

# STRATEGIC ASSET MANAGEMENT POLICY

ASHBOURNE – MOSS VALE

INTERIM WASTEWATER TREATMENT SCHEME (IWTS)



PEOPLE • WATER • ENVIRONMENT



PEOPLE • WATER • ENVIRONMENT

## True Water

True Water provide sustainable sewage and wastewater treatment infrastructure. Our expertise is applied to deliver capital, operational, and environmental benefit to all stakeholders.

True Water's "whole of life" focus results in reliable, versatile, and efficient infrastructure and improved wastewater management within regional and urban landscapes.

### Vision

To deliver sewage and wastewater treatment infrastructure that best addresses the interests of current and future generations.

### Mission

People. Water. Environment.

Through comprehensive management of wastewater True Water aims to protect the natural environment, safeguard public health, and improve quality of life.

### Values

- Satisfy the needs of all stakeholders
- Maintain social and environmental awareness
- Serve future generations
- Enhance and drive innovation
- Be open and transparent



# STRATEGIC ASSET MANAGEMENT POLICY

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## Document Control

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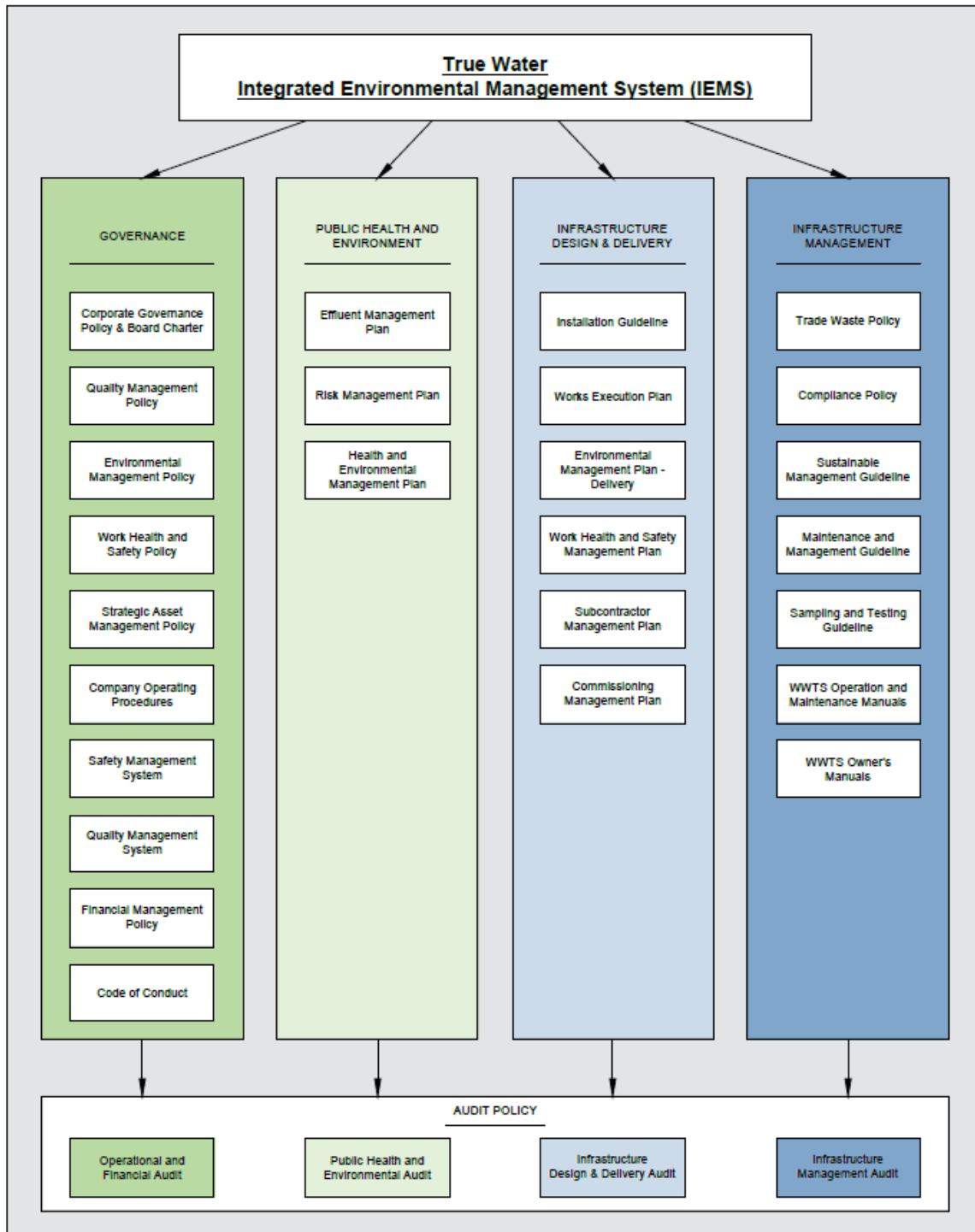
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## Integrated Environmental Management System (IEMS)

Sewage and water infrastructure requires the implementation of detailed planning, delivery, management, and auditing processes. For infrastructure delivery and operation to be successful it must satisfy stakeholder objectives and provide operational security throughout infrastructure life cycle. Protection of public health and the environment is paramount and neutral or beneficial impact must be secured.

