

# 2015 Sustainability Report

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April 1<sup>st</sup> 2014 to  
March 31<sup>st</sup> 2015

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# Directors' Report

We are very proud to present this, our first ever sustainability report. Reporting on our business' sustainability has been both a challenge and a reward for us, working as we do in a fast paced and demanding industry. It has been difficult for us to divert resources from our daily business activities, but it has been a valuable exercise that has given us further insights into how everyday tasks and activities can impact our stakeholders and the environment around us. The resulting sustainability report is all about communicating our story to those who are willing to listen and engage. The report aims to start an open conversation around our material aspects both good and bad, and to celebrate the accelerated growth and increased industry presence we have achieved in the past year.

Morphum Environmental Ltd (Morphum) has been in business for 15 years. We started out as three directors working alone and have grown to 33.25 full time equivalent employees including several part time employees and specialist support staff – 38 employees in total. We have seen a 53% growth in revenue from 2010 to 2015 (13% average annual growth) and a 106% growth in employees over the same time frame (26% average annual growth). This is testament to Morphum's longevity and economic sustainability.

We are a small consultancy with minimal direct sustainability impacts from our internal operations. As such we view the influence we have on our clients, advocating for and implementing sustainable practices and technologies, as being at the heart of our material aspects. One of Morphum's key challenges is offering solutions to clients that are sustainable while satisfying customers' needs which often have a number of conflicting

objectives. This challenge has also provided a key opportunity for Morphum, as we have built a strong reputation and brand around achieving more sustainable and innovative solutions for clients in challenging and complex environments. Delivering timely and value added projects that exceed clients' expectations while delivering the best possible solutions for clients' needs is critical to our continued survival as an organisation.

Our vision, values and point of difference mean that sustainability is the central principle of our business strategy. It sets us apart from many competitors, especially in the engineering industry, and we pride ourselves on the low impact, innovative and collaborative solutions that we offer. The value of sustainability to our business continues to grow exponentially as New Zealand's government authorities and commercial operators place greater importance on sustainability and environmental outcomes.

Our core business is water management and we have established ourselves as a supplier for Auckland Council over the past 14 years, building specialist knowledge of the Auckland region with a particular focus on three waters. In the past year we have extended our influence geographically with the opening of our Southern Sector branch and the growth of our Northern Sector branch. This has assisted us with new local government relationships, engaging work for Hamilton City Council, Tauranga City Council, Far North District Council, Wellington District Council, Palmerston North City Council, Hutt City Council and Queenstown Lakes District Council. This expansion is a celebrated

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Caleb Clarke



Dean Watts



Damian Young

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**We would love to hear what you think about this report and our sustainability performance.**

Please direct any comments to:

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achievement at Morphum, although it has brought with it some significant growing pains in terms of resources and process management. Our focus going forward is to use our knowledge and prior experience to work collaboratively with local authorities and achieve a net positive benefit to society and the environment from our endeavours. We believe we can achieve a lot working on small scale community orientated projects using education, community initiatives and local authority partnerships.

This reporting period has seen us rapidly grow new service offerings as well as a new client base amongst land developers, with our sustainable land development offering. The new services Morphum has acquired have extended our capabilities in hydrogeology, surveying, planning and geometric design.

Entering a new market can often be a challenge. In the case of our sustainable land development offering we succeeded through building a track record initially in small jobs – such as environmental assessments for subdivision developers – which led into larger, more detailed projects. Our solutions-focussed value for money approach and quality offering in terms of low impact design and optimised consenting processes have set us apart from other small providers and established a firm piece of ground to build upon in this sector.

This year we also celebrate the achievement, and growth of Morphum Melbourne with the addition of a part time employee and an intern to the team. Morphum Melbourne is proud of the increase of engagements and expansion of clients in the past year. Morphum Melbourne were accepted onto the Metropolitan Planning Authority approved panel of consultants early in 2015; this has put the branch in a good position for collaboration with local planners and developers and is a great opportunity for further partnerships. The reporting year in Melbourne wraps up with the confirmation of a new contract with Stonnington Council to assist with a data intensive project undertaking an audit

of all open space assets across their parks. The open space asset audit is a big win for Morphum Melbourne and a great project for a new client to see our knowledge of ArcGIS Online.

