BOARD MEETING AGENDA

Date/Time: Friday 27 November 2026, 9:00am - 3:30pm
(Open to members at 9:45am)
Venue: InternetNZ, Level 13, 18 Willis Street, Wellington

NOTE: all timings are estimates, the meeting will run according to the needs of the meeting as it progresses.

Section 1 — Meeting preliminaries

8:45am	0.0	Arrival and coffee
9:00am	1.1	Board only (in committee)
9:20am	1.2	Board and Tumu Whakarae (CE) alone time (in committee)
9:40am		**Transition to open meeting**

Section 2 — Meeting preliminaries & Chief Executive's Report

9:45am	**2.1**	**Meeting open: Karakia, Apologies, Member welcome and Agenda review**
9:50am	2.2	Actions Register
9:55am	2.3	Interests Register
10:00am	2.4	Chief Executive's Report
10:05am	2.5	Manukura Report

Section 3 — Strategic priorities discussion

10:15am	3.1	Annual Goals and Budget 2027/28 • Draft Annual Goals 2027/28 • Draft Budget 2027/28 [Confidential]
10:45am	3.2	Product Infrastructure Strategy Outline [Confidential] • Draft Product Infrastructure Strategy [Confidential]
11:05am		**Break (20)**
11:25am	3.3	Members' motions: Implementation report [Confidential]

Section 4 — Matters for decision

11:45am	4.1	2026 Amendments to .nz Rules
12:05pm	4.2	Appointed Board Member Panel • Appointed Board Member Appointment Process
12:15pm	4.3	Committee Terms of Reference (TOR) • TOR-Governance-Committee-FINAL-2026 • TOR-Audit & Risk-Committee-FINAL-2026 • TOR-.nz Advisory-Committee-FINAL-2026 Policy Approvals • Health, Safety and Wellbeing Policy (Revised) • Treasury and Investment Policy (Revised) • Community Fund Protect and Grow Policy (New)
12:30pm		**Lunch**

Section 5 — Confidential matters

1:30pm	5.1	High-Income Threshold for Unjustified Dismissal [Confidential]
1:40pm	5.2	DNC Director Appointment [Confidential] • Including special resolution
1:50pm	5.3	Enterprise Risk Management Update [Confidential] • Risk Register
2:00pm	5.4	Health, Safety, and Wellbeing Report [Confidential]
2:05pm	5.5	Professional Indemnity Insurance [Confidential]

Section 6 — Matters for discussion

2:20pm	6.1	Product Standing Report
2:30pm	6.2	Chairperson's Report
2:35pm	6.3	Report Back from Committees:
	6.3.1	Audit and Risk Committee (Chair, Board Member Ayling)
	6.3.2	Governance Committee (Chair, Deputy Chairperson Rahman)
	6.3.3	.nz Advisory Committee (Chair, Board Member Reeve)

Section 7 — Consent agenda

2:45pm	7.1	Ratify the minutes of the meeting 11 September 2026
2:50pm	7.2	E-vote ratification
2:55pm	7.3 7.3.1	Quarterly and Operational Reports Quarterly Report Q2 2026/27
	7.4	DNC Quarterly Report: Q2 2026/27 Quarterly Report • Profit and Loss Statement for Quarter ending 30 September 2026
	7.5	Group Financial Report • InternetNZ Group Consolidated Reporting Q2 2026-2027
3:10pm	7.6	Membership update • 2026 InternetNZ Annual Membership Survey

Section 8 – Other matters

3:20pm	8.1	CONTINGENCY (for any overflow)
	8.2	Incoming correspondence
	8.3	Matters for communication — key messages
	8.4	General business • Maramataka Board Calendar Revised November 2026
	8.5	Meeting review
3:30pm		**Meeting close (karakia)**

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Actions Register 2026

As at 18 November 2026			
Action No#	**Action**	**Owner**	**Status**
AP36/25	Board to review Board remuneration at the Board meeting November 2026.	Chairperson Judd	In progress. The Governance Committee discussed at their October meeting and requested a review of benchmark zones appropriate to the performance expectation of InternetNZ Board members.
AP02/26	Chairperson will compose a reply to the question. “What is the strategy for developing a pipeline of Internet Governance people to replace Board Members whose term ends this year and keep the organisation healthy over the next decade?”	Chairperson Judd	In progress. A strategy has not yet been agreed. However it has been discussed at the Governance Committee, and Internet Governance capability along with other needs of the Board will be considered.
AP05/26	The Board requests additional information (about the Employment Relations Amendment Bill high-Income threshold	CE	In progress. Included in the November meeting agenda.

As at 18 November 2026			
Action No#	**Action**	**Owner**	**Status**
	for unjustified dismissal) to enable a final decision to be made within six months.		
AP06/26	Schedule a single agenda item meeting for the Board on AI governance opportunity and risk assessment.	Chairperson Judd	In progress. Scheduled for early December 2026.
AP07/26	Update the Board Charter with the current committees.	CE	Not started. When Committee Terms of Reference are approved the Charter can be updated
AP08/26	The Audit & Risk Committee to review the level of delegated expenditure to the CE.	Audit & Risk Committee Chair	Complete. The Committee reviewed the Chief Executive's delegated financial authority limits. The proposed minor updates were noted as appropriate to maintain the balance between CE operational autonomy and organisational risk control.

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Interests Register

ITEM NO:	2.3
FOR:	InternetNZ Board
PURPOSE:	Review and disclose any changes to the Interests Register
DATE WRITTEN:	18/11/2026

Board Members are required to register any interests, commercial, political or organisational, which they believe may be relevant to the perception of their conduct as a Board Member. Board Members are required to declare a Conflict of Interest, or an Interest, and have that recorded in the Minutes.

Board Members receive the following annual Board fee:

Chairperson - $43,500
Deputy Chairperson - $27,200
Board Member - $21,750*
**Sub-Committee Chairs also receive additional 10% of their fee*

Name: Stephen Judd
Position: Chairperson
Term: AGM 2024 – AGM 2027
Declaration Date: 24 August 2026
Interests:

- Trustee of the Fight Against Conspiracy Theories Aotearoa Trust
- Holds .nz domain names
- Member of the NZ Labour Party
- Contractor to Determine Consulting Ltd
- Contractor to Open Plan Ltd
- Advisor to Magnificent Limited
- Member of the NZ Council for Civil Liberties
- Shareholder of Zoom Health, Punakaiki Fund, Catalyst Cloud
- Receives additional fee as Chair Governance & CE Review

Name: Anjum Rahman

Position: Deputy Chairperson

Term: AGM 2024 – AGM 2027

Declaration Date: 10 October 2025

Interests:

- Co-Lead, Inclusive Aotearoa Collective Tāhono
- Contractor to Shama, Ethnic Women's Trust
- Member, Christchurch Call Advisory Network
- Trustee, Trust Waikato (Waikato Community Trust)
- Advisory Group Social Cohesion Fund, The Gift Trust
- Advisory Group, Te Kāhui Tika Tangata Human Rights Commission
- Holds a .nz domain name.
- Receives additional fee for being Chair of InternetNZ Audit and Risk Committee.

Name: Richard Hulse

Position: Board Member

Term: AGM 2024 – AGM 2027

Declaration Date: 27 August 2024

Interests:

- Employee of Ngā Taonga Sound and Vision
- Holder of .nz domain name registrations

Name: Dylan Reeve

Position: Board Member

Term: AGM 2025–2028

Declaration Date: 4 August 2025

Interests:

- Holder of .nz domain names
- Director and Shareholder The Opposition Limited
- Freelance Film, Television and Media Businesses

Name: Jonathan Ayling

Position: Board Member

Term: AGM 2025–2028

Declaration Date: 12 June 2026

Interests:

- Board member Altum Academic Trust
- Contractor NZME to provide a weekly column to the NZ Herald
- Contributor to Radio New Zealand (RNZ)
- Director Mahala Enterprises
- Donor ACT Party
- Holder of .nz domain name

Name: Keri Milne-Ihimaera

Position: Board Member

Term: AGM 2026–2029

Declaration Date: 13 August 2026

Interests:

- Board member Southland Business Chamber
- Board member Awarua Whānau Services
- Director Keri Mihi Consulting
- Director Mihi Solutions Ltd
- Whanāu member Te Rūnaka o Awarua
- Holder of .nz domain names

Name: Darryn Russell

Position: Board Member

Term: AGM 2026–2029

Declaration Date: 13 August 2026

Interests:

- Chairperson MUKA Whānau Services
- Director Health Hawkes Bay Limited
- Director Tehei Takitimu Iwi Māori Partnership Board
- Director of Tapuwae Roa
- Director Retara Holdings Limited

Name: Bianca Grizhar

Position: Board Member

Term: AGM 2026–2029

Declaration Date: 17 August 2026

Interests:

- Co-convenor Green Party Technology and IT committee
- Director St Gerard's Limited
- Advisory board member Magnificent Limited
- Member Green Party
- Holder of .nz domain names

Name: Douglas Brown

Position: Board Member

Term: AGM 2026–2029

Declaration Date: 19 August 2026

Interests:

- Member New Zealand Free Speech Union Incorporated.
- Member New Zealand National Party.
- Member Council of Licenced Firearms Owners.
- Member Taxpayers Union.
- Holder of .nz domain names

The register was last updated on 11 September 2026.

BOARD MEETING - 27 NOVEMBER 2026

Report of Tumu Whakarae | CE

ITEM NO:	2.4
AUTHOR:	Tumu Whakarae (CE), Vivien Maidaborn
FOR:	InternetNZ Board
PURPOSE:	Executive summary of meeting content from CE's perspective, noting key activity, strategic opportunities, risks and threats of interest to the Board.
DATE WRITTEN:	17/11/2026

He Poroporoaki ki a Tā Pou Temara

Kua hinga te tōtara haemata i te wao nui a Tāne

He toki o te reo, he toki o ngā tikanga, he toki o te mātauranga Māori

E te Toihuarewa kua riro, kua pōhara te Ao Māori

Waihotia mātou hei kawe atu i ō kī taurangi kia eke ki ngā karamatamata

Sir William Te Rangiua Pou Temara, KNZM

Over the last 2 weeks we have joined in lamenting with te ao Māori, and with all of Aotearoa, the passing of Sir Pou Temara: tohunga, scholar, orator and a towering guardian of te reo Māori me ōna tikanga.

Ipurangi Aotearoa was privileged to walk for a time in his company. Through the Māori Design Group, Tā Pou helped guide strategic Māori governance at board level. He supported new initiatives, seeded new ideas, and challenged our board and our organisation to step up and lean in to mātauranga Māori in all things Internet. His influence is woven into how we think about the online world, about who it serves, and about whose knowledge belongs at its heart. He is also the person Whitiaua Ropitini sought guidance from in the naming of our new Maori Senior Executive role. We can see the title 'Manukura' as a last gift from Tā Pou to Ipurangi Aotearoa and also to our Manukura, Dee Sciascia who had studied under Tā Pou and noted that the role and title with this timing marked an important relationship as she moved into the role. That is a legacy we carry, and a responsibility we accept, and we are grateful to both Raniera Albert (past kaimahi) and Whitiaua Ropitini (current kaimahi and colleague)

for their whakapapa connections to Tā Pou and for connecting him to us here at Ipurangi Aotearoa.

E Whiti, tēnā koe

We hold close our dear colleague and friend, Whitiaua Ropitini, nephew of Tā Pou and, in recent times, one of his principal carers. To stand beside an uncle who gave so much to te ao Māori and then to take up the quiet, sacred work of caring for him is a measure of aroha we are in awe of. You honour him in the way you live, e te hoa. Kei konei tō whānau hei taituarā mōu.

When the time is right, and Whiti returns to us, we will gather to mark this moment for him in a way that is fitting. For now, we simply stand beside him and join him in mourning.

Dee Sciascia was our representative and travelled to Ruatāhuna to attend the tangihanga on behalf of us all, carrying our respects and our aroha to the whānau.

Nō reira, kei te whānau e noho pani ana, e kore rawa rā te aroha e mimiti.

E moe, e te pāpā

Recommendation

That the Board **receive** the report.

Introduction

This report focuses on key areas of activity since we last met, provides updates on 26/27 Strategic Goals and introduces the approach to the development of 27/28 Strategic Goals. Since the last Board meeting our Manukura Dee Sciascia has begun work with us. Between now and the next meeting we will consider how CEO and Manukura reporting to the Board might reflect the partnership we are building.

Quarter 2 Reports

The Q2 reports on Goals and Finances are in the papers.

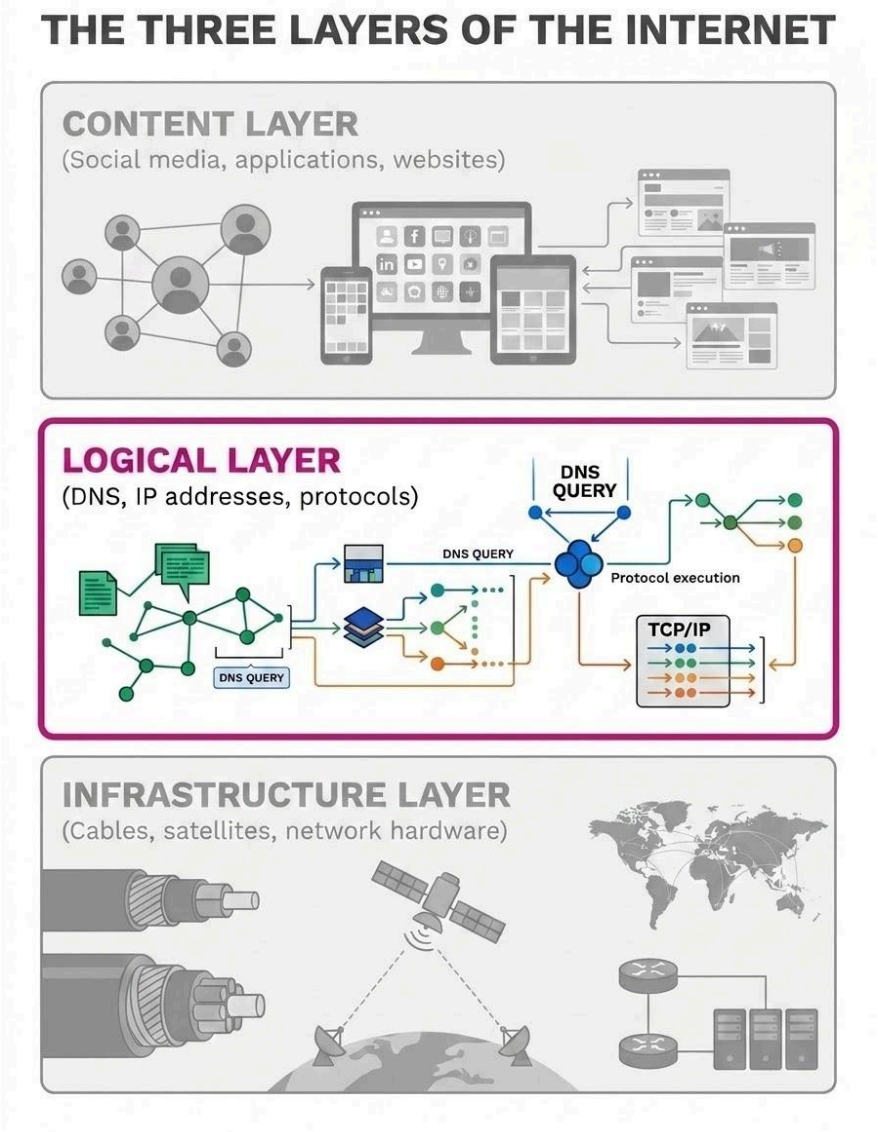
Quarter two covers July, August, and September of each year. These months included the Annual General Meeting (AGM) on 13th August. Preparing and then delivering outcomes from the AGM has been a significant and ongoing focus. At least four of the motions passed by the AGM need further work to consider how to give effect to them, taking into account New Zealand laws and the requirements of Incorporated Societies. We have also been focussed on the foundation work for the first year of the InternetNZ Group Strategy 2026–2031, setting ourselves up to ensure consistent progress toward these goals. This quarter saw a steady increase in domain names under management of 2.5%. This is important to us as we move into a multi-year commitment to quality growth.

The report itself presents a dashboard approach requested by the Board.

Open Interoperable Global Internet

InternetNZ Group contribution and participation

The logical layer of the Internet is coordinated and resourced by ICANN as it relates to management of the root zone of the Internet. However the work to ensure the Logical Layer develops in response to improving access, increasing use and diversity of languages and users is done by members of the multistakeholder communities of ICANN. The work depends on organisations like ours being willing to participate in working groups, committees and panels. We often talk about the cost of international travel and see it as an expense. In this report I wanted to bring into focus the contributions we make to the global interoperable Internet as part of the ICANN multistakeholder and technical communities and/or the United Nations connected Internet Governance Forums.



Since we last met in September there have been at least three significant engagements and meetings of the multistakeholder communities we are part of.

ICANN87 - Bali

A team of 7 people from InternetNZ and DNC went to ICANN87. This represented three main groups of work or activity:-

Working Groups

- Domain Name Abuse Working group
- Disaster Response for ccTLD's Working Group
- Domain Name Operations working groups

Commercial relationships

- Registrars
- Supply chain partners

Orientation and learning

- through technical days,
- developing international networks and relationships

Australian IGF

Two people from the Policy and social impact team attended Australian IGF. This is an ongoing exchange between Australia and NZ. This year there was a stronger focus on technical challenges, changes and developments in workshops and a strengthened focus on Aboriginal and Torres Strait Islanders presence and participation.

DNS-OARC

DNS Operations, Analysis, and Research Center (**DNS-OARC**)

The purpose of this forum is ccTLD Technical leads peer collaboration, in this case our focus was with primarily SIDN (Netherlands) and CIRA (Canada) DNS teams.

It is a key way for us to be on top of active development topics affecting current and likely future changes to our .nz DNS infrastructure, in the themes of

- Security/abuse mitigation, Anycast deployment optimisation and DNS standards evolution.
- New tooling options for DNS analytics/telemetry.
- Progressing community initiatives in OARC to define DNS best common practice.

Strategy 2026-2031: Strategic Goals Progress

Key Establishment Priorities for Year One of the Strategy 2026-31

Strategic Pillar	Goal	Annual Priority	Variance comment
Future Sustainability and Growth	Revenue/Business Growth	Business Growth Plan considering revenue growth and domain name growth	
Service Excellence	InternetNZ is highly trusted and known	Domain Name Abuse strategy is in place and year one priorities are implemented	
Service Excellence	InternetNZ is highly trusted and known	Review and Refresh InternetNZ Group identity and brand	**Refocusing on the second part of this work in Q4**
Service Excellence	Excellence in .nz operations	Product infrastructure strategy developed and approved by the Board	**Strong progress continues to be made. With .nz Advisory Committee inputs we can narrow range of options for costing**

Strategic Pillar	Goal	Annual Priority	Variance comment
Organisational Capability	The InternetNZ Group Workforce strategy is in place to enable implementation of the business strategy	In this quarter the high level plan and goals were developed.	

Strategic Goals 2027/28

This meeting of the Board will explore the annual strategic goals, priorities, and performance measures for Year 2 (2027/28) of the 5-Year InternetNZ Group Strategy.

Developed by Te Kāhui Tumu, these goals build on the foundational work of Year 1, directly supporting our strategic pillars and long-term objectives.

The 2027/28 Annual Goals mark a strategic shift from initial setup, policy formulation, and framework design to embedding, operational execution, scaling, and milestone reporting. While our overarching goals remain constant, priorities and measures have been updated to reflect evolving operational requirements.

Te Kāhui Tumu's review of the 2026/27 Goals confirmed that performance remains substantially on track across core operations. The review also identified critical emerging priorities and strategic focus areas:

- **AI & Digital Distribution**: Addressing shifts in domain name distribution driven by rapid developments in AI technologies.
- **Cybersecurity & AI Vulnerabilities**: Managing operational and technical risks arising from emerging AI threats.
- **Registrar Channel Health**: Strengthening channel relationships, registrar engagement, and market development.
- **Supply Chain Security**: Conducting comprehensive risk assessments across the registrar and reseller ecosystem.
- **Māori Internet Governance**: Responding to stakeholder expectations for active leadership and support in Māori internet governance and capability frameworks.
- **Technical & Operational Priorities**: Enhancing Registrar tooling, prioritizing data warehousing initiatives, and establishing internal AI operational guidelines.

The paper on Goals sets out new priorities and measures taking into account critical emerging areas.

Heads Up on Decisions

There are a number of key decisions for the November Board meeting to consider. The public consultation on changes to .nz Rules has completed, the .nz Advisory Committee has reviewed the submissions and will make a recommendation to the Board.

The board will consider the process for establishing the skills and experience of the third appointed Board member to come onto the Board after the 2027 AGM, and move to set up the Appointments Panel based on Constitutional requirements.

The Terms of References for Committees of the Board will be considered for approval, and there are three governance policies due for renewal.

DNC Update

DNC over Quarter 2 continued with an extremely high work load, and especially through proactive monitoring and audits. There is a continuing trend of on-line casino/gambling domain name registrations generally by way of bulk registrations, which are failing audits.

In Q2, DNC processed 52 urgent audits of which 40 were suspended. Of the 52 Audits, 28 were impersonating banking or finance-related institutions or Government Services.

Of the domain names classified as “Other/ Brand Impersonation” 295 of these appeared to be domain names related to “local business, club and community names” and 83% of these were suspended.

You can explore this in more depth in the DNC Q2 report in the agenda papers.

Financially DNC has had a strong Quarter finishing just ahead of budget expectations.

BOARD MEETING - 27 NOVEMBER 2026

Draft Annual Goals 2027/28

ITEM NO: 3.1
AUTHOR: Vivien Maidaborn, Tumu Whakarae
FOR: Board
PURPOSE: To set out the annual strategic goals, priorities, and performance measures for Year 2 (2027/28) of the 5-Year InternetNZ Group Strategy
DATE WRITTEN: 18/11/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	This paper presents draft annual goals for the second year of the InternetNZ Group strategy 2026-2031.
Te Tiriti o Waitangi	The draft annual goals include building a Te Tiriti o Waitangi intelligent culture throughout InternetNZ Group.
Associated document links	InternetNZ Group Strategy 2026-31 Annual Goals 2026-27

Recommendation

That the InternetNZ Board **receive** the draft Annual Goals 2027/28 **and provide feedback and guidance**.

Strategic Goals for 2027/28

This paper sets out the annual strategic goals, priorities, and performance measures for Year 2 (2027/28) of the 5-Year InternetNZ Group Strategy.

Developed by Te Kāhui Tumu, these goals build on the foundational work of Year 1, directly supporting our strategic pillars and long-term objectives.

The 2027/28 Annual Goals mark a strategic shift from initial setup, policy formulation, and framework design to embedding, operational execution, scaling, and milestone reporting. While our overarching goals remain constant, priorities and measures have been updated to reflect evolving operational requirements.

Executive Overview & Key Context

Te Kāhui Tumu's review of the 2026/27 Goals confirmed that performance remains substantially on track across core operations. However, specific focus and increased momentum are required in the Infrastructure Plan and Brand & Identity roadmap to achieve their current-year milestones.

The review also identified critical emerging priorities and strategic focus areas:

- **AI & Digital Distribution**: Addressing shifts in domain name distribution driven by rapid developments in AI technologies.
- **Cybersecurity & AI Vulnerabilities**: Managing operational and technical risks arising from emerging AI threats.
- **Registrar Channel Health**: Strengthening channel relationships, registrar engagement, and market development.
- **Supply Chain Security**: Conducting comprehensive risk assessments across the registrar and reseller ecosystem.
- **Māori Internet Governance**: Responding to stakeholder expectations for active leadership and support in Māori internet governance and capability frameworks.
- **Technical & Operational Priorities**: Enhancing Registrar tooling, prioritising data warehousing initiatives, and establishing internal AI operational guidelines.

2027/28 Strategic Goals, Priorities & Key Measures

Goal 1: An Open, Interoperable Internet for All

2027/28 Priorities:

- **Global & Domestic Internet Governance**: Sustain active leadership and participation in international forums (e.g., TCCM, ICANN) and domestic multi-stakeholder processes.
- **.nz Rules & Contractual Frameworks**: Incrementally refine the approach to policy development and modernise the structure of .nz Rules and Agreements.
- **Community Impact Evaluation Framework**: Apply the newly established community impact evaluation framework (approved in 2026/27) to demonstrate InternetNZ's social impact.
- **Māori Technical Engagement**: Identify key engagement opportunities within the Māori technical community and deliver tailored information and resources.
- **Māori Voice in Internet Governance**: Expand relationships with Māori technical communities to facilitate broader community participation in national and international internet governance.

Proposed Measures (Goal 1):

- Establish a clear metric for evaluating national multi-stakeholder engagement performance.

- Implement structured improvements across .nz Rules and contractual agreements.
- Deliver or support at least two kaupapa that facilitate knowledge sharing, learning, and discussion for Māori in internet governance.
- Publish the inaugural annual Community Impact Report.
- Allocate at least 40% of community funding to Māori entities and individuals.
- Maintain active involvement in 4+ key international initiatives supporting an open, secure, and interoperable internet.

Goal 2: Financial Sustainability & Growth

2027/28 Priorities:

- **Financial Plan Execution**: Execute Year 2 of the 5-Year Financial Management Plan to ensure long-term fiscal resilience. Define specific operational milestones, metrics, and risk tolerance limits to guide investments in infrastructure, capital reserves, and emerging technologies (including AI).

Proposed Measures (Goal 2):

- Achieve targeted long-term investment returns that protect and preserve the real value of the Community Fund.
- Expand organisational capacity and capability aligned with agreed strategic goals and risk parameters.
- Deliver targeted capital investments in Registry Operations, Critical Infrastructure (Cybersecurity), Brand Strategy, and Internet Governance.

Goal 3: Revenue / Business Growth & Innovation

2027/28 Priorities:

- **Business Growth Plan**: Scale commercial initiatives focused on domain retention, portfolio extension, and multi-domain holdings.
- **Registry Services Partnership**: Formally launch joint market initiatives under the INZ–CIRA strategic partnership with an active co-development pipeline.
- **Innovation Pipeline**: Validate product, service, and commercial innovation opportunities to underpin the long-term growth of .nz.

Proposed Measures (Goal 3):

- Achieve 40% penetration of Domain Lock across brand protection registrars.
- Onboard 2 new authorised registrars to the .nz ecosystem.
- Execute registrar incentive programs across at least 5 registrars, maintaining an 80%+ Year 1 renewal forecast.
- Achieve an 8% increase in attached domain name sales.

Goal 4: InternetNZ is Highly Trusted and Known

2027/28 Priorities:

- **DNS Abuse Strategy**: Implement Year 2 priorities of the DNS Abuse Strategy, expanding registration abuse detection, mitigation measures, and research.
- **Registrar Engagement**: Conduct the annual Registrar Satisfaction Survey
- **Brand & Identity Refresh**: Execute Year 2 milestones of the 3-year brand refresh and identity implementation plan (refined for March Board submission).
- **Cybersecurity & Resilience**: Enhance security posture across critical infrastructure and supply chain networks.
    - Strengthen resilience and disaster recovery capabilities for critical infrastructure.
    - Map and mitigate supply chain cybersecurity risks across registrars and resellers.
    - Implement enterprise-wide cybersecurity enhancements.

Proposed Measures (Goal 4):

- Deploy the Protective Hold mechanism across .nz domain management.
- Maintain or improve Registrar Advisory Group survey ratings, confirming the forum's effectiveness.
- Complete all Year 2 milestones specified in the Brand Strategy implementation plan.
- Map supply chain cyber security risks across critical infrastructure and develop multiyear plan

Goal 5: Excellence in .nz Operations

2027/28 Priorities:

- **Registry Operations & Infrastructure**: Maintain 100% core registry uptime and execute Year 2 of the Product Infrastructure Strategy.
- **Hardware & Security Upgrades**: Complete scheduled hardware deployments and finalize the Hardware Security Module (HSM) upgrade.
- **Data Warehousing**: Implement data warehouse service improvements to enhance analytics capability and operational reporting.

Proposed Measures (Goal 5):

- Maintain 100% DNS service availability.
- Deliver Year 2 milestones under the Product Infrastructure Strategy and hardware rollout plan on schedule.
- Establish data warehouse usability and data adoption metrics across business teams.

Goal 6: Organisational Capability, Workforce & Culture

2027/28 Priorities:

- **Workforce Strategy Execution**: Implement the Workforce Strategy, including refining remuneration policy, strengthening engineering pipelines, and building internal capability.
- **AI Integration & Tooling**: Roll out enterprise AI tools with clear usage guidelines, staff training, and security safeguards.
- **Ngā Uara & Cultural Capability**: Embed Ngā Uara across operational systems and advance the multi-year cultural capability framework.
- **Te Tiriti o Waitangi**: Build organisational competency around Te Tiriti o Waitangi and Te Korowai ō Ipurangi Aotearoa in the InternetNZ context.

Proposed Measures (Goal 6):

- Complete review of workforce capacity metrics and develop engineering talent pipelines.
- Tracking training and new initiatives in AI Integration & Tooling
- Advance the Māori capability program across Te Ao Māori learning modules and education initiatives.
- Increase staff (Kaimahi) confidence, knowledge, and understanding of Te Tiriti o Waitangi and Te Korowai (measured via survey).
- Conduct the annual Kaimahi Survey to track progress against the 2026/27 baseline for Ngā Uara integration.

