coverage to negatively impact the November Trust score.

As the new electoral term gets underway, we have reached out to the Governing Body members to congratulate them on their successful appointments and attended their inauguration at the Auckland Town Hall. Watercare is fortunate to have existing relationships with all the Governing Body members including the new Councillors and several of the new Councillors have reached out for meetings. Information flows and updates on projects and issues continue to be shared in the interests of no surprises. We will be engaging with the newly confirmed Local Board Chairs and have also been attending some of the first business meetings of the Local Boards as they get underway and start work on their plans.

Community engagement also got underway again for the Western Water Supply with town hall and drop in events held to provide updates and answer question. Most interactions were positive.

4. Iwi and mana whenua engagement

Focus on achieving Māori outcomes

The primary effort involves finalising Watercare's Tāmaki Ora plan (Achieving Māori Outcomes), strengthening mana whenua relationships, supporting cultural aspects across projects, and celebrating te reo Māori.

Mana whenua engagement

Regular monthly hui with 14-15 iwi have been established to maintain consistent engagement. Mana whenua cluster wānanga for the biosolids project are scheduled, reflecting strong participation and collaboration.

Kaupapa projects

Priority projects include developing a documentary resource with Te Ahiwaru Trust to share their narrative and ongoing biosolids and metro servicing consultations with mana whenua.

Strategic relationships development

Watercare has engaged with iwi such as Ngāti Whātua Ōrākei, Ngāti Raukawa, Ngāi Tai ki Tāmaki, and Waikato-Tainui to refresh MOUs, collaborate on environmental and social outcomes, and support governance initiatives.

Internal framework and survey

The Mana Whenua Engagement Framework continues to guide the business, complemented by an organizational Te Reo Māori survey developed with People and Culture to establish a baseline for cultural capability development.

Cross-organisational collaboration

Watercare participates in cross-CCO hui and collaboration groups with Auckland Council and other entities to align efforts under the Tāmaki Ora plan, focusing on sustainable procurement and shared Māori outcomes.

Procurement and investment focus

The Achieving Māori Outcomes plan includes advancing a target of 5% direct spend on Māori businesses, exploring investment opportunities for mana whenua, and supporting marae water and wastewater needs.

5. Our people

We hosted the first Health, Safety and Wellbeing (HSW) Forum with our consulting and contractor partners this month. Leaders from over 25 organisations attended, demonstrating strong commitment to keeping our kaimahi safe and well. Together, we shared our strategic HSW pillars, outlined expectations for construction partners, and introduced the upcoming DoneSafe HSW management system. We were also privileged to hear from a representative from WorkSafe New Zealand, who provided valuable insights on managing high-risk construction from a regulatory perspective.

A highlight was the interactive session where attendees collaborated to develop our Safety Charter, comprising 10 commitments that all organisations will sign up to. These commitments will form the foundation of our safety strategy across every Watercare site. Importantly, this charter will not remain a document on paper - it will translate into practical leadership actions tailored to each project's scope and scale. We now look forward to sharing these commitments and putting these actions into place.

Also in October, 11 employees completed a two-day, government funded Introduction to Leadership course through Project Ikuna. Designed for new leaders, it focused on practical skills and culturally connected learning grounded in Pasifika values. Participants were predominantly Pasifika and Māori employees from MSN.

Finally, our team always rise to a challenge and this month our Watercare Winnovators team who were raising funds via WaterAid for Cambodia, continued to make us proud winning Top Fundraising Campaign Team in this year's competition and placing runner-up in the Solve category for their innovative sanitation solution in Cambodia's Kampong Tralach District. Their creative fundraising efforts included sausage sizzles, bake sales, quizzes, auctions, and a standout fun run initiative, which WaterAid praised for originality. Aside from the financial contribution, their success was driven by creativity and execution.

For the Solve challenge, the team proposed a low-cost, low-energy solution is designed to operate without constant power or chemicals, making it resilient and sustainable while improving public health outcomes. This shows how our team harness their creativity and talent in towards broader social outcomes.

Our People dashboards for the month are included.

Actual FTE & Contractors

1,346.0 FTE* 

119 Contractors 

FTE of Permanent Employees

- After a small decrease (4.4) last month, there was a small increase in FTE hours (3.9) bringing the total hours worked from 1342.2 FTE in September to 1346.0 FTE in October.

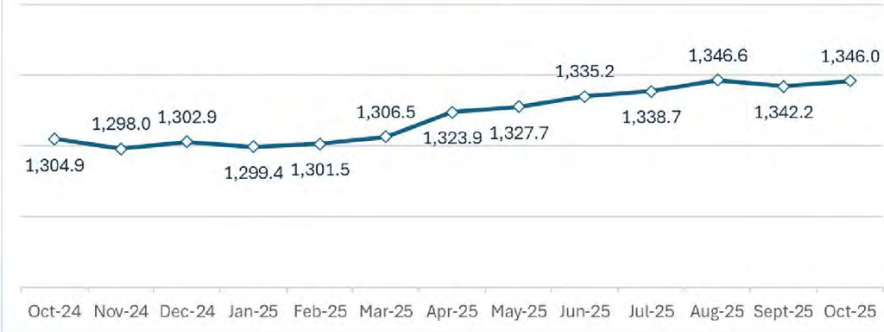
Contractors

- A decrease in the total number of contractors, from 124 in September to 119 in October .

Contractors by Tenure



FTE by Month (hours worked)



* Actual FTE by month is calculated using actual hours worked (not contracted hours). FTE, Headcount, and Positions exclude interns



Workforce Status
Positions, Vacancies & Headcount

1,509 Total Positions ↑

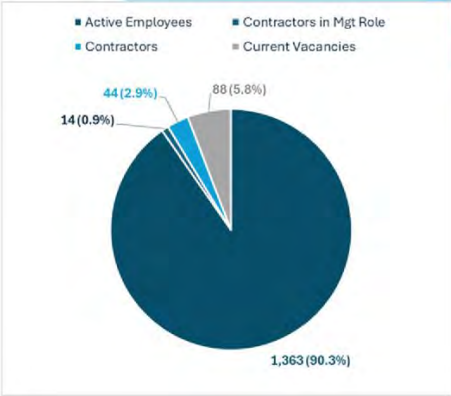
1,363 Headcount ↓

Positions & Vacancies

- There were 1,509 total positions at the end of October, an increase from 1,499 in September.
-5 Active Employees, -1 Contractor, +16 vacancies

Headcount

- Headcount has decreased from 1,368 in September to 1,363 in October
Joiners and leavers by Business Group are shown in another slide