Morphum has also taken a leap with the creation of a market engagement team. This initiative was backed up by the employment of a dedicated brand manager in mid-2014. One of the first events our marketing team hosted was “Stream Stories” a screening of the Lost Rivers at the Academy Cinema in Auckland. Morphum has been telling the story of Auckland’s streams and waterways for many years. This event allowed us to share our vision and passion in this space with key clients enjoying a special screening of Lost Rivers, a thought provoking documentary about daylighting which presented a global vision to resurrect hidden rivers to revive urban areas and provide solutions to flooding and pollution issues. “Stream Stories” showcased and celebrated Morphum’s connection to water and sustainability, with the three directors presenting our past, present and future visionary leadership.

“ **We have seen a 53% growth in revenue from 2010 to 2015 and a 106% growth in employees over the same timeframe.** ”

Another successful event run by the Morphum market engagement team was a networking event jointly facilitated by Enviro-Mark Solutions and Morphum. This was held on the rooftop of our Auckland office on a beautiful February evening. The evening was open to anyone interested in sustainable business, and provided the opportunity for attendees to mingle with Enviro-Mark Solutions members and share ideas and success stories. We shared stories of success in

“ **Our vision, values and point of difference mean that sustainability is the central principle of our business strategy.** ”

helping our clients de-carbonise through sustainable engineering solutions, as well as our own journey with carboNZero. At the same time we took the opportunity to launch our new sustainability services team; Morphum now has a strong offering in sustainable business practices, including environmental management systems, waste minimisation services and sustainability reporting.

Finally, the Morphum team were proud to be recognised as a finalist for the Sustainable 60 Awards 2014. The annual Sustainable 60 Awards recognise sustainable business excellence in New Zealand, and are supported by Fairfax


Media and the Sustainable Business Council, along with partners Deloitte, the Energy Efficiency and Conservation Authority and Sustainable Edge. The awards provided Morphum with a great opportunity to showcase our sustainability journey and to share and celebrate our business practices.

Morphum were finalists for the Overall Medium Business and the Community categories of the awards. Reflecting our commitment to true collaboration, we entered the community category jointly with Ngāti Whātua Ōrākei, who initiated a project to investigate several options for daylighting to alleviate flooding in the Ōkahu urupā, enhance local habitat and ecology, provide cultural resources, and improve water quality (see Ōkahu Bay Daylighting Project, page 15).

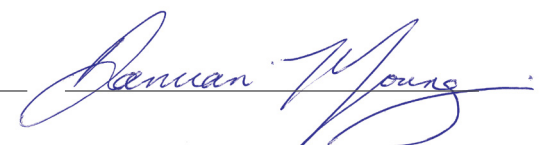
It has truly been a year filled with highlights and unique challenges at Morphum, and we are very pleased to share our sustainability journey over this time period with you in this report. ■



**Caleb Clarke**  
Director



**Dean Watts**  
Director



**Damian Young**  
Director

# About Us

Morphum Environmental Ltd (Morphum) is a values driven New Zealand and Australian based engineering and environmental consultancy which has been in operation since 2000. Our head office is in Auckland, with our Northern Sector branch office in Warkworth, Southern Sector branch office in Wellington and Australian branch office in Melbourne; however, we deliver projects Australasia wide.

Morphum is a limited liability company owned by shareholders Dean Watts, Damian Young and Caleb Clarke. We have a vision to be New Zealand's leading environmental consultancy providing innovative, practical and sustainable solutions to our clients for better communities. Further information on our vision and values can be found on our website at [www.morphum.com](http://www.morphum.com).

For more than a decade we have provided our clients with pragmatic infrastructure and environmental solutions. We pride ourselves on delivering quality, cost-effective and innovative results that provide clarity and bring positive change.