Strategic Pillar Alignment (2026–2031 vs. 2027/28)

5-Year Strategic Pillar (2026–2031)	5-Year Horizon Target (By 2031)	Year 1 Baseline Focus (2026/27)	Proposed Year 2 Strategic Shift (2027/28)
1. Service Excellence	• 100% DNS availability • Scalable DNS abuse disruption • Modernised .nz infrastructure	Policy & framework design; initial HSM proof-of-concept; DNS abuse scoping.	**Infrastructure & Operations Focus**: Maintain 100% DNS availability, execute Product Infrastructure Strategy and hardware rollout, deploy Protective Hold, finish HSM upgrade, review data warehouse usability, and progress Year 2 DNS Abuse priorities.
2. Future Sustainability & Growth	• 1,000,000 DUMs • +3 registries operated • 85% consumer trust	Multi-domain research; 2.5% net DUMs growth; commercial pipeline exploration.	**Revenue Execution & Growth**: Execute Year 2 of the financial plan, achieve target investment returns, scale business growth initiatives (domain retention, 40% Domain Lock penetration, 2 new registrars onboarded, registrar incentives, 8% increase in attached domain sales), and advance registry partnership with CIRA.
3. Social Impact	• Global multistakeholder leadership • Strong indigenous tech voice • Recognised public-good brand	Stand up TCCM, recruit Manukura role, design community impact framework.	**Community Impact & Governance**: Implement community impact evaluation framework, deliver 1st Annual Community Impact report, allocate 40% of funding to Māori entities/individuals, support Māori internet governance kaupapa, sustain global/domestic leadership (4+ key global projects), improve .nz rules, and execute Year 2 brand roadmap.

5-Year Strategic Pillar (2026–2031)	5-Year Horizon Target (By 2031)	Year 1 Baseline Focus (2026/27)	Proposed Year 2 Strategic Shift (2027/28)
4. Organisational Capability	• Te Tiriti intelligent culture • Agile, future-ready workforce • Long-term financial resilience	Roll out Ngā Uara in PDPs; draft 5-year financial plan; initial resourcing model.	**Workforce, Culture & AI Integration**: Execute Workforce Strategy, roll out AI tools and safeguards, establish Te Rōpu Hāpai-o, build Māori cultural capability and Te Tiriti knowledge, run Kaimahi follow-up survey, and review engineering talent pipelines/capacity metrics.

BOARD MEETING - NOVEMBER 2026

2026 Amendments to .nz Rules

ITEM NO: 4.1
AUTHOR: Isobel Egerton, Domain Name Policy Lead and Rose Jamieson, GM, Te Puni Whiria
FOR: InternetNZ Board
PURPOSE: To seek approval to introduce amendments to .nz Rules
DATE WRITTEN: 18 November 2026

	Alignment
Ipurangi Aotearoa Strategy 2022-2025	.nz for all of Aotearoa. InternetNZ provides .nz as a public good. Aotearoa New Zealand has a high trust domain name service, and a well-functioning internet as critical infrastructure.
Te Tiriti o Waitangi	The Policy Development policy requires that consideration is given as to whether any Māori interests are affected by rules changes, and a Māori engagement plan implemented if needed.
Associated document links	Consultation webpage. Summary of proposed changes (as consulted on). Proposed version 3.3 with changes marked up (as consulted on). (The final proposed form of version 3.3 of the .nz Rules will be created in line with decisions made at this meeting.) Submissions received.

Recommendations

That the InternetNZ Board **note** that amendments to .nz Rules were consulted on in October 2026, and version 3.3 of the n.z Rules has been recommended for adoption by the .nz Advisory Committee.

That the InternetNZ Board **approve** the introduction of version 3.3 of the .nz Rules (as referenced in this paper and as amended in the proposals below).

That the InternetNZ Board **approve** the following introduction dates to bring into force version 3.3 of the .nz Rules:

1. 1 April 2027 for all changes except changes to clause 10.3.1 (change to the WHOIS/Query Search).

2. 1 June 2027 for changes to clause 10.3.1 (change to the WHOIS/Query Search).

Overview of matters consulted on

This year's proposed changes to the .nz Rules were designed to:

- Bring efficiency to the way the .nz wholesale fee for a domain name is approved and bring in the ability to offer rebates and incentives for Registrars.
- Introduce a new tool, Protective Hold, to support a reduction in non-compliant .nz domain name registrations.
- Better protect the privacy of Domain Name Holders. Specifically, that the physical address of Domain Name Holders will not be returned/disclosed in a WHOIS Lookup.

Minor amendments to better implement existing policy objectives and facilitate compliance with new Privacy Law were also consulted on - as well as minor grammar and formatting changes.

A summary of the proposed changes and marked up version as well as explanatory web content formed the consultation collateral.

How the program was developed

Suggestions for reform are identified in a number of ways, including due to domestic law change; or as a result of changing Global Domain Name Industry practice; or a change of organisational strategic priorities. Change requests are commonly submitted from members of the public; Industry (Registrars and Resellers); the Domain Name Commission and InternetNZ staff.

The reform program is developed by InternetNZ staff with the .nz Advisory Committee (a sub-committee of the InternetNZ Board), who undertakes an expert advisory role regarding overseeing the .nz Rules review program and consultations. The Committee is responsible under its terms of reference for making recommendations to the InternetNZ Board on matters of .nz policy.

Consultation Process

The proposed amendments to the .nz Rules were notified on the InternetNZ and Domain Name Commission websites and a call for submissions was made. The Submission period was open from 7 October to 4 November 2026.

Feedback was sought from our members and wider stakeholders. Channels used included the community Newsletter (Dotnews), and Member channels (Nethub and Member's announce email). The consultation was also notified to all .nz Registrars; was discussed at the Registrar's summit on 2-3 November; and at the Registrar Advisory Group on 3 November.

19 submissions were received. 4 of the submissions were made by Authorised Registrars. Submissions were also received from the Financial Markets Authority, Pou Tangata Iwi Leaders Group, and the Domain Name Commission.

Submissions and advice

The full submissions have been published on the website and are linked in the associated documents section above. Overall, the submissions were positive.

The approach taken to the analysis below is to summarise the change; summarise the submissions received; and then provide the proposed organisational response to those submissions.

WHOIS Lookup

What is the change?

The reform proposed is to remove physical address from the public Query Search and WHOIS services that we provide.

The need for this change is supported by industry practice, which is moving to a 'privacy by default' stance. The change reflects the need to strike a balance between ensuring Domain Name Holders are identifiable and contactable by those with legitimate interests and being privacy-conscious.

Submissions received

There was positive support for the WHOIS Lookup changes with 12 submitters noting their support and 3 submissions opposed. 10 submissions provided commentary. A detailed summary of the submissions are in the Appendix to this paper.

Discussion and advice

There is strong support for the removal of physical address, and our view is that it should proceed as drafted.

Withholding the physical address of Domain Name Holders by default from public release is more privacy-centric and helps to manage safety and security concerns. People with a legitimate interest can request further information by application to

the Domain Name Commission on a case-by-case basis. A wider 'first principles' review of the WHOIS/Query Search is being undertaken in 2026/2027 which will involve a thorough analysis of the utility and integrity of the Query Search, and will examine where the balance between openness and disclosure of registration information appropriately sits.

It is noted that Domain Name Holder contact name, email address, phone number (if held), and country will continue to be returned in the Query output other than for Domain Name Holders who qualify for our privacy option (and have it switched on). For those with privacy switched on, only their name and country are displayed.

The specific physical address that will be removed from the output is:

1. Contact address
2. Contact city
3. Contact state
4. Contact postal code

The proposed introduction date of the change to the WHOIS/Query Search is set as 1 June 2027 to allow for the implementation work to be undertaken and communications to be completed.

Wholesale fee changes

What is the change?

The specific wholesale fee currently forms part of the text of the .nz Rules. The Base Wholesale Fee of a .nz domain is reviewed regularly and is set as part of routine annual planning and budget processes undertaken by the InternetNZ Board. Any fee change currently also has to be confirmed via an amendment to the .nz Rules.

Taking the specific wholesale fee out of the .nz Rules allows for Board approval to be sought via annual budget processes instead of a .nz Rules change; a more efficient process. The wholesale fee will continue to be documented in the agreements InternetNZ holds with Registrars.

InternetNZ's five-year strategy sets out goals regarding financial sustainability and the growth of .nz domain names under management. To meet these goals, some changes to business practices are needed. The use of rebates and incentives has been identified as a tool which can support this growth, and encourage quality registrations. The proposed changes include explicitly allowing for rebates and incentives to be offered to Registrars to encourage growth and support good industry practice.

Submissions received

10 submissions expressed support for the changes, or support in principle to the changes. 3 explicitly were opposed. 14 submitters made substantive comment. A detailed summary of the submissions are in the Appendix to this paper.

Discussion and advice

Base wholesale fee changes

Regarding the setting of the base wholesale fee, many submitters have offered their preferred criteria for determining the quantum of the base wholesale fee however this engagement didn't extend to establishing criteria for wholesale price setting as setting the fee is not, in practice, a Rules process but is undertaken as part of the budget approval process.

Within scope are the following submissions relating to the change documenting the base wholesale fee:

1. Specify that the Board decides the base wholesale fee.
2. Specify that the fees be published on the InternetNZ website.

Change request 1: We propose that the Board will continue to set the base wholesale fee and that a **change is made to the proposed version 3.3 (as consulted on) - clause 7.1.2 - to explicitly add the word 'Board' and will now state that the InternetNZ *Board* will continue to set the base wholesale fee.**

Change request 2: Introducing specificity as to how InternetNZ publishes pricing information - that is, '*on the InternetNZ website*'. This reform request can be easily accommodated, and is consistent with the clear commitment to broad publication that InternetNZ undertakes. **Clause 7.1.2 will be amended from proposed version 3.3 (as consulted on) to explicitly state that the pricing information about the Base Wholesale Fee will be published '*on the InternetNZ website*'.**

Rebates and incentives

There was significant commentary on the proposals to introduce rebates and incentives. Aside from expressing support for changes, most of the comments go to the manner of implementation, rather than expressing opposition to them in principle. The Domain Name Commission supports incentives and rebates that drive growth in the .nz domain space in theory, provided that the integrity of the .nz register is maintained and the settings support quality registrations.

The Domain Name Commission recommended that when InternetNZ develops any assessment criteria they include at least one or more compliance, security or registration quality guardrails in the eligibility criteria to qualify for a rebate or incentive. This is to balance growth and quality registrations to maintain trust in .nz.

One submitter referred to there being a lack of justification for the changes and noted that variable pricing was discussed in the 2021 .nz policy review. This submitter also referred to the pricing changes contradicting the (2012) TLD principles.[1]

[1] Submission - linked in associated documents above - at page 29.

Requests submitted include asking for the *rationale* for rebate criteria to be published and one submitter is against rebates - preferring lowering fees across the board. Again, a request for rebates information (assessment criteria) to be published '*on the InternetNZ website*'.

In our view, empowering the ability to offer rebates and incentives is justified and warranted. This is because:

1. Rebates and incentives are commonly used in the TLD (Top Level Domain) industry. There are a variety of practices that focus on either growth, encouraging best practice, or a mixture of both. The proposed Rules are enabling - as proposed they specify:

    '7.1.3.ii Rebates and incentives that encourage growth and good industry practices may form part of fee pricing structures.

    7.1.3.iii All rebates and incentives schemes will be open to all Registrars and will be published by InternetNZ.

2. The guardrails for commercial practice in the .nz Rules still apply. In particular, clause 4.1.1 provides that .nz should be fair and competitive and offer real choice for Domain Name Holders.

3. The .nz Advisory Committee provides oversight of the pricing strategies for .nz (see .nz Advisory Committee Terms of Reference included in the Board pack).

4. The panel who advised on the first principles independent review of the .nz Rules undertaken in 2019-2022 received submissions about introducing rebates and incentives and ultimately recommended that InternetNZ introduce a variable pricing approach that could assist growth and quality of .nz domain names. It recommended that variable pricing be offered on the same terms to all Registrars.

5. The Board, through its 2026-2031 strategy is clear on the core role of InternetNZ: to operate secure, resilient infrastructure that New Zealanders can depend on. To achieve that, InternetNZ needs long-term financial sustainability and has set growth goals to achieve that. The introduction of rebates and incentives are a key tool for supporting business growth.

6. Despite statements about uniformity of pricing practice being specified in the (2012) TLD principles (which form part of our policy history), it is our view that the Independent Panel's recommendations (which followed significant stakeholder engagement) together with the submissions received in this consultation provide a reasonable basis to show there is support for rebates and incentives.

It is noted that care needs to be taken to ensure that the rebates and incentives are inclusive. An example of an unacceptable practice would be volume pricing based purely on gross sales. The community feedback on the criteria, including the

Domain Name Commission's proposals will be provided to the implementation team.

In response to the request for increased transparency it is proposed that the consultation version is amended to add the words 'on the InternetNZ website' so that clause 7.1.3.iii will now read:

> **7.1.3.iii All rebates and incentives schemes will be open to all Registrars and will be published by InternetNZ *on the InternetNZ website*.**

Protective Hold

What is the change?

It is proposed that new provisions are introduced to the .nz Rules which enable a small percentage of newly-registered domain names (less than 14 days' old) to be held out of the .nz domain name space until domain name holder registration and identity checks are successfully completed.

We have identified a correlation between incorrect or falsified registration or identity data and scam activities, and it is anticipated that the checks will prevent some fraud and scam activity in the .nz domain name space. Protective Hold will support the accuracy of the registration data and the integrity of the .nz register.

Submissions received

The response to the Protective Hold question returned 12 submissions in support with one opposing. 10 submissions included substantive comment. A detailed summary of the submissions are in the Appendix to this paper.

Discussion and advice

The Protective Hold is, in principle, strongly supported as was the early checking of newly registered domain names. Some submitters have sought clarification on the impact that Protective Hold will have on billing and clarity on the impact on the life cycle of a domain name.

As planned the operation of the Protective Hold will not affect the registration life cycle of the domain name as provided for in the .nz Rules and neither is it intended to create different billing treatment for these newly registered domain names. If there is any clarification of the billing approach required before the Protective Hold goes live, this will be achieved through communication with Registrars and may involve new clarifying provisions in the Connection Agreement.

The other submissions on Protective Hold mainly relate to notifications, work load on Registrars, and reasonable/responsible calibration of the flagging tool. We observe that amendments explicitly providing for notifications regarding Protective Hold are not necessary because clause 8.2.17(b)[2] already provides that InternetNZ must notify Registrars of changes to the .nz Register. The other submissions largely go to implementation and these submissions will be provided to the

[2] In version 3.3 of the Rules this clause is renumbered as clause 8.2.18(b)..

implementation team to take into account however they do not, in our view, warrant rules change.

There is a request for a review option for the use of Protective Hold. This is not considered necessary as the Protective Hold is a temporary measure and reversal of the Hold is intended to be very responsive once the audit is completed.

The Protective Hold has received wide support in principle and will be enabled in version 3.3. Planning of the work to introduce the Protective Hold into production will proceed into 2027, with a clear announcement before 'go-live'.

Minor amendments

What is the change?

Minor amendments to better implement existing policy objectives and facilitate compliance with new Privacy Law were also consulted on - as well as minor grammar and formatting changes.

Feedback received

There was minimal feedback on the minor amendments. Comments received included:

1. A concern about the change allowing InternetNZ to contact Domain Name Holders directly (amended clause 8.2.11 and new clause 8.2.12) and that it should be limited so as to prevent potential misuse.[3] Also, enabling InternetNZ to contact the Domain Name Holder if 'required by law' lacked clarity.

2. An expression of appreciation for the proposed change to reflect the practicalities of record keeping for Registrars (change to clause 3.3.2) and a general expression of support for the clarity the minor amendments achieved.

3. One submitter requested practical effect be given to the .nz Rules commitments to Māori participation and te reo me ōna tikanga, and that Māori participation be included in the development of the Domain Name Abuse strategy and other relevant .nz policies.

Discussion and advice

The minor amendments are considered uncontentious and appropriate. Regarding the concern that InternetNZ will potentially over-contact Domain Name Holders, in our view this is not a valid concern as Registration Data can only be used for the purpose that it was collected according to Privacy Law which mitigates against misuse concerns.

[3] It is noted that accepted practice is that the primary and expected channel for engagement on the administration of domain names would be between Registrar/Reseller and Domain Name Holder - and that interaction direct (Registry to Domain Name Holder) would be rare.

.nz Advisory Committee recommendation to adopt

The proposed final form of amendments to the .nz Rules were discussed at the .nz Advisory Committee meeting on 11 November 2026.

The .nz Advisory Committee has:

a. Considered the consultation summary of changes and marked up document;
b. Considered the submissions received and the advice in response;
c. Noted that appropriate consultation had been conducted and that engagement had been achieved;
d. Noted that submitters' comments have been considered and some of the proposed Rules had been modified in response to some submissions;
e. Agreed to:

    1. **Recommend** that version 3.3 as attached be introduced, subject to the minor amendments specified in this paper.

    2. **Recommend** that version 3.3 be introduced in two stages with introduction dates being:

        a. 1 April 2027 for all changes except changes to clause 10.3.1 (change to the WHOIS/Query Search).

        b. 1 June 2027 for changes to clause 10.3.1 (change to the WHOIS/Query Search).

Advice

The final amendments included in version 3.3 are all considered appropriate and consistent with the principles contained in the .nz Rules. The external engagement undertaken complies with the standards required by the Policy Development Process.

The Domain Name Policy Lead recommends the approval of these amendments and advises that there is no impediment to the introduction of these amended Rules as version 3.3 of the .nz Rules.

The changes to the WHOIS/Query Search will not be ready for implementation until 1 June 2027 and that is why the provisions about the Query Search are proposed to not be introduced until the later date of 1 June 2027.

Next steps

The Board decision on the .nz Rules will be released to stakeholders and a communications plan on the nature of the changes to the .nz Rules will be developed ensuring, to the extent practicably possible, all affected parties are notified in advance of the .nz Rules changes coming into effect.

The new Rules will be updated on the InternetNZ and Domain Name Commission websites on the implementation dates.

Appendix - Detailed summary of submissions received

Whois changes - submissions received

Commentary in favour of the proposal included:

- Strong support noting privacy, security, and safety benefits for Domain Name Holders particularly for small community organisations and businesses where a home address is used.
- This approach is reasonable considering that information requests for the withheld information are able to be used as a backstop.
- Support withholding of physical addresses of all contacts (from public view) by default.

Requested changes/considerations:

- Ensure that the Domain Name Holders are still contactable and verifiable.
- Request a definition of physical address (and relevant impacted fields) be provided to Registrars.
- For organisations, consider aligning with companies and charities registers.
- That InternetNZ consider removing the phone number from display (as this may be used in scams).
- That InternetNZ consider the extra administrative burden to Registrars - who may be asked for the undisclosed information - and provide clear public guidance about how to request the withheld information.
- Add a clause that Domain Name Holders be notified of any accepted information requests.
- Access to withheld information should remain available, with necessary information provided to appropriate authorities through proportionate processes.

One submitter considered the physical address (street level and street number) is, in most cases, not necessary for confirming identity and should be withheld. However, they disagreed with removing the ‘country’ and ‘city’ information. While supportive of the proposal, a government agency requested an expedited information request process for authorised agencies who rely on the data for contact and identification verification purposes.

Wholesale fee changes - submissions received

Commentary in favour of the proposals included:

- Supports the sustainability and integrity of the business.
- Important for the Board to decide on wholesale pricing as representatives of the membership.
- Rebates and incentivised pricing supports joint initiatives between the Registry and Registrars - increasing quality and trust in .nz

Concerns raised:

- Removal of consultation impacts transparency and/or results in increasing costs and a 'skewed' market.
- Compromises established approach of registry neutrality (particularly when it comes to equal treatment of Registrars), potentially creating barriers to entry for smaller, New Zealand based Registrars.
- Rebates and incentives will mean Registrars are not treated equally - as is advocated for under the TLD Principles.
- Incentives rewarding volume potential leading to increased domain abuse, speculation, and or a worse quality product for Domain Name Holders.
- Could impact perceptions of .nz's credibility and security.

Requested changes/considerations:

- Minimum notification period of fee change should be six months.
- Bring in a defined consultation step for any changes to fees or rebates.
- Instead of rebates, consider using funds to lower fees.
- Implementation ideas:
    - That rebate criteria be fair across all registrar sizes and business models.
    - That Internet NZ publish their rationale for rebate criteria.
    - That changes do not impact transparent pricing practices.
    - Incentives to balance benefits to businesses and individuals.
    - That InternetNZ should consider affordability implications for marae, hapū, iwi and smaller Māori organisations (and provide clear communication about pricing conversations with these communities in mind).
    - There should be monitoring of the security and integrity of .nz alongside registration incentives to ensure registration practices are not compromised through incentivising by volume.
    - Provide an update and justification to explain changes since views on variable pricing were sought in the 2021 consultation.
    - The Board should have a role in reviewing pricing.
    - The references to InternetNZ publishing information about both the wholesale fee and the rebates and incentives should specify the publishing should be '*on the InternetNZ website.*'

Protective Hold - submissions received

Commentary in favour of the proposal included:

- In favour of the change potentially reducing administrative load.
- Support for a cool down period for suspicious domains, rather than identity verification, due to difficulty of circumvention.
- Support for an approach of holding out from the DNS as a harm mitigation approach whilst the Domain Name Holder engages in validation processes.

Concerns raised:

- That compliance locked names are suspended from billing but not protective hold, despite potentially being more disruptive for the customer.
- That the proposed 2-week time period for initiating the lock is too long, particularly with the proposed inclusion of "remain in protective hold indefinitely" in the rules. Requested a 2-3 day time period for initial check,

prompting a manual decision to extend beyond that timeframe.
- Additional administrative/support requirements placed on Registrars.
- Lack of controls/limits on policy and criteria (other than retrospective annual reporting).

Requested changes/considerations:

- Seeking information on the criteria, some suggesting this would be required prior to indicating support.
- Support conditional on criteria being finely tuned to identify most at risk domain names.
- Prompt notification to Registrars when a domain is held, removed, and ideally, hold status visibility on the register. Noting this should be as prompt as possible to avoid further delays for legitimate domains.
- Prompt notification to those impacted (with steps required for resolution).
- Accessible verification options for different organisational structures.
- Clear timeframes for checking and releasing held domains, and for reviewing disputed decisions.
- Monitoring of false positives, delays and inequitable outcomes.
- Personal information obtained for the audit should be limited to only what is necessary (and appropriately protected).
- High standards of transparency reporting for use of the Protective Hold was sought including timing of resolution.
- Request for engagement with Māori regarding unintended consequences for Māori caused by the risk based identification of names to be held.
- Consider potential disruption to communication and services such as those provided by marae and community organisations.

A submitter who expressed a concern with billing noted that where the domain name is held, Domain Name Holders could cancel their registration with the 5-day grace period without charge. This submitter requested that protective holds be suspended from billing and that the registrar be included in communications with held Domain Name Holders.

One submitter potentially misunderstood the subset to mean sample and suggested that it be randomly selected for.

BOARD MEETING - 27 NOVEMBER 2026

APPOINTED BOARD MEMBER PANEL

ITEM NO: 4.2
AUTHOR: Vivien Maidaborn, Tumu Whakarae
FOR: Board
PURPOSE: To establish a panel to review and recommend appointed Board Members
DATE WRITTEN: 2/11/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	In development and execution of Strategy, the Board needs an appropriate mix of knowledge, skills and experience on the Board to better conduct the governance of the Society, and adhere to the requirements of the Constitution.
Te Tiriti o Waitangi	The Board is responsible for enacting the Society's commitment to centring Te Tiriti o Waitangi as expressed in the Constitution.
Associated document links	Terms of reference Appointed Board Member Appointment Process - Revision November 2026 Constitution Skills & Diversity Matrix

Recommendation

That the InternetNZ Board **complete** a skills survey of 6 board members not up for reelection or reappointment- Q4 (Jan-March 2027).

That the InternetNZ Board **approve** the Terms of Reference - Appointments Panel.

That the InternetNZ Board **approve** the establishment of the Appointments Panel - Q4 (Jan-March 2027).

Purpose

The Board must include at least 2 to 3 Appointed Board Members. Each Appointed Board Member is appointed for 3 years.

In order to appoint a new Appointed Board Member or reappoint current Appointed Board Member the Board must follow a process, which includes identifying diversity, knowledge, skills and experience gaps and establishing an Appointments Panel to provide recommendations on candidates to the Board.

Background

The following concepts and clauses in the Constitution provide the terms and conditions under which Appointed Board Members are appointed.

Board composition - Elected Board Members v Appointed Board Members (clause 3.2.1 of the Constitution)

The Board shall consist of 9 Board Members (and at no time less than 7 Board Members), out of which:

- at least 5 to 6 Board Members must be elected; and
- at least 2 and up to 3 Board Members must be appointed.

Board composition - skills & diversity (clause 3.2.1 and clause 3.2.4 of the Constitution)

The Board shall comprise people with the knowledge, skills and experience required for effective governance of the Society.

At least two Board Members shall have expertise in Te Tiriti o Waitangi, te ao Māori, and/or Māori governance.

InternetNZ shall endeavour to have at least 3 Māori Board Members at all times. At least 1 Appointed Board Member must be Māori.

Appointed Board Members

Appointed Board Members are Board Members appointed in accordance with **clause 3.7** of the Constitution.

Appointment of Appointed Board Members (clause 3.7 of the Constitution)

Appointed Board Members will be appointed by the Board on recommendation of the Appointments Panel. In making any such appointment, the Board shall:

- seek to achieve an appropriate mix of knowledge, skills and experience on the Board to better conduct the governance of InternetNZ; and

- adhere to the requirements of the Act and the Constitution.

Appointment Panel (clause 3.6 of the Constitution)

The Board shall establish and maintain an Appointments Panel to:

- make recommendations to the Board about the appointment (including reappointment) of Appointed Board Members; and
- undertake tasks related to the skills, diversity and performance of the Board as set out in the Appointments Panel's Terms of Reference set by the Board.

The Appointments Panel shall comprise:

- at least one Eligible Member (who is not also a Board Member or staff member)
- one Board Member; and
- one external governance recruitment expert.

Eligibility to be an Appointed Board Member (clause 3.7.2 of the Constitution)

As every Board Member will be registered as an officer of InternetNZ, Appointed Board Members must:

- not be disqualified from being appointed as an officer InternetNZ under section 47(3) of the Incorporated Societies Act or section 36B of the Charities Act; and
- must carry out the duties required of them under sections 54 to 60 of the Incorporated Societies Act.

Note: there is no requirement for the Appointed Board Member to be a Member of InternetNZ.

Appointed Board Member term (clause 3.9 of the Constitution)

The term of office for all Board Members shall be 3 years.

The Board may choose to appoint an Appointed Board Member for a shorter period in the case of temporary skills, knowledge or experience gaps.

No Board Member shall serve for more than 9 years.

Replacing an Appointed Board Member (clause 3.9.3 of the Constitution)

If an Appointed Board Member steps down or is removed during their term, the Board may at any time, by resolution, fill their position for the remainder of the term.

Transition requirements

InternetNZ's Constitution provides Transitional Provision (Schedule 1) to facilitate transition of InternetNZ's governance from the provisions of the previous constitution to the current Constitution.

Current Appointed Board Members

In 2026, InternetNZ appointed 2 Appointed Board Members for a 3 year term ending at the Annual General Meeting 2029.

Appointment of Board Members following the 2027 AGM (clause 5.2, Schedule 1 of the Constitution)

One new Appointed Board Member shall be appointed for a 3 year term, ending at the 2030 AGM.

Note: Following the 2027 AGM there shall therefore be a total of 9 Board Members, 6 elected Board Members and 3 Appointed Board Members.

Appointed Board Member Appointment Process

Policy	CNL-APT: Appointed Board Member
Version	3.0
Date in force	Dec 2025
Reviewed	Nov 2026
Planned review	Dec 2028

Overview and purpose

The Board must include at least 2 to 3 Appointed Board Members. Each Appointed Board Member is appointed for 3 years.

In order to appoint new Appointed Board Member or reappoint current Appointed Board Member the Board must follow a process, which includes identifying diversity, knowledge, skills and experience gaps and establishing an Appointments Panel to provide recommendations on candidates to the Board.

This document provides details on:

- The key concepts and clauses in the Constitution which provide the terms and conditions under which Appointed Board Members are appointed;
- The transitional provisions that are in the Constitution which provide guidance on how many Appointed Board Members need to be appointed
- The appointment process which provides 7 steps, from the establishment of the Appointments Panel to the induction of the Appointed Board Member(s); and
- Details about reappointments.

Key concepts & clauses

The following concepts and clauses in the Constitution provide the terms and conditions under which Appointed Board Members are appointed.

Board composition - Elected Board Members v Appointed Board Members (clause 3.2.1 of the Constitution)

The Board shall consist of 9 Board Members (and at no time less than 7 Board Members), out of which:

- at least 5 to 6 Board Members must be elected; and
- at least 2 and up to 3 Board Members must be appointed.

Board composition - skills & diversity (clause 3.2.1 and clause 3.2.4 of the Constitution)

The Board shall comprise people with the knowledge, skills and experience required for effective governance of the Society.

At least two Board Members shall have expertise in Te Tiriti o Waitangi, te ao Māori, and/or Māori governance.

InternetNZ shall endeavour to have at least 3 Māori Board Members at all times. At least 1 Appointed Board Member must be Māori.

Appointed Board Members

Appointed Board Members are Board Members appointed in accordance with clause 3.7 of the Constitution.

Appointment of Appointed Board Members (clause 3.7 of the Constitution)

Appointed Board Members will be appointed by the Board on recommendation of the Appointments Panel. In making any such appointment, the Board shall:

- seek to achieve an appropriate mix of knowledge, skills and experience on the Board to better conduct the governance of InternetNZ; and
- adhere to the requirements of the Act and the Constitution.

Appointments Panel (clause 3.6 of the Constitution)

The Board shall establish and maintain an Appointments Panel to:

- make recommendations to the Board about the appointment (including reappointment) of Appointed Board Members; and
- undertake tasks related to the skills, diversity and performance of the Board as set out in the Appointments Panel's Terms of Reference set by the Board.

The Appointments Panel shall comprise:

- at least one Eligible Member (who is not also a Board Member or staff member)
- one Board Member; and

- one external governance recruitment expert.

Eligibility to be an Appointed Board Member (clause 3.7.2 of the Constitution)

As every Board Member will be registered as an officer of InternetNZ, Appointed Board Members must:

- not be disqualified from being appointed as an officer InternetNZ under section 47(3) of the Incorporated Societies Act or section 36B of the Charities Act; and
- must carry out the duties required of them under sections 54 to 60 of the Incorporated Societies Act.