*Contractors, Directors, and Interns are excluded (22 Interns were Fixed Term from Nov-24, left Feb-25). Long term leave and parental leave employees are included.
** There may be minor changes in Headcount and FTE results for previous months due to the 'snapshot' nature of the data (i.e. changes not processed at the time of the data extracts).
August results -2 due to leavers who were not processed at the time of reporting

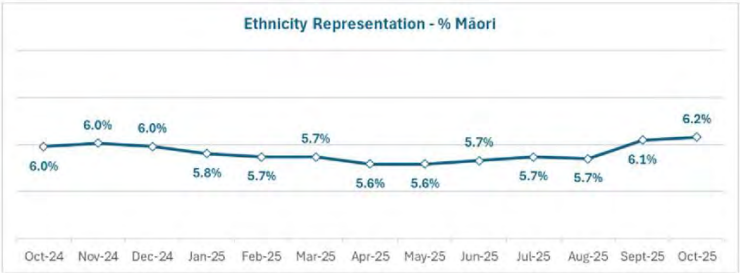
Workforce Demographics
Ethnicity, Gender, Tenure & Age

6.2% Māori



Ethnicity

- A small increase in Māori representation this month, from 6.1% in September to 6.2% in October



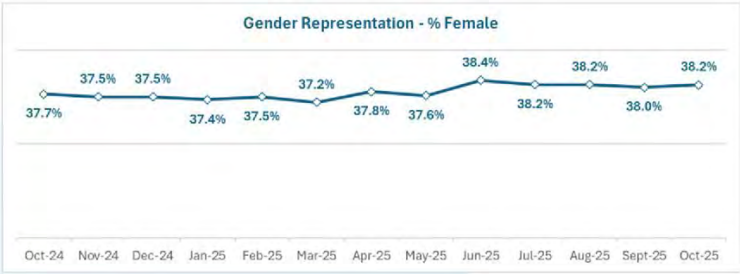
Board	25.0%	75.0%
Executive	50.0%	50.0%

38.2% Female



Gender

- A recovery from the small decrease last month with % female returning to 38.2% in October.



Perm. Part Time	1.7%	0.4%
Perm. Full Time	35.1%	58.3%
Fixed Term	1.0%	1.5%
Casual	0.4%	0.4%
	38.2%	60.6%

Joiners, Leavers & Turnover

11 Joiners / 18 Leavers

8.7% Vol. Turnover 

47 Days to Hire 

Joiners and Leavers

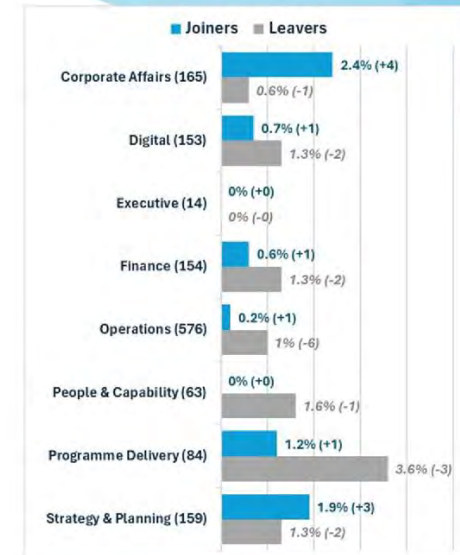
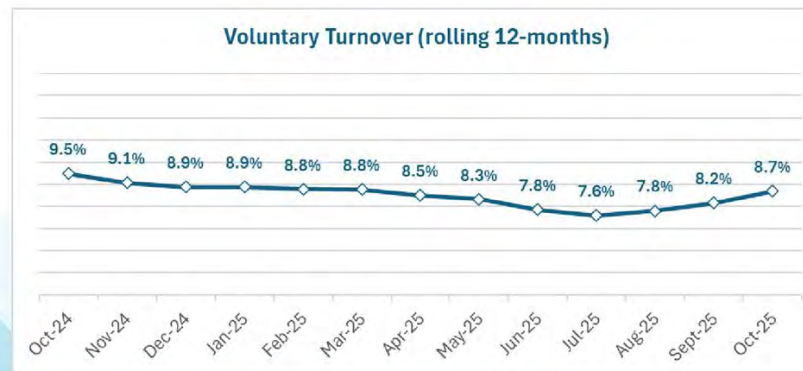
- Joiners decreased to 11 after the high level (23) in September.
- Leavers increasing again from 11 in August, to 13 in September, and 18 in October.
- The adjacent chart has been amended to show percentage increase and decrease by business group.

Attrition

- Voluntary turnover continuing a slow upward trend with an increase from 8.2% last month to 8.7% for September. However, the broader trend is still down compared with last year.

Hiring

- An increase in number of hires completed (from 16 hires to 30) and average days to hires (from 31 days to 47). Days to recruit was impacted by 10 roles taking 60 or more days to progress. Key factors include the specialized nature of roles to the large number of applicants being received due to the current job market.

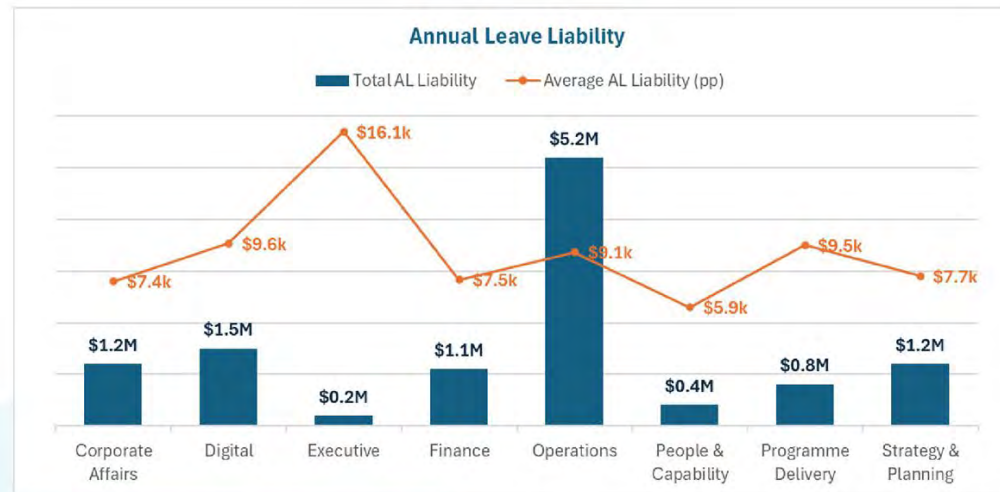


Leave Liability

\$11.6m Total Annual Leave Liability 

\$8.6k Average Annual Leave Liability 

- **Annual leave liability** increased from \$11.5 million at the end of September RO \$11.6m at the end of October.
- **Average liability** increased from \$8.5k in September to \$8.6k in October.

