

Minutes

Board meeting	Public session
Date	25 February 2026
Venue	Watercare House, Level 4 Boardroom, 73 Remuera Rd, Remuera and via Microsoft Teams
Time	10:05am

Attendance		
Board of Directors	Watercare staff	Guests
Geoff Hunt (Chair) John Crawford Rukumoana Schaafhausen Julian Smith Andrew Clark Via Microsoft Teams Karen Sherry	Jamie Sinclair - Chief Executive Sarah Phillips - Chief People Officer Angela Neeson - Chief Financial Officer Meg Wiltshire - Chief Corporate Affairs Officer Mark Bourne - Chief Operations Officer Priyan Perera - Chief Strategy and Planning Officer Mark Crowle - Chief Programme Delivery Officer Suzanne Lucas - Acting Chief Programme Delivery Officer Richie Waiwai - Tumuaki Rautaki ā-lwi me ngā Hononga Andrew Mercer - Head of Health, Safety and Wellbeing (for items 1 to 7) Skye Kimura - Business Partner - Strategy and Planning (for items 1 to 8) Tere Ryan - Security Specialist 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 (via Microsoft Teams) Members from Auckland Council Trudi Fava, Principal Advisor CCO Governance and External Partnerships Councillor Ken Turner - Watercare's Lead Councillor Members from the public Steve Carne, Director, Taonga Water Advisory Limited

1.	<p>Opening karakia</p> <p>Richie Waiwai opened the meeting with a karakia.</p>
2.	<p>Apologies</p> <p>Graham Darlow sent his apologies.</p>
3.	<p>Quorum</p> <p>A quorum was established.</p>
4.	<p>Declaration of any conflicts of interest</p> <p>Andrew Clark noted his usual conflict of interest when it comes to tax issues, as he is the CFO of Ports of Auckland Limited.</p> <p>No other conflicts of interest were noted.</p>
5.	<p>Minutes of the previous meeting of 25 November 2025 board meeting</p> <p><i>The board resolved that the minutes of the public session of the board meeting held on 25 November 2025 be confirmed as true and correct.</i></p>
6.	<p>Public deputations</p> <p>Steve Carne was welcomed to the meeting as a member of the public who wished to observe the meeting.</p>
7.	<p>Health, safety, and wellness update</p> <p>The CE introduced the new format for the HSW report. Andrew Mercer took the report as read and the following key points were made:</p> <ul style="list-style-type: none"> • The board requested that the numbers included in the table (e.g. leadership walks) also include the target so we can see if we are on-track or not. <p><i>The board noted the report.</i></p>
8.	<p>Tāmaki Ora Achieving Māori Outcomes Plan</p> <p>The CE introduced Richie Waiwai and Skye Kimura who had prepared the draft plan and taken the executive team on a journey as it was prepared. The following key points were made:</p> <ul style="list-style-type: none"> • Watercare’s plan aligns with Auckland Council’s plan and focusses on three of the nine outcomes included in Council’s plan. A fourth focus area for Watercare is “internal capability’ and ensuring our kaimahi (staff) feel safe and confident applying the plan. • The plan’s success rests upon consistent leadership throughout the organisation and ensuring the three focus areas are embedded in everything we do.

	<ul style="list-style-type: none"> • In relation to the deliverables, the board suggested strengthening the language so it is clear we are helping to form connections. • In response to questioning from Cr Turner, Priyan Perera confirmed there is no double up of investment in marae. Council and Civil Defence have their own priorities, and Watercare’s focus area is different and includes providing our water and wastewater expertise to marae in Tāmaki Makaurau. • In relation to Māori business focus area, the board encouraged the team to think more broadly and consider investment opportunities for Māori. <p><i>The board approved Watercare’s, Tāmaki Ora Māori Outcomes Plan.</i></p>
<p>9.</p>	<p>Chief Executive’s report</p> <p>The CE introduced the new formatted report, which was taken as read. The following key points were made.</p> <ul style="list-style-type: none"> • The board and CE welcomed Mark Crowle as Chief Programme Delivery Officer, and thanked Suzanne Lucas for her mahi, congratulating her on her new role. • The water sector CEO forum has gained good traction and now involves a wider group of attendees, including Water NZ and the Commerce Commission. • In relation to safety leadership, we have now launched and are rolling out the Safety Leadership Charter that has been collaboratively developed by leaders from 25 organisations, who are part of our recently established Health, Safety and Wellbeing Leadership Forum. • Last weekend we held the Watercare Whanau day at Long Bay beach, which was a great way to connect with, and thank our staff and their families. • Suzanne Lucas highlighted the successful tie-in works undertaken on the Waikato 1 watermain for the Papakura to Drury project. The task, which started on Boxing Day, took one year of planning and involved three days of work, with teams from Planning, Operations and Infrastructure, NZTA and Fulton Hogan. The tie-in involved the shut-down of a transmission main, on the live water network. The management plan alone involved 50 different valve movements to ensure safe drinking water continued to flow to our customers and that our people and contractors remained safe. • Meg Wiltshire highlighted the new leak notification we are sending to customers with smart meters who have a jump in usage. Since November 2025, over 11,000 emails notifications have been sent, with 90% of emails being opened. If an email notification is not opened, we phone the customer to get them to check their increased water usage and ensure they do not have a leak. This new initiative is receiving great feedback from our customers. • The board queried the number of calls made by inbound customers, and how it compares to other utilities. Meg explained that we are a relatively low-touch utility (we are around 5%, whereas electricity is between 7-10%). Insights on this topic will be provided at the next board meeting. • In board also queried the trust score, which is currently 53% in comparison to Australian and NZ water utilities. Insights and comparisons to other entities, will be provided at the next board meeting. • The board encouraged the CE, via Water NZ or the CE’s forum, to get a baseline measure of trust in all other NZ water entities. • The board queried the sick leave rate of 1.82% (target is 2%). Insights will be provided at the next board meeting. • Resource non-compliance is 10/350 resource consents. All non-compliances are low-level non-compliances. <p><i>The board noted the report.</i></p>
<p>10.</p>	<p>Economic Regulation Committee meetings update</p> <p>There was no update from the Economic Regulation Committee Chair.</p>

11.	<p>Audit and Risk Committee meeting update</p> <p>There was no update from the Audit and Risk Committee Chair.</p>
12.	<p>Board planner</p> <p><i>The board noted the board planner.</i></p>
13.	<p>Directors' appointment terms, committee memberships and meeting attendances</p> <p><i>The board noted the report.</i></p>
14.	<p>Disclosure of directors' and executives' interests</p> <p>Rukumoana Schaafhausen advised she has resigned as a director from the following four companies:</p> <ul style="list-style-type: none"> • Alvarium (NZ) Wealth Management Holdings Limited • Alvarium Wealth (NZ) Limited • Alvarium Investments (NZ) Limited • Pathfinder Asset Management Limited <p><i>The board noted the report.</i></p>
15.	<p>General business</p> <p>There was no other general business.</p> <p>The public session closed at 10:47am.</p>

CERTIFIED AS A TRUE AND CORRECT RECORD

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Geoff Hunt, Chair