



REFLECT RECONCILIATION ACTION PLAN

JULY 2022-JULY 2023



RECONCILIATION
ACTION PLAN

REFLECT



seqwater
WATER FOR LIFE

Acknowledgment of Country

Seqwater acknowledges the Traditional Custodians of the land, catchments and waterways on which we live, work and dream – the Kabi Kabi First Nations peoples; the Jinibara peoples; the Turrbal peoples from the northside of the river and the Jagera peoples of the south side of the river; the Quandamooka peoples; the Danggan Balun peoples; the Yuggera Ugarapul peoples; and the Gold Coast Native Title Group.

We pay our respects to Elders past, present and emerging.

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All photos featured throughout this document are taken by Seqwater employees.





Artist Bio

My name is Elaine Chambers-Hegarty, and I am an Aboriginal Graphic Designer and Artist - with my cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna people. My parents were both born in Cherbourg Qld, after their parents were relocated there from their homelands, under 'the act' in the 1900's. Both my parents and my grandparents, are my inspiration! They have always encouraged me to have personal goals, and to always show respect and be proud of my heritage.

Their kind and nurturing ways have been a foundation in my life. Family is very important to me, and with my husband and our daughter, complete my world! I was so blessed to inherit my Dad's creative genes. This artistic ability and my love of computers led me to pursue a career as a Graphic Designer straight after I had finished school. It has been such a wonderful profession and one I have thoroughly enjoyed for over 30 years. I've worked most of those years in News Media, and the last 10 years concentrating on my Aboriginal artwork. I enjoy the print part of Graphic Design.

I love to print on anything, from my designs for Indigenous Rounds for NRL and AFL, V8 SuperCar Championships, Health organisations, Building and Mining Companies who work with traditional owners and, the many Indigenous organisations I've designed for, I enjoy helping create something different and new for each of them.

Company artwork

My design was created with the knowledge I have learnt about Seqwater operations, its vision and values and, their plans to source, store, treat and supply our local waters, along with their connection with the local Traditional Owners.

I have chosen to give a breakdown of Seqwater's organisational elements, connection to the community and country within the art work and recreate this in my contemporary Aboriginal artwork style.

In a clock ways movement, I started with the landscape, the mountains and the waters that run down from them and into the catchment areas, to the coastal areas and peoples that offer protections of sand and their waters. All elements flow into how they manage dams, water treatment, desalination, our farmers, pathways of connection with local traditional owners, irrigation and climate change.

I have learnt about the respect Seqwater has for Traditional Owners and their sacred sites, with everyone working together so that Seqwater can provide residents and customers with sustainable good clean healthy water for all of south East Queensland. That collective collaboration has been a real inspiration in the creation of this piece.

A message from Reconciliation Australia



Reconciliation Australia welcomes Seqwater to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Seqwater joins a network of more than 2,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own

business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Seqwater to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Seqwater, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A message from our CEO



It is my privilege to present Seqwater's first Reconciliation Action Plan (RAP), our Reflect RAP. This RAP demonstrates Seqwater's commitment to a reconciliation journey with the Traditional Owners of the land, catchments, and waterways on which we operate.

On joining Seqwater, I was pleased to learn that the business had a genuine desire to develop a Reconciliation Action Plan (RAP). In my previous roles, I have developed a deep appreciation for what can be achieved when organisations seek to build understanding and work collaboratively with Aboriginal and Torres Strait Islanders. This includes not only creating opportunities within communities but enhancing organisations also.

Our Reflect RAP has been thoughtfully developed by a dedicated working group, with support from Executive Leadership and the broader business. Our RAP Working Group is a collective of Seqwater employees who identify as Aboriginal and/or Torres Strait Islander people, as well as employees who are passionate about contributing to this important piece of work.

This Reflect RAP will see us look inward first. We will reflect as a business and establish a strong foundation, based on our values of care, respect, courage and integrity, for our future reconciliation efforts. We will continue to grow our relationships with Aboriginal and Torres Strait Islander stakeholders and create genuine and lasting opportunities for their communities.

Key areas of focus will include building greater awareness among our employees about value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights. We will also set out to improve our workforce diversity to reflect the communities we serve. We know there is more that Seqwater can do in this space and our Reflect RAP will help us monitor and measure our commitments and keep us moving forward on our journey toward reconciliation.

I look forward to progressing this important work at Seqwater.

Neil Brennan
Chief Executive Officer



Who we are

Water gives and sustains life, and helps create prosperity. It's an essential service that Seqwater delivers to communities across South East Queensland.