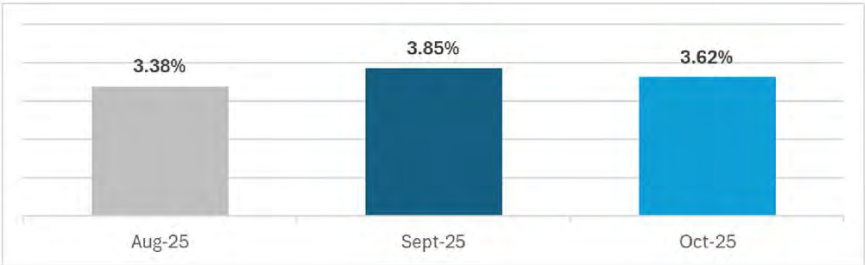


Sick Leave by month & Rolling Total

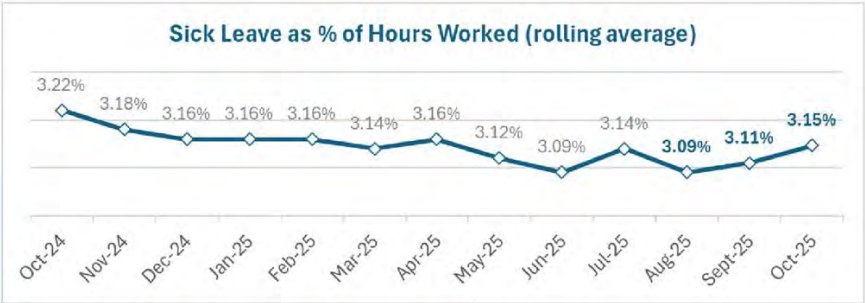
3.62% Sick Leave
(as % of total hours worked) ↓

3.11% Average
(Rolling 12 Months) ↑

- **Sick leave by month:** leave processed in October showing a decrease in the sick leave rate with sick hours being 3.62% of total hours, compared with 3.85% in September.



- **Rolling total sick leave rate** increasing again this month but still well below this time last year.



6. Our operations

6.1 Water quality (WQ)

Microbiological and chemical compliance has been achieved for the month of October for all water treatment plants (WTPs).

39 out of 40 distribution zones achieved full chlorine compliance. Low FAC ($\leq 0.1\text{mg/L}$) was identified on 13 October in the Whenuapai distribution zone. This was immediately improved by flushing. Due to this low chlorine result, the residual disinfection compliance for the month was 97.5 % and the 12-months rolling position is 96.9%.

Annual review of our Drinking Water Safety Plans (DWSP) is underway. The review will be completed in November 2025 and updated DWSPs will be resubmitted to Taumata Arowai in December 2025.

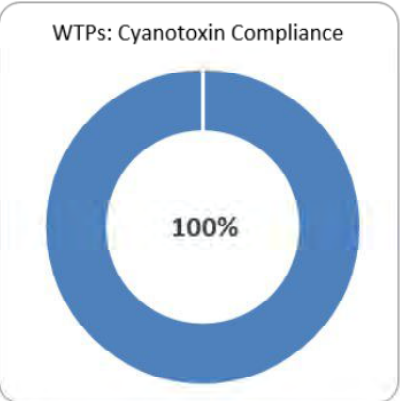
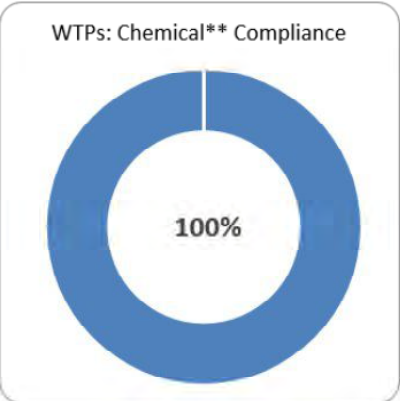
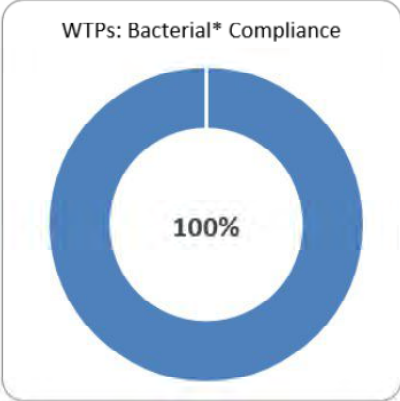
Scorecard

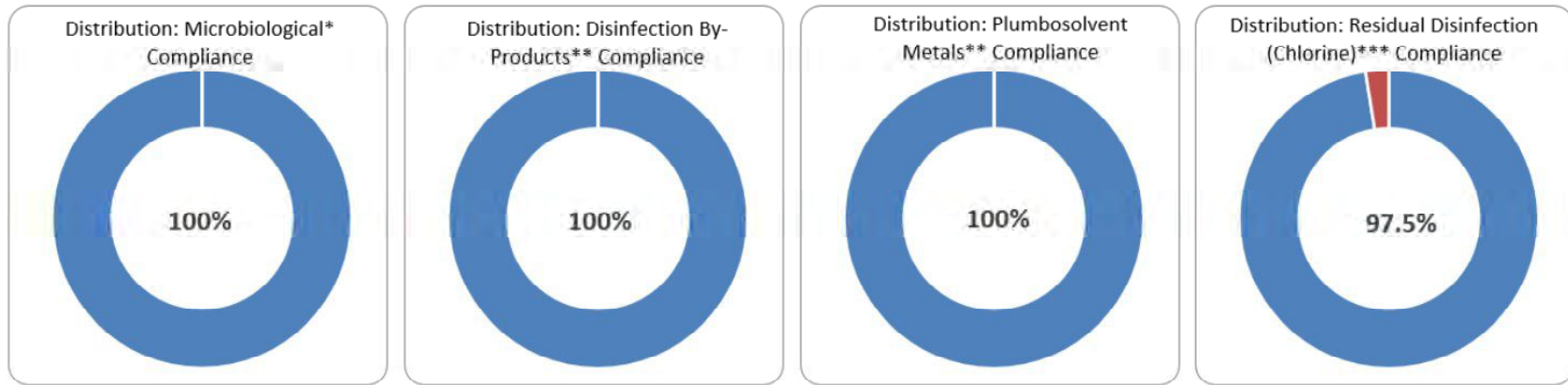
The water quality report for October 2025 is set out below.