True Water's Integrated Environmental Management System (IEMS) directs and informs all activities throughout the infrastructures lifecycle. The IEMS is a conclusive quality management process specifically designed to deliver stakeholder objectives, secure compliance, and protect public health and the environment. The IEMS includes management plans, policies, and guidelines:



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## **1 Introduction**

True Water operate, maintain and manage wastewater infrastructure on behalf of licenced entities. This Strategic Asset Management Policy (SAMP) outlines the activities and processes required for the long-term operation and compliance of these wastewater assets.

### **1.1 Purpose**

The purpose of this SAMP is to clearly communicate how future asset management will be conducted by True Water. Specifically, this policy documents the current and required action to sustainably provide required levels of service in a cost-effective manner while appropriately managing the associate risks.

This plan was developed under the guidance of:

- AS ISO 55000:2014 – Asset Management – Overview Principles and Terminology (Standards Australia, 2014), and
- AS ISO 55001:2014 – Asset Management – Management Systems – Requirements (Standards Australia, 2014).

This SAMP sets out the following:

- What products and services True Water provides and to whom and to what level,
- The constraints, risks, challenges, opportunities, and options associated with service delivery,
- The level of funding required to sustainably deliver current levels of service for the foreseeable future.

### **1.2 Scope**

The scope of the SAMP includes:

- Outlining the commitment of executive leadership to asset management, including organisational roles and responsibilities relating to asset management,
- documenting the organisation's decision making and risk management processes,
- outlining the implementation and improvement processes and procedures that ensure continual improvement of the organisation's asset management practices,
- summarising the information and system requirements for asset management, and the processes for collecting and managing asset information used to evaluate asset performance,
- communicating the key performance indicators used to identify the investment required to drive enhanced levels of service.

## 2 True Water - Roles and Responsibilities

The role and responsibilities of True Water's staff member include reporting to the True Water's Asset Management Committee on:

- How compatible the True Water's SAMP is with the strategic objectives outlined in the policies, strategies, plans and objectives,
- The progress with the improvement plan from this SAMP scheduled to occur on a quarterly basis,
- The progress with the improvement plan from improvement opportunities scheduled to occur on a quarterly basis.

The role and responsibility of True Water's Asset Management Committee is to:

- Monitor and measure the performance of the SAMP and service outcomes and use those results to improve performance.

The Asset Management Committee will develop procedures on:

- Monitoring and reporting the progress of the Improvement Plan action items outlined in this SAMP,
- Performance monitoring and reporting activities should align with service delivery objectives and assurance requirements,
- Monitoring and reporting to the Asset Management Committee on the progress of the improvement opportunities relating to assets,
- Record what information is relied on by the Asset Management Committee to satisfy levels of compliance.