Who we are

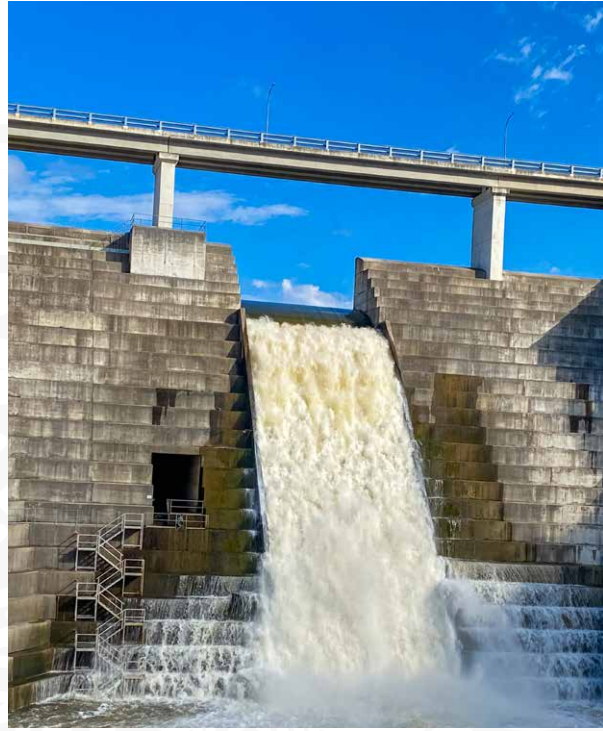
Seqwater is the Queensland Bulk Water Supply Authority responsible for delivering safe, secure and valued drinking water to more than three million people across South East Queensland.

Seqwater also manages catchment health and community recreation facilities, provides essential flood mitigation services, and supplies water for irrigation to farmers across seven supply schemes. We are also responsible for the long-term planning of the region's future water needs. We strive to be an innovative leader, delivering our most precious resource for generations to come.

With a team of about 800 employees, Seqwater is one of the largest water businesses with the most geographically spread and diverse asset base. Our operations extend from the New South Wales border to the base of the Toowoomba Range and north to Noosa.

We acknowledge and respect the First Nations people as Custodians of the land on which we live, work and play. We recognise their continuing connection to country and pay our respects to Elders past, present and emerging.

We see the huge opportunity available to us to contribute to reconciliation, particularly due to the nature of our business, and the strong association to land and water which plays a pivotal role in First Nations cultures.





As an organisation, we acknowledge that it is our responsibility to begin to engage deeper and further to reflect on the abundant history of this nation and its First peoples.

In our role as guardians of land and water, we have a responsibility to understand the significance of the work we do around cultural heritage, sites of significance and ensuring our business is conducted in a culturally safe and efficient manner. This responsibility extends from both a service standpoint as it relates to the supply of clean and safe bulk water, as well as from a cultural perspective.

Although we are aware that we employ Aboriginal and Torres Strait Islander peoples, the number is currently not known. We will work within this RAP to determine culturally appropriate ways to understand this.

We manage many highly important landscapes that have significant cultural value to First Nations peoples. We engage cultural heritage specialists on our projects, the objective is to streamline the approach to engagement with First Nations communities and peoples throughout the organisation, across multiple regions and for all our projects, especially those that have cultural significance.

We are a relatively young organisation and our Diversity and Inclusion (D&I) Framework, and Environment, Social and Governance (ESG) policies are a continuous work in progress. This Reflect RAP—which informs our broader First Nations engagement—is a critical component

of our organisation wide policies that we will champion internally and externally.

Building our First Nations engagement into the broader ESG framework will ensure synergy with the overall organisational strategy and allow the RAP to have a formalised presence within this approach. This will also allow for the all-important implementation phase to be administered more efficiently, providing a higher chance of success across all the agreed deliverables.

Embarking on the Reflect stage of this RAP process, we will each need to reflect internally to understand our individual cultural values and how our own genetic, cultural and environmental conditioning impacts our engagement cross-culturally.

By doing this first, we will be better positioned to understand the culture of our organisation and the people within it; as well as the broader communities that we engage with, to inform how we best learn from, acknowledge and participate with First Nations peoples. This considers and applies the knowing, doing and being framework allowing people to reflect on the journey of First Nations peoples since colonisation, and how we can individually and collectively play a part in reconciliation at a personal, organisational and community level.

Aspirations for reconciliation

Our aspirations for a formal commitment to reconciliation have finally been realised, to ensure we are embarking on this journey authentically to have a genuine and lasting impact on the reconciliation movement.

Seqwater begins this journey with great optimism and motivation with the support and endorsement from our CEO and the executive leadership team, along with a strong team of RAP advocates who will drive the delivery of this vitally important piece of work.