Note: there is no requirement for the Appointed Board Member to be a Member of InternetNZ.

Appointed Board Member term (clause 3.9 of the Constitution)

The term of office for all Board Members shall be 3 years.

The Board may choose to appoint an Appointed Board Member for a shorter period in the case of temporary skills, knowledge or experience gaps.

No Board Member shall serve for more than 9 years.

Replacing an Appointed Board Member (clause 3.9.3 of the Constitution)

If an Appointed Board Member steps down or is removed during their term, the Board may at any time, by resolution, fill their position for the remainder of the term.

Transition requirements

InternetNZ's Constitution provides Transitional Provision (Schedule 1) to facilitate transition of InternetNZ's governance from the provisions of the previous constitution to the current Constitution.

Current Appointed Board Members

In 2026, InternetNZ appointed 2 Appointed Board Members for a 3 year term ending at the Annual General Meeting 2029.

Appointment of Board Members following the 2027 AGM (clause 5.2, Schedule 1 of the Constitution)

One new Appointed Board Member shall be appointed for a 3 year term, ending at the 2030 AGM.

Note: Following the 2027 AGM there shall therefore be a total of 9 Board Members, 6 elected Board Members and 3 Appointed Board Members.

Appointment process

Step 1: Establish Appointment Panel

At least 3 months prior to the expiry of the current term of an Appointed Board Member the Chair or Co-Chairs (with assistance from InternetNZ staff if required) shall establish the Appointments Panel.

The Appointments Panel shall comprise at least one Eligible Member (who is not also a Board Member or staff member), one Board Member, and one external governance recruitment expert.

InternetNZ staff shall provide support to the Appointments Panel as requested/required.

Step 2: Board carry out skills and diversity gap assessment & makes recommendations

At least 3 months prior to the expiry of the current term of an Appointed Board Member the Board shall carry out a diversity, knowledge, skills and experience gap.

When identifying the gaps, the Board shall consider the following:

- the Board must comprise people with the knowledge, skills and experience required for effective governance of InternetNZ; and
- InternetNZ shall endeavour to have at least 3 Māori Board Members at all times; and
- at least 1 Appointed Board Member must be Māori.

The Board shall make a written recommendation to the Appointments Panel which details:

- the number of Appointed Board Member vacancy(ies); and
- and the diversity, knowledge, skills and experience gap the Board needs to fill.

Step 3: Appointments Panel carries out search for Appointed Board Member(s)

Upon receiving the Board recommendation, the Appointments Panel shall:

- conduct a search for candidates and ensure the search is wide canvassing to allow for a wide range of candidates
- assess all candidates against the same critical requirements for the role
- ensure candidates are:
    - willing to provide consent to be an officer of InternetNZ;
    - are not disqualified from being elected or appointed or otherwise holding office as an officer; and
    - able to carry out the duties required of them under sections 54 to 60 of the Incorporated Societies Act
- conduct interviews in a fair and consistent manner using the same interview panel for each interview and ensuring an objective record is kept for each interview.

Note: If the Appointment Panel is considering a reappointment they must consider the points noted in the Reappointments section below.

Step 4: Appointments Panel identifies candidate(s) for Appointed Board Member vacancy(ies) & makes recommendation

Within 2 months of receiving the Board recommendation, the Appointments Panel shall provide a written recommendation to the Board which must include:

- preferred candidate(s) for Appointed Board Member vacancy(ies) (including any reappointments)
- rankings if there are more candidates than vacancies
- any supporting information and/or documentation relating to the candidate(s)
- declarations of any conflicts of interest the member(s) of Appointments Panel may have in relation to any of the candidates
- any information as requested by the Board.

Step 4: Board to make decision based on recommendation of the Appointments Panel

The Board shall make a decision as to who the successful candidate(s) is/are for Appointed Board Member vacancy(ies) based on the recommendations provided by the Appointments Panel.

Step 5: Board to notify Appointed Board Member(s)

The Board shall notify the successful Appointed Board Member(s) of their appointment by sending them a letter of appointment which shall include:

- the details of the Appointed Board Member role, including officer requirements and duties that need to be carried out, declaring conflict of interest, termination processes
- the terms of appointment
- the remuneration details
- a clear indication that there is no guarantee of appointment for a further term
- how the successful Appointed Board Member(s) may accept the role and what do they need to provide (e.g. consent forms, HR/payroll requirements)

The letter of appointment must be signed by the Chairperson or the Co-Chairs (as applicable).

Note: Existing Appointed Board Members being re-appointed should be sent a similar letter though the level of detail required would be less.

Step 6: Appointed Board Member(s) accepts appointment

The successful Appointed Board Member(s) must accept the appointment and provide all necessary documentation including:

- A completed and signed office and consent form
- InternetNZ Officer Declaration Form for the purpose of section 36B of the Charities Act
- [HR/Payroll details]

Step 7: Induction of Appointed Board Member(s)

The Board and InternetNZ shall carry out the induction of newly Appointed Board members.

The Board must have a comprehensive induction programme to help new Appointed Board Members contribute confidently to the work of Board.

Reappointments

Even though Board Members may serve consecutive terms (no more than 9 years), Appointed Board Members should not be given any expectation that they will be offered a subsequent term of appointment.

There is a balance between the benefits derived from continuity of service on Board, the value of Board gaining new ideas and perspectives, and the need to avoid Board losing experience.

Board's goals, its overall skills needs, and/or an Appointed Board Member's performance may have changed since their term began.

If a reappointment is being considered, the Appointments Panel must consider the following:

- the number of terms already served by the current Appointed Board Member;
- is the current Appointed Board Member's role and skills still relevant to the work of the Board?
- how well does the current composition of the Board match the current and future work programme, governance requirements and general needs of InternetNZ?

BOARD MEETING - 27 NOVEMBER 2026

COMMITTEE TERMS OF REFERENCE

ITEM NO: 4.3
AUTHOR: Catherine Fenwick, Tumutaumatua | General Manager Organisational Performance
FOR: Board
PURPOSE: To review and approve Committee Terms of Reference.
DATE WRITTEN: 18/11/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	Governance policies set how the strategy is implemented and are integral to strategic pillars of service excellence, organisational capability, future sustainability and social impact.
Te Tiriti o Waitangi	Te Korowai o Ipurangi Aotearoa notes that kāwanatanga is described as the concept of governance, and that the Boards' obligation is to provide good governance for InternetNZ as a whole, and to act reasonably and in good faith with Māori.
Associated document links	• TOR-Governance-Committee-FINAL-2026 • TOR-Audit & Risk-Committee-FINAL-2026 • TOR-.nz Advisory-Committee-FINAL-2026

Recommendation

THAT the InternetNZ Board **approve** the Terms of Reference for each of the committees.

Committee Terms of Reference

At the 11 September 2026 meeting, the Board approved the Board subcommittees and committee membership. Committees were asked to review and update Terms of Reference at their first meeting, and bring it back to the Board for approval.

Governance Committee

At their 7 October 2026 meeting, the Governance Committee discussed the draft Terms of Reference and requested some changes that have been incorporated in the document presented.

The Committee also requested further detail to clarify the 'Governance of Te Korowai ō Ipurangi Aotearoa', and this will be done after some initial work by Te Manukura on implementing and monitoring progress of Te Korowai as part of the committee workplan.

- TOR-Governance-Committee-FINAL-2026

.nz Advisory Committee

The .nz Advisory Committee discussed and agreed to the Terms of Reference as drafted at their meeting on 30 September 2026.

- TOR-Audit & Risk-Committee-FINAL-2026

Audit & Risk Committee

The Audit & Risk Committee reviewed and agreed to adopt the Terms of Reference subject to some minor edits requested at their meeting 14 October 2026.

- TOR-.nz Advisory-Committee-FINAL-2026

Governance Committee

POLICY:	Terms of Reference
VERSION:	FINAL
DATE IN FORCE:	November 2026
PLANNED REVIEW:	September 2027

1. Purpose

The Governance Committee ("the Committee") is a committee of the InternetNZ Board with the specific delegated powers as set out in this Terms of Reference.

The purpose of the Committee is to assist the Board in matters relating to:

- election and appointment process of Board Members
- appointment of subsidiary entity governors e.g. DNC directors
- maintenance of the governance handbook
- monitoring compliance with the Constitution
- recommendations for constitutional amendments
- CE terms of employment, key performance measures and disciplinary matters.
- Governance of Te Korowai ō Ipurangi Aotearoa.

2. Membership

The membership of the Committee will be determined by the Board and consist of the Chairperson and Deputy Chairperson, and in total be no fewer than three and no more than five Board Members who have, between them, relevant skills and experience.

The Board may decide to co-op other Board members or appoint an external independent advisor to the Committee should it wish, to ensure the appropriate skills are represented.

3. Responsibilities

Governance committee:

- Monitors whether the Board is complying with its obligations as set out in the organisation's constitution, articles, or bylaws.
- Oversee the process to elect Board members.
- Oversee the process to appoint independent Board members to the Board. Committee may develop a recruitment plan and establish job descriptions /skill requirements for this purpose.
- Organise ongoing training and development for Board members.
- Review the existing constitutional documents of the organisation periodically and recommend updates where necessary.
- Advise how to deal with potential conflicts of interest of Board members.
- Regularly review the structure, size and composition (including the skills, knowledge and experience) of the Board and to make recommendations to the Board regarding any changes.
- Develop and conduct an orientation process for newly elected or appointed Board members and approve a programme for ongoing board training and development.

Chief Executive review:

- Negotiate and amend as necessary the key performance objectives of the CE.
- Report the performance of the CE against the key performance objectives on a confidential basis.
- Conduct a review of the CE's overall performance and make recommendations to the Board on remuneration and appropriate bonus payments.
- Monitor and where necessary act on any other matters relating to the conditions of employment of the CE.

Te Korowai ō Ipurangi Aotearoa:

- The Committee will provide a governance overview of Operational work and objectives related to Te Korowai and also of the Board Te Korowai work programme. The Committee has the support of Te Manukura in developing the Board work programme and in providing accountability reporting.

4. Authority

The Committee is an advisory committee and does not have the authority to make decisions. Unless explicitly empowered by the Board, committees or working parties cannot make binding Board decisions or speak for the Board. For the most part the function of committees and working parties in fulfilling their role, is to make recommendations to the Board.

See the Board Charter for further guidance on Committees.

The Committee is authorised by the Board, in carrying out its responsibilities, to consult with outside services, such as the IoD's DirectorSearch services, executive search consultants, and other external sources of information and advice such as financial or legal advisors, as it considers necessary at the expense of the organisation.

The following authorities apply for the CE Review:

- The Committee shall have the authority to seek any information it requires from any employee of the Society.

5. Operating Principles

The Tumutaumatua/General Manager Organisational Performance and Te Manukura will be the principal advisors to the Committee on behalf of InternetNZ staff.

The Committee shall, in consultation with the Tumutaumatua/General Manager Organisational Performance, nominate a member or members of staff to act as the Secretariat. The Tumutaumatua/General Manager Organisational Performance, Te Manukura and Secretariat shall normally attend meetings of the Committee but shall not be members of the Committee.

The Chief Executive will participate in the Committee on an as-required basis.

6. Meetings

All meetings will be chaired by Chair or delegate.

A meeting quorum will be two members of the Committee.

Where no consensus can be reached in the Committee the matter will be brought to the Board.

The Committee shall meet 3-4 times per year or as required for the effective operation and discharge of the Committee's responsibilities. Ordinarily, it is intended that four meetings per year are held.

Board members who are not members of the Committee may attend any meeting either remotely or in person (except in the case of a conflict of interest, as determined by the Committee), and must notify the Chair of their intention to attend.

InternetNZ or DNC Group staff may be invited to attend meetings at the discretion of the Committee (except in the case of a conflict of interest, as determined by the Committee).

The Chair and the Secretariat shall agree to and distribute an agenda and any related papers one week prior to the meeting to members of the Committee and invited members of staff.

7. Reporting

After each Committee meeting, the Chair shall report the Committee's findings and recommendations to the Board.

Unless directed by the Chair, the minutes of all committee meetings shall be circulated to the Board and the Chief Executive and to such other persons as the Committee directs.

In addition to the annual review of the CE's overall performance, the Chair shall verbally update the Board on CE performance matters in 'Board alone' time as required.

8. Communication

The Chairperson and Deputy Chairperson, with the support of the other committee members when required, shall maintain direct lines of communication with the Chief Executive throughout the year on a regular basis.

9. Review

This Terms of Reference document and the performance of the Committee shall be subject to an annual review by the Board.

Audit & Risk Committee

POLICY: Terms of Reference
VERSION: 2.2
DATE IN FORCE: October 2026
PLANNED REVIEW: September 2027

1. Purpose

The purpose of the Audit and Risk Committee (A&R) is to:

Assist the Board in meeting its governance responsibilities with respect to;

- Financial reporting and controls, audit and investment management.
- All aspects of risk management along with legal, regulatory, and policy compliance.

Within the boundaries of this purpose, the Committee's scope is an advisory capacity to the Board and does not relieve any Board member or staff of their responsibilities for these matters.

2. Membership

The committee shall consist of no fewer than three, and no more than five Board members with relevant skills, experience, and general due diligence experience.

The Board may decide to co-opt other Board members or appoint an independent external advisor to the Committee should it wish to ensure the appropriate skills are represented.

The Board shall appoint the Chair and members of the Committee. The Committee Chair shall be any Board member other than the Chairperson. The Board will review these appointments annually at its first ordinary meeting after the Annual General Meeting.

3. Operating Principles

The Tumutaumatua/General Manager of Organisational Performance will be the main contact to the Committee on behalf of InternetNZ staff.

In consultation with the Tumutaumatua/General Manager of Organisational Performance, the Committee shall nominate a member or staff members to act as the Secretariat.

The Tumutaumatua/General Manager of Organisational Performance and Secretariat shall attend meetings of the Committee but shall not be members of the Committee.

The Chief Executive will participate in the Committee on an as-required basis.

4. Meetings

The Chair or delegate will chair all meetings.

A meeting quorum will be 02 members of the Committee.

Where no consensus can be reached in the Committee the matter will be brought to the Board.

The Committee shall meet 3-4 times per year or as required for the effective operation and discharge of the Committee's responsibilities.

Board members who are not members of the Committee may attend any meeting either remotely or in person (except in the case of a conflict of interest, as determined by the Committee).

InternetNZ staff may be invited to attend meetings at the discretion of the Committee (except in the case of a conflict of interest, as determined by the Committee).

The Chair and the Secretariat shall agree to and distribute an agenda and any related papers one week before the meeting to members of the Committee and invited staff members.

Members should accept calendar invites to indicate attendance at meetings as soon as possible after receiving the invite.

5. Responsibilities

Subject to the limitations on the Committee's authorities contained in section 6, the Audit and Risks Committee will address the following areas:

The responsibilities of the Committee include:

Internal Control

Assess the internal controls, oversight, monitoring and review of the financial systems. Review the adequacy of management of these risks, ensuring the Board is aware of all significant matters, as well as matters which may become significant (when appropriate).

Consider how management ensures that financial-related security controls are being managed, e.g. segregation of duties, fixed assets, and payroll controls.

Financial Reporting

Review the annual and interim financial statements and determine whether they are complete and accurate and comply with appropriate accounting standards and legal requirements.

Review significant adjustments arising from the external audit.

External Audit

Consider the appointment of the external auditor.

Review the external auditors proposed audit scope and approach and ensure no unjustified restrictions or limitations have been placed upon the audit scope.

Review the external audit management letter, management response, and audit findings report and provide recommendations to the Board.

Gain an understanding of whether internal control recommendations made by external auditors have been implemented.

Investment

Draft, review, revise and recommend to Board for their approval the following governance documents:-

- The Treasury and Investment policy
- The Community Fund Protection and Growth Policy

Assess investment strategy and risk.

Monitor the investment portfolio's long-term performance against the investment objective, ensuring compliance with the written investment policy.

Risk

Monitoring InternetNZ’s risk governance structure, risk assessment and risk management practices and the guidelines, policies and processes for risk assessment and risk management.

Maintaining oversight of the enterprise risk register; ensuring that risks are appropriately identified and assessed.

Reviewing the efficacy of risk treatments undertaken by management.

Informing the Board of significant matters or any emerging risks.

Maintaining the statement of risk tolerance criteria used by management, ensuring it is approved by the Board.

Monitoring InternetNZ’s legislative compliance, including health and safety.

Monitoring the adequacy of InternetNZ's insurances.

Other responsibilities

Perform other governance functions as requested by the Board.

6. Authority

The Committee is an advisory committee and does not have power or authority. Unless explicitly empowered by the Board, committees or working parties cannot make binding Board decisions or speak for the Board. For the most part the function of committees and working parties, in fulfilling their role, is to make recommendations to the Board.

See the Governance Charter for further guidance on Committees, page 11.

7. Reporting

After each Committee meeting, the Chair shall report the Committee's findings and recommendations to the Board.

The Committee will normally share the minutes of their meetings to the Board, but can advise the Board to keep some sections confidential.

8. Communication

The Tumutaumatua/General Manager Organisational Performance and auditors shall be responsible for drawing to the Committee's immediate attention any material matter related to the Society's financial condition, material breakdown in internal controls, and any event of fraud or malpractice.

The Committee shall maintain direct lines of communication with the external auditors, the Tumutaumatua/General Manager Organisational Performance, or appropriate staff.

9. Review

This Terms of Reference document and the performance of the Committee shall be subject to an annual review by the Board.

.nz Advisory Committee

POLICY:	Terms of Reference
VERSION:	1.1
DATE IN FORCE:	September 2026
PLANNED REVIEW:	August 2027

1. Purpose

The purpose of the .nz advisory Committee (the "Committee") is to provide a dedicated expert advisory committee for governance support on issues that relate to the .nz domain space (where governance-level input is appropriate).

This includes:

- .nz policy and Rules
    - Provide guidance to InternetNZ staff on the policies for the registration and use of a .nz domain.
    - Provide guidance and make recommendations to the Board for decisions relating to the policies for the registration and use of a .nz domain (as per paragraph 5 of this document).
- .nz domain name space strategy
    - Provide high-level guidance, and expert input to InternetNZ staff on matters relating to the strategy and strategic environment for the .nz domain name space including registry services.
    - Provide oversight of pricing strategies for .nz domain name space.
- .nz operational performance, health and trust.
    - Provide guidance to internetNZ staff on .nz specific risks and operational performance.
- .nz engagement for strategy and policy matters
    - Provide guidance to InternetNZ staff on multi-stakeholder (e.g. member, registrar, civil society, government, technical, academic and business communities) engagement in relation to .nz strategic and policy matters.

2. Membership

The committee shall consist of no fewer than three and no more than five Board members who have, between them, relevant skills and experience, and general domain name or .nz experience.

The Board may decide to co-opt other Board members, or appoint an external independent advisor to the Committee if appropriate, to ensure the appropriate skills are represented.

The Board shall appoint the Chair and members of the Committee and review these appointments annually at its first ordinary meeting after the Annual General Meeting.

3. Operating Principles

The Tumu Whiria | General Manager Public Impact will be the principal advisor to the Committee on behalf of the InternetNZ Chief Executive.

The Committee shall, in consultation with the Tumu Whakarae/ Chief Executive, nominate a member or members of staff to act as the Secretariat. The Tumu Whiria | General Manager Public Impact and Secretariat shall normally attend meetings of the Committee but shall not be members of the Committee.

The Chief Executive will participate in the Committee on an as-required basis.

4. Meetings

All meetings will be chaired by Chair or delegate.

A meeting quorum will be two members of the Committee.

Where no consensus can be reached in the Committee the matter will be brought to the Board.

The Committee shall meet up to 3-4 times per year or as required for the effective operation and discharge of the Committee's responsibilities. Ordinarily, it is intended that three meetings per year are held.

Board members who are not members of the Committee may attend any meeting either remotely or in person (except in the case of a conflict of interest, as determined by the Committee).

InternetNZ or DNCL Group staff may be invited to attend meetings at the discretion of the Committee and in consultation with the Chief Executive (except in the case of a conflict of interest, as determined by the Committee).

The Chair and the Secretariat shall agree to and distribute an agenda and any related papers one week prior to the meeting to members of the Committee and invited members of staff.

Members should accept calendar invites to indicate attendance at meetings as soon as possible after receiving the invite.

5. Responsibilities

The Chair shall report to the Board after each Committee meeting or as specified or requested by the Board.

The Committee is responsible for oversight of changes to .nz Rules:

- The Committee is responsible for making recommendations to the Board relating to the .nz Rules and for:
    - The high level framework by which InternetNZ fulfils the policy-making requirements of its role as designated manager for the .nz domain name space.
    - The principles under which the .nz domain name space is run and the roles and responsibilities of the parties involved.
    - Associated policies, operational rules and requirements for registering .nz domain names.
    - The processes that InternetNZ follow when creating or amending .nz policies.
- The Committee shall also provide feedback to the Chief Executive in respect of any amendments, additions or deletions to the .nz Rules.

The Committee is responsible to provide high-level guidance and expert input to InternetNZ Chief Executive on .nz strategic matters, including on:

- .nz strategies and strategic direction, with particular focus on interaction of .nz strategies with the overall InternetNZ Group strategy.
- on the strategic environment, market strategy, and market composition (such as market strategy and registrar/registrant composition) for the .nz domain name space.

The Committee is responsible for providing guidance to InternetNZ staff and the Board around .nz operational performance, health and trust, including any cross-committee reporting or collaboration. These include:

- Significant .nz Stakeholder, regulatory, and technical risks and concerns.
- .nz Service delivery performance (registry, DNS, other supporting functions).
- Consider the ease of implementation of .nz rules by InternetNZ or Domain Name Commission with a view to looking for improvements and adjustments to the .nz policy work programme.

The Committee is responsible to provide guidance to InternetNZ staff and the Board on issues around .nz engagement as it relates to strategic and policy matters.

- Provide guidance to InternetNZ staff on multi-stakeholder engagement in relation to .nz matters (e.g. member, registrar, civil society, government, technical community, academic and business communities).

The following matters are out of scope for this committee:

- .nz Financial performance
- Any matter that does not relate directly to .nz policy, strategy, or operations
- Any matter that relates to broader InternetNZ or Domain Name Commission impact, which will be escalated to the Board or CE as appropriate

6. Authority

The Committee is an advisory committee and does not have power or authority. Unless explicitly empowered by the Board, committees or working parties cannot make binding Board decisions or speak for the Board. For the most part the function of committees and working parties, in fulfilling their role, is to make recommendations to the Board.

See the Governance Charter for further guidance on Committees, page 11.

7. Reporting

After each Committee meeting, the Chair shall report the Committee's findings and recommendations to the Board.

The Committee will normally send the minutes of their meetings to the Board, but can request the Board to keep some Committee business confidential as necessary and in accordance with the Document Disclosure Policy.

8. Review

This Terms of Reference document and the performance of the Committee shall be subject to an annual review by the Board.

BOARD MEETING - 27 NOVEMBER 2026

POLICY APPROVALS

ITEM NO: 4.4
AUTHOR: Catherine Fenwick, Tumutaumatua | General Manager Organisational Performance
FOR: Board
PURPOSE: Approval of three policies
DATE WRITTEN: 18/11/2026

	Alignment
Ipurangi Aotearoa Strategy 2026-2031	Governance policies set how the strategy is implemented and are integral to strategic pillars of service excellence, organisational capability, future sustainability and social impact.
Te Tiriti o Waitangi	Te Korowai o Ipurangi Aotearoa notes that kāwanatanga is described as the concept of governance, and that the Boards' obligation is to provide good governance for InternetNZ as a whole, and to act reasonably and in good faith with Māori.
Associated documents	HSW Policy (Revised) Treasury and Investment Policy (Revised) Community Fund Protect and Grow Policy (New)

Recommendation

THAT the InternetNZ Board **approve** the revised Health, Safety and Wellbeing Policy (Version 6.0), effective December 2026.

THAT the InternetNZ Board **approve** the revised Treasury and Investment Policy (Version 2.0), effective 1 December 2026

THAT the InternetNZ Board **approve** the new Community Fund Protection & Growth Policy (Version 1.0), effective 1 December 2026

Summary

This cover paper presents three policies for Board approval. Together, they establish an updated, robust framework across people care, statutory compliance, treasury risk management, and long-term capital preservation:

- **Health, Safety and Wellbeing (HSW) Policy (v6.0):** Underwent biennial review across the InternetNZ Group (incorporating DNC). It modernises physical workspace definitions, formalises risk management structures, and embeds Te Tiriti o Waitangi via the *Te Whare Tapa Whā* model.
- **Treasury and Investment Policy (v2.0):** Aligns governance terms with the *Incorporated Societies Act 2022* (replacing "Council" with "Board")and updates the Fund manager mandates.
- **Community Fund Protection & Growth Policy (v1.0):** establishes the governance and fiduciary framework for the ring-fenced community fund.

Both the Treasury and Community Fund policies were reviewed and recommended for Board adoption by the Audit & Risk Committee on 14 October 2026.

Revised Health, Safety and Wellbeing Policy (Version 6.0)

Purpose & Statutory Alignment

The revised HSW Policy ensures compliance with the *Health and Safety at Work Act 2015* (HSWA), but also considers the *Health and Safety at Work Amendment Act 2026* scheduled to come into force on 1 April 2027.

Key Revisions & Policy Highlights

- **Explicit Organisational Risk Framing:** Added clear framing on the organisational risks relating to HSW, including physical/emotional worker impact, lost productivity, statutory liabilities/fines, and reputational harm.
- **Centering Te Tiriti o Waitangi:** Moved Te Tiriti commitments into the primary Policy Statement and formally utilising the holistic **Te Whare Tapa Whā** model.
- **Modernised Workplace Scope:** Updated physical location definitions by replacing specific legacy addresses to accommodate the office relocation, while maintaining explicit coverage for remote and home work environments.
- **Structured Risk Management Hierarchy:** Formally incorporates core process obligations: proactive hazard identification, risk assessment, the control hierarchy (elimination/minimisation), and continuous monitoring.
- **Operational HSW Roles & Responsibilities:** Clarifies HSW roles and responsibilities across the organisation, including that all workers must actively support workplace safety and take on designated HSW roles as required (e.g., floor wardens, home workstation ergonomics).

- **Psychosocial Wellbeing & Burnout Safeguards:** Formalises organisational commitments to actively manage workplace stress and workloads.,

Revised Treasury and Investment Policy (Version 2.0)

The revised policy reflects changes based on the new constitution in terminology and updates to the financial risk management framework.

Key Revisions & Highlights

- **Governance Alignment:** removes legacy "Council" terminology, substituting "Board" to align with InternetNZ's updated Constitution and the *Incorporated Societies Act 2022*.
- **Key adjustments** include revisions to the Short-Term Fund benchmark asset allocations—decreasing the Income Assets benchmark from **60% to 55%** while increasing the Growth Assets benchmark from **10% to 15%** based on recommendations for EriksensGlobal

New Community Fund Protection & Growth Policy (Version 1.0)

Purpose & Mandate

Establishes clear governance for the internally ring-fenced Community Fund , created from historically retained registry earnings to perpetually support public-good internet initiatives without compromising core registry resilience.

Key Framework Settings

- **Capital Preservation Band ($10.0m – $12.0m):** Sets $11.0m baseline target.
- **Annual Distribution ($1.0m):** Includes an annual funding envelope of $1.0m for community grants, digital equity programs, and strategic partnerships.
- **Active Operational Top-Up Mechanism:** During market downturns or below-target investment yields, InternetNZ will inject operational budget top-ups from operating surpluses to sustain the full $1.0m distribution without eroding the core $10.0m baseline floor.
- **Investment Strategy & Target Return:**
    - **Return Target: CPI + 3.0% per annum** (net of fees) over rolling 5-year periods.
    - **Asset Allocation Benchmark:**
        - Cash & Term Deposits (10%, range 0–20%);
        - Fixed Interest / Income (30%, range 20–40%);
        - Equities / Growth (50%, range 30–70%);
        - Alternatives (10%, range 0–20%).
        - Overall exposure to growth/alternatives is capped at 60%.
    - **Manager Mandates:** Diversified across external managers (Fisher Funds, Harbour Asset Management, Milford Asset Management) under quarterly independent review by EriksensGlobal.

HEALTH, SAFETY & WELLBEING POLICY

POLICY:	HR-Health, Safety & Wellbeing Policy
VERSION:	6.0
DATE IN FORCE:	December 2026
PLANNED REVIEW:	November 2028
POLICY OWNER:	INZ Board Chair and DNC Board Chair

Policy Statement

The InternetNZ Group is committed to maintaining a safe and healthy Te Tiriti o Waitangi-centric work environment for all Workers (including contractors) and other persons (e.g. visitors), and this will be at the forefront of all its activities. The InternetNZ Group is committed to maintaining a positive workplace culture where health, safety and wellbeing are prioritised in accordance with the Health and Safety at Work Act 2015.

Health, Safety and Wellbeing presents a range of potential risks for InternetNZ Group, including direct physical and emotional impact on Workers, financial costs through loss of productivity and fines as well as reputational risk resulting from the mishandling of risks.

We will be guided by Te Tiriti in the work we undertake and the way we work, utilising the framework of Te Whare Tapa Whā.

This policy applies to all Workers, contractors and other persons of the InternetNZ Group.

This policy is supported by the Health, Safety and Wellbeing Procedures document.

Key Concepts

The Health and Safety at Work Act 2015 (HSWA) and regulations made under the HSWA is New Zealand's key work and health and safety legislation.

WorkSafe is the government agency that is the work health and safety regulator.

A **PCBU** (Person Conducting a Business or Undertaking) must ensure, so far as is reasonably practicable, the health and safety of Workers (including contractors and their

subcontractors or staff), and that other persons are not put at risk by its work. The PCBU in relation to the InternetNZ Group is InternetNZ and DNC.

An **Officer** is a person who occupies a position that allows them to exercise significant influence over the management of the business or undertaking. The Officers in relation to the InternetNZ Group are INZ and DNC Board members, InternetNZ's CEO, the Commissioner and members of Te Kāhui Tumu.