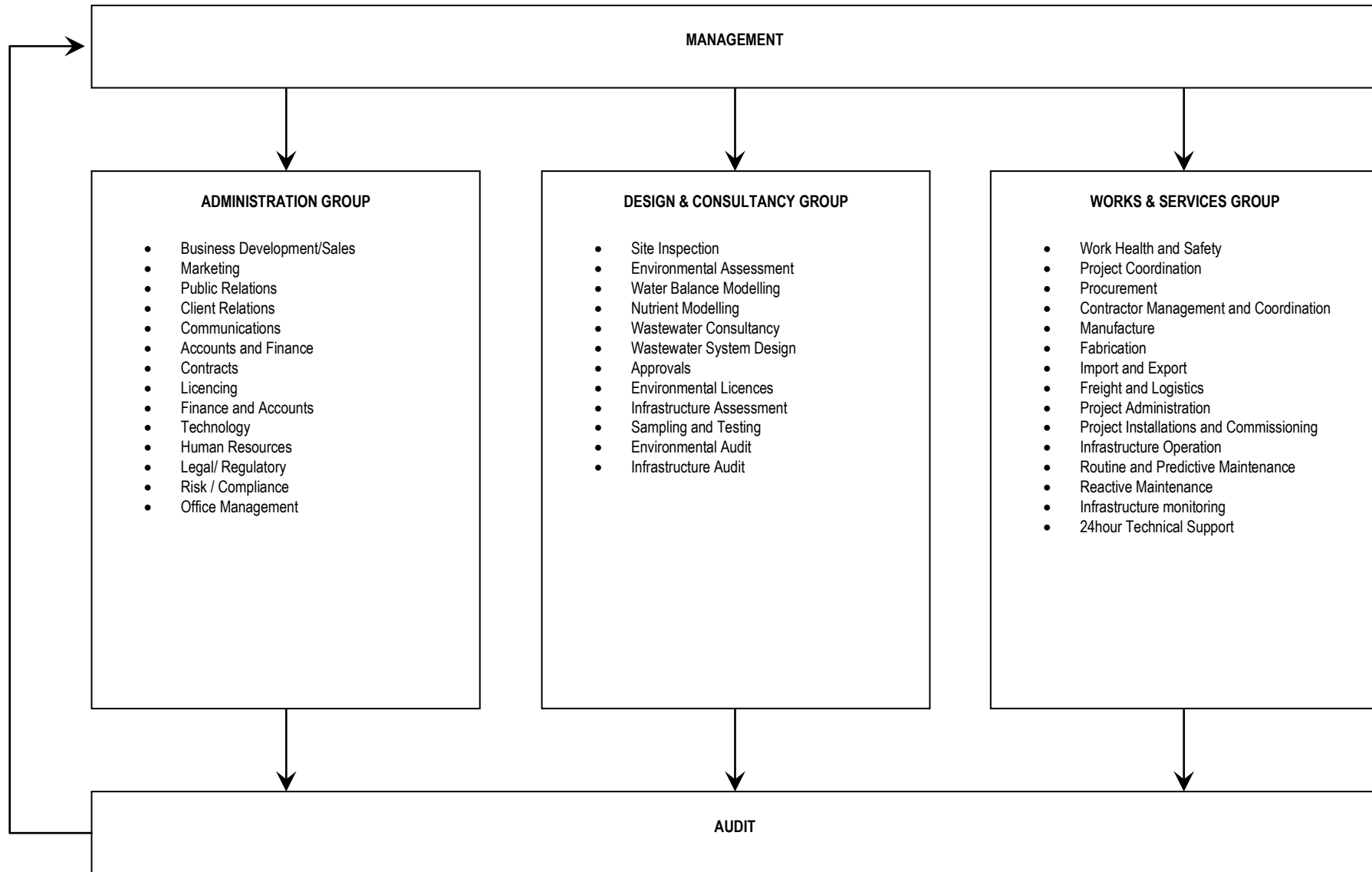
Key Role	Asset Management Responsibility
General Manager	<ul style="list-style-type: none"> <li>• Develop and review True Water policies, strategies, objectives, guidelines, practices and procedures.</li> <li>• Raise awareness throughout the organisation of the benefits of sound asset management.</li> <li>• Integrate policies, strategies and plans into the governance framework.</li> <li>• Oversee the progress of individual activities including data capture and preparation of plans.</li> <li>• Review and disseminate information to interested stakeholders.</li> <li>• Oversee development and implementation of plans.</li> <li>• Oversee the condition monitoring assessments for all infrastructure assets.</li> <li>• Report to the Committee on the performance of the asset management.</li> </ul>
Director of Design and Consultancy	<ul style="list-style-type: none"> <li>• Implement strategies with agreed resources.</li> <li>• Implement approved plans within budget and service parameters.</li> <li>• Monitor and review the performance of the organisation in achieving the strategies.</li> <li>• Ensure that accurate and reliable information is presented to stakeholders and clients for decision making.</li> <li>• Support the Asset Management Committee.</li> </ul>
Director of Works and Services	<ul style="list-style-type: none"> <li>• Implement strategies with agreed resources.</li> <li>• Implement approved plans within budget and service parameters.</li> <li>• Monitor and review the performance of the organisation in achieving the strategies.</li> </ul>