We are highly encouraged to act and press forward. However, in this Reflect stage, we are conscious that we need to focus on understanding who we are as an organisation, reflecting on our own strengths and weaknesses, while scoping the opportunities available and any potential issues or roadblocks that may interfere with our progression. This will help build a solid foundation for the implementation of initiatives and prepare our organisation to progress onto the further stages of the RAP process.

Our vision is to build genuine meaningful connections with local First Nations peoples who possess so much wisdom and knowledge when it comes to caring for country. This includes land and water management, managing ecosystems and sustainability practices which can inform the direction of some of our

business processes into the future. The values of environmental sustainability and social responsibility that are now so prevalent across the corporate and government sectors have been communicated and shared throughout First Nations communities for thousands of years. We are in a privileged position to be able to tap into this knowledge base to improve the way we do business at Seqwater.

There is an array of opportunities for two-way learning, engagement and participation with so many commonalities across our business. We see profound openings for employment, supplier engagement and community interaction in every part of the business from bulk water supply through to recreation services. The opportunities are far and wide for the integration of First Nations philosophies into our day to day business dealings, from the way we communicate with each other; to engaging and building relationships; to using First Nations terms of reference as a guide.

Our reconciliation journey will be ongoing rather than static with a limited life cycle. Over time our RAP will evolve, and our business will pivot and shift as we work to create an environment that is culturally aware, competent, inclusive and opportunistic.

We view the development of our RAP and First Nations participation as something that will add value and enhance our organisation.

As outlined in our deliverables table below, we have set realistic goals and objectives which are achievable and challenging. This will make sure we are progressing at a reasonable pace, and that interest and involvement remain elevated. Various team members and business units were involved in the process to set out these

goals and objectives to ensure we represent all the potential opportunities and most impactful outcomes. Working together as an organisation with the guidance of First Nations communities, consultants and personnel, we believe we are ready and well equipped for success on this exciting journey that will have reverberating outcomes across multiple communities and peoples.



Working towards our inaugural Reconciliation Action Plan



At Seqwater, as part of our journey towards greater collaboration, input and knowledge building, we have been indirectly working towards our reconciliation commitment for several years.

We have done this through the implementation of internal initiatives and engagement with First Nations communities and businesses. Our most consistent engagement piece is that of cultural heritage consultants, where we seek guidance around areas of cultural significance and ensure we abide by traditional protocols. This has included cultural heritage studies, as well as interviews with First Nations groups to understand and record broader landscape cultural heritage values and inform land management strategies at a more holistic level.

Examples of this include engagement with Traditional Owners at Minjerribah (North Stradbroke Island) as well as consultation with Traditional Owners, the Turrbal peoples, in the Moreton region. We acknowledge this is part of a larger conversation where we can contribute much more broadly, especially with the work that we do and how we are strategically positioned to make lasting impact across multiple fronts including employment, procurement and capacity building.

We recognise and acknowledge the need for engagement, as well as linking communication with other South East Queensland organisations similar to Seqwater or those who we collaborate with in the Water Industry. As a business, we have had initial discussions around the opportunities for economic development, empowerment and self-determination we can help influence.

Seqwater has used events and initiatives—such as celebrating NAIDOC week—as a stepping stone to greater understanding and acknowledgment of First Nations cultures and peoples. We have encouraged staff who self-identify to share their personal stories and experiences to provide an intimate perspective for the broader business. We have also hosted events to celebrate NAIDOC week where we have invited Traditional Owners from across South East Queensland to attend and participate in these celebrations, as well as encouraging our employees to attend external events where possible.

There has always been a genuine level of interest from our business and employees for greater understanding and relationship building with First Nations peoples and these events have always been well attended.



During the last two years, where the pandemic has impacted face to face events, we transitioned to a virtual approach to ensure we can still acknowledge and celebrate these events annually to showcase the importance to all our employees.

We encourage Acknowledgement of Country and have engaged with our First Nations Stakeholders to hold Welcome to Country and Cultural Awareness Sessions. This has been part of our informal integration strategy to embed First Nations peoples and perspectives into the work that we do at Seqwater.

As a business that supports a broad range of educational, environmental and community initiatives along with a strong commitment to our vision 'Water for Life', our goals and objectives extend beyond bulk water supply to supporting a sustainable water future for generations to come.

We recognise the importance of getting people involved in their water supply through education and local projects to achieve our vision.

With the development of this RAP, we have broadened this scope significantly to have a strong focus on First Nations engagement with so many nuances between what we are trying to accomplish and the approach of Traditional methods to land, water and community management.