A **Worker** is an individual who carries out work in any capacity for a PCBU. A Worker in relation to the InternetNZ Group includes any of its employees and contractors, or subcontractors (including their employees).

Other Persons means other persons at a Workplace, and this includes Workplace visitors. Other Persons for the purposes of the InternetNZ Group include visitors to the InternetNZ Group Offices (e.g. for a meeting with a Worker).

A **Workplace** means a place where work is being carried out, or is customarily carried out, for the InternetNZ Group. It also includes any place where a Worker goes, or is likely to be, while working. The Workplace of the InternetNZ Group is the office located at Level 13/14, 18 Willis St, Wellington and our Auckland office. When Workers are working from home, their home is also considered a Workplace.

Who is responsible for workplace health, safety and wellbeing?

We are all responsible for ensuring the health, safety and wellbeing of ourselves and others. Every Worker is expected to take reasonable care of their own health, safety and wellbeing, and to ensure that others are not harmed by any act or omission to act. We promote two-way communication at all levels of the Group, especially around Health, Safety and Wellbeing concerns.

InternetNZ Group has a formal and structured approach to identifying and managing Health, Safety and Wellbeing risks. The approach the InternetNZ Group takes to ensure it is effectively identifying, eliminating and/or managing risks is to deliver on the following core elements - hazard identification, risk assessment, control hierarchy, review and monitoring

PCBU Responsibilities

The InternetNZ Group has the primary duty of care to ensure, so far as reasonably practicable, the health and safety of its Workers and that other persons are not put at risk by its work.

This means the InternetNZ Group's primary duty of care includes (so far as reasonably practicable):

- providing and maintaining a safe working environment, such as lighting, ventilation, heat

- managing stress as a workplace hazard and identifying ways to eliminate or minimise the risk to Workers
- developing, managing and enhancing processes to deliver effective health, safety and wellbeing risk management
- providing facilities for the welfare of Workers in carrying out work, including ensuring access to those facilities
- providing any information, training, instruction, or supervision that is necessary to protect all persons from risk to their health, safety or wellbeing from work carried out as part of the InternetNZ Group
- ensuring all equipment and tools are safe to use
- working with Workers to ensure all hazards in workplaces are controlled (eliminated or minimised)
- developing and implementing emergency and evacuation procedures
- developing processes which enable the alignment of our work to Te Tiriti o Waitangi
- setting objectives and targets that will continually drive everyone to improve health, safety and wellbeing performance, processes and work practices at the InternetNZ Group
- monitoring the health of Workers and the conditions at the workplace for the purposes of preventing injury or illness of Workers arising from the conduct of the InternetNZ Group
- notifying WorkSafe of all notifiable events

Officer Responsibilities

Officers of the InternetNZ Group **(as identified above) have the responsibility to** exercise due diligence to ensure the InternetNZ Group meets its health, safety and wellbeing obligations by taking reasonable steps to:

- undertake training and development to ensure up-to-date knowledge of health and safety requirements
- acquire, and keep up-to-date, knowledge of work health, safety and wellbeing matters including risks with a specific focus on critical risks. They will maintain an understanding of how risks and wider Health, Safety and Wellbeing matters are managed at InternetNZ Group

- gain an understanding of the nature of the operations of the business or undertakings of the InternetNZ Group, including the hazards and risks associated with those operations
- ensure that the InternetNZ Group has, and implements processes for complying with any duty or obligation it has under the HSWA and other employment legislation and is able to identify health, safety and wellbeing-related trends and root causes
- ensure that the InternetNZ Group has appropriate processes for receiving and considering information regarding incidents, hazards and risks and for responding in a timely way to that information
- review health, safety and wellbeing systems, processes and resources periodically and, if necessary, after any health and safety incidents

Worker Responsibilities

Workers have their own health and safety obligations, which include:

- taking reasonable care for their own health, safety and wellbeing
- taking reasonable care that their actions or inaction does not adversely affect the health, safety and wellbeing of others
- co-operating with any reasonable workplace health, safety and wellbeing-related policy or procedure that has been notified to Workers
- complying, so far as reasonably able, with any reasonable instructions given by the InternetNZ Group (in accordance with the InternetNZ Group's obligations under the HSWA and regulations)
- attending health, safety and wellbeing meetings/briefings and taking on HSW responsibilities when required
- properly using and taking care of all safety equipment and clothing provided
- promptly reporting all incidents (including near misses), hazards, injuries and illnesses to HR, a manager and/or the HSW Committee.

Health, Safety and Wellbeing Committee Responsibilities

The Health, Safety and Wellbeing Committee represents the Workers on health, safety and wellbeing matters. The committee:

- enables cooperation between the InternetNZ Group and Workers about health, safety and wellbeing at work, and encourages two-way communication;
- assists in developing and reviewing health, safety and wellbeing policies and procedures which align with and deliver our commitments;

- make recommendations to improve health, safety and wellbeing practices at the InternetNZ Group.

Other Persons' Responsibilities

Other Persons at the workplace need to:

- take reasonable care for their own health, safety and wellbeing
- take reasonable care that others are not harmed by something they do, or do not do
- comply, as far as they are reasonably able, with any reasonable instructions given by the InternetNZ Group (in accordance with the InternetNZ Group's obligations under the HSWA and regulations)
- Engage positively with InternetNZ Group regarding health, safety and wellbeing-related matters.

TREASURY & INVESTMENT POLICY

Policy	Treasury & Investment Policy
Version	Version 2.0
Date in force	1 December 2026
Planned review	1 December 2028

Purpose

This policy establishes a framework within which the InternetNZ Group ("InternetNZ") ensures the risks associated with investments, cash management, foreign currency, credit risk and wider treasury operations are adequately identified, monitored and managed within prudent risk management parameters.

Principles and Objectives

The Board acknowledges that there are various financial risks from its treasury and investment activities. The objectives of this policy are to:

- Identify, control and manage treasury and investment risks within the parameters of predetermined control limits established by this policy;
- Provide a framework within which management may pursue an appropriate investment strategy, optimising net returns within acceptable risk and contractual parameters and through prudent investments of funds;
- Ensure that InternetNZ maintains sufficient liquidity to enable operational and capital expenditure commitments to be met;
- Maintain an adequate level of investment diversification with an emphasis on capital preservation taking into account appropriate investment horizon(s)
- Maintain adequate internal controls and segregation of duties to minimise operational risk while recognising the limited number of personnel who participate in InternetNZ's treasury and investment activities.

- Generally utilise a range of investment products operated by reputable fund managers as portfolio investment entities (PIEs) for relatively liquid assets. These are generally liquid, tax and fee efficient vehicles for modestly scaled charities and other operations.

Responsibilities

While the Board has final responsibility for the policy governing the management of InternetNZ's treasury and investment activities, responsibility for the day to day management of such activities is delegated to the Operational Investment team (members include Chief Executive,General Manager Organisational Performance and the Finance Manager).

Details of InternetNZ's investments and liquidity position are reported to the Chief Executive and disclosed to the Audit and Risk Committee as part of the quarterly reporting process.

Cash Management

The General Manager Organisational Performance will ensure that appropriate cash forecasting mechanisms are maintained so that funds are readily available to meet all day-to-day obligations, satisfying both budgeted and unforeseen cashflow requirements and capital expenditure.

While noting that funds received from Registrars of InternetNZ typically represent deferred income (from an accounting perspective), cash management and investment decisions may be made on a cashflow basis i.e. management will look to prudently manage all cash positions.

If cash flows are not sufficient to support future plans, the Chief Executive is responsible for advising the Board and taking the appropriate remedial action. Future cashflow projections should be based on 12 months into the future, to ensure the Board is aware of any potential issues

Investments

The Operational Investment Team is responsible for ensuring that funds not imminently needed for operations are appropriately utilised to support both projected future cashflow requirements and InternetNZ's long term strategic objectives.

InternetNZ's investment philosophy is that all investments must be prudent, ethical and the associated risks and returns balanced against the key aims of optimised return and capital preservation.

Investments may be held in the following forms, with investment risk reduced via diversification both within and between asset classes and several investment managers:

- Cash at Bank – funds that have been placed on deposit with a financial institution (bank call / investment accounts / term deposits). Bank counterparties are restricted to New Zealand registered banks with a minimum A+ (or equivalent) long term credit rating on the day the investments are made. When placing term deposits, consideration should also be given to InternetNZ's projected future cashflow requirements, bank counterparty concentration levels and ensuring yields are competitive. The tenor of any bank term deposit is restricted to a maximum of 3 years.
- Income Assets – Cash and bond funds, both domestic and international of sovereign and corporate borrowers with investment grade credit risks. The focus is on capital preservation, low volatility and low risk. A short notice period typically means such funds are highly liquid.
- Growth Assets – Equities both global and domestic, including listed property and listed infrastructure assets. The fund's objective is to provide an enhanced return over the long term through income and predominantly capital gains and dividend growth. Global stocks are generally very liquid hence products investing in there are also liquid, though generally more volatile than income assets.
- Alternative/Other Assets – A range of higher returns,consistent with the principles of this policy, less liquid investment products such as private equity, private debt, direct property and infrastructure investments, with an absolute return focus to further diversify away from market risks.

The Board has determined to allocate a $11 million portion of the assets to a longer term investment horizon fund (minimum twenty years), which would generate income and capital growth to provide sustainable funding to distribute or support appropriate causes for public good. This fund would have a higher growth and alternative assets exposure and can be added to through operational surpluses.

The balance of the assets (short term fund) will generally be invested in low-risk cash and income products.

InternetNZ will incorporate ESG information in its investment decision-making process by selecting appropriate investment managers to ensure that all relevant factors are accounted for when assessing risk and return.

The investment strategy will be reviewed by management and an external Investment Advisory Firm on at least an annual basis (typically aligned to the budgeting cycle), to ensure investment objectives are being achieved.

Reporting of investments will be provided to the Audit and Risk Committee on at least a quarterly basis, also noting any lodgement/withdrawal of managed funds. The Quarterly Financial Report to the Board will also include appropriate updates.

Investment Beliefs

The Board believes that:

- Strong governance leads to better investment decisions.
- Higher returns are associated with greater risk.
- Prudent diversification within a portfolio may reduce volatility if diversification opportunities are available otherwise risk must be managed.
- Asset allocation is important and is a major determinant of portfolio returns.
- Active management may return a premium over time but requires skill and information.
- Markets have a strong behavioural element.
- Historical performance is a poor guide to future performance.

Investment Strategy

The investment strategy will vary with market conditions and operational needs but generally fall within the following parameters

Short Term Fund (INZ Operational Funds)

	Benchmark %	Range %
Cash (incl. bank term deposits)	30	10 – 60
Income Assets	55	0 – 70
Growth Assets	15	0 – 30
Total	100	

Long Term Fund (INZ Community Funding)

	Benchmark %	Range %
Cash (incl. bank term deposits)	10	0 – 20
Income Assets	30	20 – 40
Growth Assets	50	30 – 70
Alternative Assets	10	0 – 20
Total	100	

The objective for the Short Term Fund will be OCR + 0.5% over rolling three year periods. The objective for the Long Term Fund will be CPI + 3% averaged over five year rolling periods.

The investment managers should agree to the following constraints:

- Be signatories to the Principles of Responsible Investment;
- Use futures and options only for prudential investment purposes and not use leverage or gearing;
- Not invest in its own company, its parent or subsidiaries.

The schedule of the current managed funds and their respective target objectives are set out in the Appendix.

Foreign Exchange

The majority of InternetNZ's activities are denominated in NZ dollars. However, should a foreign exchange exposure arise, the General Manager Organisational Performance is responsible for ensuring it is appropriately forecast, monitored, managed and reported.

The following general controls will apply to the management of any foreign exchange exposure:

- Where practical, any US dollar payments or receipts should be channelled through the existing US dollar bank account;
- Any foreign exchange exposure greater than NZD250,000 will be reported to Audit and Risk Committee as part of the regular reporting process;
- Any foreign exchange hedging must relate to an underlying physical or expected commitment, be approved in advance by the Chief Executive and be undertaken with InternetNZ's transactional bankers.

Borrowing

In the event that InternetNZ borrows funds, including overdraft facilities, this will need to be approved by the Board as part of the Annual Planning process or by resolution of Board before borrowing is undertaken.

Operations and Procedures

Arranging and agreeing transactions with external counterparties must occur in a framework of control and accuracy. The following procedures are required to minimise risks through unauthorised activity or unintentional error.

- The Operational Investment team must ensure that there is documented support for all treasury transactions and that appropriate segregation of duties amongst staff is maintained to minimise the risk of error or fraud;
- The General Manager Organisational Performance or Chief Executive must formally advice InternetNZ's bankers of all changes in authorised personnel or standard settlement instructions;
- All receipts must be received into authorised bank accounts as per standard settlement instructions;
- All payments must be authorised by two approved account signatories (Chief Executive; Senior members of staff as nominated and delegated by Chief Executive and approved by the Board; Board members, as approved by the Board);
- Any breach of this policy will be reported to the Board, with any cases of serious fraud or misappropriation also reported to the police.

Appendix

Fund Manager Mandates

Manager	Benchmark Target/Objective
Kiwi Wealth Balanced Fund (Fisher Funds)	CPI + 3% over rolling three year periods net of fees
Milford Balanced Fund	CPI + 3% over rolling three year periods net of fees

Community Fund Protection & Growth Policy

Policy	Community Fund Protection & Growth Policy
Version	Version 1.0
Date in force	1 December 2026
Planned review	1 November 2028

1. Purpose

1.1 Core Purpose & Mandate

The purpose of this policy is to establish the governance, capital preservation, and investment management framework for the InternetNZ Community Fund ("the Fund").

The Community Fund operates as an internally ring-fenced capital endowment on the InternetNZ balance sheet, established by Board resolution in March 2024 from accumulated historical retained earnings. The enduring purpose of the Fund is to support the dual mandate of the Ipurangi Aotearoa Strategy:

1. Securing the perpetual resilience, technical integrity, and public-good role of the .nz country-code top-level domain (.nz ccTLD).

2. Preserving the purchasing power of the capital base in perpetuity while generating sustainable funding for charitable, community, and digital equity initiatives across Aotearoa.

1.2 Structural Segregation: Operational Reserves vs. Community Fund

To safeguard InternetNZ against operational volatility and protect the core registry infrastructure, the Society enforces a strict structural separation between operational funds and long-term community assets:

Short-Term Operating Reserves (Working Capital): Maintained separately from the Community Fund to manage routine operational cash flow, registry deferred revenue liabilities, and general business continuity.

Long-Term Capital Assets (The Community Fund): Managed within a Board-mandated capital preservation band of $10.0 million to $12.0 million (target baseline $11.0 million). The Fund is insulated from daily operational fluctuations

and dedicated to funding an annual community grant envelope of approximately $1.0 million (present value at 1 December 2026).

Operational Top-Up Mechanism -the Community Fund is designed to fund grants from net investment returns over multi-year cycles. However, during market drawdowns or periods of adverse economic conditions, InternetNZ will deploy annual operational top-ups from operating surpluses to maintain the $1.0 million community distribution without eroding the core $10.0 million capital baseline.

1.3 Risk Appetite Statement

The Board applies differentiated risk appetites across its balance sheet tiers:

Operational Reserves | Very Low | Capital preservation and immediate liquidity

Community Fund | Moderate | Diversified multi-asset growth portfolio (fixed income, global/domestic equities up to 60%, and alternatives).CPI + 3.0% per annum (net of fees over rolling 5-year periods.

2. Community Fund Principles

The Community Fund has been established to support the long-term sustainability of community funding activities undertaken by InternetNZ.

The fund will be managed to ensure that resources remain available to support the New Zealand internet community both now and in the future.

InternetNZ will manage the Community Fund consistent with the [1]principle of intergenerational equity, ensuring that the capital base of the fund is preserved while enabling ongoing community funding.

Intergenerational equity is maintained by:

- preserving the real value of the capital fund relative to inflation
- distributing grants annually for community benefit
- ensuring sustainable long-term growth of the capital base

These principles ensure that both current and future generations can benefit from the Community Fund.

[1] At its core, the **principle of intergenerational equity** is the idea that the current generation has a moral and legal obligation to manage the Earth's resources in a way that doesn't compromise the ability of future generations to meet their own needs.

It's essentially the "Golden Rule" applied across time: **leave the world no worse than you found it.**

3. Financial Management Framework

The Community Fund aims to maintain between $10m and $12m while supporting annual community funding distribution of approximately $1m (Present Value at 1 December 2026) . The organisation will make ongoing operational contributions to maintain the sustainability of community funding.

The Community Fund is managed to balance three key financial objectives:

- Preservation of capital
- Generation of sustainable investment income
- Provision of regular community grants

These objectives may at times compete with each other. Accordingly, InternetNZ has adopted a reserving framework to smooth fluctuations in investment income and ensure the stability of community funding over time.

4. Statement of Investment Policy and Objectives (SIPO)

4.1 Purpose

The Statement of Investment Policy and Objectives establishes the framework for investing the Community Fund's assets.

The SIPO ensures that investments are managed in a manner consistent with:

- The long-term objectives of the Community Fund
- The InternetNZ Treasury and Investment Policy
- Prudent financial management practices

4.2 Investment Objectives

InternetNZ will invest the Community Fund in a diversified portfolio designed to achieve the following objectives:

Preservation of Capital - Maintain the real value of the Community Fund capital relative to inflation over time.

Long-Term Income Generation - Maximise sustainable long-term income from the Community Fund investments while maintaining appropriate levels of risk.

Intergenerational Equity - Ensure fairness between generations by preserving the capital base while enabling sustainable community funding.

Responsible Investment - Apply responsible investment principles, including consideration of environmental, social, and governance (ESG) factors in investment decision making.

4.3 Target Investment Returns

The investment strategy will aim to achieve a minimum long-term return sufficient to maintain the fund's real value and support grant distributions.

The long-term investment objective is:

CPI + 3.0% per annum (net of fees) over a rolling five-year period.

This return objective is intended to:

- Preserve the purchasing power of the fund
- Support ongoing grant funding
- Cover investment management costs

Investment performance will be assessed over **multi-year horizons**, recognising that short-term volatility is inherent in diversified investment portfolios.

5. Investment Management Framework

5.1 Diversification

The Community Fund portfolio will maintain appropriate diversification across:

- asset classes
- investment managers
- Sectors'
- geographic regions.

Diversification helps reduce overall investment risk while supporting long-term return objectives.

5.2 Liquidity Management

InternetNZ will maintain sufficient liquidity within the Community Fund to ensure that:

- annual community grant commitments can be funded
- administrative costs associated with the fund can be met
- assets do not need to be sold during adverse market conditions.

Liquidity will generally be maintained at a level sufficient to fund at least 12 months of expected grants and operating costs.

Definition of Liquid Assets

Liquid assets are defined as investments that can be converted into cash within 30 business days without significantly affecting their market value.

Examples include:

- cash deposits
- short-term fixed income investments
- highly liquid managed funds.

Minimum Liquidity Level

- As part of the strategic asset allocation, the Community Fund will generally maintain approximately 25% of investment assets in liquid investments.
- If market movements cause the level of liquid assets to fall below the intended level, InternetNZ will work with its investment advisers to restore the target level within a reasonable timeframe, typically within 12 months, while avoiding unnecessary transaction costs or losses.
- Maintaining adequate liquidity ensures that InternetNZ can:
    - continue community funding during market volatility
    - avoid forced sales of investments
    - Take advantage of investment opportunities when they arise.

6. Responsible Investment

InternetNZ recognises that investment decisions may have broader impacts on society and the environment.

InternetNZ therefore seeks to incorporate **Environmental, Social and Governance (ESG)** considerations into investment decision-making.

Responsible investment considerations may include:

- human rights and wellbeing
- labour standards
- environmental sustainability and climate change
- bribery and corruption
- corporate governance practices.

Investment managers engaged by InternetNZ are expected to consider ESG factors as part of their investment processes.

When appointing or reviewing investment managers, InternetNZ may consider their:

- ESG integration capabilities responsible investment policies
- stewardship and engagement practices.

InternetNZ may also allocate capital to investment strategies specifically designed to support responsible investment outcomes.

7. Stewardship and Engagement

InternetNZ prefers **engaging with companies and investment managers to improve** corporate behaviour and sustainability outcomes.

Investment managers may therefore be expected to:

- engage with companies on ESG matters
- exercise voting rights responsibly
- promote improved governance and disclosure practices.

8. Investment Exclusions

While engagement is generally preferred, InternetNZ may exclude investments where activities are considered to cause **significant harm to society** or the environment or are inconsistent with InternetNZ values.

Potential exclusions may include companies substantially involved in sectors such as:

- prohibited weapons or armaments
- tobacco products
- pornography and exploitation
- certain forms of gambling
- fossil fuel extraction or activities causing significant environmental harm.

Exclusions may be applied through investment mandates where practicable. Where investments are held through pooled funds, it is recognised that exclusions may not always be fully achievable.

Exclusion criteria may be reviewed periodically to ensure alignment with evolving societal expectations and responsible investment standards.

9. Governance and Oversight

The InternetNZ Board has ultimate responsibility for oversight of the Community Fund.

This includes responsibility for:

- approving the Community Fund policy
- approving the investment strategy
- monitoring financial performance
- determining annual grant allocations.

Operational management of the Community Fund may be delegated to management and professional investment advisers consistent with the **InternetNZ Treasury & Investment Policy.**

10. Monitoring and Reporting

The Community Fund investment portfolio will be monitored regularly to ensure:

- compliance with this policy
- alignment with the InternetNZ Treasury & Investment Policy
- achievement of investment objectives.

Investment managers may provide periodic reporting on:

- portfolio performance
- risk exposures
- responsible investment practices.

11. Policy Review

This policy will be reviewed periodically to ensure continued alignment with:

- InternetNZ strategic objectives
- financial sustainability
- evolving investment conditions and best practices.

BOARD MEETING - NOVEMBER 2026

Product Standing Report

AUTHORS: David Parker
General Manager, Customer and Product
Josh Simpson,
General Manager, Domain Name Registry
REPORTING PERIOD: 1 September - 31 October 2026

Recommendation

That the InternetNZ Board **receive** the Product Standing report.

Systems performance

DNSSEC best practice settings updates and key rollover activities were successfully completed without service interruptions or incidents.

DNS availability:

.nz DNS servers were available 100% of the time for the monitoring period.

Registry services availability:

The registry services were operational for 99.68% of the reporting period.

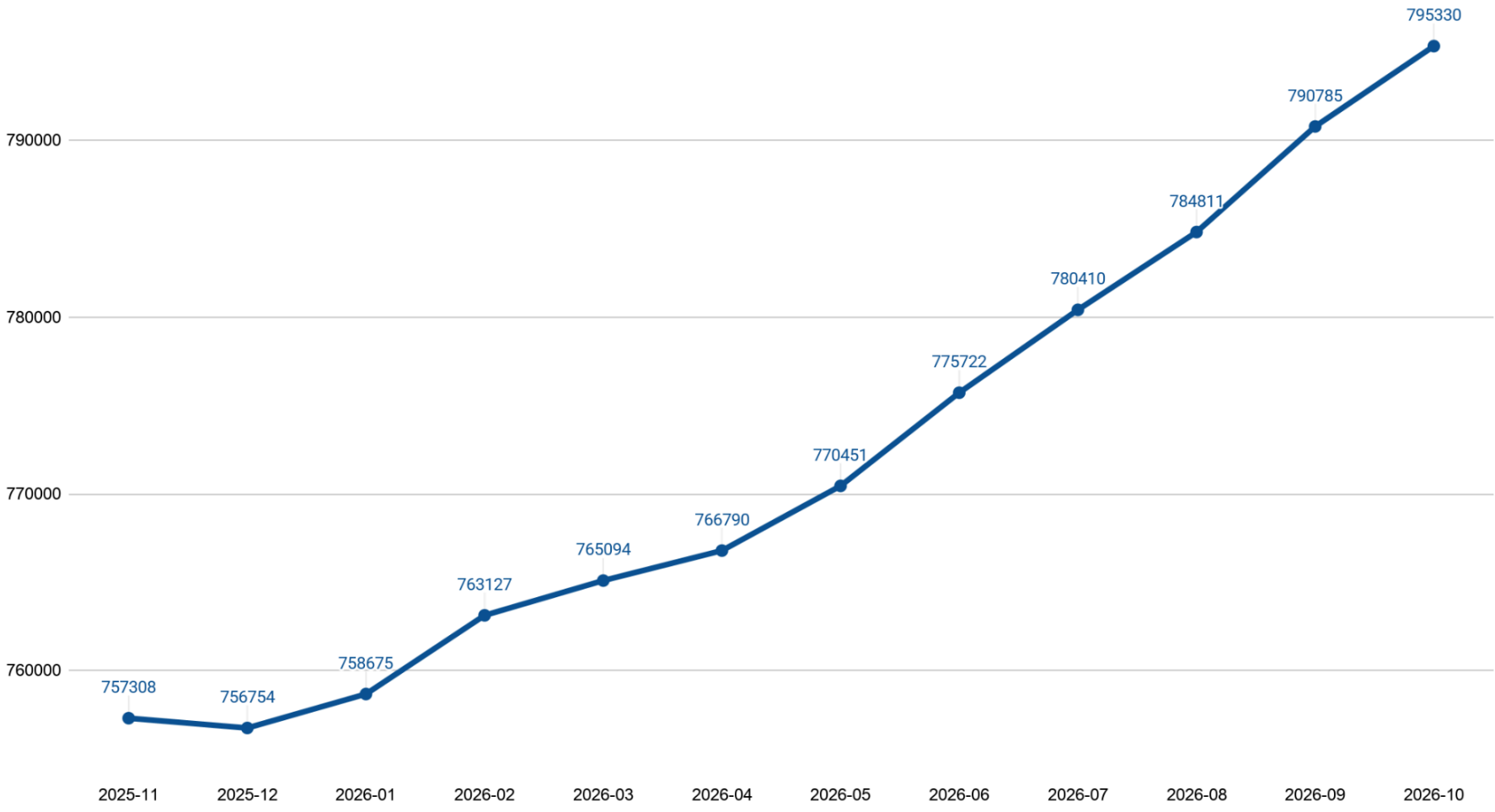
The drop in availability was caused by two technical incidents between Sep 22nd and Sep 25th, which impacted September's total availability measure, coming in at 99.34% for that month. Registry services were 100% available during October.

Domain name transactions

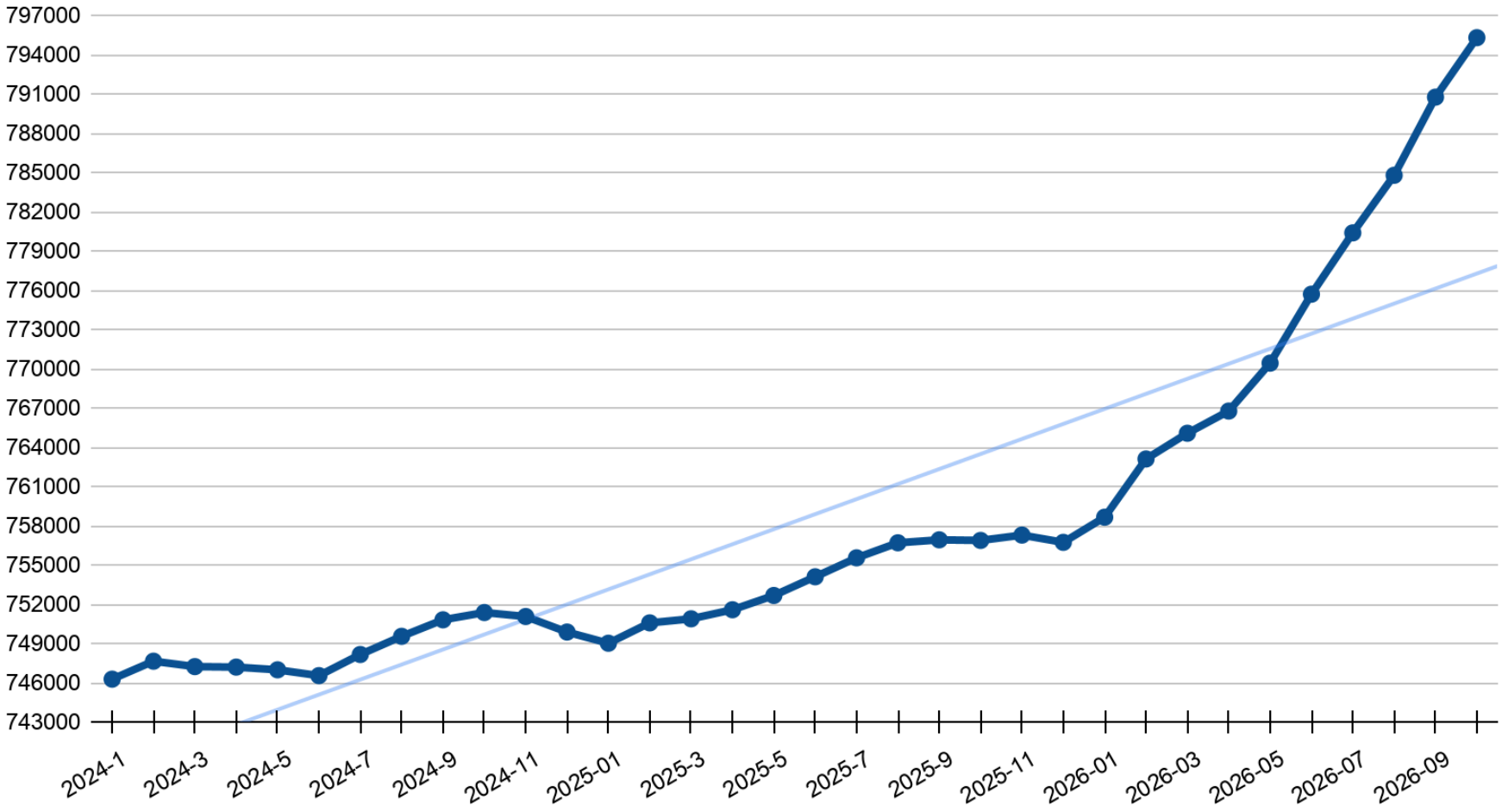
For the reporting period, the total domains under management (DUM) have grown more than in similar periods in recent years.

