WATER AT WORK MINISTRY

SUSTAINABLITY REPORT

2025

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Sustainability for Water at Work Ministry

How we define sustainability. A measure of how well an enterprise is able to ensure its continued operation in the future by generating sufficient support - economic, social, and environmental - in the present.

Our approach to measuring sustainability. The Global Reporting Initiative has developed a format and general guidelines for assessing the sustainability of any enterprise. The Water at Work Ministry Sustainability Report follows those general guidelines and format. Self-assessment is conducted on a variety of applicable criteria.

Starting with our mission. The mission of Water at Work Ministries is to transform the lives of over one million of the poorest people in the Dominican Republic through clean water distribution plants, business development, and access to the gospel of Jesus Christ.

Key Elements

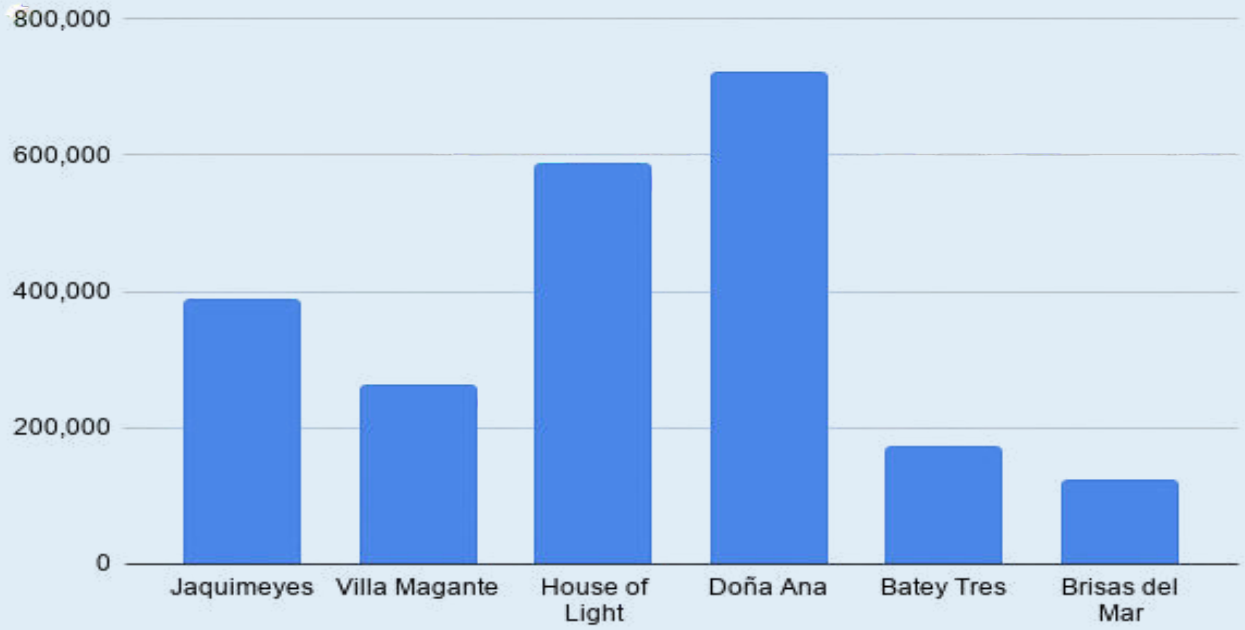
We focus on profitability as a chief indicator of sustainability, but profitability can only occur and be sustained if two other key aspects are maintained, operational competence and commercial relevance.

- Operational competence means the water plant efficiently produces clean, safe water while maintaining its certification with the Ministry of Public Health.
- Commercial relevance means the plant produces a product that meets customers' expectations of product quality and is consistently available via convenient sales and distribution channels.