## Our First Sustainability Report

Our first sustainability report is a key tool for engaging with our stakeholders and delivering on our commitment to fostering practical sustainable solutions and leadership to benefit the environment and society. Covering the year April 1<sup>st</sup> 2014 through March 31<sup>st</sup> 2015 it is intended that Morphum will report on our sustainability

Our core service offerings include:

- sustainable land development and planning
- civil and three water services
- environmental and ecological assessment services
- sustainable management

“ **As a consultancy and service provider, our clients' sustainability issues become our sustainability issues ...** ”

Morphum is well recognised for its approach to stormwater management with a strong focus on water sensitive urban design and catchment management. Morphum is also an industry leader in New Zealand for the design and capture of environmental datasets using GIS and electronic tablets. A large proportion of our work has historically been for local authorities in these areas. Over the past few years we have grown a more diverse client base with environmental management and sustainability advice provided to manufacturers, academic institutions and corporates.

performance biannually from this point onwards.

This first offering has been strongly informed and guided by the GRI-G4, and we self-declare our report to be 'in accordance' with the Core option of the G4 guidelines. Morphum has been strongly led by the

core principle of materiality when selecting content for the report and the specific G4 disclosures pertinent to our business. Producing Morphum's first sustainability report has been a considerable investment for a small company such as Morphum, although one which we see considerable value in. However, we have not sought external assurance for our report this year due to the significant costs involved.

The report covers all of Morphum's operations with the exception of our Melbourne based activities, which are only included in the financial and employee related performance data and stories. Reporting on our internal environmental footprint and health and safety statistics is also limited to our Auckland office. We hope to address the challenge of collating meaningful data from our other offices in the coming year.

## Our Stakeholders

We engage with our stakeholders in different ways depending on the level of influence we have with them and the nature of their relationship with us. Our three key stakeholders from this perspective are our employees, clients and suppliers. These and other stakeholder relationships are described below:

### Employees

As we are a service based organisation "we are our people" and since our company is

based on technical knowledge and service offerings, the ability for our staff to influence the way the company grows is tantamount. We operate a flourishing process for employee development and this year saw us implement our first ever employee survey.

### Clients

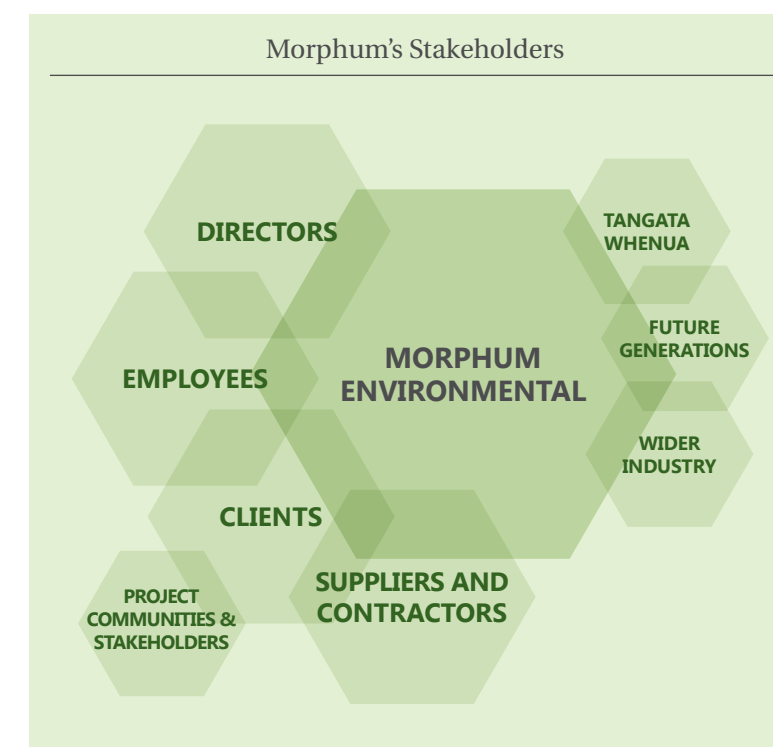
As a consultancy and service provider, our clients' sustainability issues become our sustainability issues – as such our clients have a direct input into our company offerings and services as we target our services to where they are needed.

### Clients' Stakeholders

The communities benefited by our clients' projects are a critical indirect stakeholder of Morphum. We work with the community where possible to ensure projects that affect local communities are undertaken with community objectives in mind. We also seek further opportunities to help better the communities we have commonly worked in wherever possible.

### Suppliers and Subcontractors

Our suppliers and subcontractors are our partners in business, and our success depends on engaging with them in a meaningful fashion. Leadership can be as simple as asking the question for low impact methods and alternatives, and we hope to influence our supplier stakeholders to reduce our overall footprint.