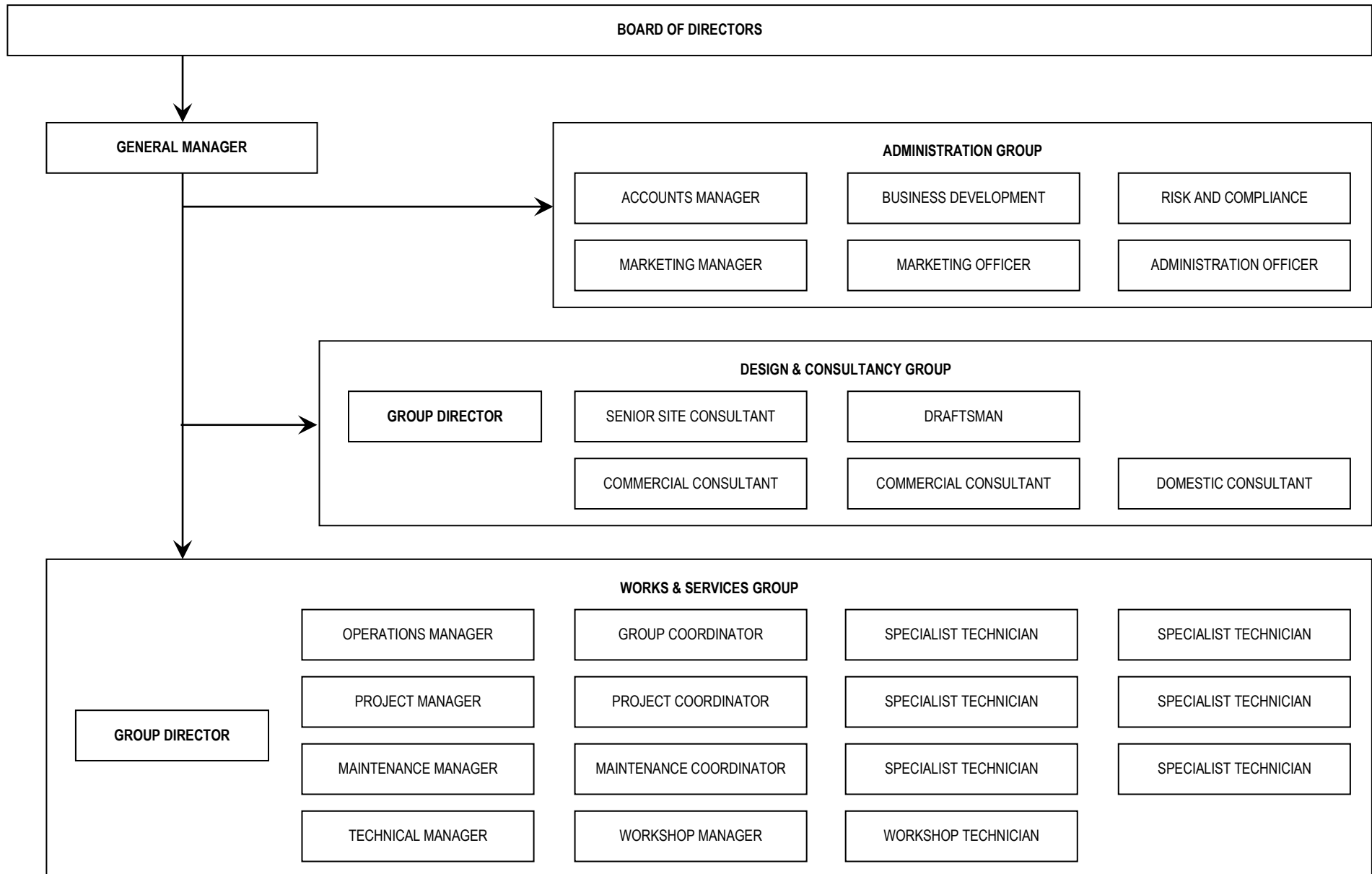


	<ul style="list-style-type: none"> <li>• Ensure that accurate and reliable information is presented to stakeholders and clients for decision making.</li> <li>• Support the Asset Management Committee.</li> </ul>
Asset Management Committee	<ul style="list-style-type: none"> <li>• Oversee development an asset management strategy and plans.</li> <li>• Reporting on the status and effectiveness of True Water's asset management.</li> <li>• Establish and monitor Asset Management Committee.</li> <li>• Demonstrate leadership and commitment with respect to the framework.</li> <li>• Set levels of service, risk and cost within available resources.</li> <li>• Develop the strategic direction for asset management.</li> <li>• Monitor and review the asset management framework.</li> <li>• Review the asset management roles and responsibilities of managers across True Water.</li> <li>• Coordinate the asset management activities across all asset classes.</li> <li>• Monitor the performance of assets.</li> </ul>
All other Managers and Staff	<ul style="list-style-type: none"> <li>• Assist in the development and review policies and strategies.</li> <li>• Implement strategies with agreed resources.</li> <li>• Develop and implement plans for individual asset classes using principles of lifecycle analysis.</li> <li>• Implement operational plans in accordance with strategies and budget.</li> <li>• Implement improvement plans for individual asset classes.</li> <li>• Manage assets in consideration of long-term sustainability.</li> <li>• Present information to the General Manager in terms of life cycle risks and costs.</li> </ul>



## 2.1 Organisational Structure



**2.2 Organisational Chart**

### **3 Asset Management**

#### **3.1 Ownership**

Wastewater infrastructure managed by True Water is owned by True Water's clients. True Water is engaged for asset management and operation of client wastewater infrastructure in compliance with statutory, regulatory and manufactures requirements.