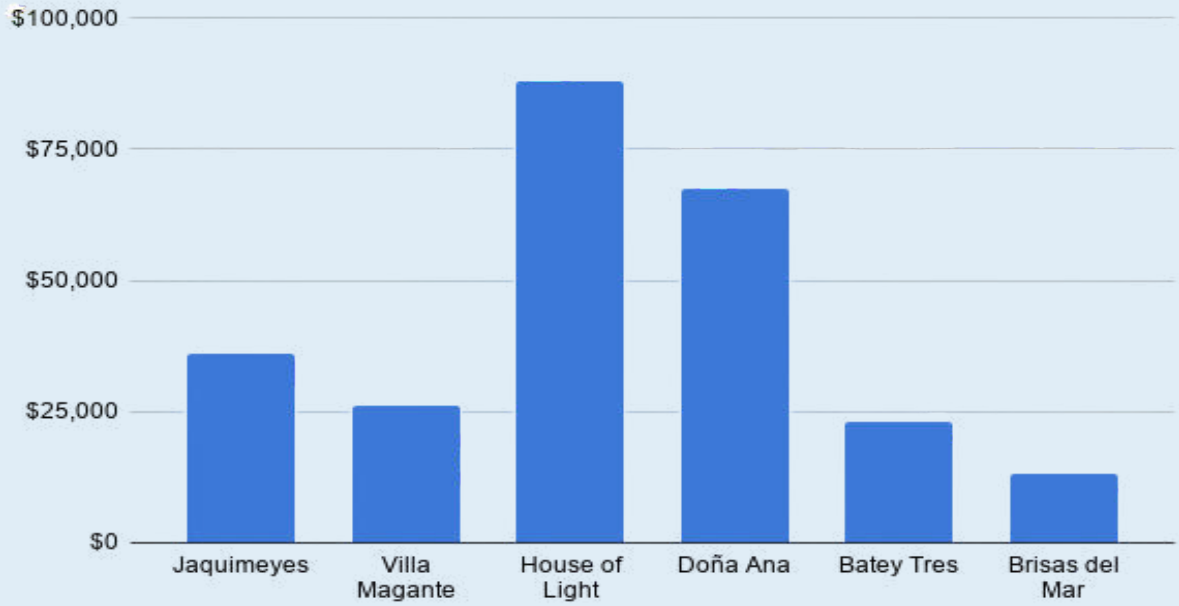
Under the guidance of astute management, profitability will be the natural result of achieving operational competence and commercial relevance.