We embrace diversity from a cultural, social, economic and political standpoint and we are excited to leverage this value set when implementing the deliverables within this RAP.

We believe that diversity of thought is a strength that needs to be harnessed and used to our advantage, with so much opportunity in having different approaches and perspectives especially when it comes to land and water management, bulk water supply and the delivery of recreational initiatives.

Bringing our Reflect RAP to life

In line with our organisational vision, promise and values, we are excited to have commitment and support from across the organisation including our executive leadership team and our board for the development and implementation of our inaugural Reflect RAP.

Our CEO attended our initial RAP meeting alongside our First Nations consultant where we discussed objectives, strategy and governance of our Reflect RAP for the next 12 months. This provided great momentum for the RAP Working Group who will champion this initiative with the understanding they have full support to bring the deliverables within this document to life.

As part of the RAP Working Group nominations, we prioritised diversity from all aspects, including positions within the business and gender, to ensure a variety of perspectives. This allows us to have the most effective impact across our entire organisation, particularly with such a diverse portfolio of service offering and opportunities.

We nominated General Manager, People Culture and Safety, Melissa Williams as our RAP Champion who will drive internal engagement and awareness of the RAP. Our RAP Working Group will include a group of passionate employees from across the business. This working group comprises of; Anne McKenzie (Cultural Heritage Officer), Daniel Broad (Digital Records Officer), David J. Williams (Technical Specialist - Spatial Services), David Nugent

(Senior Planner - Capital Portfolio Planning), Declan Hearne (Project Manager Operational Excellence), Helen Mateer (Contracts Administrator), Jessica Shelton (Group Support Officer), Kate Hamilton (Manager, People Experience), Kate Roskam (Organisational Development Advisor), Matthew Hegarty (Catchment & Dams Operations Supervisor), Susan Siasoi (Communications Advisor), Tim Odgers (Senior Planner - Source Protection) and Tyrys Graham (Field Ranger).

Our internal RAP Working Group has First Nations representation from within our business with individuals who identify as Aboriginal and Torres Strait Islander that have strong ties to various Traditional Owner communities from across Australia. This provided valuable insight and guidance throughout the development phase of the RAP and will continue to do so moving into implementation. We have convened multiple times already both virtually and face to face and will continue to do so as we progress on our journey.

We have a group of very passionate individuals, many of whom have worked across or within First Nations settings and initiatives. This has culminated in having a team with a broad depth of experience as it relates to First Nations engagement and this will be of significant value when we are looking to have as much impact as possible across our various business units.



Pictured L-R: Members of the RAP Working Group Tyrys Graham, Neil Brennan, Jessica Shelton and Matthew Hegarty

We will look to understand international policies and processes that have worked successfully in other First Nations communities, while looking at protocols such as the United Nations declaration on the rights of Indigenous peoples for guidance. We will also consider National policies such as the Modern Slavery Act to inform the actions of our employees and ensure procurement and employment opportunities are delivered in an ethical and equitable manner. We understand that this is a very contentious and sensitive topic especially for First Nations peoples with the history of exploitation of labour and stolen wages.

Understanding our history as a nation to inform a more righteous future is critical. This will form part of our organisations ongoing cultural learning and education. We have already discussed and catered for the delivery of cultural awareness training within the first year of our RAP implementation. We understand there may be a lack of awareness regarding the transgressions that have taken place on our home soil as that is something that is often left out of the history books and education system. The process of educating our employees about our history is not about venturing into the past, but acknowledging what has happened and to plan a way forward. Where we live in a more ethical and honourable society and provide the opportunity for better understanding, engagement and self-determination.

Connecting with our South East Queensland communities and stakeholders is something we have committed to as part of who we are and how we work at a broader business level. Working so closely with South East Queensland Water Service Providers, such as retailers and councils, provides an opportunity to leverage the close association with these partners to build a powerful network of businesses working to deliver change and create a lasting impact through reconciliation. We will reflect and explore opportunities with our partners on how we can collaborate on initiatives that provide meaningful change and prosperity for First Nations communities across South East Queensland and beyond.

Our close alliance with The University of Queensland and Griffith University provides additional opportunities for tertiary education and capacity building within our sphere of influence. We will be unpacking many of these potential opportunities as we progress through this RAP. We are thrilled to be on this journey and ready for the all-important implementation phase. We've built strong pillars to ensure success and we will be actively working to embed this plan into our overall business model over the next 12 months.