Compliance Summary

WTPs (17 total)	
Bacterial	100%
Protozoal	100%
Chemical	100%
Cyanotoxins	100%
Distribution Zones (40 total)	
Microbiological	100%
Disinfection by-products	100%
Plumbosolvent metals	100%
Residual disinfection (Chlorine)	97.5%





*At the WTPs bacterial compliance is assessed on continuous monitoring results. In the distribution network microbiological compliance is based on *E. coli* monitoring to indicate the probable presence of bacterial contamination of water supply.

** Chemical compliance: At the WTPs determinands present in the source water at concentrations >50% MAV and those associated with chemicals dosed during the treatment process are monitored. In the distribution network disinfection by-products (DBPs) are monitored in each zone, and chlorates monitored in four zones where chlorine booster stations are utilised as best practice monitoring.

*** Residual disinfection (Chlorine) – 85% of free available chlorine (FAC) samples in a month must be >0.20 mg/L in each distribution network zone, with no results ≤0.1 mg/L.

Customer complaints



Actions Taken

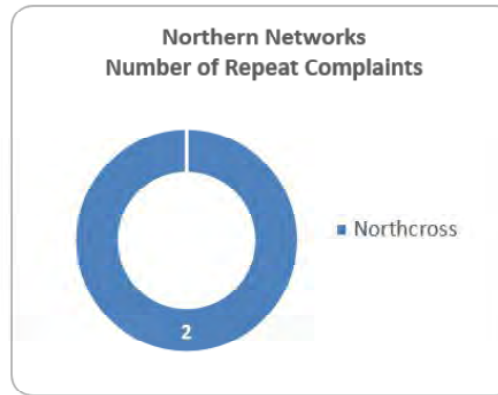
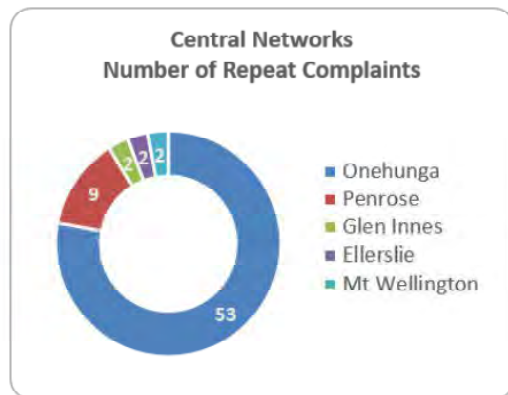
Illness Complaints*: Provision of WQ compliance data to customer, water testing and proactive hydrant flushing if appropriate.
Main cause: Unrelated health issue

Tainted Water: Network flush with field FAC and turbidity testing.
Main causes: Taste and odour, usually caused by chlorine residual.

Discoloured Water: Network flush at nearest fire hydrant or water meter as appropriate
Main causes: Most often brown/yellow water, sometimes black/white particles. Often caused by mineral and sediment build-up coming off pipes when there are changes in flow. Sometimes caused by household plumbing.

**Illness complaint: Arises when a member of the public has an illness that they think is related to water quality. All such complaints are investigated and in all cases our drinking water has been found to be compliant. Persons with an illness complaint are referred to their medical professional.*

Repeat water quality complaints – May to October 2025



Actions taken for repeat complaints*

Central

- The increase in repeat complaints in Onehunga is related to advance work ahead of the renewals programme scheduled latter this year.
- **Onehunga** – Networks to undertake long-term solution for Onehunga zone from December 2025.
- **Onehunga, Forbes St** – The last complaint was on 2nd of this month, taking the total to 33 brown/yellow discoloured water complaints in the last six months. Head of Water has advised customer that mains renewals are scheduled.
- **Onehunga, Hill St / Gloucester Park Rd** – A further four complaints this month take this to 15 brown discoloured water complaints in the last six months. Concerns appear to be focussed on expectations that drinking water meets business needs. Escalated to Customer Liaison.
- **Onehunga, Wallath Rd** – Three yellow water complaints in six months. Resolved by flushing.
- **Onehunga, Normans Hill Rd** – Two brown water complaints in six months. Resolved by flushing.
- **Penrose, Rockfield Rd** – Nine brown water complaints from three customers in six months. Resolved by flushing. Although coded by Faults as Penrose, these complaints were all in the Onehunga distribution zone.
- **Glen Innes, Weybridge Cres** – Two yellow water complaints in six months. Resolved by flushing.
- **Ellerslie, Marua Rd** – Two brown water complaints in six months. Resolved by flushing.

- **Mt Wellington, Panama Rd** – Two brown water complaints in six months. Resolved by flushing.

North

- **Northcross, East Coast Rd** – Two discoloured water complaints in six months. Resolved by flushing.

South

No repeat complaints arising this month.

**Repeat complaints – A customer WQ concern raised this month which has been raised at least once before within the last six months by the same customer.*

6.2 Leak detection programme

The proactive leakage detection programme has surveyed 3,900 km to date this financial year and found over 770 leaks with an estimated saving of 6.8 MLD.

The district metering and pressure management work is ongoing, with construction work occurring in Māngere. Design work being completed for next work packages.

6.3 Smart sewers

1346 of 5020 sensors have been successfully installed starting with simple installs which do not involve confined spaces entry. Sensors are being onboarded on a monthly frequency to the StormHarvester platform, alerting has gone live on the first 160 sensors as they require three months of machine learning to alert properly. Training has been undertaken for the teams and a twice weekly catchup to review the data. To date five blockages have been detected.

6.4 State highway 1 enablement work

We are planning a shutdown of the Waikato No1 watermain commencing on the 27 December 2025. The shutdown is primarily to allow the Waikato watermain to be relocated away from the State Highway 1 corridor as part of the NZTA Papakura to Drury improvement (P2D) project. Opportunistically, we are also connecting a stub for a future cross connection to the proposed Waikato No. 2 watermain and a new Bulk Supply Point (BSP) to accommodate growth in the Veolia supply zones. The opportunistic works will occur at Quarry Road which is approximately one kilometre from the NZTA site. The works will take 72 hours including drain down and recharge.

The need to do the works at during the Christmas break is driven by demand. Historically water demand is lowest in the week between Christmas and New Year. Many industrial and commercial customers close during this period and residential customers leave Auckland and thus allowing demand to be managed in the effected supply zones.

The existing Flannagan Road BSP will need to be shut during the project works. This BSP supplies Veolia and there is limited redundancy within the Veolia network for the loss of this BSP. As a result, we have worked closely with Veolia who have improved local supply and we now do not expect an impact on Veolia customers. During the shutdown period the Waikato Water Treatment Plant will be unable to supply water to the Metropolitan supply area. Huia and Ardmore treatment plant production will be increased and there will sufficient water resources available to meet demand. The Waikato WTP will need to operation in an off normal mode during this period as the demand from Pukekohe, Pokeno and Tuakau is less than the minimum production. Accordingly, the WTP will only operate for 4 hours, twice a day, during the shutdown.