#### **3.2 Sustainable Management of Infrastructure**

Efficient, compliant and resilient wastewater treatment infrastructure is critical to environmental, social and economic sustainability. Regardless of how reliable the infrastructure, monitoring and routine maintenance is critical to ensuring consistent and regulated quality.

Reliability of wastewater treatment infrastructure is essential for public health. Proactive management of this wastewater infrastructure is essential for long-term sustainability, resilience, and security. The considered and coordinated approach to asset management, decreases costs by minimising reactive maintenance, and aids in delivering greater return on investment for essential infrastructure.

#### **3.3 Wastewater Infrastructure and Assets**

True Water's Asset Management services are only available to clients with True Water Wastewater Treatment Systems (WWTS).

Each True Water WWTS employs a multi barrier approach to wastewater treatment and risk management. Control and monitoring points are located throughout each section of the wastewater infrastructure and telemetry monitoring automatically reports standard and abnormal operation.

All True Water WWTS's utilise tried and tested technologies to ensure reliability, reduced risk and simplified life cycle management requirements.

A WWTS is comprised of the following infrastructure categories:

- **Sewer reticulation and drainage networks**  
All infrastructure used to collect, transfer or convey influent (raw sewage) from the source(s) to the Wastewater Treatment Plant.
- **Wastewater Treatment Plants (WWTP)**  
The Wastewater Treatment Plant includes all assets and components required for the screening, treatment and processing of wastewater. Standards elements of the WWTP include, Kubota treatment module(s), aerator(s), controller, odour filter and pump set(s)
- **Effluent Dispersal System (EDS)**  
An Effluent Dispersal System encompasses all infrastructure associated with the transfer, storage and dispersal of effluent.

#### **3.4 Asset Lifecycle Management**

Wastewater infrastructure is managed and operated with the purpose of maximising asset life while maintaining compliant operation. Monitoring of service levels provides a measure for asset performance

Table 3.1 – Asset Service Levels – Grading Descriptions

Grading	Description for condition rating	Description for function rating	Description for capacity/ use rating
1 Very Good	Only planned maintenance required	Meets program / service delivery needs in a fully efficient and effective manner	Usage corresponds well with design capacity and no operational problems experienced
2 Good	Minor reactive maintenance required plus planned maintenance	Meets program / service delivery needs in an acceptable manner	Usage is within design capacity and occasional operational problems experienced
3 Poor	Significant reactive maintenance required	Meets most program / service delivery needs and some inefficiencies and ineffectiveness present	Usage is approaching design capacity and/or operational problems occur frequently
4 Very Poor	Significant renewal / rehabilitation required	Limited ability to meet program / service delivery needs	Usage exceeds or is well below design capacity and/or significant operational problems are evident
5 Critical	Physically unsound and/or beyond rehabilitation	Is critically deficient, does not meet program / service delivery and is neither efficient nor effective	Exceeds design capacity or is little used and/or operational problems are critical and systemic

### 3.5 Asset Monitoring and Compliance

The Compliance Policy (Policy) details processes to ensure the operational compliance of Wastewater Treatment Systems (WWTS) with Licence Authority and manufacturer requirements.

From the commencement of a WWTS operation, and throughout a WWTS life cycle, operation is monitored. The TELEmi platform delivers accurate, immediate, and real time information, providing improved operational efficiency and compliance. The system provides customers with immediate real time information, allowing operators to make informed decisions on scheduled and reactive maintenance.

TELEmi is supported by advanced live maintenance software which tracks system operation, daily flows, componentry, faults and alarms while recording all data. The True Water online portal provides for day-to-day management and monitoring of each asset or site, including automatic data logging.

There are three forms of compliance assessment which are performed continuously throughout the life of a WWTS:

- System Monitoring,
- Routine Operational Assessment,
- Annual Performance Audit.