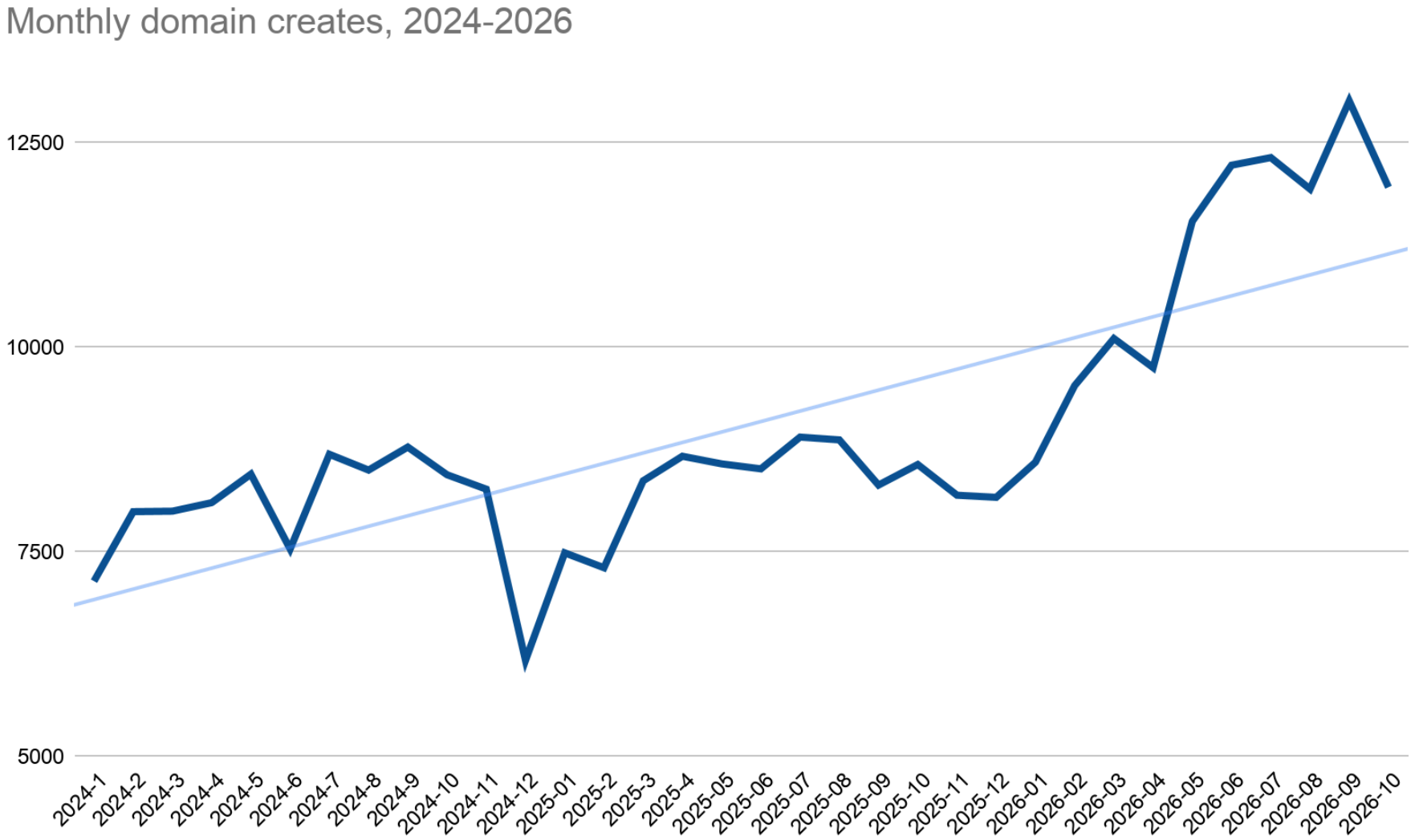
Annual .nz Registrar Summit took place on 2-3 November in Queenstown. Local and international registrars representing 82.6% of the .nz market attended the Summit in person and online, exploring growth opportunities, .nz Rules changes, compliance and registry performance with the InternetNZ Group staff and representatives of other TLDs.

DUM: 12 months view



DUM count, 2024-2026




Monthly domain creates, 2024-2026
12500
10000
7500
5000
2024-1
2024-2
2024-3
2024-4
2024-5
2024-6
2024-7
2024-8
2024-9
2024-10
2024-11
2024-12
2025-01
2025-2
2025-3
2025-4
2025-05
2025-06
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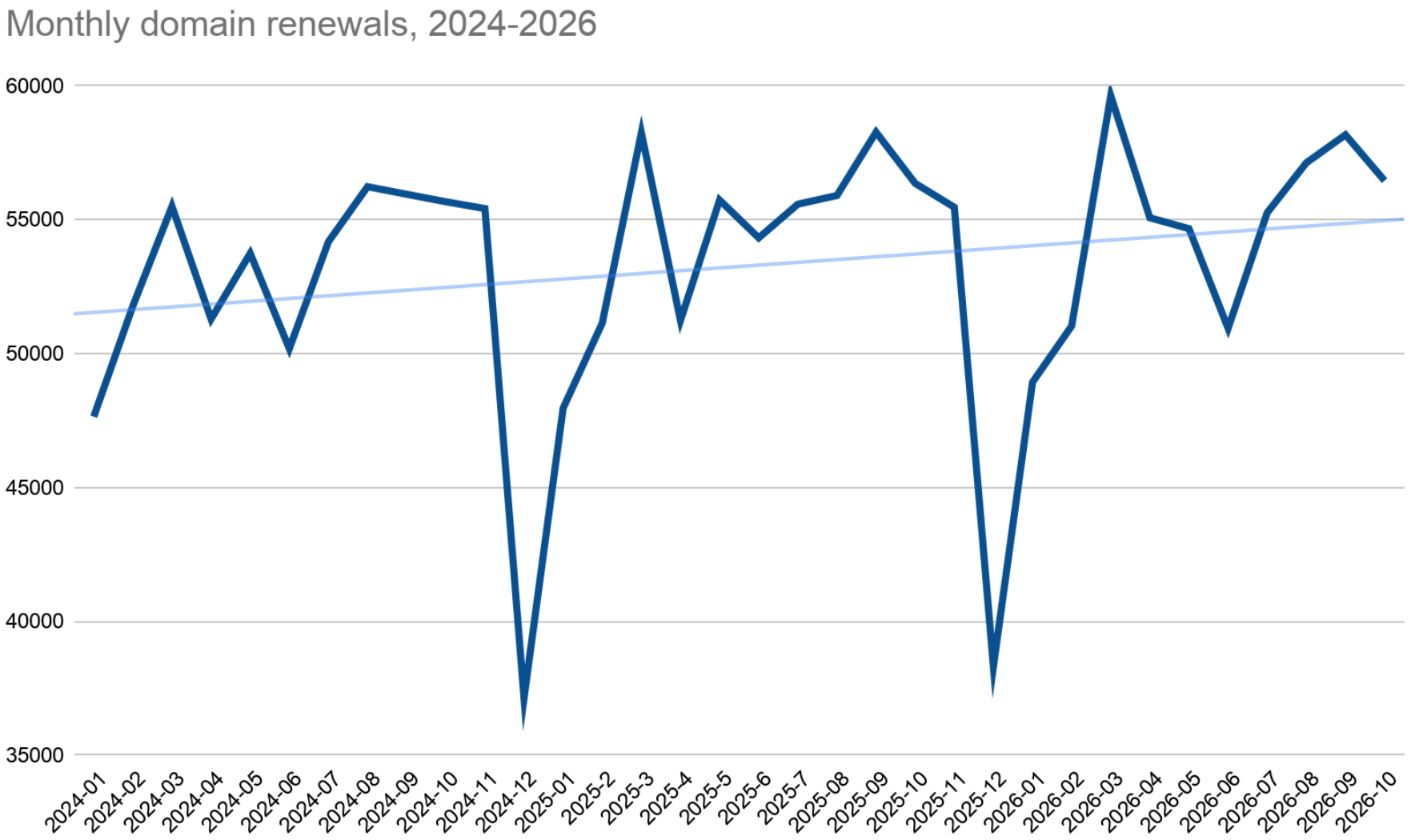
Monthly domain renewals, 2024-2026
60000
55000
50000
45000
40000
35000
2024-01
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2024-05
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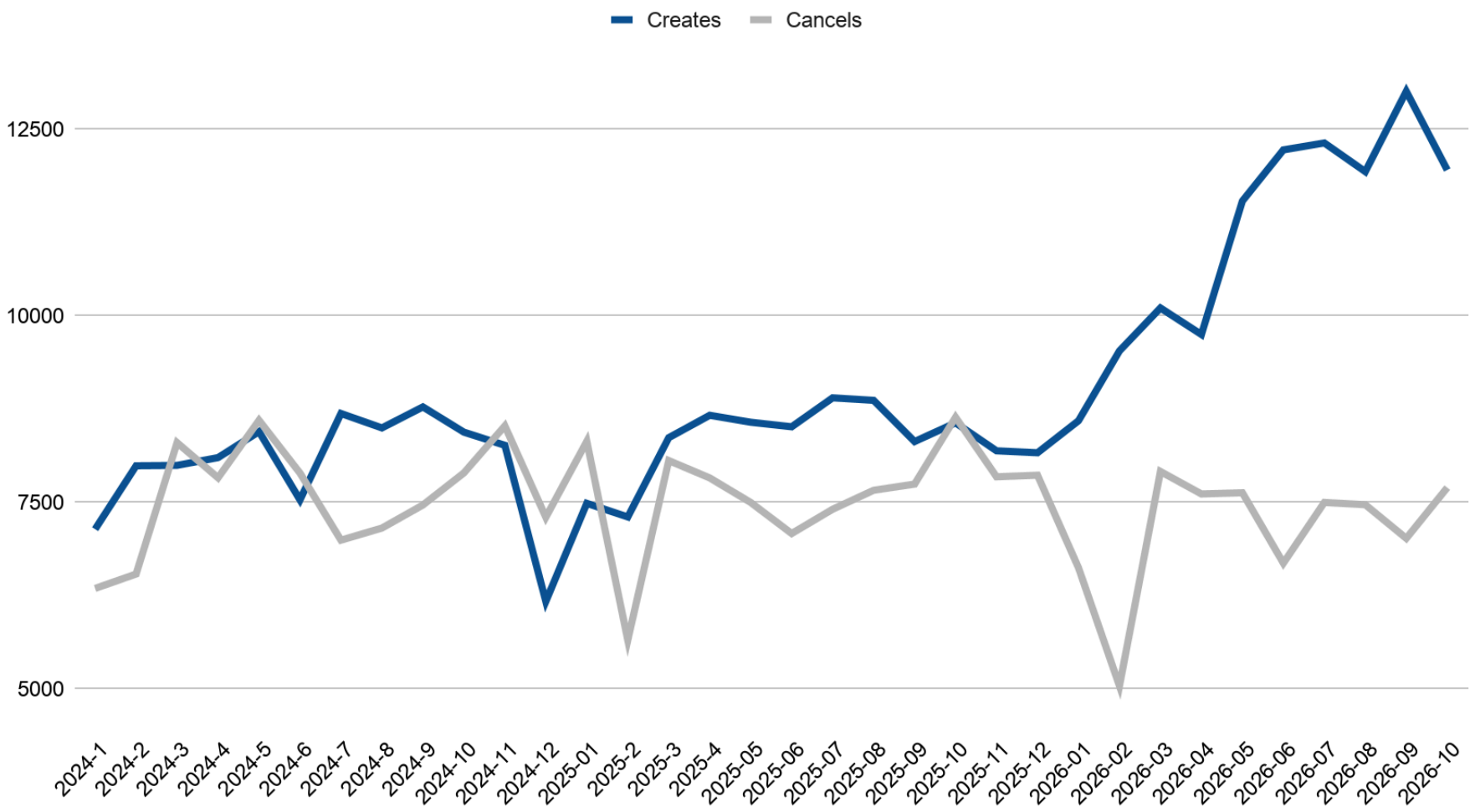
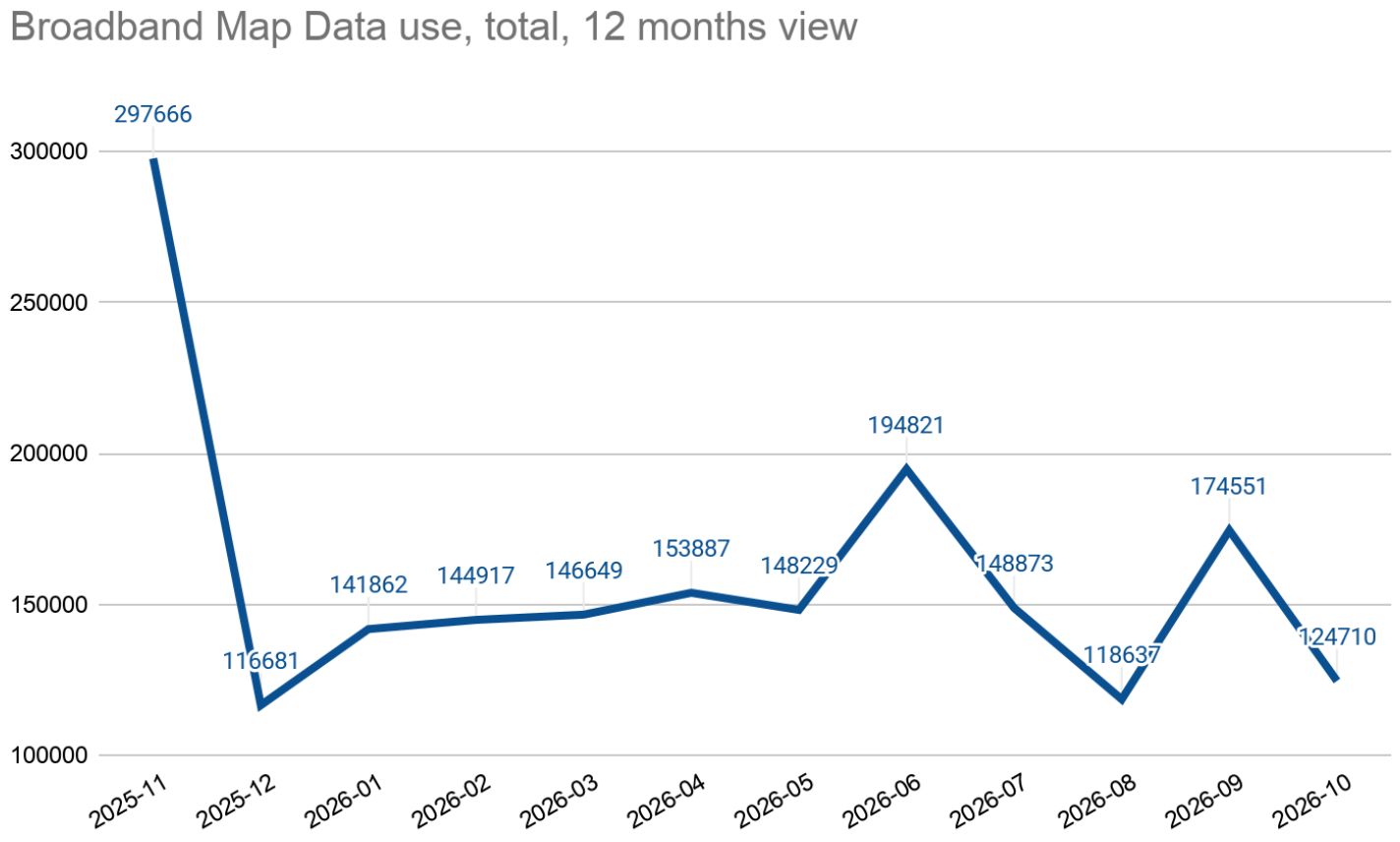
Creates vs cancels, 2024-2026

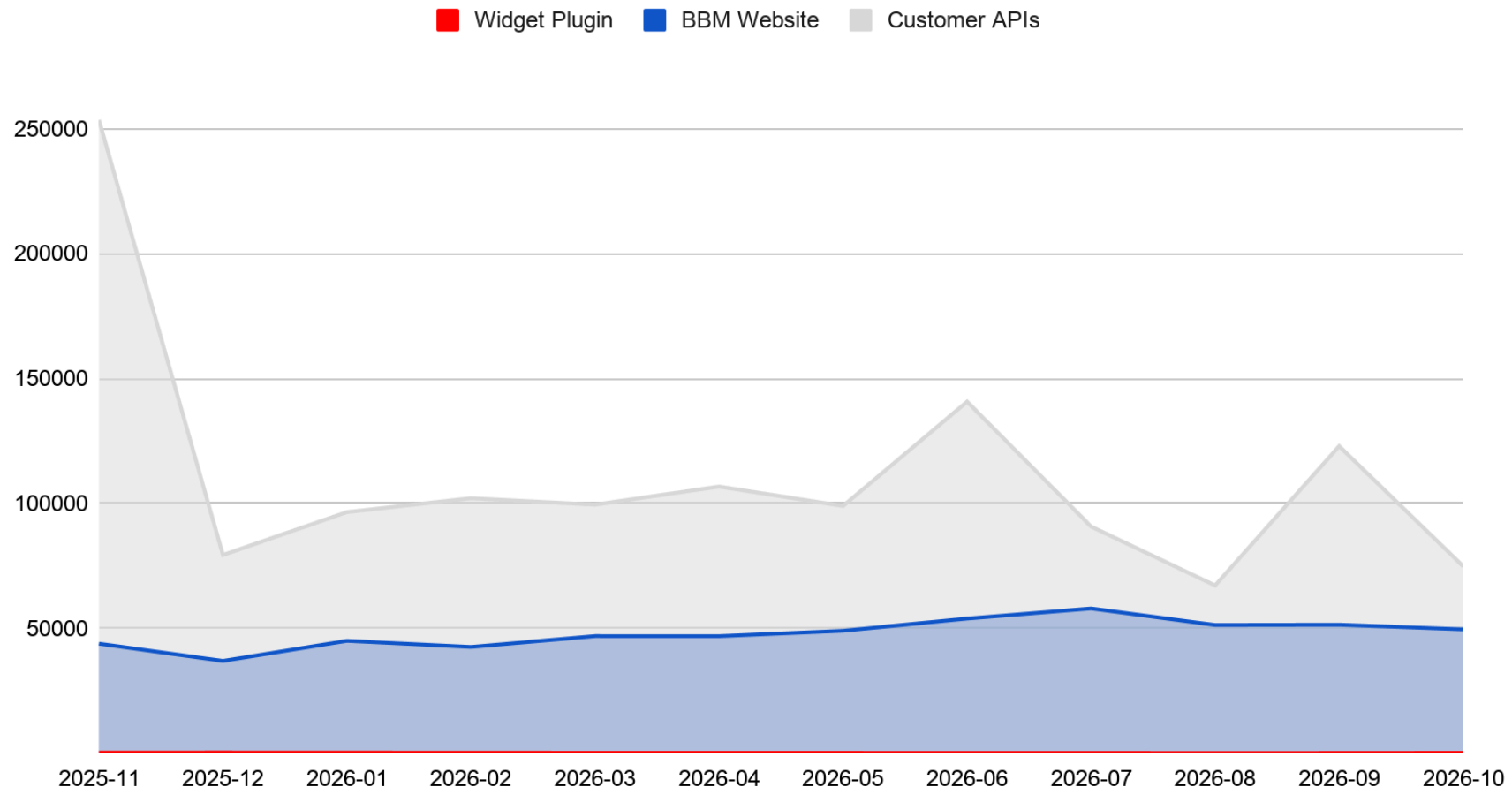


Broadband Map

The following graphs provide information on the number of address searches that have occurred over the last 12 months. An address search is triggered when a member of the public or a registered API user inputs an address to find out the broadband connectivity options at that location.



Broadband Map data use, by type, 12 months view



BOARD MEETING — 27 NOVEMBER 2026

Audit & Risk Committee

AUTHOR: Jonathan Ayling, Chair
FOR: InternetNZ Board
REPORT: September to November 2026

Report back to InternetNZ Board

The Committee met twice since the last board meeting, on 14 October and 10 November 2026, focusing on Community Fund policy, investment and treasury oversight, discussed financial delegations and organisation-wide risk appetite settings.

Community Fund Protection & Growth Policy

In October, the Committee considered the policy but sought clearer Fund objectives, prioritising capital preservation alongside sustainable distributions and long-term growth. It also discussed scenario modelling of investment returns, operational top-ups and impacts on capital reserves.

In November, the Committee approved the Community Fund Protection & Growth Policy for Board approval.

Investment and Treasury Management

EriksensGlobal reported on portfolio performance and market conditions. The Committee questioned long-term return assumptions, manager performance monitoring and benchmarks, and potential private equity exposure in light of liquidity requirements and risk appetite.

The Committee reviewed the Treasury and Investment Policy, separately from its approval of the Community Fund policy.

Risk Appetite and Tolerance Framework

In November, the Committee reviewed the developing Risk Appetite and Tolerance Framework. Further work is required to establish practical parameters before Board consideration.

Delegated Financial Authority

In October, the Committee explored revised Chief Executive expenditure delegations to the Board, balancing operational autonomy and financial oversight.

Other Committee Business

- Adopted amended Terms of Reference, its 2026/27 workplan and 2027 meeting calendar.
- Reviewed managed funds, cashflow and liquidity reports.
- Received the Health and Safety report.

Recommendations for InternetNZ Board

1. **Receive** this report for October and November 2026.
2. **Approve** the Community Fund Protection & Growth Policy, recommended in November.

BOARD MEETING — 27 NOVEMBER 2026

Governance Committee

AUTHOR: Anjum Rahman, Chair
FOR: InternetNZ Board
REPORT: September to November 2026

Report back to InternetNZ Board

The Governance Committee held their meeting on 7 October 2026.

The following agenda items were discussed:

- The Governance Committee Terms of Reference were reviewed and some changes agreed to. In particular, the Committee wanted to clarify "Governance of Te Korowai ō Ipurangi Aotearoa". The revised Terms of Reference are now with the Board for approval.
- In looking at the Maramataka, the Committee would like to spend part of the February meeting on monitoring whether the Board is complying with obligations under the constitution, articles or bylaws, with a view to making some initial recommendations for Board motions to amend the constitution, if any.
- The Committee noted that ongoing discussions with Te Manukura, Dee Sciascia are needed to develop ideas for development of *Te Korowai ō Ipurangi Aotearoa*, and agreed to adding Te Korowai as a standing item for the Committee.
- There was some discussion regarding appointments for the DNC Board.
- The Committee agreed that Board remuneration will be reviewed against appropriate benchmark zones, with a decision to be made at the November 2026 Board meeting.
- There was some initial discussion on the discovery phase of appointing co-chairs for the Board, investigating models and engaging with organisations who already work in such a model.
- The training and capability development workplan for the Board was supported by the Committee, with a request for further Te Tiriti o Waitangi training.

Recommendations for InternetNZ Board

That the InternetNZ Board **receive** a report back from the Governance Committee.

BOARD MEETING — 27 NOVEMBER 2026

.nz Advisory Committee

AUTHOR: Dylan Reeve, Chair
FOR: InternetNZ Board
REPORT: September to November 2026

Report back to InternetNZ Board

The .nz Advisory Committee met twice in the period since the last board meeting, on 30 September 2026 and on 11 November 2026.

Both meetings were predominantly focused on two key points:

.nz Rules Consultation

Ahead of the .nz Rule Consultation opening on October 7, the committee reviewed and made final recommendations regarding the specific consultation documentation, and clarified key points.

In the second meeting, on 11 November, the committee reviewed the response to the consultation and the consolidated recommendations as a result of the consultation. Minor feedback was provided, ahead of the final paper coming to the next board meeting.

Infrastructure Strategy

In the September meeting, the committee was briefed verbally on broad thinking behind necessary infrastructure upgrades for core service provision over the coming 1-2 years. Broad thoughts and feedback were provided, ahead of a draft strategy document being created.

At the November meeting that draft strategy document was reviewed and discussed ahead of its presentation (as a draft for discussion) at the next board meeting.

As noted, documents relating to both these matters are being presented in the November board meeting, with further opportunity for in-depth discussion.

Recommendations for InternetNZ Board

That the InternetNZ Board **receive** a report back from the .nz Advisory Committee.

BOARD MEETING MINUTES

Status: [Draft to be ratified]

Date: 11 September 2026 / 9:00am

Present:
Stephen Judd (Chairperson), Anjum Rahman (Deputy Chairperson), Richard Hulse, Dylan Reeve, Jonathan Ayling, Keri Milne-Ihimaera, Darryn Russell, Bianca Grizhar and Douglas Brown.

In attendance:
InternetNZ: Vivien Maidaborn (Tumu Whakarae | CE), Catherine Fenwick, Rose Jamieson, Josh Simpson, David Parker and Michael Elwood-Smith (Pou Ārahi | Board Secretary).

Members observing: 2 members.

Apologies: No apologies.

Meeting opened: 10:24am

Section 1 — Meeting Preliminaries

1.1 Board only (in committee)

1.2 Board and Tumu Whakarae (CE) alone time (in committee)

Section 2 — Meeting preliminaries & Chief Executive's Report

2.1 Meeting open: Karakia, Apologies, Member welcome and Agenda review

Chairperson Judd opened the meeting at 10:24am with karakia.

No apologies.

No members were present at the meeting opening. Chairperson Judd welcomed two members who joined to observe the meeting after the meeting opened.

2.2 Actions Register

The Actions register was reviewed noting progress and completion of actions.

AP13/24 Complete. Included in the agenda of the September meeting.

AP02/26 In progress. A strategy for developing a pipeline of Internet Governance people to replace Board Members whose term ends this year has not yet been agreed. However it has been discussed at the Governance Committee, and Internet Governance capability along with other needs of the Board will be considered.

AP03/26 Complete. Included in the agenda of the September meeting.

AP05/26 In progress. To be incorporated within the workforce planning programme. Note there is a 12 month window (to July 2027) to decide to opt out.

2.3 Interests Register

The Board noted the following changes and additions to the Board Interests Register:

Board Member Brown change: Member of New Zealand Free Speech Union.

Board Member Ayling addition: Contributor to Radio New Zealand (RNZ).

Chairperson Judd notified the Board of a potential conflict of interest with agenda item 7.3.1 and will pass the meeting Chair to Deputy Chairperson Rahman for that item.

Board Member Russell addition: Director of Tapuwae Roa.

2.4 Chief Executive's Report

The CE presented the Chief Executive's Report noting progress of the product infrastructure strategy and tight timeframe toward implementation during 2028.

RN41/26 That the InternetNZ Board receive the report.

(Board Member Brown / Board Member Hulse)
CARRIED U

Section 3 — Strategic Priorities Discussion

3.1 **2026 Annual General Meeting**

Reviewing the 2026 Annual General Meeting, the Board noted the considerable production work involved, and commended staff on the successful delivery and high member satisfaction ratings in the post-event survey.

The Board noted that staff have held retrospective meetings and identified areas for improvement.

In discussion, the Board noted further potential improvement areas:

- The Board to provide clearer guidance to members about motions prior to the AGM, and to schedule a more timely Board meeting regarding Member Motions in the Board calendar.
- Scheduling a shorter duration AGM, such as 90 minutes for future meetings taking into consideration the number of Member Motions will guide this.
- How procedural motions are handled; removing the need for mover/seconder and voting on some motions.
- Finding a resolution for member voting tokens going into spam filters.
- Reviewing the candidate engagement process so that members are more informed about candidates when voting in the election, including increasing member participation in the NetHub AGM channel.
- Exploring how to simplify the online platform for participants taking into account the need for numbers of members, accurate and uncontestable vote counting and usual AGM business.

RN42/26 That the Board receive the 2026 Annual General Meeting summary report.

(Deputy Chairperson Rahman / Board Member Grizhar)
CARRIED U

3.2 **Members' motions: Process and Approach**

The Board discussed a framework to consider and implement members' motions passed at the AGM 2026. The paper outlined an objective process to evaluate motions across legal, constitutional, operational, financial, and risk perspectives and to ensure transparency and accountability.

The Board discussed their fiduciary duty to act in the best interests of the society, noting there are potential legal, privacy, and operational conflicts of the motions under the Privacy Act, Employment Relations Act, and Incorporated Societies Act.

For Motion 2, the Board noted that Zoom chat questions submitted during the AGM had been analysed and responses prepared so that member questions and answers can be published by 13 October 2026.

For the other motions passed at the AGM, the Board noted a follow-up paper is planned for the November Board meeting.

The Board expressed that member motions will be implemented to the extent that applicable law allows, taking into account advice to be received at the November meeting.

RN43/26 That the InternetNZ Board approve the Process for Reviewing and Implementing Passed Members' Motions provided at Schedule 1 (the Process).

(Board Member Ayling / Board Member Hulse)
CARRIED U

RN44/26 That the InternetNZ Board approve delegation to the Chief Executive the action of carrying out an implementation assessment and prepare an implementation report for the members' motions passed at the 2026 AGM.

(Board Member Reeve / Board Member Brown)
CARRIED U

RN45/26 That the InternetNZ Board note the next steps recommended in relation to the members' motions passed at the 2026 AGM and provide any other considerations the Board would like considered when carrying out the implementation.

(Board Member Ayling / Board Member Hulse)
CARRIED U

RN46/26 That the InternetNZ Board approve the recommended approach to Motion 2.

(Board Member Reeve / Board Member Brown)
CARRIED U

3.3 AI discussion paper

The Chairperson introduced a paper "AI use: Key considerations", to progress understanding as the board considers Artificial Intelligence (AI) use and accountability, and develops AI literacy as a core governance capability.

The Board noted that as well as internal drivers of productivity, there are external factors to consider such as third-party AI deployment (including domain name generation algorithms and AI-generated correspondence), cyber security standards consultations and critical infrastructure work by the New Zealand Government. The government reforms focus on the role of governors of private actors (non-government organisations) and their obligations.