Industry

Morphum actively promotes sustainability through involvement and thought leadership in networks and industry groups.

New Zealand Wider Society and Future Generations

Morphum is always aware of the impact our internal and external activities have on our wider society and future generations, and seeks to consider them when undertaking our work.

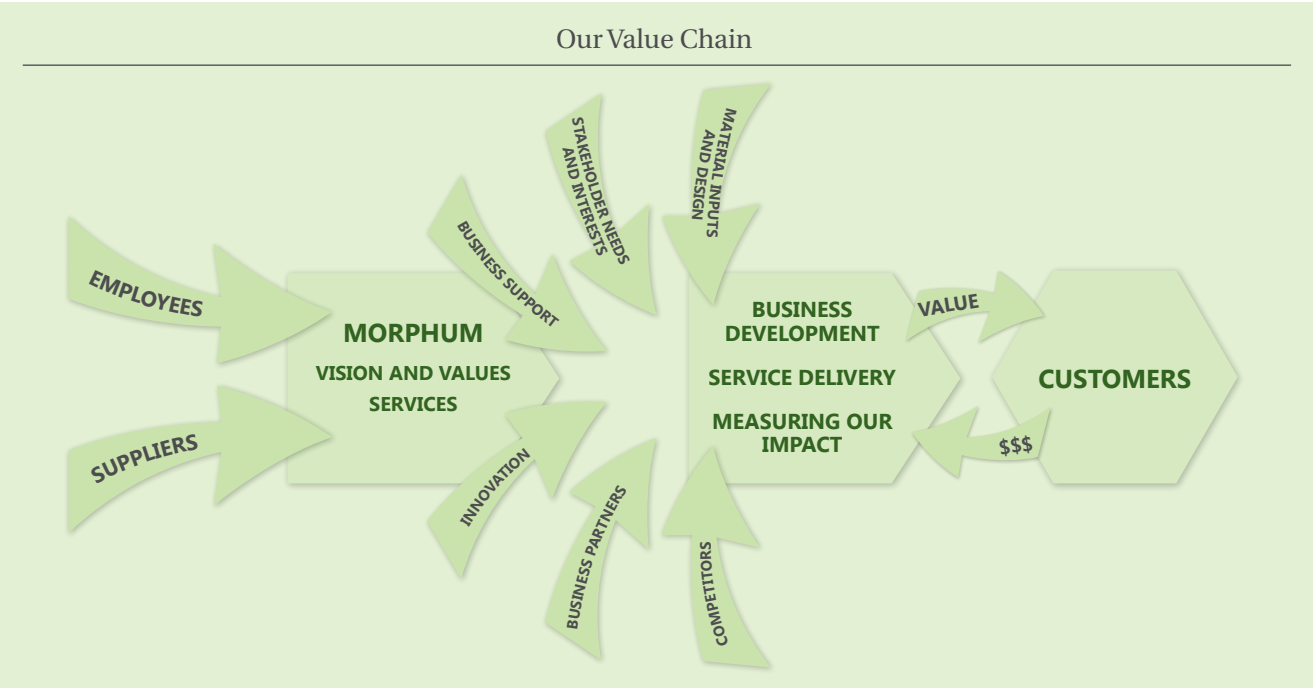
The two formal means of engagement for this reporting period were our employee survey (the first one of which was held this year) and our client feedback process initiated at the end of every project. We also undertake formal stakeholder engagement on behalf of our clients with their key stakeholders. Other engagement is more informal and opportunistic due to the scale and nature of our business, and depends on informal conversations between employees, leadership and clients. The stakeholder engagement process is targeted to become a more holistic management approach in the future to allow specific identification of material aspects.

Our Value Chain

A value chain can be described as a high-level model of how businesses receive input (e.g., raw materials and employees), add value to them through various processes and sell finished products and services to customers. Our approach to sustainability covers the entire value chain from technical input from our employees through to the final deliverables to clients.