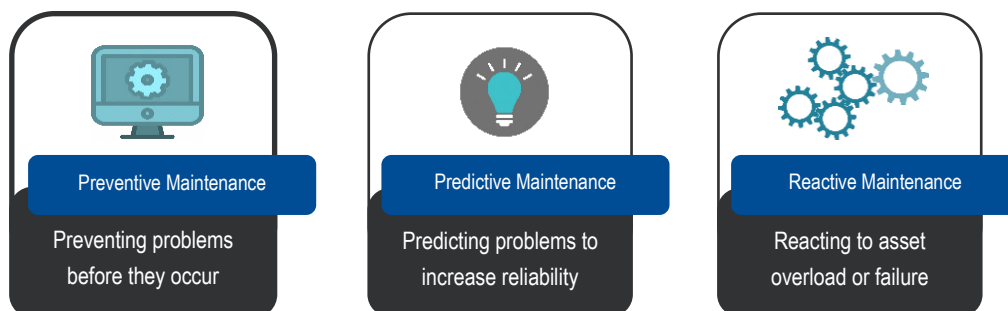
Ensuring compliance is a responsibility shared by all stakeholders and enforced by regulators and infrastructure providers. As a result, True Water has adopted a comprehensive and transparent process of monitoring and assessment, and audit to ensure WWTS performance meets the compliance requirements of the Licencing Authority and manufacturer.

The Policy details and describes the Compliance Processes including:

- System Monitoring,
- Routine Operational Assessment,
- Annual Performance Audit and,
- Compliance Recovery Process.

### 3.6 Asset Management Strategy

True Water works with clients to provide a framework for whole-of-life asset and infrastructure management for their wastewater treatment systems. The strategy is to provide comprehensive Preventative and Predictive maintenance to minimise the need for Reactive maintenance.



#### 3.6.1 Preventive Maintenance

Preventive maintenance is routine, systematic, and planned asset maintenance, which reduces equipment failure, cuts costs, and maximizes efficiency over time. Maintenance is completed at a specific frequency to ensure equipment is reviewed and tested at equal intervals. For example, servicing the Kubota WWTP every three months. The schedule is driven by licencing requirements, government regulations and data collected from monitoring performance.

Factors that are considered for planning preventative maintenance include:

- Manufacture Company Recommendations: to follow suggested instructions and timelines,
- Legal Requirements: to comply with government imposed policies and regulations,
- Environmental Requirements: to avoid environmental hazards.

#### 3.6.2 Predictive Maintenance

Predictive maintenance utilises monitoring data, sampling data and industry data to automate and predict maintenance needs. Data is assessed to develop effective maintenance schedules and correct issues before they become equipment failures.

TELEmi remote monitoring of hydraulic flows and equipment status allows for intuitive decision making to ensure equipment and components are kept in best working condition. Flow data can help predict high flow events, triggering predictive maintenance tasks to avoid overloading the system and the need for expensive reactive management.

Regular sample testing of influent and effluent allows for in depth knowledge of the condition in which the plant is being operated and how the internal biological system is functioning. As a result, site specific adjustments can be made, tailoring the wastewater plant to each indicial application and location.

#### 3.6.3 Reactive Maintenance

Reactive maintenance is sometimes necessary. True Water provides 24/7 support to its asset management partners via phone consultation and in person when required. Reactive or corrective maintenance is usually more costly and time consuming.

### 3.7 Asset Management Objectives

True Water is committed to delivering products, services, and projects with an emphasis on quality, safety, performance, and customer satisfaction. To achieve our Mission, Vision and Values, the following asset management objectives have been specified by management. All True Water staff are required to be familiar with the objectives and associated actions.

OBJECTIVE	ACTION
1. Responsibility above obligation	<ul style="list-style-type: none"> <li>• Being committed to implementing and maintaining a Quality Management System (QMS) consistent with legislative requirements and based on the current QMS standard.</li> <li>• Making sure employees are aware of, and understand, the Quality Policy and endeavour to work to defined performance standards so that lawful client requirements are satisfied, if not exceeded.</li> <li>• To continually monitor and assess client needs.</li> </ul>
2. Creativity through practicality	<ul style="list-style-type: none"> <li>• To thoroughly plan, manage and control the work to ensure satisfactory completion of projects within the nominated time using best safety, environmental and quality practices.</li> <li>• To review and continually improve the quality of services provided.</li> <li>• To strive to create an environment which encourages the development of our specialised skills and teamwork to meet the challenge of wastewater infrastructure management.</li> </ul>
3. Ability plus agility	<ul style="list-style-type: none"> <li>• Making sure supervisors and management are kept abreast of developments and changes to relevant standards, legislation, and technology and comply with the requirements of the system.</li> <li>• Making sure employees are highly trained and experienced in the techniques required to deliver quality products.</li> </ul>
4. Strong governance and accountability	<ul style="list-style-type: none"> <li>• Demonstrate to customers and stakeholders that services are being delivered effectively and efficiently.</li> <li>• Providing a transparent and auditable basis for making service/ risk/ price trade-off decisions.</li> <li>• Improving accountability for use of resources through performance and financial indicators.</li> <li>• Providing the opportunity to benchmark results against similar organisations.</li> </ul>

## 4 Levels of Service

ISO 55000 defines Levels of Service (LOS) as the following: *‘the parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organisation delivers’*.