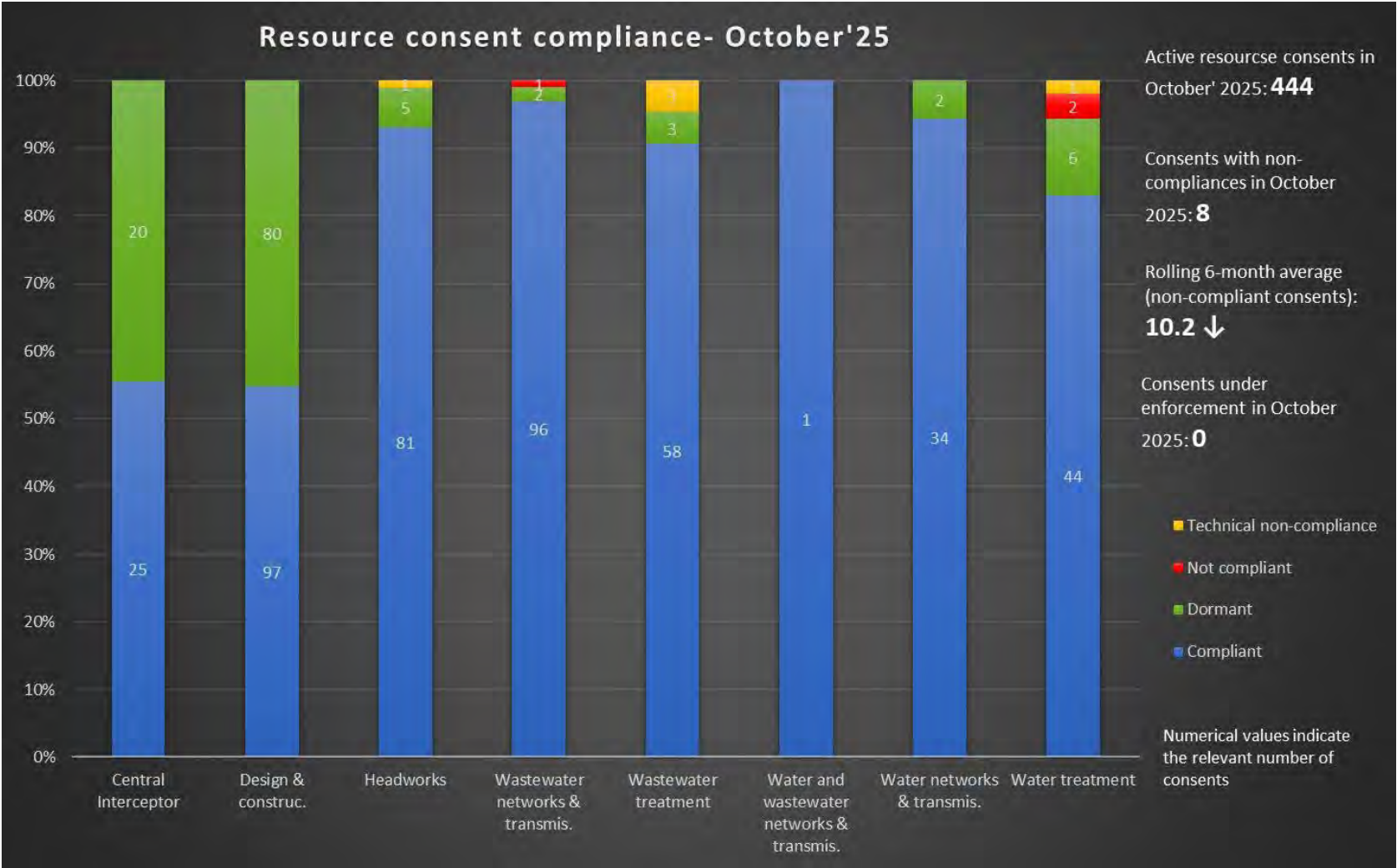
Due to the change in risk profile an incident team will be convened to manage information about works and to provide guidance on issues that may arise during the shutdown period.

7. Risk and compliance

7.1 Non-compliance with resource consents

Overall operational consent non-compliances remained steady at eight in October, consistent with September. Of these, **five** were classified as technical non-compliances, while **three** facilities had non-technical issues. A summary of the technical non-compliances is provided below, with detailed information on the non-technical cases available in the consent table within this section:

- Waiwera WWTP (CST60263133 / 907537a): Technical non-compliance with Condition 5 – Enterococci 95th percentile exceeded 3,500 CFU/100 mL due to high February–March results still within the reporting period.
- Wellsford WWTP (DIS60068492): Technical non-compliance with Condition 24 – The 95th percentile faecal coliform limit was exceeded due to the previous month's high results.
- Clarks Beach WWTP (DIS60084111): Technical non-compliance with Condition 18 – The 12-month 92nd percentile for faecal coliforms exceeded the limit, but compliance is expected to return within the next reporting cycle as effluent volumes decrease.
- Hays Creek Dam (WAT80316391): Technical non-compliance with Condition 4 – Compensation flow fell below the 864 m³/day requirement on 31 October 2025 (572 m³ logged) due to a power outage during works. Flows were released but not recorded.
- Waitākere WTP (26983): Technical non-compliance with Condition 1c – the Waitākere quarterly report was not submitted alongside the Huia reports. Auckland Council has since received the report. No further action required.



The rating Watercare applies in the detailed breakdown of non-compliance is consistent with Auckland Council's criteria. The rating is below:

Rating	Detail
Category 1	Watercare has complied with the consent condition.
Category 2	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as technical or having no more than a minor adverse effect.
Category 3	Watercare has not complied with the consent condition. Watercare has assessed that non-compliance has the potential to result in minor adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 2 non-compliance.
Category 4	Watercare has not complied with the consent condition. Watercare has assessed the non-compliance as having the potential to cause significant adverse effects on the environment. Alternatively, since the last audit, there is evidence of repeat Category 3 non-compliance.