By the **Numbers**

Water Production in 2025 was 2,244,895 Gallons

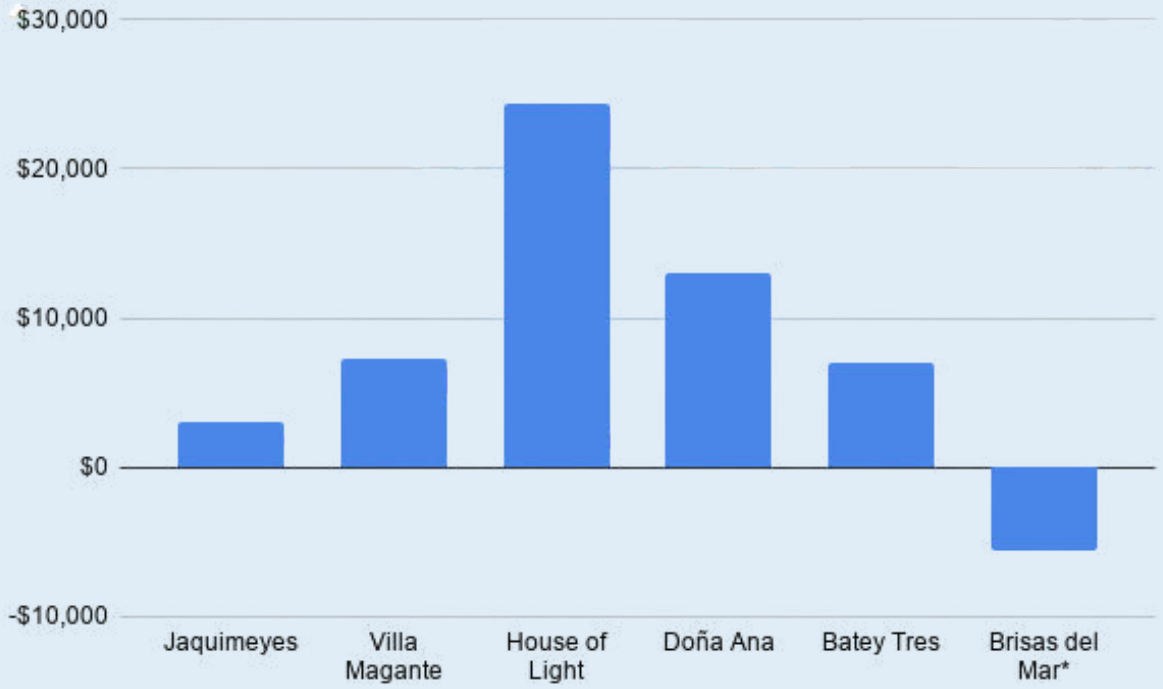


Total Sales Revenue for 2025 was US$253,276

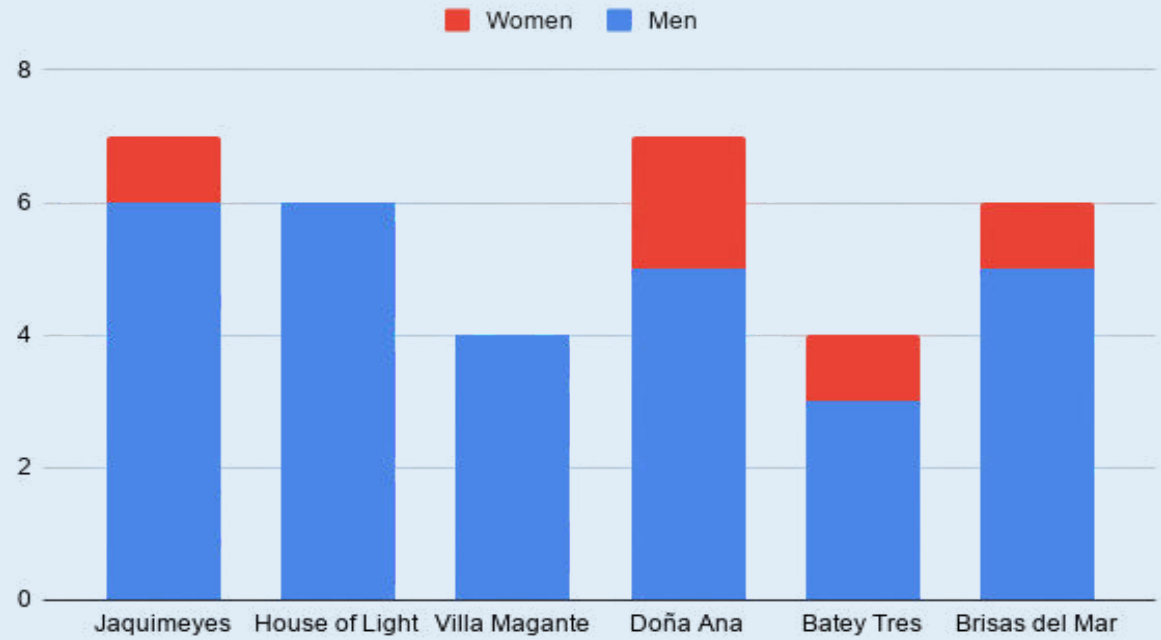


By the **Numbers**

Profit/Loss for Each Water Plant by Location



Employment per Water Plant
34 full-time Jobs Created; 5 held by Women

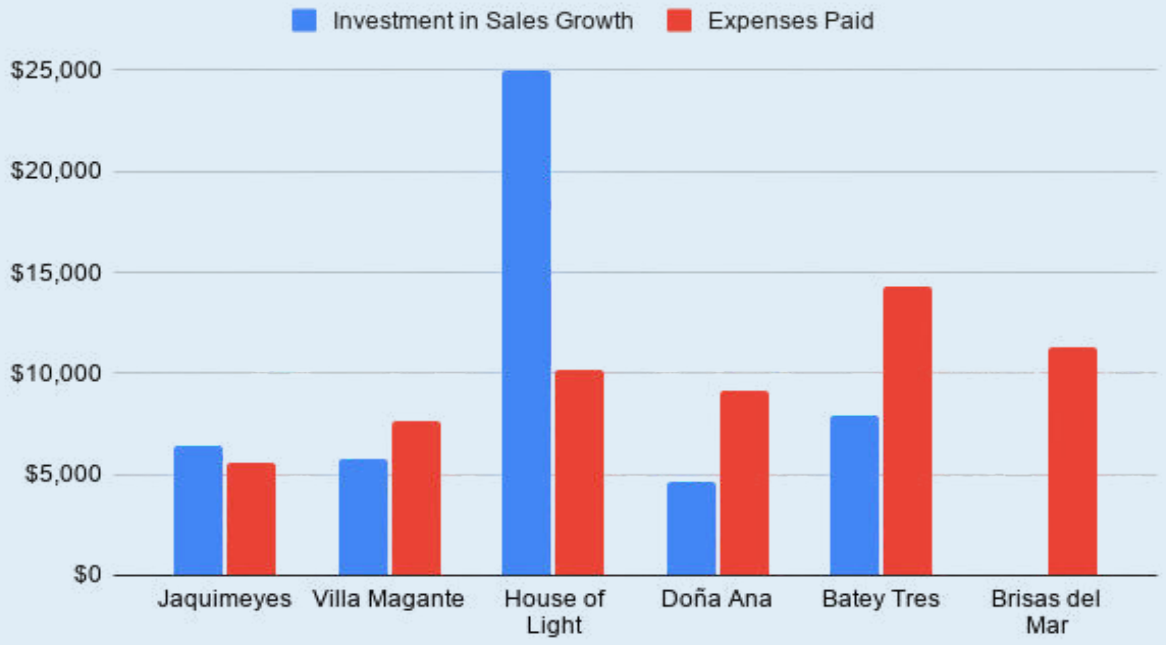


Discussion of 2025 Operating Results

Water production for 2025, 2,244,895 gallons, was 63% higher than in 2024 when we bottled 1,374,355 gallons. It is our belief that one of the key determinants in that growth was the avoidance of extended downtime at the water plants.
Directly tied to water production are sales. **Revenue for the water plants was up substantially, to $253,276** compared to $154,040 in 2024. The total net profit generated by five plants was $54,690, an increase of $21,955 year over year.

In addition to less downtime, which is vital to maintaining a faithful clientele, 2025 also saw a strategic investment by Water at Work Ministry in the ability of the water plants to take their product farther afield by increasing their distribution capacity. This strategy required an investment by Water at Work Ministry in the plants' distribution infrastructure.

Investment in Sales Growth and Expenses Paid For 2025 by Water Plant



Additional Info: The Expenses Paid list shows financial grants that were made in 2025 to address specific needs that arose where quick action was needed to keep the water plants in operation. In reality, a sustainable business should make those payments without our assistance. That is our ultimate goal.

Discussion of 2025
Operating Results

Financial assistance was provided to all six water plants in 2025. The degree to which financial support is provided is an important sustainability indicator. While our goal is for all expenses at the plant level to be covered by the plants, strategic investments by Water at Work Ministry are needed from time to time to advance priorities, such as increased distribution. In total our strategic investments in the plants totaled $49,641 in 2025. Additionally, at moments when plants were hit with unexpected costs that outpaced their reserves, Water at Work Ministry provided $58,190 of assistance.

A special note in relation to investments in the water plants should be made in relation to the Brisas del Mar plant. The Brisas del Mar plant experienced an extended period of time off-line in 2025. During that time the ministry associated with the plant, Eastern Dominican Christian Mission, invested over $30,000 in capital improvements, setting the plant up for a very productive 2026.