Noting the internal organisation AI policy, the Board discussed broadening the definition to Automated (or Algorithmic) Systems when developing a governance position.

The Board expressed concerns including:

- Staff using AI tools should have access to appropriate training.
- Where a case for investment or use of AI is put to the Board productivity gain assumptions need to be tested and proven.
- Third party providers have very high liability before taking responsibility and this needs to be considered as part of risk assessment.
- In implementing AI systems management needs to ensure that the generated output from AI systems that may have been trained on biased data do not cause discrimination.

The Board also noted the necessity to rethink risk tolerances, as lower-severity risks can be amplified by AI technology, and agreed that further Board and committee meetings are required to assess the opportunity and risks of AI use.

AP06/26 The Chairperson to schedule a single agenda item meeting for the Board on AI governance opportunity and risk assessment.

RN47/26 That the InternetNZ Board receive the paper 'AI use: Key considerations'.

(Board Member Hulse / Board Member Ayling)
CARRIED U

Section 4 — Matters for Decision

4.1 **Board Committees, Terms of Reference and Bank Signatories**

The Board considered a paper to review and renew the mandate and membership of each Board committee, and any changes to the Committees, its members and Terms of Reference.

Noting that committees make recommendations to the Board (not decisions), Chairperson Judd suggested that committee quorum be reduced.

The Board discussed that the work of Te Komiti Whakauru Māori (the committee of the Board tasked with establishing the foundations for Te Tiriti work within Ipurangi Aotearoa) is now complete. The work of the Committee was acknowledged. In this year's Committee responsibilities a more integrated approach to Te Tiriti o Waitangi responsibilities is to be implemented with the Board and within the Governance Committee, supported by a direct relationship with the Manukura role. The Governance Committee role includes governance policies, CE review and Te Korowai ō Ipurangi Aotearoa.

	In addition to chairing the Audit & Risk Committee, Board Member Ayling offered his service on the Governance Committee. Chairperson Judd accepted Board Member Ayling's offer. **RN48/26** That the InternetNZ Board approve the three committees: ● Audit and Risk ● .nz Advisory ● Governance **RN49/26** That the InternetNZ Board approve membership of the committees as follows: ● .nz Advisory Committee: Dylan Reeve (Chair), Stephen Judd, Bianca Grizhar, Douglas Brown. ● Audit and Risk Committee: Jonathan Ayling (Chair), Anjum Rahman, Richard Hulse, Darryn Russell. ● Governance Committee: Anjum Rahman (Chair), Stephen Judd, Keri Milne-Ihimaera, Darryn Russell, Jonathan Ayling. **RN50/26** That the InternetNZ Board approve bank signatories: ● Stephen Judd, Chairperson ● Richard Hulse, Board Member ● Bianca Grizhar, Board Member ● Vivien Maidaborn, Chief Executive ● Catherine Fenwick, GM Organisational Performance ● Rose Jamieson, GM Public Impact (Board Member Brown / Board Member Hulse) **CARRIED U**
4.2	**Maramataka 2026/27 Board Work Plan and Calendar** The Board reviewed the Maramataka 2026/27 Board work plan and calendar of Board meeting dates. Committee placeholder dates are to be agreed at the first meeting of the respective committees. Chairperson Judd noted the intention to schedule mid-cycle single agenda item meetings on topics as required. The Board requested a change to the March 2027 board meeting date to Friday 5 March 2027 and agreed to the 2026/27 Board meeting dates.

RN51/26 That the InternetNZ Board approve Board meeting dates for 2026-27.

RN52/26 That the InternetNZ Board note placeholder dates for AGM 2027 and Committee meetings for 2026-27.

(Board Member Russell / Board Member Reeve)
CARRIED U

4.3 Policies to renew

The Chairperson introduced two policies that are due for renewal, and have been adjusted to align with the current constitution.

Delegation of Authority to Chief Executive Policy

The Board sought clarification on the level of delegated expenditure noting that the current level enables the CE to sign contracts with suppliers within the budget approved by the Board.

The Board suggested reviewing the level of delegated expenditure at an Audit & Risk Committee meeting.

The Board noted that “or Co-Chair” should be appended to references to the Chairperson to bring in line with the Constitution.

Confidential Document Disclosure Policy

The Board reviewed the policy and requested an amendment to the statement in response to the question heading “Why may some documents be considered confidential?” to “Documents may be confidential where there is a listed reason to do so”

AP07/26 The CE to update the Board Charter with the current committees.

AP08/26 The Audit & Risk Committee to review the level of delegated expenditure to the CE.

RN53/26 That the InternetNZ Board approve the revised policies subject to amendments agreed:

- Delegation of Authority to Chief Executive Policy - May 2026 (Version 5 draft in review)
- Confidential Document Disclosure Policy - May 2026 (Version 4.0 draft in review)

(Board Member Russell / Board Member Hulse)
CARRIED U

4.4	**Domain Name Commission (DNC) Operating Agreement** The CE introduced a paper, presenting the Domain Name Commission (DNC) Operating Agreement signed 28 August 2026, and a draft Statement of Expectation for the 2026–28 period. The CE noted the Agreement clarifies that InternetNZ is not a regulated party for the DNC, and that until the .nz Rules work programme for 2027/28 is implemented, the DNC and InternetNZ Boards have agreed that the .nz Rules apply if there is any conflict or inconsistency. Drafted at request of the DNC Board, with their feedback incorporated, the Statement of Expectation helps align DNC priorities with InternetNZ priorities, notably the joint Strategy 2026-31, the Operating Agreement and the Statement of Expectation. The Board sought clarification and amendments to the following points in the Statement of Expectation: • Rephrase to clarify the statement in Section 3: *It is understood by the INZ Board that the DNC Board will support the Commissioner with Rules that are open to interpretation in the meantime.* • Add: A statement on risk management and how risks DNC risks are flagged to the InternetNZ Board. **RN54/26** That the InternetNZ Board receive the Operating Agreement. **RN55/26** That the InternetNZ Board approve the Statement of Expectation subject to incorporating a statement on risk management and rephrasing the statement in section 3. (Board Member Russell / Board Member Grizhar) **CARRIED U**

Section 5 — Confidential Matters

5.1	**Enterprise Risk Management Update [Confidential]** *Reason document is marked confidential: To protect InternetNZ's commercial interests.* *When the document is no longer confidential: The document shall remain confidential indefinitely until otherwise determined.* *Confidentiality status is applicable to: Public* **RN56/26** That Board note the Risk management Policy and significant risk on the register. (Deputy Chairperson Rahman / Board Member Hulse) **CARRIED U**

5.2	**Health, safety, and wellbeing report [Confidential]** *Reason document is marked confidential: Sensitive nature of information shared.* *When the document is no longer confidential: The document shall remain confidential indefinitely until otherwise determined.* *Confidentiality status is applicable to: Public* **RN57/26** That the InternetNZ Board receive the Health, Safety and Wellbeing report. (Board Member Ayling / Board Member Hulse) **CARRIED U**

Section 6 — Matters for Discussion

6.1	**Product Standing Report** The Board noted positive growth and strong overall trendlines in Domains Under Management (DUMs). Enquiring about the factors driving this growth, the Board noted a surge in new registrations beginning in October 2025 that is now reaching its first annual renewal cycle. Analysis of domain string patterns and geolocations indicated correlations with broader online trends, including casino and scamming activity, with the upcoming renewal period providing a key indication of how many of these represent legitimate, long-term domains. The Board considered the Broadband Map (BBM), which delivers detailed broadband availability data to the public and to customers via API, such as TradeMe, noting that the service delivers value to the community. **RN58/26** That the InternetNZ Board receive the Product Standing report. (Board Member Hulse / Deputy Chairperson Rahman) **CARRIED U**
6.2	**Chairperson's Report**
6.3	**Report Back from Committees**
6.3.1	**Audit & Risk** (Chair, Deputy Chairperson Rahman) The Committee Chair provided a verbal report highlighting recent committee work focused on reviewing and approving the financial accounts, following discussion with the auditor. The Committee also reviewed cybersecurity updates and penetration testing, insurance coverage, managed funds, the travel policy, and the legislative compliance register.

	Additionally, the Committee recommended a 90-minute Health, Safety, and Wellbeing training session for the Board.
6.3.2	**Governance Committee** (Chair, Chairperson Judd)
6.3.3	**.nz Policy Committee** (Chair, Board Member Reeve) Noting that the work of the .nz Advisory Committee is at the core of InternetNZ, Chairperson Judd recommended that new Board members review Committee papers. The CE notified the Board that the next Rules public consultation is scheduled for October 2026.
	RN59/26 That the InternetNZ Board receive the reports back from the Committees. (Board Member Hulse / Board Member Brown) **CARRIED U**

Section 7 — Consent Agenda

7.1	**Minutes of the previous meeting** **RN60/26** That the InternetNZ Board ratify EVOTE 7072026 - Approve the minutes of 12 June 2026. (Board Member Ayling / Board Member Reeve) **CARRIED** Abstain (not present at Board meeting 12 June 2026): Board Members Hulse, Milne-Ihimaera, Grizhar, Russell and Brown.
7.2	**E-vote Ratification** **RN61/26** That the InternetNZ Board approve the Evotes. (Deputy Chairperson Rahman / Chairperson Judd) **CARRIED** Abstain: Board Members Milne-Ihimaera, Grizhar, Russell and Brown.
7.3	**Quarterly and Operational Reports** Chairperson Judd passed the meeting Chair to Deputy Chairperson Rahman for this item, reminding the Board of his registered interest; providing Advice to Magnificent, an organisation that depends on open source software as one of its core propositions.

	Chairperson Judd queried the report statement; *"We compiled advice on the direction of the continued use of open source software in the context of potential future critical infrastructure classification and the potential requirements."* The Board noted the advice received; that as long as software met the standard for critical infrastructure it did not matter if it is open source or proprietary software. The CE advised that the recent Community fund grant of $250k has received around $3M worth of high quality applications that are currently undergoing evaluation by an external and internal panel of subject matter experts. The Board further noted the grant round will be subject to the usual InternetNZ processes of transparency and that the names of recipients and grant amounts will be published.
7.4	**Domain Name Commission Quarterly Report** The CE presented the DNC report noting a significant increase in domain name audits and suspensions due to invalid registration data or identity not verified. The Board noted that the majority of domain name abuse types are brand impersonation and gambling. Where content abuse is reported, DNC can only review and act on the validity of registration data and identity verification.
7.5	**Group Financial Report** The Board noted a positive result for Q1 2026-27 and that revenue in Q2 continues to grow over budget, and that there are no areas of concern in current expenditure. The Board discussed the financial accounts with a focus on the investment fund performance relative to market and revaluations and legal expenditure. The Board discussed the reserves policy, noting that equity is required to be held for future liabilities.
7.6	**Membership update** **RN62/26** That the InternetNZ Board receive the Quarterly and Operational reports. (Board Member Reeve / Board Member Hulse) **CARRIED U**

Section 8 — Other Matters

8.1	**CONTINGENCY (for any overflow)**
8.2	**Incoming correspondence** The Board noted correspondence received from a member that was discussed in the Board only time.
8.3	**Matters for communication — key messages** Chairperson Judd expressed that he was particularly excited to see the high number of applicants for the community fund grants.
8.4	**General business** The Board agreed a response to the member correspondence received, to thank the member for their letter and to confirm that it was taken into consideration by the Board during the agenda item discussion, and to include the relevant minute.
8.5	**Meeting review**
8.6	**Meeting close (karakia or waiata)** Chairperson Judd closed the meeting at 3:18pm with karakia.

BOARD MEETING — NOVEMBER 2026

E-Vote Ratification

Recommendation

That the InternetNZ Board **ratify** the e-votes.

There have been one e-vote conducted since the last InternetNZ Board Meeting:

Evote:	Motion:	For:	Against	Abstain:
24092026	THAT the InternetNZ Board approve the minutes of 11 September 2026.	Anjum Rahman , Bianca Grizhar , Darryn Russell , Douglas Brown , Dylan Reeve , Jonathan Ayling , Richard Hulse , Stephen Judd		

internetnz
Ipurangi Aotearoa

domain name commission nz
Te Kōmihana Taumatarau

Activity reports: Q2, 2026-27

Introduction from Tumu Whakarae

Tēnā tātou,

Quarter two covers July, August, and September of each year. These months included the Annual General Meeting (AGM) on 13th August. Preparing and then delivering outcomes from the AGM has been a significant and ongoing focus. At least four of the motions passed by the AGM need further work to consider how to give effect to them, taking into account New Zealand laws and the requirements of Incorporated Societies. We have also been focussed on the foundation work for the first year of the InternetNZ Group Strategy 2026–2031, setting ourselves up to ensure consistent progress toward these goals. This quarter saw a steady increase in domain names under management, with a significant portion being positive growth. This is important to us as we move into a multi-year commitment to quality growth.

Vivien Maidaborn
Tumu Whakarae | Chief Executive

Our plan for 2026-27 includes six key strategic goals. The progress of our work is summarised in this report.

Goal 1: An open, interoperable internet for all
Goal 2: Financial sustainability and growth
Goal 3: Revenue / Business growth
Goal 4: InternetNZ is highly trusted and known
Goal 5: Excellence in .nz operations
Goal 6: The InternetNZ Group Workforce strategy is in place to enable implementation of the business strategy.

Status:	Not started
	On track
	At risk
	Completed

Goal 1: — An open, interoperable Internet for all

Priorities	Measures	Strategic pillar	Q1 progress report	Q2 progress report
Global Internet governance	Visible leadership and participation in a Technical Community Coalition for Multistakeholderism (TCCM) and ICANN processes.	Social impact	InternetNZ continued to play a leadership role in the Technical Community Coalition for Multistakeholderism (TCCM). In Q1, the TCCM is focused on both the International Telecommunication Union Plenipotentiary (ITU-PP) and the Internet Governance Forum — meetings of significance to Internet governance that are scheduled for the end of 2026. InternetNZ actively participated in the work of ICANN, including intersessional work as part of the Country Code Names Support Organization (ccNSO) Disaster Recovery study group, the Internet Governance Liaison Committee and the ccNSO TLD-OPS. We sent a delegation to ICANN86. InternetNZ technical staff participated in side meetings and helped validate beta software for Domain Name System Security Extensions (DNSSEC) multi-signer automation, supporting	The TCCM, with continuing leadership from InternetNZ, had a focus on the International Telecommunication Union Plenipotentiary (ITU-PP) and the Internet Governance Forum (IGF). InternetNZ continued its active participation in the work of ICANN, including intersessional work as part of the ccNSO Disaster Recovery Study Group, the Internet Governance Liaison Committee, and TLD-OPS. *On track*

			relevant Internet Engineering Task Force (IETF) draft standards.	
New Zealand Internet Community participation in InternetNZ multi-stakeh older processes	We provide opportunities for people to participate in multi-stakeholder processes (eg, .nz Rules consultation).	Social impact	The policy development for the 2026–27 .nz Rules work programme began in this Q1. Key work programme items were identified, and initial research was undertaken as part of our WHOIS review. We engaged with the .nz Advisory Committee and the Registrars Advisory Group on the upcoming .nz Rules work programme.	During Q2 the .nz Advisory Committee agreed on the release of this year's .nz Rules public consultation for October. An extra meeting on the review of the WHOIS took place with the Registrars Advisory Group in Q2. In addition, we have been engaging with our international peers on options for the operation of the WHOIS, and access to registration data generally. The .nz Advisory Committee agreed that we should hear from users of the WHOIS in order to fully understand the impacts of any change, and engagements are now being planned. *On track*
New Zealand Internet Community participation in InternetNZ multi-stakeh older processes	We support and identify a home for Māori Technical Community engagement in Internet governance.	Social impact	InternetNZ explored opportunities to support capability-building and engagement in Internet governance amongst Māori communities. This included work we are undertaking towards potentially hosting Asia Pacific Regional Internet Governance Forum (APrIGF) in 2028. If we do progress with the APrIGF and are successful in our bid, integrating Māori voices nationally and indigenous voices regionally will be a vital component. Taking the time to develop reciprocity in this relationship has been a vital part of this goal. Also to note, our strategic partner, Te Hapori Matahiko, has created the Indigenous Tech Summit based in Pōneke and will be held in November 2026.	We are contributing to the Indigenous Tech Summit, to be held in November 2026. The design and recruitment of the Manukura senior executive role in Ipurangi Aotearoa was achieved bringing additional leadership and resource to engaging with Māori on internet governance and multistakeholder processes. *On track*

InternetNZ's community impact is more visible and able to be measured consistently.	A community impact evaluation framework is developed, tested with communities, and approved.	Social impact	We started early conversations with our partners in this quarter to introduce this project.	A first draft of an Impact Framework has been developed and workshopped with internal stakeholders. We have been scoping which types of impact are pertinent to measure, and exploring how we might measure them. *On track*
InternetNZ's community impact is more visible and able to be measured consistently.	40% of community funding is provided to Māori entities and individuals.	Social impact	The preparation work for launching the Community Research Grant round was completed. The grant round is scheduled to open in July.	We are on track to reach our target of 40% of community funding allocated to Māori entities and individuals. The Internet research grant round closed with 104 applications, and the assessment process commenced. *On track*

Goal 2 — Financial sustainability and growth

Priorities	**Measures**	**Strategic pillar**	**Q1 progress report**	**Q2 progress report**
Five-year financial management plan ensures long-term fiscal health.	Plan developed and approved by Board and year one priorities implemented	Future sustainability & growth	Developing InternetNZ's five-year financial management plan requires aligning long-term fiscal health with the group's public-good mandate, .nz registry operations, and community impact goals. During this development stage, we focused on on:	The identification of the foundational financial policies and testing high level assumptions on revenue for the 5 year plan was completed in this Quarter This includes data analysis on the Domains Under Management (DUMs) market and testing this year's budget assumptions and policy stance on funding protection and growth.

			• Establishing baseline financial models by reviewing historical .nz domain registration volume, renewal rates, and revenue. • Reviewing risk appetite and financial parameters through the reserve policy and investment risk tolerances. • Commencing modeling 5-year projections under varied scenarios.	*On track*

Goal 3 — Revenue/business growth

Priorities	**Measures**	**Strategic pillar**	**Q1 progress report**	**Q2 progress report**
A business growth plan is developed, including new revenue and .nz domain name growth.	Increase by 5% domain name holders that purchase more than one .nz domain in this first year.	Future sustainability & growth	We began foundational work to understand the key value and drivers behind purchasing multiple domains. This included conducting research, the results of which highlighted a number of key opportunities.	A key goal this year is to increase the number of people who add a .nz to their co.nz domain name/s Approximately 5,000 .nz domain names have been added in this context. Consultation began with registrars about how to further grow attachment of .nz. Growth of DUMs overall continues with our goal of 2.5% growth well on track *On track*

Active innovation pipeline for future products and initiatives.	Three new initiatives move through the innovation pipeline with finalised outcomes.	Future sustainability & growth	We have completed initial validation of three projects in the innovation pipeline. Key milestones included: • Validation of a critical path for offering beta access to a new registry feature - Domain Lock. This was communicated to our registrar community in Q1. • The setup and launch of a cross organisation project to support an applicant of the 2026 round of the ICANN Generic Top Level Domain (gTLD) program. The innovation was to bring resources together across the organisation in ways that fit the customer need • Launching a sponsorship partnership with Auckland Football Club. The progress made in delivery was promising and learning about our innovation processes continue to inform the next steps.	Our work supporting an applicant to the 2026 ICANN gTLD round concluded. Discovery work began to support our registrar services business model, focused around full managed services. The Domain Lock BETA was progressed through to our test environment in line with our goal to launch to registrars at the Registrar Summit 2026. An additional innovation project was added to the pipeline to support the Domain Name Commission to scale a review process for domain name abuse. This focused specifically on new creates. *On track*

Goal 4 — InternetNZ is highly trusted and known

Priorities	**Measures**	**Strategic pillar**	**Q1 progress report**	**Q2 progress report**
Domain Name System (DNS) abuse strategy is in place.	The year one priorities of the DNS abuse strategy are implemented.	Service excellence	The focus this year is Registration Abuse, including improvements to data verification processes supported by amended .nz Rules.	Our initial DNS Abuse focus has been on combatting registration abuse. This is being actively progressed through the development of the Protective Hold initiative. Two key workstreams are in action:

	(Registration Abuse)		We provided feedback on the government proposal for a legislated safe harbour under the Fair Trading Amendment Bill which will apply where providers are acting on scams and frauds. Our feedback stressed the importance of a trusted notifier network.	• proposed amendments to .nz Rules (draft rules were approved for public consultation in Q2); and • the Protective Hold implementation stream was framed up in Q2, and has now been formally stood up in October. *On track*
Improving relationships with registrars throughout the customer journey.	Develop and implement a feedback mechanism with registrars.	Service excellence	The Registrar Advisory Group met with the Domain Name Commission and InternetNZ. Two working groups were established to: obtain feedback on processes and good practices for domain name holders and registrar transfers, and provide for input on the WHOIS review.	The Registrar Advisory Group met with the Domain Name Commission and InternetNZ in August to discuss registrar related issues. A survey was designed with a plan for executing in Q3 to get feedback on the effectiveness of the RAG Planning for the 2026 Registrar Summit is well underway The results of the surveys will be provided in Q3. *On track*
Review and refresh InternetNZ identity and brand.	A brand audit is delivered, and a three-year roadmap for implementing the Identity/Brand refresh is developed and approved. Year one priorities are implemented.	Service excellence	A brand audit was delivered in Q1, and an initial roadmap was considered by Te Kahui Tumu (The Senior Leadership Team).	Integration of brand audit findings, and work on improving our public-facing voice on our core business, has been built into the initial roadmap. We are preparing for a session to engage the Board in the proposed direction. *At risk*

Goal 5 — Excellence in .nz operations

<table>
<tr><th>Priorities</th><th>Measures</th><th>Strategic pillar</th><th>Q1 progress report</th><th>Q2 progress report</th></tr>
<tr>
<td>.nz operations</td>
<td>100% DNS availability</td>
<td>Service excellence</td>
<td>
<table>
<tr><th>Availability</th><th>April</th><th>May</th><th>June</th></tr>
<tr><td>DNS</td><td>100%</td><td>100%</td><td>100%</td></tr>
<tr><td>Registry (EPP)</td><td>100%*</td><td>100%</td><td>100%</td></tr>
<tr><td>Registry (Portal)</td><td>100%*</td><td>100%</td><td>100%</td></tr>
<tr><td>WHOIS (Port 43)</td><td>100%*</td><td>100%</td><td>100%</td></tr>
</table>
* 1 interval (4m 50s) is UNKNOWN due to remote network transport issues.
</td>
<td>
<table>
<tr><th>Availability</th><th>July</th><th>Aug</th><th>Sept</th></tr>
<tr><td>DNS</td><td>100%</td><td>100%</td><td>100%</td></tr>
<tr><td>Registry (EPP)</td><td>100%</td><td>100%</td><td>99.34%*</td></tr>
<tr><td>Registry (Portal)</td><td>100%</td><td>100%</td><td>99.34%*</td></tr>
<tr><td>WHOIS (Port 43)</td><td>100%</td><td>100%</td><td>99.34%*</td></tr>
</table>
* Unscheduled outages affected system availability. Reconnection to platform after maintenance, and failed TLS certificate replacement.

On track
</td>
</tr>
<tr>
<td>Five-year product infrastructure strategy</td>
<td>Product strategy is developed and approved by the Board.</td>
<td>Service excellence</td>
<td>Strategy development began by defining the key external and internal factors we want to prioritise and exploring the hardware supply chain and cost constraints in the market that will likely persist during the strategy timeframe.

We compiled advice on the direction of the continued use of open source software in the context of potential future critical</td>
<td>Strategy development has been progressing with the engagement of internal stakeholders across several rounds. Likely scenarios have been identified and are being further developed.

We are beginning to assess preliminary costing of the scenarios for draft review at a governance level.</td>
</tr>
</table>

			infrastructure classification and the potential requirements. We also engaged with vendors to understand likely timeframes for delivery of updates that will require changes to existing infrastructure to support, including new technologies and processes.	*On track*
HSM deployment	Milestones on hardware rollout are met	Service excellence	Progress on the Hardware Security Module (HSM) deployment continued, which saw the deployment and validation of supporting systems that enable the final pipeline. The project established a secure, self-hosted repository for automated deployment workflows that are cryptographically approved by humans and enforced by automated pipelines. The initial proof-of-concept is now transitioning to this new infrastructure while testing a tool-agnostic containerization approach to improve disaster recovery resilience.	Progress on the Hardware Security Module (HSM) deployment continued. All environment requirements are now locked in and deployment has begun; this will continue into Q3. Q2 work was slowed due to resources being reduced to cope with demands of critical priorities, we will compensate for this with external support in Q3. *At risk*

Goal 6 — The InternetNZ Group Workforce strategy is in place to enable implementation of the business strategy

Priorities	Measures	Strategic pillar	Q1 progress report	Q2 progress report
A workforce strategy defines the skills we need to support the five-year strategy.	A Workforce Strategy is developed and integrated with our business strategy.	Organisational capability	One of the underlying pieces of work for our 2026-31 Strategy is our Strategic Workforce plan. In this quarter, the high level plan and goals were developed.	The high-level Strategic Workforce Strategy has been launched and communicated internally. Our Project Resourcing Model is a framework for operational efficiency with an emphasis that supports and encourages personal and professional growth. It is in action for two major organisation-wide projects. *On track*
Ngā uara (our values) are evident in how we work.	Ngā uara are integrated into our systems — Performance development plans, key ceremonies, including quarterly planning, and a kaimahi survey that establishes a baseline on kaimahi views on ngā uara.	Organisational capability	An important part of embedding ngā uara (our organisational values) into everyday practices and processes is integrating them into our systems. We have rolled out Staff Performance and Development Plans for 2026–27, which include guidance and training that integrates ngā uara. Additionally, reflection and recognition of ngā uara have been included in our Agile ceremonies, for example our quarterly planning processes and monthly demo sessions for all staff.	Ngā Uara has now been integrated into our wider Māori Cultural Capability project and into BAU. Reflection on the values is now a standard, formal part of our ceremonies with kaimahi actively using these values to describe and guide how they complete their work and how they work with others. *On track*

Māori cultural capability uplift.	Four new initiatives to support Māori cultural capability are in place.	Organisational capability	We began this work by reviewing the cultural capability work accomplished to date and reflected on what worked well and what resonated with staff. This quarter, we planned a programme of organisation-wide cultural capability events for staff. The events will roll out throughout the year.	During the quarter, we celebrated Mātariki, which was a perfect time to introduce the new te reo Māori name for the Domain Name Commission: Te Kōmihana Taumatarau. This was formally developed and gifted through a collaborative process. We developed and trialled a new approach to Policy development integrating Te Tiriti and Ngā Uara. We celebrated Te Wiki o Te Reo Māori by joining Wellington's Te Wiki parade, learning about our whakatauākī, hearing from Pic's Peanut Butter founder Pic Picot about integrating Te Reo into marketing, and sharing a Te Reo resource with kaimahi. *On track*

30 October 2026

The Chair
InternetNZ Board

Via email chairperson@internetnz.net.nz

Dear Stephen

DNC Quarter two Report: 1 July 2026 – 30 September 2026

Financials

For the quarter ended 30 September 2026, DNC recorded a surplus of $26,485 including investment activities. This represents a favourable variance of $25,087 compared with the budgeted surplus of $1,398. Across the quarter costs remained well controlled, with favourable variances largely reflecting timing and phasing differences.

As at 30 September 2026, the organisation reports a YTD surplus of $59,115 compared with a budgeted surplus of $39,438, resulting in a favourable variance of $19,677. This outcome includes investment income of $7,032, which has provided a small positive buffer to offset operating cost pressures. Summary Profit and Loss at September 2026 follows.

Summary of DNC's performance of functions under the Operating Agreement:

Compliance Activities: Data Validation and Identity Verification Audits
The table below summarises the outcomes for Q2 across our proactive monitoring sample and external referrals for auditing.

	Total number of Audits	Registration Data Not Validated	Identity not Verified
Proactive Monitoring	1029	685	203/344
External Reports	102	49	22/53
Total	**1,131**	**734**	**225/397**

Over Q1 and Q2 DNC has seen a significant increase in domain names flagged for auditing. Last financial year we completed 1,905 audits and year to date we have completed 2,357 which is a 24% increase on the total audits completed last financial year.

Of the 1,131 audits completed in Q2, 959 (85%) were suspended for failing either the data validation or identity verification audit.

The table below shows the classification of the **likely types of abuse** associated with audited domain names over Q2.

Classification Type	Count (%)
Other/ Brand Impersonation	528 (46.7%)
Gambling	513 (45.4%)
Infrastructure Abuse	58 (5.1%)
Content Abuse	35 (3.1%)
Registration abuse	2 (0.2%)
Total	**1,131**

We are continuing to see a growing trend of on-line casino/gambling domain name registrations generally by way of bulk registrations, which are failing audits.

Over Q2, 76% of the on-line casino/gambling registrations that failed audits are associated with two registrars. While DNC notifies registrars when an audit is commenced and of the outcome, we are engaging further with these two registrars about the increase in failed audits.

In Q2, DNC processed 52 urgent audits of which 40 were suspended. Of the 52 Audits, 28 were impersonating Banking or finance-related institutions or Government Services.

Of the domain names classified as "Other/ Brand Impersonation" 295 of these appeared to be domain names related to "*local business, club and community names*", and 83% of these were suspended.

.nz Dispute Resolution Scheme

The table below shows the number of new claims submitted under the .nz Dispute Resolution Scheme (DRS) in Q2. It also provides a comparison with the number of claims submitted over the previous three quarters, including breakdowns of Mediations and Expert Determination.

	Q3 FY25/26	Q4 FY25/26	Q1 FY 26/27	Q2 FY 26/27
DRS Claims Submitted	11	8	12	18
Mediations commenced	1	4	1	2
Mediation - Settlement	0	0	0	1
Expert Decisions Issued	5	5	4	4

Of the 18 Claims submitted, ten were for Expert Determination, and eight were for Mediation.