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and commentary (i.e. adverse effects)	Resolution	Category
Huia WTP	26979 / DIS80297101	Condition 3	Total aluminium concentrations exceeded the lagoon limit of 1 mg/L for two consecutive weeks, with recorded values of 1.1 mg/L and 1.2 mg/L. The exceedances are attributed to sludge runoff, and mitigation works are in progress. Such events commonly follow periods of heavy rainfall.	Levels have since returned to compliance. Later this month, we will undertake a further investigation into the potential effects of aluminium toxicity in the receiving environment.	Ongoing	Category 2
Waikato WTP	AUTH137497.01.01	Condition 5	There was an exceedance in total suspended solids discharge concentration on 22 October 2025, with a recorded value of 110 mg/L against the consent limit of 50 mg/L.	Similar to the incident in August 2025, investigations identified the wastewater recycle tank as the likely cause. A concurrent sludge upgrade project involving the installation of mixers has temporarily increased baseline suspended solids but is expected to reduce the likelihood of future exceedances once the system stabilises.	Ongoing	Category 2
Warkworth Street WWPS	NDC (DIS60082556)	36b, 39a, 40, 45	A power fault at the Warkworth St Pump Station on 28 October 2025 tripped all pumps. This resulted in a	Upon discovery, the pumps were immediately re-started and the overflow stopped. Teams were mobilised to recover the overflow from	No further action needed.	Category 3

Facility/Asset	Consent	Condition(s)	Issue(s)	Actions and commentary (i.e. adverse effects)	Resolution	Category
			wastewater overflow to the adjacent stormwater pond which then overflowed into the Mahurangi River. The incident occurred under dry-weather conditions, classifying it as a dry-weather overflow under the NDC.	the pond back into the pump station, and the surrounding area was cleaned and disinfected. Auckland Council's Pollution Response Team and the Ministry for Primary Industries were notified and environmental monitoring was initiated to assess downstream effects. A full incident review has been initiated to prevent recurrence. While the incident may meet the definition of a technical non-compliance it has been classified as a full non-compliance on a precautionary basis.		

7.2 Enterprise risk management

- The review and update of the Enterprise Risk Framework is underway and planned for completion by December 2025.
- Following feedback from the October 2025 Board meeting a review of Watercare's strategic risks, including how they will be presented and monitored, has commenced. This will be presented for discussion at the Audit and Risk Committee meeting in February 2026.
- The November 2025 meeting of the Auckland Lifelines Group, which represents the region's critical utility and service providers, was hosted by Watercare. This included a presentation by Watercare on the new Buried Asset Risk Model and a tour of the Nerve Centre. Following the meeting there were further discussions on business continuity and contingency planning with representatives from the Water Services Authority / Taumata Arowai.
- An exercise to test the Incident Management Plan (IMP) in a Black Swan event, facilitated by an external expert, is scheduled for the end of November 2025. Learnings from this will be incorporated into a review of our IMP.

7.3 Regulatory compliance

The implementation of the ComplyWith software to provide centralised monitoring of Watercare's compliance obligations is continuing. A full survey will be completed by February 2026.

7.4 Privacy Act 2020

There have been no matters disclosed to the Privacy Commissioner since the last Board update.

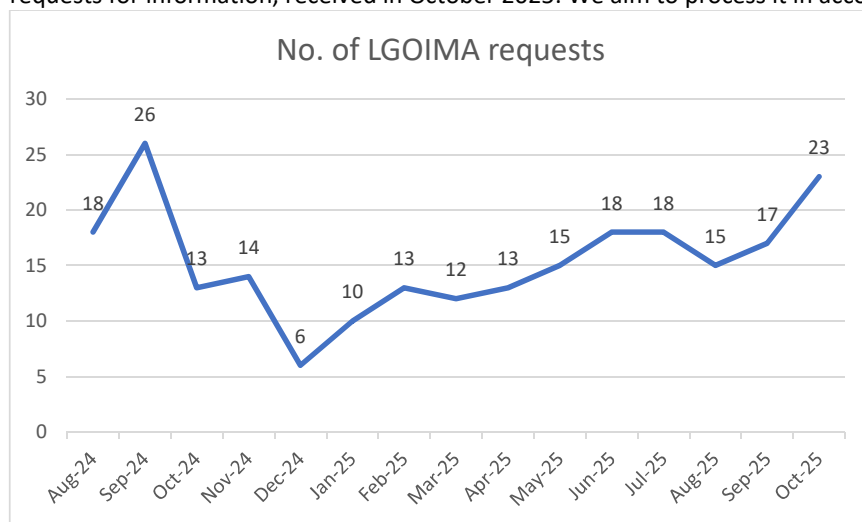
7.5 Whistleblowing update

There has been one disclosure made to the Whistle-Blower service since the last Board meeting. An investigation is underway.

7.6 LGOIMA requests

In October 2025, we received 23 requests for information under the Local Government Official Information and Meetings Act 1987 (the Act). Three of these requests were transferred by Auckland Council, Auckland Transport and Ministry of Health. The graph below is a monthly comparison graph with the number of LGOIMA requests received.

Watercare responded to 19 requests in accordance with the Act (within 20 working days). At the time of writing this report, we have four outstanding requests for information, received in October 2025. We aim to process it in accordance with the Act.



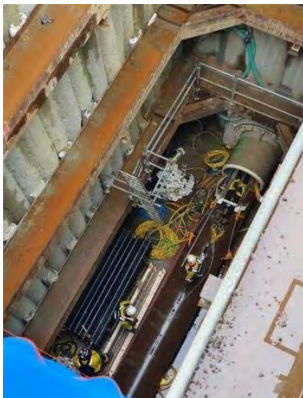
8. Programme delivery

8.1 Central Interceptor

- Progress continued in general accordance with the Contractor's Programme Rev 8.1. Physical works completion is anticipated in advance of the contractual completion date (December 2026).
- Underground Works progress included: All tunnel-shaft connection works progressing to programme. Tunnel infiltration testing - final upstream 200m section at Pt Erin remains. PE tunnel liner production welding 99% complete, except for a 50m section.
- Surface Works Progress: works progress is proceeding satisfactorily. The Point Erin ventilation shaft GRP components delivered, 1 of 3 installed. Tawariki Street GRP shaft substantially complete, awaiting dome cap and duct connection. Completion of chambers, plant rooms and mechanical and electrical fitout is proceeding well.

8.2 Queen Street wastewater upgrade

- Microtunnelling is now complete for the first phase of the project, with the mTBM (micro tunnel boring machine) breaking through at the Victoria St Shaft on 15 October 2025.
- Construction of the temporary shaft at Victoria St was completed for reception of the mTBM. Further Construction works at Victoria St are presently on hold as tunnel service and utilities are being stripped out.
- Consent has been approved for the next phase of tunnelling, heading south under Queen St from Mayoral Drive to Marmion St intersection. Service relocation works for "Marmion Shaft" will commence in January 2026, following advice from AT, with shaft piling anticipated to commence in August 2026.
- A revised business case will be presented reflecting the impacts of delays requested by Auckland Transport to cater for commissioning of the CRL. Overall completion delayed by 24 months to December 2028.