The parameters can include safety, customer satisfaction, quality, capacity, reliability, responsiveness, environmental acceptability, and availability. LOS helps an organisation meet its stakeholders' needs, and work towards achieving its strategic goals. They ensure that an asset is fit for purpose, whilst balancing costs and future demands. Shortfalls can be identified, and future assets can be developed strategically.

LOS have wide-ranging internal and external implication due the following:

- Alignment of service delivery with organisational goals.
- Provide transparency and accountability.
- Allow repeatable and consistent measurement and reporting of inputs, outputs, and outcomes.
- Help ensure efficiency in service delivery to stakeholders, which in turn may bolster positive relations with them.
- Help ensure long-term cost control and financial viability in delivering a service.
- Extract value and optimise the delivery of assets.

LOS can be grouped into the following three categories:

- **Technical and Strategic Levels of Service:**
  - Technical LOS reflects the service provider's perspective, while strategic LOS represents the customer or user's perspective
- **Desired and Current Levels of Service:**
  - Current LOS are the service levels that are currently being provided by the service provider. Desired or expected levels of service are the levels that the provider, and customer, want to reach, or find satisfactory.
- **Levels of Service Analysis:**
  - LOS analysis includes the following steps:
  - Understanding customer expectation.
  - Developing LOS.
  - Consultation, communication, and approval.
  - Continuous review, updates, and enhancement.



## 5 Integrated Environmental Management System (IEMS)

The IEMS is the overarching framework that guides and directs all aspects of the company's operation. The IEMS structure includes five key elements: governance, public health & environment, infrastructure design & delivery, infrastructure management, and audit. Adherence to the IEMS ensures the company's mission to protect people, water, and the environment is integrated into daily activities.

### 5.1 International Organization for Standardization (ISO)

True Water has been assessed and certified by an independent third party for the following international standards:

- ISO 9001:2015 – Quality Management Systems (QMS)
- ISO 14001:2015 – Environmental Management Systems (EMS)
- ISO 45001:2018 – Occupational Health and Safety (OH&S) Management Systems



The scope of the certifications covers the following activities:

*“Provision of wastewater and sewage treatment technologies to Australia and the Pacific. Services include consultancy, delivery, project management, engineering, asset management (servicing and maintenance) and operation (remote monitoring and response).”*

True Water's IEMS provided the framework and structure required to achieve the *International Organization for Standardization* certification.

## 6 Quality Management System (QMS)

The True Water Quality Management System (QMS) has been developed to identify and address aspects of quality that speak to the pillars of People, Products, and Process that include the following control measures:

### 6.1.1 People

- Ensure all project staff are suitably qualified and experienced to undertake required specified tasks,
- Foster a project culture holding quality assurance in high regard,
- Ensure staff are completely informed of and adhere to project requirements and quality control measures and expectations,
- Maintain documentation for inspection of work executed by subcontractors.

### 6.1.2 Products

- Stakeholder assessment and review throughout the design process to confirm all components and products are fit for purpose,
- Ensure that all materials and products are received in complete conditions with factory testing certification or quality assurance accreditation,
- Confirm products used are manufactured under relevant industry standards and guidelines.

### 6.1.3 Processes

- Quality measures implemented at various stages of project delivery to ensure ongoing assessment,
- Project document suite including Management Plans prepared and assessed the Principal Contractor to guarantee project factors such as health and safety, environmental, construction and risk are addressed throughout the project,
- HAZOP workshops and engineer certification to confirm design is fit for purpose and meets quality requirements
- Carry out and participate in weekly progress reporting to include project progress and status
- Undertake commissioning and performance testing as per principal requirements
- Maintain live documentation and testing records

## **7 Maintenance and Management Guideline (MMG)**

The Maintenance and Management Guideline (MMG) outlines the management approach for True Water Maintenance. It provides roles and responsibilities, and a detailed description of expectations of staff regarding maintenance operations. It is designed to guide True Water maintenance staff.

The overall goal of the MMG is to ensure quality and consistency in all True Water maintenance operations.

The MMG achieves this overall goal through the following objectives:

- Provide clear role responsibilities,
- Provide clarity regarding operation processes and decision processes,
- Provide current approved reference materials and documentation.

### **7.1 Technician Training**

The MMG specifies the structure and requirements for the training of all True Water technicians. Technician training commences immediately upon commencement of employment with True Water.