Five of the eight applications for mediation did not proceed due to the respondent's non-engagement or refusal to mediate. Interestingly, for one of these, the respondent opted not to mediate but offered to transfer the domain name. The parties are still working with NZDRC on this.

During Q2, four expert determinations were issued, with two resulting in the transfer of the disputed domain name(s), and two disputes being dismissed.

Registrar Authorisations

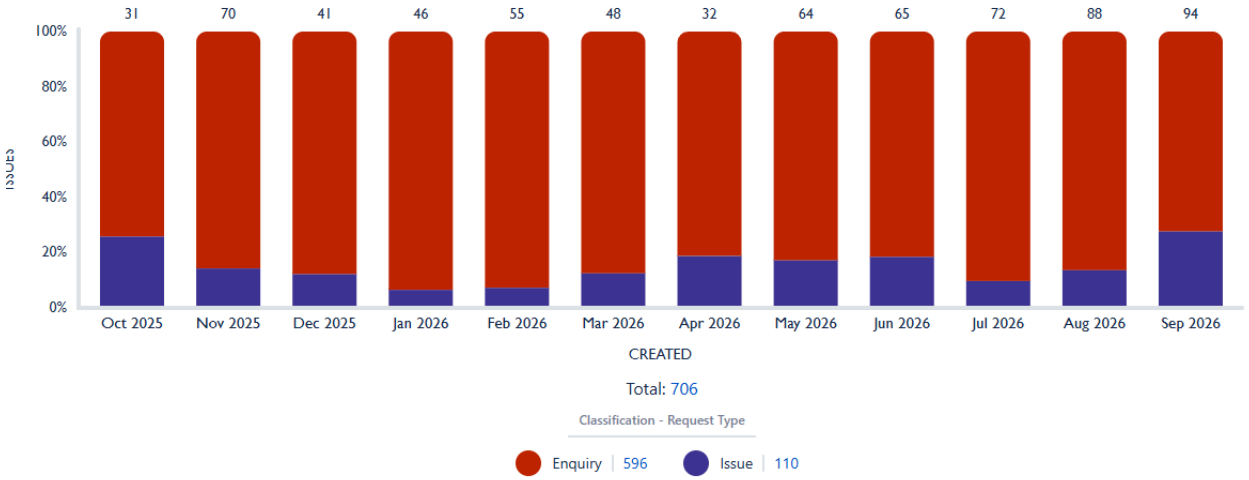
No new applications for authorisation were received in Q2. One application was carried over from Q1 and is currently under assessment. One application has been carried over from Q4 last year and will be assessed once the remaining information is provided as part of the application.

Customer Service/ Enquiry Management

The DNC classifies complaints or reports as enquiries or issues, depending on the priority, level of complexity, resourcing and likely time required to resolve the matter.

Enquiries and Issues

Note: The graph below shows how many of each category of case were created per month over the previous 4 quarters.



The number of “issues” is used to categorise complex enquiries. DNC has seen an increase in these over Q2. Issues generally have multiple matters that need resolving on behalf of domain name holders, including a referral to the Registrar and guidance on how to resolve the matter.

In September 2026, enquiries classified as Issues reached an annual peak. Overseas-based registrars operating across multiple jurisdictions with differing regulatory requirements accounted for 85% of these. These issues primarily centered on three key areas impacting domain name holders: Registrar Transfers, Authorisation Code generation, and domain reinstatement fees for .nz domains.

Other Activities

Registrar Training and Guidance

During Q2, DNC conducted a 1:1 training and guidance session with a NZ-based registrar to support their understanding of the .nz Rules. The session covered key topics including customer services and compliance monitoring, with positive feedback received from the registrar.

Transparency Report

In Q2 we published our annual Transparency Report in accordance with our obligation under the .nz Rules. It includes data on requests for personal information and domain name suspensions**.**

Yours sincerely



Vivien Maidaborn
Board Chair
Domain Name Commission | Te Kōmihana Taumatarau

September YTD Profit and Loss

Domain Name Commission Limited
For the 6 months ended 30 September 2026

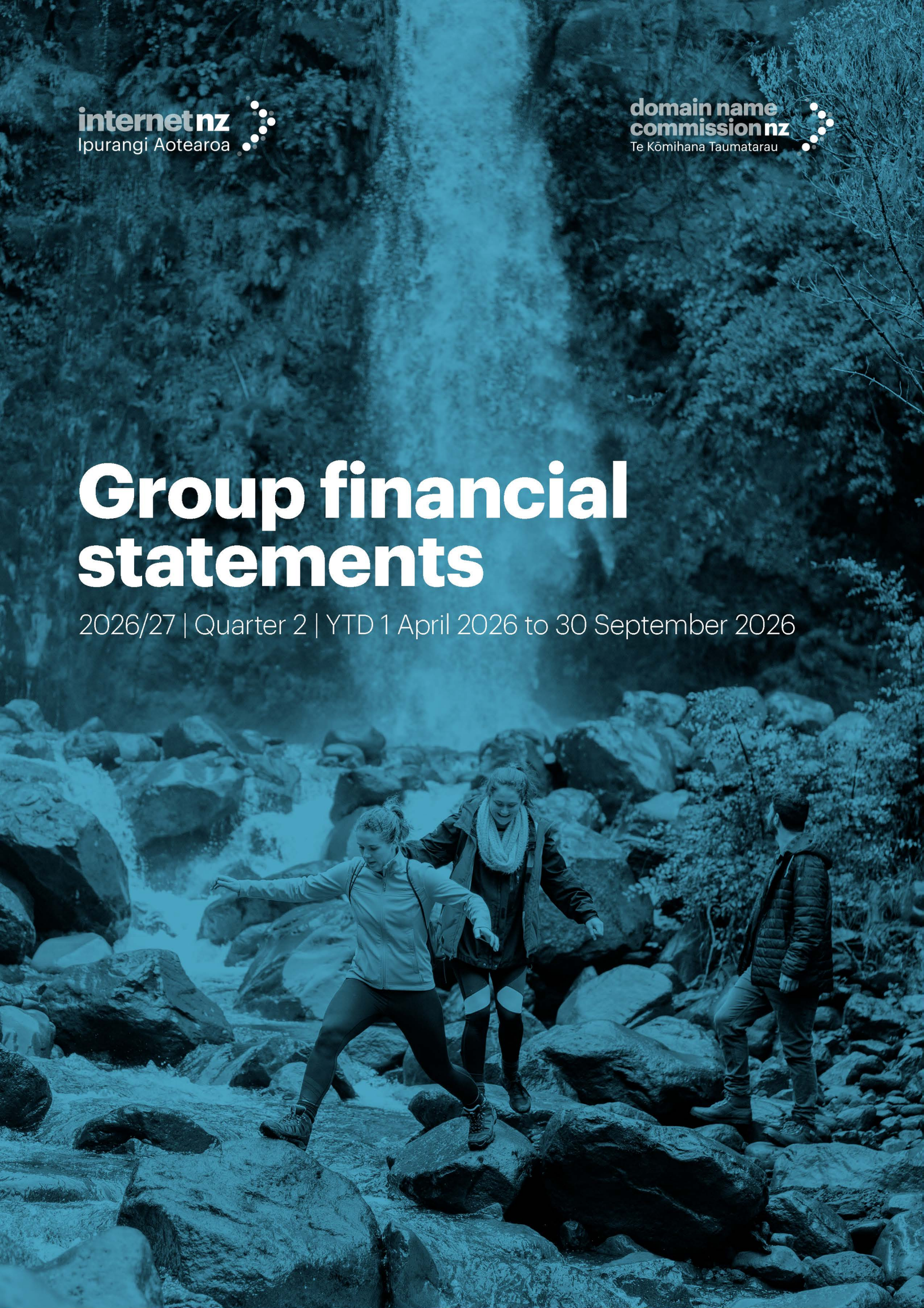
	ACTUALS 2026-2027	BUDGET 2026-2027	VARIANCE 2026-2027
Trading Income			
Authorisation Fees	3,000	3,000	-
Management Fees	941,030	941,028	2
Total Trading Income	**944,030**	**944,028**	**2**
Total Other Income			
Total Income	944,030	944,028	2
Expenses			
Employment	524,967	527,977	(3,010)
Operating	232,601	239,094	(6,493)
Governance	28,761	29,570	(809)
International	695	-	695
Communications	30,775	30,732	43
Dispute Resolution Service	36,312	38,502	(2,190)
Compliance	24,509	35,786	(11,277)
Depreciation	13,326	10,104	3,222
Total Expenses	**891,947**	**911,765**	**(19,818)**
Net Profit	**52,083**	**32,263**	**19,820**
Investment Activities			
Interest Income	3,721	7,175	(3,454)
Managed Funds Income	3,311	-	3,311
Total Investment Activities	**7,032**	**7,175**	**(143)**
Total Surplus/Deficit	**59,115**	**39,438**	**19,677**

internetnz
Ipurangi Aotearoa

domain name commission nz
Te Kōmihana Taumatarau

Group financial statements

2026/27 | Quarter 2 | YTD 1 April 2026 to 30 September 2026



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Introduction

This Quarter Two Report for the 2026/27 financial year, covering the period 01 April 2026 to 30 September 2026 provides a consolidated summary of the InternetNZ Group's financial performance.

The financial results have been prepared with a focus on three core areas that together present a comprehensive view of the organisations financial position and operational effectiveness:

1. Group Consolidated Reporting -Including funding and overall group financial results.
2. Operational Performance - reflecting activity across the organisation's business units.
3. Community Fund Performance - outlining investments and funding outcomes.

This report aims to provide the Board and stakeholders with a clear, transparent view of the Group's financial position and progress to date, aligned with the approved 2026/27 budget and organisational objectives.

Summary of InternetNZ Group Results - QE Sep 2026

	YTD Actual	YTD Budget	YTD Var
INZ Operational	1,248,763	611,925	636,838
INZ Community Funding	(138,885)	(413,920)	275,035
Domain Name Commission	59,115	39,438	19,677
YTD Net Profit INZ Group	**$1,168,994**	**$237,443**	**$931,551**

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Consolidated Income Statement

Internet New Zealand Group Consolidated Income Statement Year to date (YTD) 30 Sep 2026									
	Notes	Group YTD	Group Budget	+/- ($)	+/- (%)	Parent YTD	Parent Budget	+/- ($)	+/- (%)
Income - Operating									
Registry Fees		8,165,687	7,865,038	300,649	4%	8,165,687	7,865,038	300,649	4%
Broadband Map		17,650	23,400	(5,750)	(25%)	17,650	23,400	(5,750)	(25%)
Sundry Income	1 (a)	224,244	130,481	93,763	72%	391,007	297,245	93,762	32%
Total Operating Income		**8,407,581**	**8,018,919**	**388,662**	**5%**	**8,574,344**	**8,185,683**	**388,661**	**5%**
Income - Investments									
Interest		30,697	57,939	(27,242)	(47%)	26,976	50,764	(23,788)	(47%)
Fair Value Gains/(Losses) on Managed Funds		561,631	365,022	196,609	54%	558,321	365,022	193,299	53%
Total Investment Income		**592,329**	**422,961**	**169,368**	**40%**	**585,297**	**415,786**	**169,511**	**41%**
Less Direct Expenses									
Domain Name Commission Fee	2 (a)	-	-	-	-	941,030	941,028	(2)	(0%)
.nz Costs		1,158,045	1,223,980	65,935	6%	1,158,045	1,223,980	65,935	6%
Other		11,154	12,210	1,056	9%	11,154	12,210	1,056	9%
Total Direct Expenses		**1,169,199**	**1,236,190**	**66,991**	**6%**	**2,110,229**	**2,177,218**	**66,989**	**3%**
Less Other Expenses									
Audit		2,713	-	(2,713)	(100%)	2,113	-	(2,113)	(100%)
Amortisation & Depreciation		140,194	141,000	806	1%	126,868	130,896	4,028	3%
Communications		30,775	35,732	4,957	16%	-	5,000	5,000	-
Community Engagement		71,467	125,256	53,789	75%	71,467	125,256	53,789	75%
Domain Name Commission		53,291	66,914	13,623	26%	-	-	-	-
Employment		3,930,663	4,096,376	165,713	4%	3,405,696	3,568,399	162,703	5%
Funding		603,854	670,700	66,846	11%	603,854	670,700	66,846	11%
Governance		192,420	216,541	24,121	13%	163,659	186,971	23,312	14%
International		151,789	148,130	(3,659)	(2%)	143,564	140,756	(2,808)	(2%)
Legal		37,542	36,248	(1,294)	(3%)	7,693	1,250	(6,443)	(84%)
Operational		1,387,054	1,381,272	(5,782)	(0%)	1,354,664	1,346,940	(7,724)	(1%)
Projects		-	-	-	-	-	-	-	-
Security		59,954	50,078	(9,876)	(16%)	59,954	50,078	(9,876)	(16%)
Total Expenses		**6,661,718**	**6,968,247**	**306,529**	**5%**	**5,939,533**	**6,226,246**	**286,713**	**5%**
Net Operating Profit (Loss) Before Tax		**$1,168,994**	**$237,443**	**$931,551**	**392%**	**$1,109,879**	**$198,005**	**$911,874**	**461%**

Notes: The income and expenditure lines for the individual entities do not add to the group totals because the following intra-group entries have been eliminated.

1 (a) GSE paid by DNCL ($169,763) to INZ & **2** (a) DNCL fee paid by INZ ($941,030) to DNCL

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Consolidated Income Statement – By Function

Internet New Zealand Group Consolidated Income Statement - Function Based Year to date (YTD) 30 Sep 2026									
	Notes	**Group YTD**	**Group Budget**	**+/- ($)**	**+/- (%)**	**Parent YTD**	**Parent Budget**	**+/- ($)**	**+/- (%)**
Income - Operating									
Domain Name Commission - Sundry		10,032	10,175	(143)	(1%)	-	-	-	-
Investment Returns (Funding)		464,969	256,780	208,189	81%	464,969	256,780	208,189	81%
Te Puni Whakawhanake Rawa (Customer and Product)		8,329,844	7,950,262	379,582	5%	8,329,844	7,950,262	379,582	5%
Te Puni Whiria (Public Impact)		72,860	65,292	7,568	12%	77,023	69,192	7,831	11%
Te Puni Māori		-	-	-	-	5,364	5,364	-	-
Te Puni Raupa (Organisational Performance)		122,204	159,371	(37,167)	(23%)	282,440	319,871	(37,431)	(12%)
Total Operating Income		**8,999,910**	**8,441,880**	**558,030**	**7%**	**9,159,641**	**8,601,469**	**558,172**	**6%**
Less Activity Expenses									
Domain Name Commission	**2 (a)**	722,184	742,001	19,817	3%	-	-	-	-
Funding		603,854	670,700	66,846	11%	603,854	670,700	66,846	11%
Te Puni Whakawhanake Rawa (Customer and Product)	**1 (a)**	3,150,019	3,141,327	(8,692)	(0%)	4,091,049	4,082,355	(8,694)	(0%)
Te Puni Whiria (Public Impact)		1,120,077	1,280,564	160,487	14%	1,120,077	1,280,564	160,487	14%
Te Puni Māori		175,150	316,787	141,637	81%	175,150	316,787	141,637	81%
Te Puni Raupa (Organisational Performance)		2,059,633	2,053,058	(6,575)	(0%)	2,059,632	2,053,058	(6,574)	(0%)
Total Expenses		**7,830,916**	**8,204,437**	**373,521**	**5%**	**8,049,761**	**8,403,464**	**353,703**	**4%**
Net Operating Profit (Loss) Before Tax		**$1,168,994**	**$237,443**	**$931,551**	**392%**	**$1,109,879**	**$198,005**	**$911,874**	**461%**

Notes: The income and expenditure lines for the individual entities do not add to the group totals because the following intra-group entries have been eliminated.

1 (a) GSE paid by DNCL ($169,763) to INZ & **2** (a) DNCL fee paid by INZ ($941,030) to DNCL

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Consolidated Movements in Equity

Internet New Zealand Group Statement of Movements in Equity Year to date (YTD) 30 Sep 2026			
	GROUP	**INZ**	**DNCL**
Equity at start of period			
Opening Retained Earnings	10,937,331	10,646,927	290,404
Shares Subscribed	-	-	580,000
	10,937,331	10,646,927	870,404
Net Profit (Loss) After Tax	1,168,994	1,109,879	59,115
Equity at end of period	**$12,106,325**	**$11,756,806**	**$929,519**

INZ Consolidated Balance Sheet

Internet New Zealand Group Balance Sheet As at 30 Sep 2026				
	Notes	**GROUP**	**INZ**	**DNCL**
Current Assets				
Cash and Cash Equivalents		6,571,070	5,968,187	602,882
Managed Funds		14,994,471	14,601,160	393,311
Other Current Assets		2,718,441	2,691,100	27,341
Total Current Assets		24,283,981	23,260,448	1,023,534
Non-current Assets				
Property, Equipment & Software		3,051,533	2,722,430	329,104
less: Accumulated Depreciation		(1,798,095)	(1,497,497)	(300,597)
Intangible Assets		4,356,741	4,356,741	-
less: Amortisation		(2,499,814)	(2,499,814)	-
Investments		-	-	-
Shares and Loans	**3 (a)**	-	580,000	-
Total Assets		27,394,347	26,922,307	1,052,040
Less Liabilities:				
Deferred Income		13,980,803	13,980,803	-
Trade and Other Payables		1,307,219	1,184,698	122,521
Total Liabilities		15,288,022	15,165,501	122,521
Net Assets		**$12,106,325**	**$11,756,806**	**$929,519**
Represented By:				
Current Year Earnings	**4 (a)**	1,168,994	1,109,879	59,115
Retained Earnings	**5 (a)**	10,937,331	10,646,927	290,404
Share Capital	**3 (a)**	-	-	580,000
Total Equity		**$12,106,325**	**$11,756,806**	**$929,519**

Notes:

3 (a) Shares in DNCL wholly owned by InternetNZ. Share subscription with respect to shares issued to InternetNZ by DNCL.

4 (a) Current earnings include funding earnings and distributions net ($138,885)

5 (a) Within the retained earnings is the ring-fenced funding of $10,542,988.

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Outlined below is a summary of each function.

Te Puni Whakawhanake Rawa/ Customer and Product

- Running of the .nz registry and Broadband Map services.
- Data insights and analytics
- IT infrastructure and product technology

Te Puni Whiria/Public Impact

- Public policy, internet governance, including international
- Community Engagement, including membership, Communications – External and brand and Events Management
- .nz rules

Te Puni Māori

- Māori sector partnership and relationships
- Rautaki Māori
- Māori cultural intelligence and cultural capability

Te Puni Raupa/Organisation Performance

- Governance, Strategy, planning, and performance.
- Security, compliance (including legal) and Privacy.
- HR and Finance, Technology Strategy, and Internal IT

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Operating Income Statement

Internet New Zealand Group
Operating Income Statement (excludes Funding)
Year to date (YTD) 30 Sep 2026

	Notes	Group YTD	Group Budget	+/- ($)	+/- (%)	Parent YTD	Parent Budget	+/- ($)	+/- (%)
Income - Operating									
Registry Fees		8,165,687	7,865,038	300,649	4%	8,165,687	7,865,038	300,649	4%
Broadband Map		17,650	23,400	(5,750)	(25%)	17,650	23,400	(5,750)	(25%)
Sundry Income	1 (a)	224,244	130,481	93,763	72%	391,007	297,245	93,762	32%
Total Operating Income		**8,407,581**	**8,018,919**	**388,662**	**5%**	**8,574,344**	**8,185,683**	**388,661**	**5%**
Income - Investments									
Interest		13,204	10,859	2,345	22%	9,483	3,684	5,799	157%
Fair Value Gains/(Losses) on Managed Funds		114,156	155,322	(41,166)	(27%)	110,845	155,322	(44,477)	(29%)
Total Investment Income		**127,359**	**166,181**	**(38,822)**	**(23%)**	**120,327**	**159,006**	**(38,679)**	**(24%)**
Less Direct Expenses									
Domain Name Commission Fee	2 (a)	-	-	-	-	941,030	941,028	(2)	(0%)
.nz Costs		1,158,045	1,223,980	65,935	6%	1,158,045	1,223,980	65,935	6%
Other		11,154	12,210	1,056	9%	11,154	12,210	1,056	9%
Total Direct Expenses		**1,169,199**	**1,236,190**	**66,991**	**6%**	**2,110,229**	**2,177,218**	**66,989**	**3%**
Less Other Expenses									
Audit		2,713	-	(2,713)	(100%)	2,113	-	(2,113)	(100%)
Amortisation & Depreciation		140,194	141,000	806	1%	126,868	130,896	4,028	3%
Communications		30,775	35,732	4,957	16%	-	5,000	5,000	-
Community Engagement		71,467	125,256	53,789	75%	71,467	125,256	53,789	75%
Domain Name Commission		53,291	66,914	13,623	26%	-	-	-	-
Employment		3,930,663	4,096,376	165,713	4%	3,405,696	3,568,399	162,703	5%
Governance		192,420	216,541	24,121	13%	163,659	186,971	23,312	14%
International		151,789	148,130	(3,659)	(2%)	143,564	140,756	(2,808)	(2%)
Legal		37,542	36,248	(1,294)	(3%)	7,693	1,250	(6,443)	(84%)
Operational		1,387,054	1,381,272	(5,782)	(0%)	1,354,664	1,346,940	(7,724)	(1%)
Projects		-	-	-	-	-	-	-	-
Security		59,954	50,078	(9,876)	(16%)	59,954	50,078	(9,876)	(16%)
Total Expenses		**6,057,863**	**6,297,547**	**239,684**	**4%**	**5,335,679**	**5,555,546**	**219,867**	**4%**
Net Operating Profit (Loss) Before Tax		**$1,307,878**	**$651,363**	**$656,515**	**101%**	**$1,248,763**	**$611,925**	**$636,838**	**104%**

Notes: The income and expenditure lines for the individual entities do not add to the group totals due to the elimination of the following intra-group entries.

1 (a) GSE paid by DNCL ($169,763) to INZ & **2** (a) DNCL fee paid by INZ ($941,030) to DNCL

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Group Operational Revenue Analysis to the Period ending 30 Sep 2026

Consolidated Revenue	YTD Actual	YTD Budget	+/- ($)	% of Total Sales
Registry Fees	8,165,687	7,865,038	300,649	95.2%
Broadband Map	17,650	23,400	(5,750)	0.2%
. kiwi	18,838	20,824	(1,986)	0.2%
Membership	72,860	65,292	7,568	0.8%
Sundry - Misc.	299,309	211,129	88,180	3.5%
Net Operating Profit (Loss) Before Tax	**$8,574,344**	**$8,185,683**	**$388,661**	**100%**

- We are seeing a positive variance due to growth in domains under management and some billable project work.

INZ Group Operational Expenditure Analysis by Function to the Period ending 30 Sep 2026

Consolidated Expenditure by Function	YTD Actual	YTD Budget	+/- ($)	% of Total Expenditure
Domain Name Commission 1 (a)	722,184	771,101	48,917	10%
Te Puni Whakawhanake Rawa (Customer and Product)	3,150,019	3,141,327	(8,692)	44%
Te Puni Whiria (Public Impact)	1,120,077	1,280,564	160,487	15%
Te Puni Māori	175,150	316,787	141,637	2%
Te Puni Raupa (Organisational Performance)	2,059,633	2,053,058	(6,575)	28%
Net Operating Profit (Loss) Before Tax	**$7,227,062**	**$7,562,837**	**$335,775**	**100%**

Notes: The DNCL expenditure line excludes:

1 (a) GSE paid by DNCL ($169,763) to INZ

At the end of the second quarter, Te Puni Whiria and Te Puni Maori are showing the biggest variances, mainly due to phasing in spend and savings in employment costs due to delays in recruitment.

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Operational Cashflow

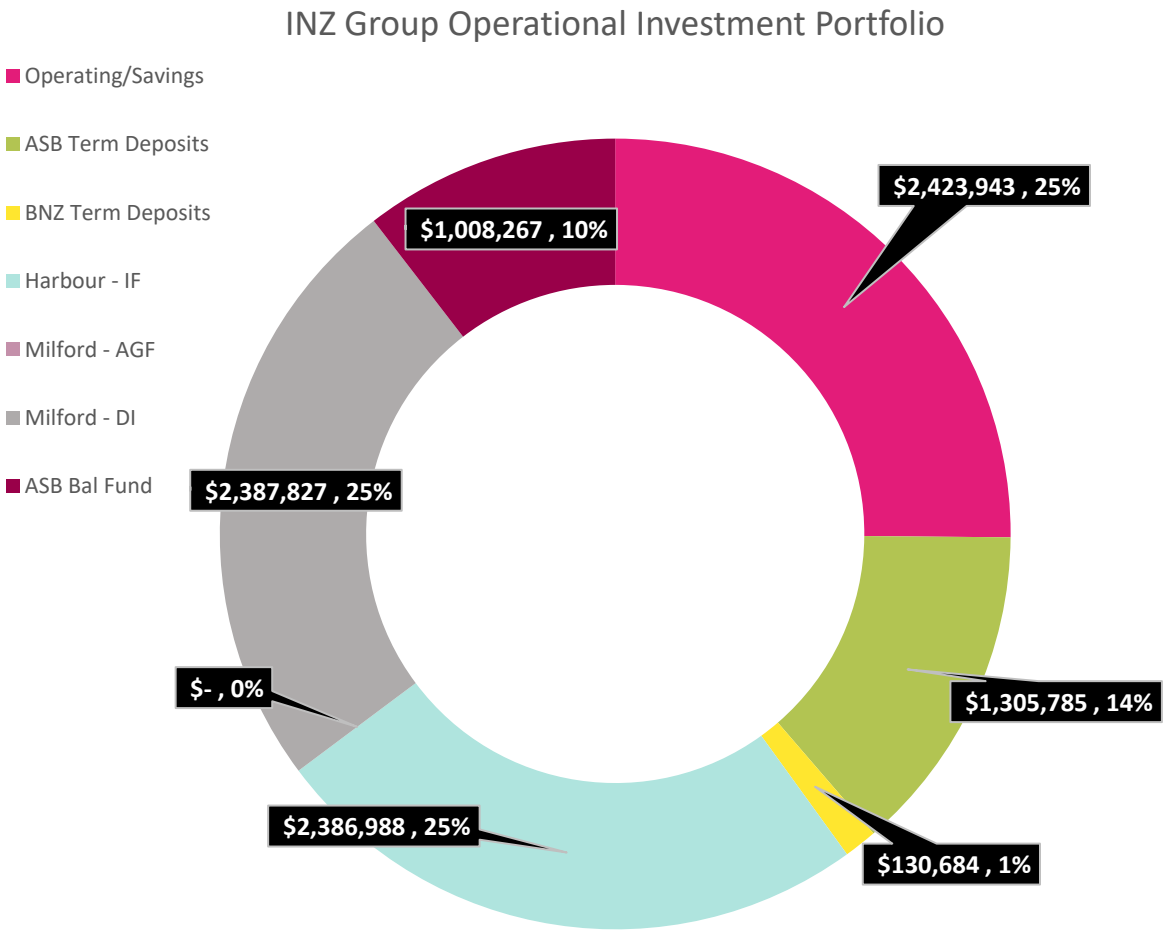
INZ operating - 2026/2027 cash flow forecast														
	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	Sep-2026	Oct-2026	Nov-2026	Dec-2026	Jan-2027	Feb-2027	Mar-2027	YEAR END
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Opening balance start of month	$ 7,845,662	$ 8,110,741	$ 8,286,437	$ 8,747,698	$ 8,498,493	$ 8,856,724	$ 9,165,558	$ 9,643,508	$ 9,505,413	$ 9,608,127	$ 9,728,543	$ 9,527,543	$ 9,558,693	$ 8,110,741
Total cash receipts	$ 1,386,770	$ 1,791,671	$ 1,676,902	$ 1,709,709	$ 1,611,665	$ 1,720,304	$ 1,664,234	$ 1,850,620	$ 1,708,009	$ 1,601,209	$ 1,150,010	$ 1,501,207	$ 1,531,199	$ 19,516,740
Total cash disbursements	$ 1,121,691	$ 1,615,975	$ 1,215,641	$ 1,958,914	$ 1,253,435	$ 1,411,470	$ 1,186,285	$ 1,988,715	$ 1,605,295	$ 1,480,794	$ 1,351,009	$ 1,470,057	$ 1,778,731	$ 18,316,320
Cash-flow movement	$ 265,079	$ 175,696	$ 461,261	$ (249,205)	$ 358,231	$ 308,834	$ 477,949	$ (138,094)	$ 102,714	$ 120,416	$ (201,000)	$ 31,150	$ (247,532)	$ 1,200,420
Closing balance end of month	$ 8,110,741	$ 8,286,437	$ 8,747,698	$ 8,498,493	$ 8,856,724	$ 9,165,558	$ 9,643,508	$ 9,505,413	$ 9,608,127	$ 9,728,543	$ 9,527,543	$ 9,558,693	$ 9,311,161	$ 9,311,161
Represented by the following:														
Total bank accounts	$ 2,771,573	$ 2,860,017	$ 3,272,588	$ 2,996,207	$ 1,606,474	$ 1,890,376	$ 2,423,957	$ 2,132,902	$ 2,197,678	$ 2,289,127	$ 2,049,712	$ 2,051,573	$ 1,769,950	$ 1,769,950
Total term deposits	$ 373,883	$ 384,219	$ 1,427,268	$ 1,427,268	$ 1,427,268	$ 1,436,469	$ 1,436,469	$ 1,436,469	$ 1,445,601	$ 1,445,601	$ 1,454,888	$ 1,454,888	$ 1,459,527	$ 1,459,527
Total fund investments	$ 4,965,286	$ 5,042,202	$ 4,047,843	$ 4,075,018	$ 5,822,983	$ 5,838,713	$ 5,783,082	$ 5,936,042	$ 5,964,848	$ 5,993,815	$ 6,022,943	$ 6,052,233	$ 6,081,684	$ 6,081,684
TOTAL OPERATING FUNDS	$ 8,110,741	$ 8,286,437	$ 8,747,698	$ 8,498,493	$ 8,856,724	$ 9,165,558	$ 9,643,508	$ 9,505,413	$ 9,608,127	$ 9,728,543	$ 9,527,543	$ 9,558,693	$ 9,311,161	$ 9,311,161

Notes: Closing Operating Funds does not equal Group Operational Investments as cash-flow excludes DNCL.