Note regarding previous reports: We have discontinued our supplies program and our loan program which have been aspects of our support to the water plants for the past three years. Supplies are now purchased by the water plants from an independent company. All loans which Water at Work Ministry had made to the water plants over the years have been repaid.

Water **Quality**

The quality of our water is of vital importance, especially when we take into account the key aspect of sustainability mentioned at the beginning of this report, that of commercial relevance. In other words: does our product meet the needs and expectations of the general public? Does it taste good? Do they want to buy it? Do they trust it is safe?

To ensure the commercial relevance of our water, each water plant's production line is tested bi-weekly by a member of the Foundation Water Work team at four sampling points. We test for E. Coli, total coliforms, pseudomonas, and aerobic bacteria. In 2025 there were zero incidents of contamination in our final products.

When contamination was found within the production line, operations were halted and remedial actions were taken to clean out any unit operations where positive tests occurred. In 2025, downtime for remediation/ cleaning of bacteria for the production lines, though minimal, was required at Brisas del Mar, Doña Ana, Batey Tres, House of Light, and Jaquimeyes.

In addition to continual water testing, systems improvements were also made where needed. In particular, the chlorination process was changed at Brisas del Mar, Doña Ana and Jaquimeyes to allow more retention time for the chlorine to kill any bacteria present in the raw water. This involved installing additional tanks and injectors.

Additionally, as our work is done in coordination with the Ministry of Public Health, at times changes to our systems must be made when requested. At the House of Light and Doña Ana water plants we were required to add sodium metabisulfite prior to the reverse osmosis systems that required the installation of filters containing activated carbon. While we consider this a regression in our treatment technology, in order to not suffer considerable downtime while discussing the issue, we incurred the expense and made the changes.

Sustaining the **Work Force**

Employment at the water plants totaled 34 full-time positions in 2025. Five of those jobs (15%) were filled by women. From a sustainability standpoint, we feel that for the plants to be sustainable, they must tap into the talent of 100% of the workforce in the Dominican Republic. That is why we track the gender make up of the teams and why we stress the importance of a diverse workforce when consulting with the plants. The tenure of the people working in the water plants is something we track as turnover within the workforce of a plant can be problematic. The tenure figures at the plant level are distributed in a healthy manner. Forty percent of the team members are in their first year of employment, twenty-seven percent have been working at the plants for one to three years, and thirty-three percent of the employees have been working at the plants for more than three years.

In relation to employment generated in conjunction with the work of the water plants, the increased focus on distribution resulted in a total of 12 resellers finding gameful employment, not as employees but as independent contractors.

Just as the tenure of service of our water plant personnel is of importance when taking into consideration the sustainability of our plants, another key human resources focus of the Foundation Water Work team is the time and energy they put into mentoring and encouraging the plant managers. A key feature of that approach is getting the plant managers together at least once a year to review business operations, share ideas and best practices, and to encourage one another. These meetings are an important element of our continuous improvement process. The solutions and initiatives derived from lessons identified contribute to the desired outcomes.

The managers and operators of four of the six water plants, Doña Ana, House of Light, Villa Magante, and Jaquimeyes, met together with the Foundation Water Work team. Those attending are shown here.

Sustaining the **Work Force**

In addition to the meeting mentioned previously, personnel from five of the six water plants were in attendance for the Genius of One conference held at the GO Ministries facility near Santiago in mid-July. The theme of the conference was *Unity in the Body of Christ* and methods to work together peacefully and productively. The participants enjoyed the conference content and noted that it was refreshing to meet together with other Christian mission workers.

Increased Role of Foundation Water Work Staff

Our Foundation staff continued to take a more direct role in the management of the water plants in 2025, through in-person meetings and coaching. Fewer operational mistakes were made in 2025 and better online production time was achieved. The managerial and operational teams obtained much better results in 2025 at most of the plants. The best performing plants were Doña Ana, House of Light and Jaquimeyes.

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