Stripping of utilities out of the completed Queen Street Tunnel

8.3 Herne Bay wastewater upgrade

- The preferred design solution for connecting the St Mary's Bay Pump Station to the new Herne Bay Collector has been selected. Auckland Council Healthy Waters are progressing with consenting the St Mary's Bay Pump Station connection.
- The Contractor has submitted their Final Bid.
- The Contractors commercial departures are under review.
- The time frame for completing the Design & Construct procurement process has been extended to December 2025 to provide additional time for the Contractor's design process.

8.4 Southern wastewater scheme

- There were no H&S incidents in October 2025.
- The outfall team have completed their work and have now demobilised. The outfall itself will be commissioned in 2026.
- The MABR team installed the first of two switchgear containers in October, further work continues installing pipework, blowers, cables, platforms, and chemical dosing equipment.
- Decommissioning the dam at 372 Glenbrook Beach Road continues as does geotechnical investigation work along the entire conveyance route.



Upgrade at Clarks Beach WWTP site

8.5 Northeast wastewater scheme

Snells Beach WWTP

- No Lost Time Injuries were recorded in October.
- The new Snells WWTP is performing well and as a result as of late October we are now operating under the long-term consent conditions.
- Hot commissioning of the Dewatering system continued during the reporting period. The Dewatering system was accepted into service achieving just under 18% dry solids. Further optimisation will be completed in November to achieve performance targets of 18%.
- There is a list of outstanding works and defects being completed including elimination of residual air leaks on the diffuser system. This work will be finished in November.
- Decommissioning of the existing plant will follow hot commissioning of the new plant in November. Completion of the new plant overflow system will follow decommissioning of existing plant.



Yearly plant progress in August 2023, August 2024 and August 2025



Activated Sludge Reactor in Operation October 2025

Warkworth to Snells transmission

This project is the installation of wastewater pipelines to provide the link between the new Lucy Moore Park wastewater pump station and the Snells Wastewater Treatment plant, providing the necessary capacity upgrade to meet the growing Warkworth community. This Project is now complete.

- There were no H&S incidents reported for October 2025.
- The morning of 30 October 2025 we were alerted to an overflow from the Warkworth St pump station in Lucy Moore Memorial Park. It is estimated that 1200m³ overflowed from the pump station overflowed to a nearby stormwater pond before entering the Mahurangi Harbour. Investigations are underway
- The Warkworth St pump station is being closely monitored. Normal operations were restored the day of discovery. The Ministry for Primary Industries confirmed this triggered a potential 28-day harvest closure for local oyster farmers.
- The following works are being completed under a Minor Works Contract:
 - HDD installation of the Snells Water Treatment Plant waste pipeline to the new Transmission sewer is now complete and mechanical works are underway and forecasting to be completed in November.
 - Construction of the Goodall Parking area will now be completed under the new Warkworth Growth Servicing Pipeline Contract.
 - Draining of the Lilburn wastewater pump station and the Warkworth WWTP have been completed and all containment structures at the WWTP has been cleaned and disinfected.



PVC Spiral wound relining of a 300mm gravity pipeline underway



Reinstated WTP connection point to the new Snells gravity sewer



Waste collection tanks to be connected to the new Snells sewer

9

Warkworth – Growth servicing wastewater pipeline

The project involves installing a wastewater pipeline between the Warkworth Showgrounds and the new Wastewater pump station at Lucy Moore Park, with a total length of approximately 2 km. The project aims to deliver the necessary capacity upgrade to support growth in the Warkworth area, eliminate wastewater discharges from Warkworth WWTP and reduce overflows into the Mahurangi River from the Engineering Overflow Point (EOP) at Elizabeth St.

- Stakeholder Engagement: NE Programme leadership engaged throughout the month with oyster farmers to understand their concerns.
- Resource Consent: Consent Package 2 was granted on 23 October 2025. Consent Package 1 is pending, with the final Section 92 query response currently in progress.
- Design & Engineering: The design team is finalising the detailed design for: The Elizabeth St open-cut section, the pipe bridge over the Mahurangi River, and the utilities services relocation plan along the open-cut section. Engagements with Auckland Transport (AT), Healthy Waters, Council Parks, and other utility providers are ongoing.
- Execution:
 - Landowner Approvals for all five construction sites are work in progress.

- Construction services procurement and price negotiations are complete, pending the granting of Consent Package 1 to proceed with contract signing.
- The Heritage Bridge over-pumping system at Elizabeth St was completed in July and is now operational. Monitoring data confirms the system is effectively mitigating overflow impacts during significant rainfall events. In conjunction with this, Watercare Networks has completed local network pipe and manhole replacements near the Hill Street intersection to reduce stormwater inflows.



Hill Street Intersection Network Improvements

8.6 Wesley Stage 2 Watermain and bulk supply point – Kāinga Ora (KO)

As part of the shovel ready projects for KO, this project will deliver 4.2km of new watermain ranging in diameter 200mm to 500mm and a new Bulk Supply Point (BSP). This will allow growth of 7,200 KO dwellings and 770 infill housing.

Mt Albert Works (Richardson Rd and La Veta Ave)

- Planting completed at Mt Albert.
- Final DN610 steel pipeline installed at Richardson Rd.
- Installation of line valves chambers continued on La Veta Ave.

Mt Roskill Works (Denny Ave, May Rd and Memorial Ave)

- Section of pipeline outside May Rd/Stoddard Rd shops completed on time.
- Crew on Memorial installed 60m of CLS pipe and one scour valve chamber.
- Stakeholders – No issues, most disruptive work outside of shops has now been completed.



Installation of line valve and scour valve chambers on Richardson Rd.



Pipelaying work at the corner of Memorial Ave and May Rd

8.7 Rosedale Northern Interceptor Integration

This project is the last phase of the NI wastewater pipeline construction, completing the connection from Hobsonville Wastewater Pump Station into the Rosedale WWTP and livening flows. 200m pipeline; new inlet confluence chamber for NI, Wairau Valley Branch Sewer and future Rosedale Rising Main; flows relocation of Septage Facility at Rosedale WWTP; Structural lining of the last 200m of the Wairau Valley Branch Sewer; Livening and commissioning of the entire system, (including chemical dosing plant) from Hobsonville PS to Rosedale WWTP (10km).

- Confluence chamber – bore piles completed, sheet piling started with reduced dig to expose top of Wairau Valley Branch Sewer, vibration and settlement monitoring put in place.
- Rosedale Rising Main diversion – existing Rosedale supported whilst construction of manhole continues, connection to first inlet channel to plant completed, second inlet channel connection underway.
- Septage Facility – pre-commissioning completed, cold commissioning to start next week.
- 6x Air valve odour filters replacement – completed.