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

INZ Operational Investments as of 30 September 2026

The chart below shows the percentage spread of INZ Group Operating funds invested **$9,643,494** across all institutions as of 30 Sep 2026.



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INZ Community Fund Performance

To ensure funding for public impact, a fund has been created where interest generated from the fund will support public impact grants and strategic partnerships.

Approved budget included:

- Setting public impact funding for 2026/27 at $1M.

Q1 had an upswing of $337k however Q2 sees us down to $237k as the funds didn't perform that well in this current quarter.

Ring-fencing the funds within the Balance Sheet was introduced to formally reserve the Funds. The following reporting provides transparency of the ring-fenced funding performance YTD Sep 2026.

Community Fund Income Statement

Internet New Zealand Funding Income Statement Year to date (YTD) 30 Sep 2026				
	Group YTD	**Group Budget**	**+/- ($)**	**+/- (%)**
Funding Investment Income				
Interest Received	17,493	47,080	(29,587)	(63%)
Fair Value Gains/(Losses) on Managed Funds	447,476	209,700	237,776	113%
Total Investment Income	**464,969**	**256,780**	**208,189**	**81%**
Funding Rounds	148,854	150,000	1,146	1%
Strategic Partners	455,000	520,700	65,700	14%
Total Expenses	**603,854**	**670,700**	**66,846**	**11%**
Net Funding Profit (Loss)	**($138,885)**	**($413,920)**	**$275,035**	**66%**

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Community Fund Model - Balance Sheet & Statement of Movements

Internet New Zealand Funding Balance Sheet As at 30 Sep 2026	INZ
Current Assets	
Cash and Cash Equivalents	1,829,838
Managed Funds	8,818,078
Total Current Assets	10,647,916
Less Liabilities:	
Trade and Other Payables (INZ) Operational	243,813
Total Liabilities	243,813
Net Assets	**$10,404,103**
Represented By:	
Current Year Earnings	(138,885)
INZ Contribution 2026 FY	250,000
INZ Contribution 2027 FY	255,175
Opening Retained Earnings	10,037,813
Total Equity	**$10,404,103**

Internet New Zealand Statement of Movements in Equity - Funding Year to date (YTD) 30 Sep 2026	2027	2026
Equity at start of period		
Opening Retained Earnings	10,037,813	10,606,378
	10,037,813	10,606,378
INZ Operations Contribution	505,175	-
Net Profit (Loss) After Tax	(138,885)	(568,565)
Equity at end of period	**$10,404,103**	**$10,037,813**

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

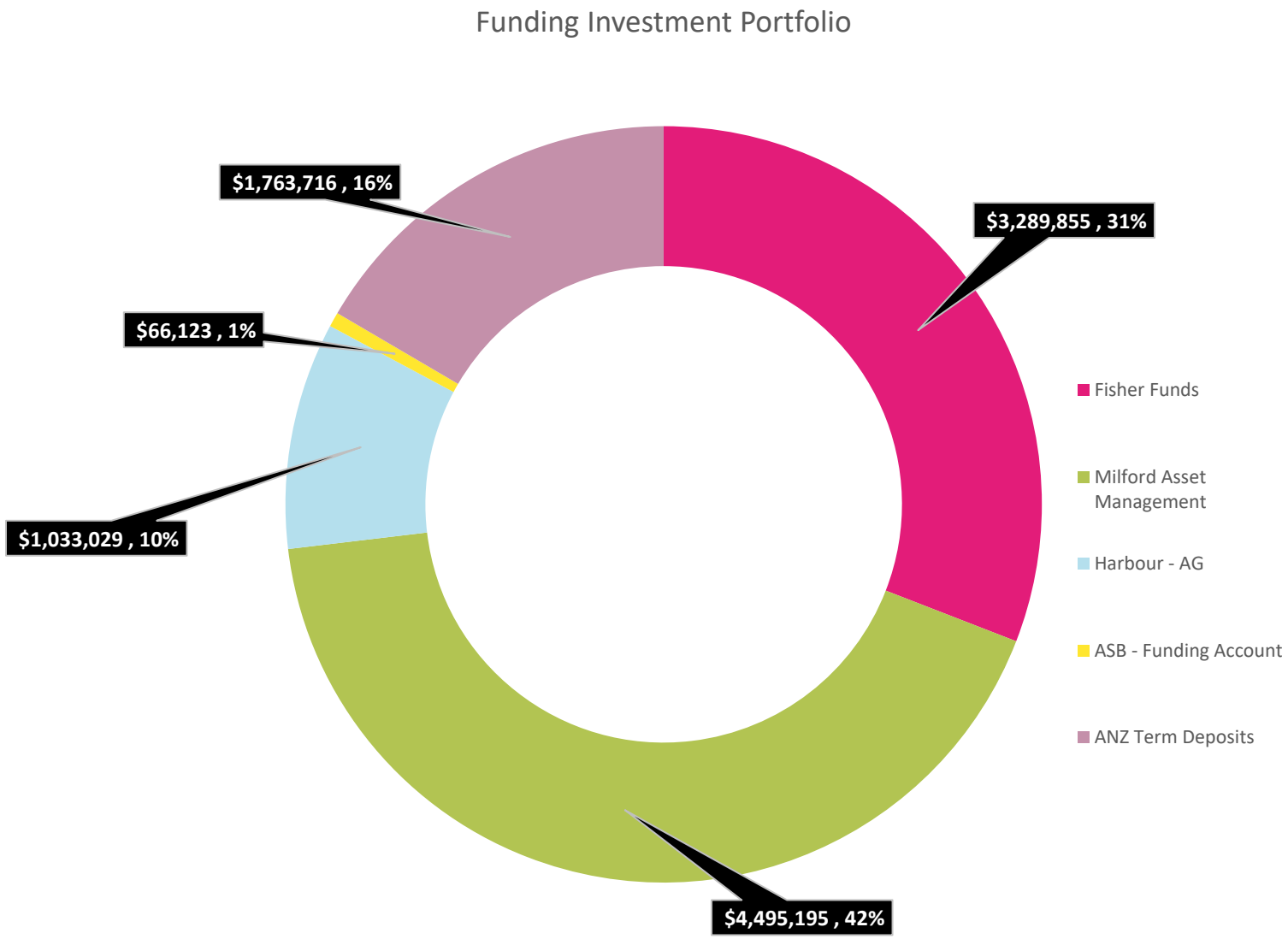
Community Fund Model Cashflow

Community fund - 2026/2027 cash flow forecast														
	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	Sep-2026	Oct-2026	Nov-2026	Dec-2026	Jan-2027	Feb-2027	Mar-2027	YEAR END
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Opening balance start of month	$ 10,915,290	$ 10,510,063	$ 10,448,853	$ 10,590,296	$ 11,123,730	$ 10,918,583	$ 10,766,209	$ 10,647,917	$ 10,890,120	$ 10,969,117	$ 11,033,128	$ 11,113,028	$ 11,177,943	$ 10,510,063
Total cash receipts	$ (313,227)	$ 213,290	$ 141,442	$ 613,934	$ (21,646)	$ 90,875	$ (43,542)	$ 242,203	$ 78,996	$ 64,011	$ 79,901	$ 64,915	$ 315,374	$ 1,839,754
Total cash disbursements	$ 92,000	$ 274,500	$ -	$ 80,500	$ 183,500	$ 243,250	$ 74,750	$ -	$ -	$ -	$ -	$ -	$ 350,000	$ 1,206,500
Cash-flow movement	$ (405,227)	$ (61,210)	$ 141,442	$ 533,434	$ (205,146)	$ (152,375)	$ (118,292)	$ 242,203	$ 78,996	$ 64,011	$ 79,901	$ 64,915	$ (34,626)	$ 633,254
Closing balance end of month	$ 10,510,063	$ 10,448,853	$ 10,590,296	$ 11,123,730	$ 10,918,583	$ 10,766,209	$ 10,647,917	$ 10,890,120	$ 10,969,117	$ 11,033,128	$ 11,113,028	$ 11,177,943	$ 11,143,317	$ 11,143,317
Represented by the following:														
Total bank accounts	$ 316,986	$ 42,504	$ 42,507	$ 467,221	$ 384,045	$ 140,849	$ 66,123	$ 66,123	$ 66,123	$ 66,123	$ 707,949	$ 707,949	$ 607,949	$ 607,949
Total term deposits	$ 2,865,524	$ 2,865,524	$ 1,846,095	$ 1,846,095	$ 1,748,292	$ 1,763,716	$ 1,763,716	$ 1,763,716	$ 1,779,147	$ 1,779,147	$ 1,152,761	$ 1,152,761	$ 1,152,761	$ 1,152,761
Total fund investments	$ 7,327,554	$ 7,540,826	$ 8,701,693	$ 8,810,414	$ 8,786,247	$ 8,861,644	$ 8,818,079	$ 9,060,282	$ 9,123,847	$ 9,187,858	$ 9,252,318	$ 9,317,233	$ 9,382,607	$ 9,382,607
TOTAL COMMUNITY FUNDS	$ 10,510,063	$ 10,448,853	$ 10,590,296	$ 11,123,730	$ 10,918,583	$ 10,766,209	$ 10,647,917	$ 10,890,120	$ 10,969,117	$ 11,033,128	$ 11,113,028	$ 11,177,943	$ 11,143,317	$ 11,143,317

Due to rounding of cents, numbers presented throughout this report may not add up precisely to the totals provided in dollars.

Community Fund Investments as of 30 September 2026

The chart below shows the percentage spread of funding investments of **$10,647,916** across all institutions as of 30 September 2026.



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BOARD MEETING - NOVEMBER 2026

Membership update

ITEM NO:	7.6
AUTHOR:	Community Engagement Manager
FOR:	InternetNZ Board
PURPOSE:	Update on recent members' activity
DATE WRITTEN:	09 November 2026

Membership Numbers

- Total number of new/current members: 4,755
- Total number of new members since 21 August 2026: 6
- Total number of members who have resigned since 21 August 2026: 0

Members' Site - PHP Security Vulnerability and Remediation

PHP is a programming language used by a vast number of website platforms, including the InternetNZ Members' site. We were advised on October 21, 2026 by the company that maintains this site for us (Fuzion) that there were vulnerabilities that could allow unauthorised access to the website's servers without requiring authentication.

As details of the vulnerabilities became publicly available before an official security patch was released, the risk of exploitation increased. The InternetNZ Members' site was temporarily taken offline as a precautionary measure after two critical security vulnerabilities in PHP were identified.

An initial server configuration change was implemented as a safeguard - however, advice from the PHP development team confirmed this fix was insufficient on its own. Given the risk and the sensitive member contact information in the site's integrated CiviCRM database, the site was taken offline until a verified security update could be deployed. Fuzion communicated these updates throughout the patching process.

Current Status and Impact

The InternetNZ Membership site was taken offline for approximately 15 hours from 5pm on the 21st of October. The PHP security patch has been applied, and the

Members' site is back online. The hosting provider has confirmed there is no indication the site was compromised or that member information was accessed. This occurred during a quiet period for the InternetNZ Membership so there was no impact to our members. We are not aware of any other issues arising from the site being taken offline.

InternetNZ has been asked to report any unusual activity, including unfamiliar administrator accounts or unexpected changes to website content. So far, nothing has been seen or reported.

Ongoing Security Considerations

The hosting provider has advised that further security updates are expected, with additional Drupal module vulnerabilities already being addressed. A scheduled CiviCRM security release was also deferred by one week to allow site maintainers time to implement other updates.

BOARD MEETING - 27 NOVEMBER 2026

2026 InternetNZ Annual Membership Survey

ITEM NO:	7.6b
AUTHOR:	Rose Jamieson, GM, Te Puni Whiria
FOR:	InternetNZ Board
PURPOSE:	Summarise key findings from the 2026 Annual Membership Survey.
DATE WRITTEN:	5 October 2026

Summary

The 2026 Annual Membership Survey achieved a 30.6% participation rate (1,405 completed responses out of 4,592 invited members) during the first full renewal cycle following 2025's record growth.

Results showcase an engaged membership with diverse views across the community. The demographic profile remains predominantly male and now skews towards an older cohort, while nearly half of respondents joined InternetNZ within the past year. Overall feedback is polarised and split, making clear-cut interpretation challenging.

Participation, methodology and respondent profiles

Participation

The survey ran for 14 days (8–21 July). Out of 4,592 invited members, 1,405 completed the survey (30.6% response rate), 293 did not complete it (incomplete feedback is not considered), and 2,894 did not respond.

This year’s survey met the 30% participation target, and this sample size provides substantial insights. While lower than 2025's record 34.7% participation rate, response levels remain high. The findings reflect participants who chose to participate, rather than being representative of the entire membership demographic

Year	Participation Rate
2021	26%
2022	22.4%
2023	20.6%
2024	18%
2025	34.7%
2026	**30.6%**

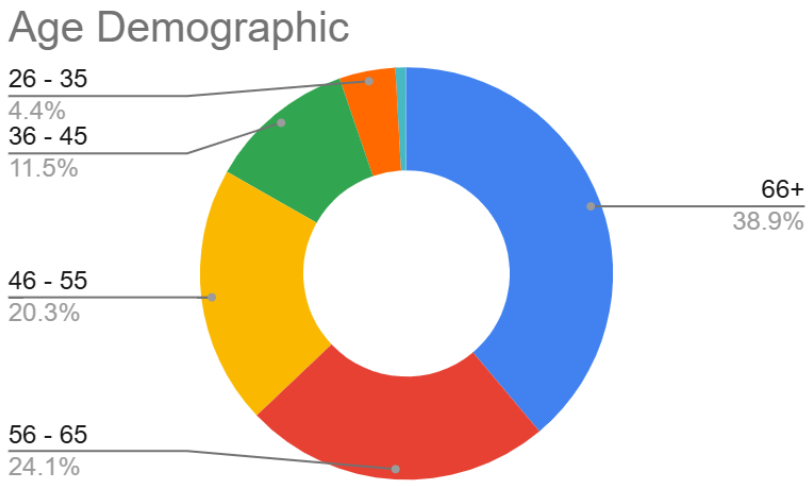
Respondent demographic profile

Demographics were aligned with Statistics NZ standards to track community representation and identify underrepresented groups.

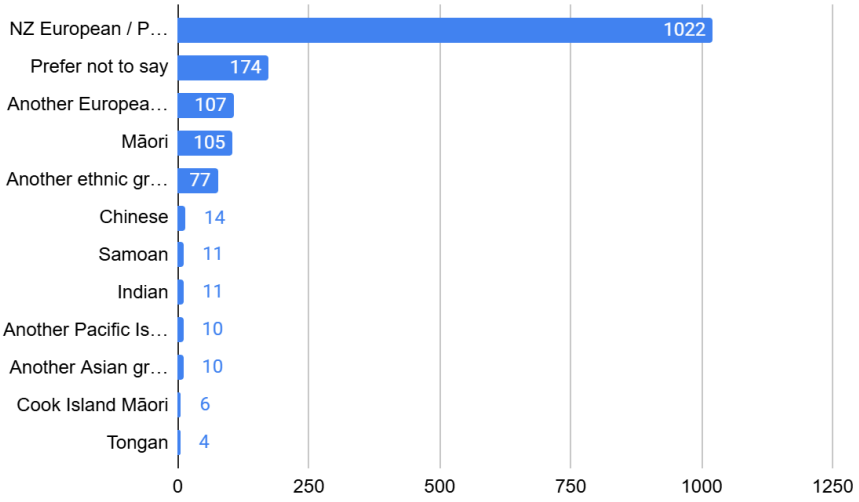
Geographic distribution remained stable, with over half of respondents based in Auckland (364) and Wellington (360), followed by Canterbury, Waikato, and Bay of Plenty.

Gender breakdown: 882 identified as men, 390 as women, 39 as gender diverse, and 90 non-disclosed.

Age skews older: ~63% of respondents were 56 or older, while under-36s made up ~5%.



Ethnicity remains predominantly NZ European/Pākehā.

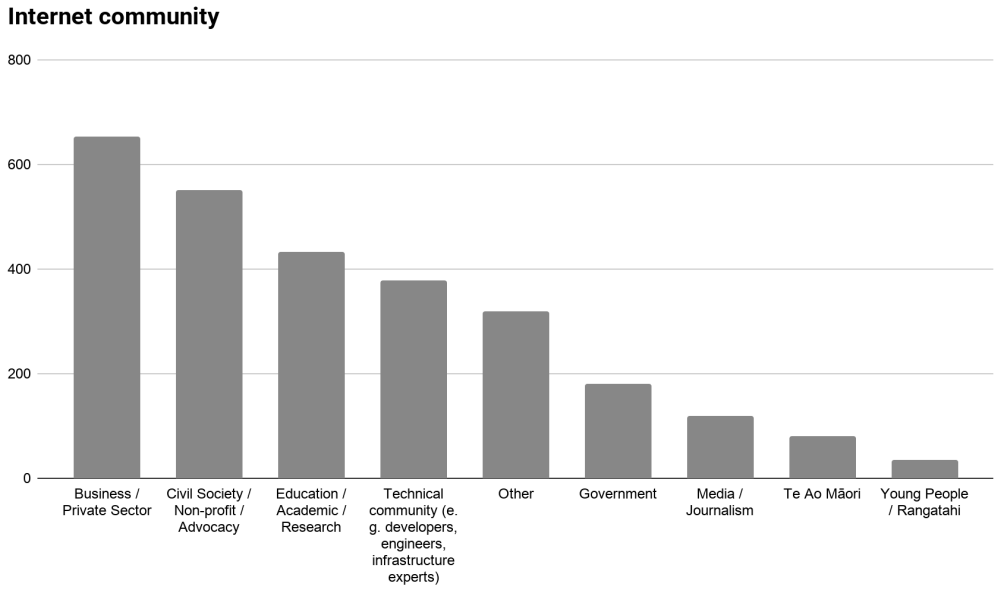


Community affiliation profile survey respondents

Member community affiliations guide engagement, policy, and communications work. Multi-selection options were permitted.

For the first time, business/private sector respondents formed the largest group (653), followed by civil society/non-profit (551), education/academic (434), and technical (378). Government, media, Te Ao Māori, and rangatahi groups were also represented.

This marks a shift from historical technical-majority responses.



What we heard

Feedback reveals a polarised membership. Free-text entries frequently focused on ideological debates around InternetNZ and its commitment to Te Tiriti o Waitangi.

Question 6: Have you been a member of InternetNZ for more than one year?

Of the respondents nearly half joined in the last year, with 58% (814) historical members (>1 year), while 42% (591) joined in the last 12 months.

Question 7: Why did you join InternetNZ?

New member motivations reflect clear ideological divides: one cohort joined to protect commitments to Te Tiriti o Waitangi, equity, and diversity; another joined to counter perceived political shifts and advocate for technical neutrality.

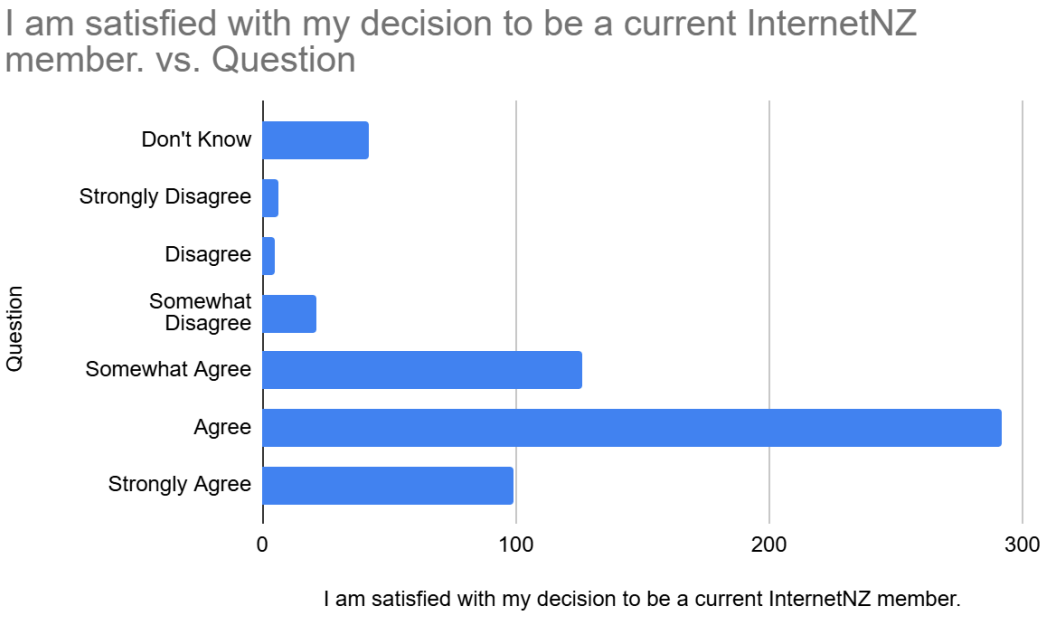
Question 8: What would make your InternetNZ membership more valuable to you, or to others in the community you believe should be members?

Key recommendations focused on mission clarity, transparency, and values alignment:

- *Core Infrastructure Focus:* Focus on technical functionality and connectivity rather than broader political topics.
- *Public Policy Interest:* High interest in digital inclusion, online safety, and AI regulation.
- *Te Tiriti vs. Technical Neutrality:* Divergent views exist on governance: some favour strict political neutrality, while others support Te Tiriti frameworks (e.g., Te Korowai) as essential to governance integrity.
- *Clear Communication:* Preference for plain-language updates and learning opportunities.

Question 9: I am satisfied with my decision to be a current InternetNZ member.

Overall satisfaction remains strongly positive despite divergent member views.



Membership engagement questions

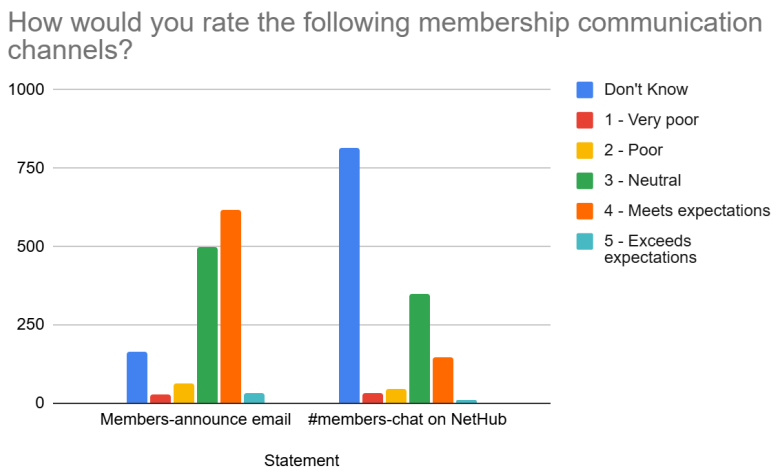
Question 10: How have you engaged with InternetNZ in the past 12 months?

Direct email announcements are the primary channel for connecting with respondents.

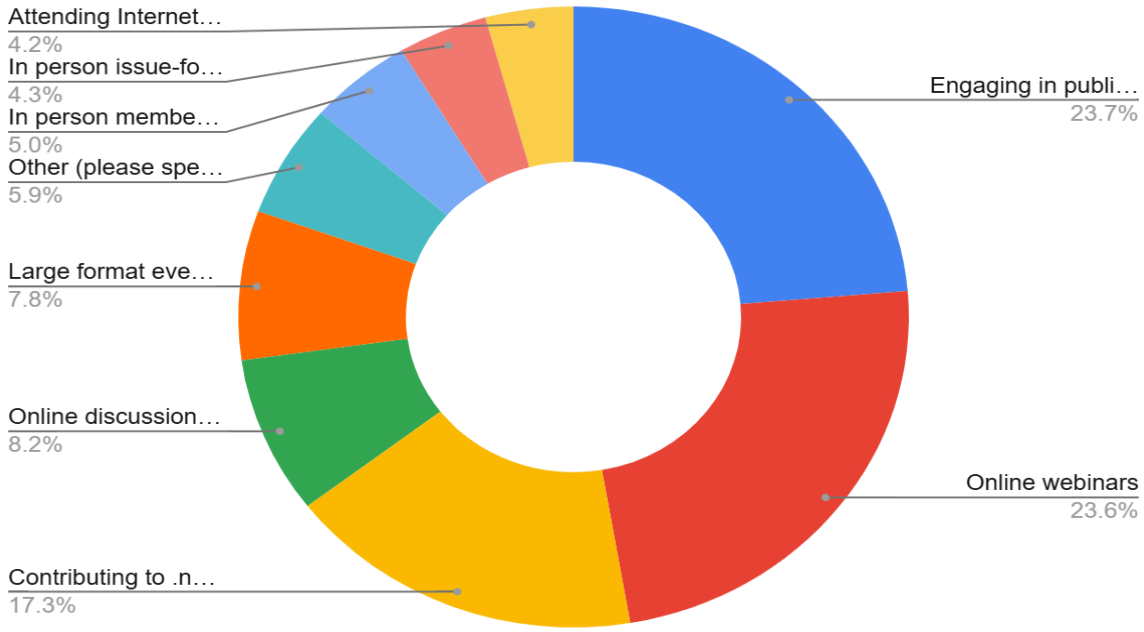
How have you engaged with InternetNZ in the past 12 months?		
Multiple responses can be selected for this question.		
Option	**Count**	**%**
Read emails on the InternetNZ members-announce list	1123	80%
Received and read dotNews (InternetNZ's monthly newsletter)	584	42%
Read InternetNZ Board minutes	386	27%
Followed InternetNZ on social media	311	22%
Attended the InternetNZ AGM (July 2025)	270	19%
Sent or read messages on #members-chat on NetHub	169	12%
Met or spoke with an InternetNZ Board member	129	9%
None of the above	104	7%
Attended an online event run by InternetNZ	86	6%
Met or spoke with an InternetNZ staff member	62	4%
Attended NetTalks	43	3%
Attended the InternetNZ quarterly CE and members meeting	25	2%

Question 11: How would you rate the following membership communication channels?

Channel ratings demonstrate high usage of email updates compared to chat platforms:



Question 12 & 13: How would you most like to engage with InternetNZ, and what feedback do you have on current methods?



Respondents indicated preferences for concise, flexible participation options:

- *Key Priorities:* Public policy engagement (23.7%), webinars (23.6%), and .nz policy reviews (17.3%).
- *Asynchronous Engagement:* Written summaries, surveys, and feedback options are preferred over live events.
- *Format Preferences:* Concise, plain-language email updates.

Strategy, Te Tiriti o Waitangi, and InternetNZ's public role

Feedback was gathered on strategic awareness, public roles, and Te Tiriti commitments.

Question 14 & 15: Familiarity with the 5-Year Strategy and rating InternetNZ's public role

72% of respondents reported low or broad familiarity with the 5-year strategy.

Question 16, 17 & 18: Visibility of Te Tiriti commitments and open feedback

Visibility of Te Tiriti o Waitangi commitments:

- *Clear/Visible:* 69.2% (46.9% Very Clear, 22.3% Somewhat Clear).
- *Unclear/Unsure:* 19.7% Unclear (14.9% Not at all, 4.8% Not very), 11.2% Unsure.

2026/27 - Maramataka InternetNZ Board Calendar - Revised November 2026

Changes highlighted in yellow

Month	Board Meeting Dates	Pre Board Meeting Days & Single Agenda Items	Main Items for Board	Committees (Placeholders)	External/Int'l
November 2026 Whiringa-ā-rangi	Thursday 26th Friday 27th (Rākau Matohi)	26th INZ Board Business Deep Dive	Operational plan to Strategy First pitch for 2027/2028 key projects e.g transparency (discussion paper) High level budget assumptions Skills and Diversity Matrix confirmation	10th A&R (4) 11th .nz Advisory (5) *(add. due to Oct. Consultation)*	12th DNC Board meeting
December 2026 Hakihea		3rd AI governance opportunity and risk assessment			
January 2027 Kohitātea					17-20th PTC+PITA (Hawaii)
February 2027 Hutānguru				10th Governance/CE (1) 24th A&R (1)	6th Waitangi 19th DNC Board meeting 22-27th Te Matatini
March 2027 Poutūterangi	Friday 5th (9am-4pm) (Ōrongonui)		2027/28 Plan 2027/28 Budget Skills and Diversity Assessment	31st .nz Advisory (1)	TBD - NZNOG (Rotorua) 13-18 ICANN88 (Lisbon) 26-29th Easter
April 2027 Paengawhāwhā					
May 2027 Haratua				5th Governance (2)	

Month	Board Meeting Dates	Pre Board Meeting Days & Single Agenda Items	Main Items for Board	Committees (Placeholders)	External/Int'l
June 2027 Pipiri	Friday 11th (9am-4pm)		AGM/Election planning HSW training 90 mins	23rd .nz Advisory (2) 30th A&R (2)	3rd DNC Board meeting 14-17 ICANN89 (Vancouver) 25th Matariki
July 2027 Hōngongoi	Thursday 29th AGM 2027 (Placeholder)	15th Single Agenda: Member Motions (Placeholder)		7th Governance (3)	
August 2027 Hereturikōkā					
September 2027 Mahuru	Thursday 2nd Friday 3rd (9am-4pm)	2nd Pōhiri for new Board Members, whakawhanaungatanga Strategy day	Induction of new Board Members Board committees appointments	15th A&R (3) 22nd .nz Advisory (3)	
October 2027 Whiringa-ā-nuku				6th Governance (4) 27th A&R (4)	.nz Consultation 30-4 Nov ICANN90 (Adelaide)
November 2027 Whiringa-ā-rangi	Thursday 25th Friday 26th (9am-4pm)	25th INZ Board Business Deep Dive tbc	Operational plan to Strategy First pitch for 2028/2029 key projects High level budget assumptions	10th .nz Advisory (4)	19th DNC Board meeting
December 2027 Hakihea					