Training and accreditation involve practical and theory method of assessment to ensure each technician demonstrates an in depth understanding of wastewater infrastructure and critical components. Technicians are supervised during training and cannot operate independently on wastewater infrastructure unless they have satisfied then training and accreditation requirements.

## **8 Work Health and Safety Management Plan (WHSMP)**

True Water's WHSMP has been developed to identify the relevant processes, risk, control measures, and procedures required to ensure the safety of all staff, contractors, and sub-contractors working on True Water managed assets.

The WHSMP provides direction and details to stakeholders for the following critical items:

- Roles and responsibilities
- General WHS information
- Site safety procedures
- High-risk construction work
- Emergency Preparedness
- Emergency and incident response
- Emergency procedure
- Incident Procedure
- Notifiable Incidents
- First Aid

## **9 Asset Management Platform**

True Water has a structured Asset Management Platform (AMP) to lower administrative costs, improve asset tracking assets, reduce human errors, and improve the efficient use of company resources. Additionally, the AMP provides a framework to ensure accountability for the proper handling of assets.

True Water's assets are monitored and controlled through True Water's TELEmi and ServiceM8 platforms.

### **9.1 ServiceM8**

The ServiceM8 platform provides an integrated system for:

- Workflow management
- Asset register including asset categorisation
- Asset tracking throughout the lifecycle
- Location of assets (augmented reality)
- Asset history
- Scheduling, monitoring and reporting
- Stakeholder communication
- Accounts and finance management
- Inventory management
- Staff and resources management

ServiceM8 is cloud based with offline modes available. This allows complete access for all technicians regardless of location. The platform covers all the essential software bases for tracking assets and inventory an easy-to-use interface.

### **9.2 TELEmi**

True Waters TELEmi platform is comprised of the telemetry envoy and the online asset monitoring portal.

The telemetry envoy employs cellular or satellite connectivity and integrates with wastewater infrastructure to provide real time connection and data collection from wastewater assets. Typically, the envoy monitors the following parameters:

- Hydraulic volumes
- Infrastructure status and operational state
- Asset alarms and faults (individual critical components)
- Power outage

Data for monitored parameters is communicated in real time to the online asset management portal. Additionally, where required alarm notifications are provided to key stakeholders via SMS and email directly from the envoy.

The online asset management portal provides a streamlined SCADA management view of wastewater infrastructure. The portal provides for day-to-day management and monitoring of each asset or site, including automatic data logging.

# **Appendix 1**

## **True Water ISO Cert 9001, 45001 and 14001**



# CERTIFICATE OF REGISTRATION

## True Water Australia

6b Ironbark Drive, Townsend, NSW 2463, Australia

Has been assessed and certified by Compass Assurance Services to the following management systems, standards and guidelines:

### ISO 9001:2015

QUALITY MANAGEMENT SYSTEMS

The scope of the certification covers the following activities:

Provision of wastewater and sewage treatment technologies to Australia and the Pacific. Services include consultancy, delivery, project management, engineering, asset management (servicing and maintenance) and operation (remote monitoring and response).

A handwritten signature in black ink, appearing to be "A. Smith", written over a horizontal line.

Managing Director

JAS-ANZ



CERTIFICATION DATE:

4 August 2022

DATE OF ISSUE:

31 August 2022

EXPIRY DATE:

4 August 2025

CERTIFICATE #:

4000-2765-02





# CERTIFICATE OF REGISTRATION

## True Water Australia

6b Ironbark Drive, Townsend, NSW 2463, Australia

Has been assessed and certified by Compass Assurance Services to the following management systems, standards and guidelines:

### ISO 45001:2018

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

The scope of the certification covers the following activities:

Provision of wastewater and sewage treatment technologies to Australia and the Pacific. Services include consultancy, delivery, project management, engineering, asset management (servicing and maintenance) and operation (remote monitoring and response).

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Managing Director

JAS-ANZ



CERTIFICATION DATE:

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4 August 2025

CERTIFICATE #:

4075-2765-01



# CERTIFICATE OF REGISTRATION

## True Water Australia

6b Ironbark Drive, Townsend, NSW 2463, Australia

Has been assessed and certified by Compass Assurance Services to the following management systems, standards and guidelines:

### ISO 14001:2015

ENVIRONMENTAL MANAGEMENT SYSTEMS

The scope of the certification covers the following activities:

Provision of wastewater and sewage treatment technologies to Australia and the Pacific. Services include consultancy, delivery, project management, engineering, asset management (servicing and maintenance) and operation (remote monitoring and response).

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Managing Director

JAS-ANZ



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