Pouring corbel for Rosedale Rising Main



Wairau Valley Branch Sewer exposed for the start of confluence chamber construction



Rosedale Rising Main suspended during manhole construction

8.8 Archboyd Avenue wastewater pumpstation and associated pipework

This project caters for predicted increases in housing density within the catchment. The intensification of Favona, Buckland/Wickman and Māngere East neighbourhoods will result in a population increase from ≈11,800 (2018) to ≈22,900 by 2068. A 1.5km long gravity main, of which a 174m section will act as an emergency online storage with a 1.8m diameter. 100 L/s pump station located. 355mm diameter, 236m long rising main and additional 475mm diameter, 177m long gravity discharging to the Eastern Interceptor; and an engineered overflow point of 400mm diameter.

- Pump Station progress this period included Wet Well excavation at depth of 4.5m from 9m. The Wet well supplied by Pump & Valve will be installed mid-November followed by Inlet MH chamber in December.
- Online Storage progress included commencement of 1800mm TBM drive between MH2-3.
- Remaining Gravity main works had completion of MH4 excavation followed by pilot boring between MH4-MH3.
- Rising main works in Boggust Park are now underway after resolution of outstanding stakeholder engagement consent conditions.
- Stakeholder Event: Local Kindergarten attended the site, event included naming of the TBM “Moana” followed by hand painting.



“Moana” the TBM



MH 02 Excavation

8.9 Ōrakei Main Sewer

The Ōrakei Main Sewer (OMS) rehabilitation is a 5-stage rehabilitation project using a GRP ovoid-shaped liner. Total length to be rehabilitated is 1.6km, from MH18 in the Auckland Domain through to MH13 in Hobson Bay. The project will extend the operational life of the OMS by 100 years.

- Grouting works recommenced during the month.
- Favourable weather conditions and low sewer flows enabled the team to make significant progress, with approximately 85% of the grouting works now complete.
- Working in a live sewer continues to present significant health and safety risks due to the variable flows and the presence of hazardous gases.
- Weekly updates to the community continue, ensuring awareness of any delays to the programme.



Recommencement of works following high sewer levels

Ōrakei Main Sewer (OMS) - Zoo

In May 2025, two defects were identified within the Auckland Zoo between MH35 and MH34. These defects required urgent intervention to prevent unplanned failure. The Project is to identify the defects and repair the OMS in this area.

- Main works completed.
- Manhole dressing works remain (steel handrail sand staircase), in fabrication and to be installed in the coming month.
- Liner design for future works received and will be peer reviewed.
- No risks to report.
- Zoo management are happy with reinstatement.



Reinstated works

8.10 Huia 1 and Nihotupu Replacement

This project is upsizing the existing watermain for both the Huia 1 and Nihotupu 1 watermain. The Huia 1 scope has been completed. The Nihotupu 1 scope was on track to be completed by the end of October. However, an error in the concept design has meant extra scope will need to be delivered (a booster pump station and approximately 1km of network watermain upgrades). This will add approximately a year to the programme. The detail of the scope is currently being finalised by Strategy and Planning.

- Atkinson Rd Bulk Supply point (BSP) – BSP chamber has been constructed, just reinstatement to occur. Shaft has been constructed for new Line Value chamber.
- Network watermain update: Rosier to Solar Rd - 95% complete, Atkinson Rd - 80% complete, Kaurilands Rd connected, Konini Rd, Daffodil St and Scenic Drive - all pipe in the ground, just connections and final reinstatement to be finished.
- Approval is being requested to purchase land for the proposed new pump station - a price has been agreed with the landowner.
- Stakeholders: A new comms strategy will be required once the redesign scope has been confirmed. A solution has been found to get all the works on Atkinson Rd and Kaurilands substantially completed before Christmas hence removing all traffic control disruption. This needs to be a focus to minimise the impact for the stakeholders.



Location for new Line valve chamber



Smoke test set up for new BSP chamber

8.11 Wesley Paerata watermain cut-in & Quarry Rd bulk supply point

Waikato 1 new connection - Establish a new Bulk Supply Point at the intersection of Quarry Rd and Great South Rd (Drury), and provision of a connection point for the future WA0001343 Wesley/ Paerata Watermain.

- Groundwater consent was granted.
- Physical works have progressed well, approximately 50% of the shaft and pipework has been installed.
- Valves have been delivered and are being connected to the pipe spools off site.
- Works are tracking to plan.
- An unmarked Fibre service has been found running through the site. The utility owner is completing the diversion; however, it is taking longer than expected to complete. Having to work around the unmarked service has slowed progress.



First half of the temporary shaft and layout incorporating new pipework



Start of the excavation for the second half of the shaft

9. Matters for noting

9.1 Significant meetings attended by the CE during October

- Commerce Commission New Zealand
- Department of Internal Affairs
- Taumata Arowai
- Auckland Council Group CCO CEs
- Inaugural meeting of Auckland Council Governing Body
- GSS Auckland Council
- GSS Governance Board meeting
- Auckland Transport
- Water New Zealand Conference
- Melbourne Water
- Fulton Hogan Gala event
- Aurecon Senior Water Executives meeting
- Downer
- Queen Street site visit with Fulton Hogan
- GHD
- Aurecon
- New Zealand Transport Authority (NZTA)
- Simpson Grierson
- Russell McVeagh
- Infrastructure New Zealand
- INFINZ Conference – Infrastructure
- Wellington Water
- Martin Jenkins
- NZ Labour Party Caucus with Rt Hon Chris Hipkins

- Water New Zealand
- Beca
- Partners in Performance
- Selwyn
- Hobson Leavy – Interviews
- MPs Carmel Sepuloni and Shanan Halbert
- Fletcher Building
- SA Water
- Ngāti Whātua Ōrākei
- Health, Safety and Wellbeing (HSW) Leadership Forum with our contracting partners
- Hon Mark Mitchell.

10. Execution of documents

In accordance with the authority delegated, for the month of October 2025:

- there were two documents required to be signed by the Chief Executive in relation to deeds, instruments and other documents.
- there was one deed signed by a director and Chief Executive in relation to the temporary wastewater servicing agreement.
- there were seven capex approvals signed by the Chief Executive that were below a threshold of \$50m.
- there were five contracts approved by the Chief Executive that were over \$100,000. They were as follows:

Contract description	Successful supplier
Site specific seismic	McMillan Drilling (N I) Limited
Independent contractor agreement	S2O Partners Limited
Legal fees for mediation	Simpson Grierson
Updated estimates of seismic hazard	Engineering Geology Limited
Herne Bay collect project	Ghella Limited



Jamie Sinclair
Chief Executive Officer

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
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	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
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	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.