Relationships

| Action | Deliverables | Timeline | Responsibility |
|--------|--|---|--|
| 1 | Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | 1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence | November 2022 Cultural Heritage Officer |
| | | 1.2 Research best practice approaches that support partnerships with Aboriginal and Torres Strait Islander peoples | December 2022 Cultural Heritage Officer |
| 2 | Build relationships through celebrating National Reconciliation Week | 2.1 Introduce staff to National Reconciliation Week by circulating resources and materials | May 2023 Manager, People Experience |
| | | 2.2 Have RAP Working Group members participate in external National Reconciliation Week events | May 27th – 3rd June 2023 Manager, People Experience |
| | | 2.3 Encourage staff to attend at least one National Reconciliation Week event | May 27th – 3rd June 2023 Manager, People Experience |
| 3 | Promote reconciliation and our RAP through our sphere of influence | 3.1 Inform all staff on our Reconciliation commitment and responsibilities within our RAP | July 2022 Manager Communication, Education and Engagement |
| | | 3.2 Identify and connect with other RAP organisations to collaborate on our journey | February 2023 Manager, People Experience |
| | | 3.3 Amend Human Resources on-boarding documents to include reference to our RAP | March 2023 Manager, People Experience |
| | | 3.4 Identify external stakeholders that our organisation can engage with on our reconciliation journey | October 2022 Manager, People Experience |
| 4 | Promote positive race relations through anti-discrimination strategies | 4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs | April 2023 Manager, People Experience |
| | | 4.2 Research best practice and policies in areas of race relations and anti-discrimination | February 2023 Manager, People Experience |

Respect



| Action | Deliverables | Timeline | Responsibility | |
|--------|---|---|---|---|
| 1 | Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | 1.1 Review current cultural learning and training to identify training needs required within the organisation | July 2022 | Manager, People Experience |
| | 1.2 Organise the delivery of workshops for internal cultural awareness | September 2022 | Manager, People Experience | |
| | 1.3 Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | August 2022 | Manager, People Experience | |
| 2 | Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | 2.1 Recognise Aboriginal and Torres Strait Islander dates of significance | July 2022 | Manager Communication, Education and Engagement |
| | 2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area | July 2022 | Cultural Heritage Officer | |
| | 2.3 Develop and implement a guideline to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols. | November 2022 | Manager, People Experience | |
| 3 | Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | 3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week | 4th-11th July 2022 | Manager Communication, Education and Engagement |
| | 3.2 Introduce staff to NAIDOC Week by promoting external events in our local area | 4th-11th July 2022 | Manager Communication, Education and Engagement | |
| | 3.3 RAP Working Group to participate in external NAIDOC Week events | 4th-11th July 2022 | Manager, People Experience | |



Opportunities

| Action | Deliverables | Timeline | Responsibility |
|--------|---|--------------|------------------------------|
| 1 | Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | | |
| | 1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation | October 2022 | Manager, People Experience |
| | 1.2 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities | October 2022 | Manager, People Experience |
| 2 | Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | | |
| | 2.1 Investigate Supply Nation membership | April 2023 | Manager, Commercial Services |
| | 2.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses | April 2023 | Manager, Commercial Services |



Governance

| Action | Deliverables | Timeline | Responsibility | |
|--------|--|---|--|--|
| 1 | Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP | 1.1 Form RAP Working Group (RWG) to govern and implement RAP | May 2022 | Manager, People Experience |
| | 1.2 Establish Aboriginal and Torres Strait Islander representation on the RWG | May 2022 | Manager, People Experience | |
| | 1.3 Draft a terms of reference document for the RWG | May 2022 | Manager, People Experience | |
| 2 | Provide appropriate support for effective implementation of RAP commitments | 2.1 Identify and define resource needs for RAP implementation | July 2022 | General Manager, People Culture and Safety |
| | 2.2 Engage senior leaders in the delivery of RAP commitments | August 2022 | General Manager, People Culture and Safety | |
| | 2.3 Maintain a senior leader to champion our RAP internally | July 2022 | General Manager, People Culture and Safety | |
| | 2.4 Define appropriate systems and capability to track, measure and report on RAP commitments | August 2022 | General Manager, People Culture and Safety | |
| 3 | Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | 3.1 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia | September 30 th Annually | Manager, People Experience |
| | 3.2 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence | June Annually | Manager, People Experience | |
| | 3.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire | August 1 st Annually | Manager, People Experience | |
| 4 | Continue our reconciliation journey by developing our next RAP | 4.1 Review RAP based on achievements, challenges and lessons learned | May 2023 | General Manager, People Culture and Safety |
| | 4.2 Register via Reconciliation Australia's website to begin developing our next RAP | March 2023 | General Manager, People Culture and Safety | |

For any queries, contact:

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