Describing our value chain for this sustainability report has helped us to

further refine our thinking around material aspects and who our key stakeholders are within our spheres of control and influence. As both the sustainability report and the value chain are new activities for us, this year we have used the value chain process to inform the development of our report content; next year we anticipate integrating the elements of the value chain into our stakeholder engagement and sustainability reporting processes more integrally. ■



Our Material Aspects

Defining and Responding to our Material Aspects

Morphum Environmental Ltd (Morphum) has strongly focussed on defining and responding to our material aspects in this, our first sustainability report.

This is in alignment with the GRI G4 expectations for companies to focus on material aspects and performance data in order to publish meaningful information. It has been challenging for us to limit ourselves to material aspects related to the reporting period, as this is the first time Morphum has undertaken an exercise of this nature. We have found it to be of value to inform our overall business strategy.

this sustainability report, these resources were considered to contain a fairly good representation of stakeholder concerns. We also undertook an internal workshop which mapped stakeholder concerns relating to Morphum’s sustainability performance. The frequency with which an aspect was ascribed to a stakeholder group, and the AccountAbility 5-part materiality test helped to refine the material aspects and establish a meaningful and concise list of nine aspects.

These material aspects then informed the selection of GRI indicators to report on with a total of 11 indicators identified from the categories of economic performance, indirect economic performance, environmental performance (energy, emissions, and products and services), labour (training and education), society (local communities) and product responsibility.

The majority of our material issues have a response in the form of one or more goals. We found that many of our material issues were interconnected, and as a result some goals assist in responding to more than one material aspect. This is the first time that Morphum has publicly made commitments to our stakeholders and we hope that we can begin to meet their expectations with these goals.

The material aspects below are relevant to all Morphum operations, however we have not incorporated aspects from outside our own organisation or within our supply chain. ■

“ We have more people in more places, making a difference in more ways. ”

Identifying the aspects that are the most important to Morphum saw us draw upon a range of resources collated over the reporting period, including:

- our first employee survey,
- client feedback,
- environmental impacts and aspects register (from our environmental management system),
- business results and plans, and
- our understanding of wider industry and societal interests.

Whilst we did not undertake any stakeholder engagement specifically for



Our Business

MATERIAL ASPECT	WHAT DOES IT MEAN?	OUR RESPONSE: 2015-2016 GOALS
Managing growth in a sustainable manner.	Our business is growing. We have more people in more places, making a difference in more ways. This is great news, but over the reporting period we have been experiencing growing pains related to our physical and labour resources. We have achieved significant improvements in our business and workflow processes, and IT systems over the past year. However, we are outgrowing our physical space in our Auckland head office and need to ensure that our new offices work in synergy with existing offices to achieve our company vision. Our company structure and processes also need to enable employees, not create barriers.	<ul style="list-style-type: none"><li>We will streamline processes as we achieve accreditation under ISO9001 and leverage this streamlining to improve empowerment and ownership throughout the organisation.</li></ul>
Working together to achieve our company vision and strategy.	Morphum has a vision to be New Zealand’s leading consultancy providing innovative, practical and sustainable solutions to our clients. We also have values to help us deliver on this. However, whilst our people are clear on what we are trying to achieve, they are not always sure exactly how we are going to achieve this vision, nor exactly what strategic steps to take to get us there.	<ul style="list-style-type: none"><li>Identify a process to help us re-frame and review our company vision, and to achieve greater employee engagement.</li></ul>
Delivering timely and value added projects that exceed clients’ expectations.	Delivering the best possible solutions for clients’ needs is critical to our continued survival as an organisation. One of Morphum’s key challenges is offering solutions to clients that are sustainable while satisfying customers’ needs, which often have a number of conflicting objectives. This challenge has provided a key opportunity for Morphum, as we have built a strong reputation and brand for achieving more sustainable and innovative solutions for clients in challenging and complex environments.	<ul style="list-style-type: none"><li>Development and embedding of a sustainability assessment tool for project inception and delivery.</li><li>Certification to ISO9001.</li><li>We will work with Auckland Council to pilot their performance assessment through coordinated evaluation (PACE) process.</li></ul>

Our Story

MATERIAL ASPECT	WHAT DOES IT MEAN?	OUR RESPONSE: 2015-2016 GOALS
Telling our story.	The reality of what is involved in delivering the best outcome for the community and the environment from Morphum’s science and engineering projects is one which we can struggle to communicate. Often these outcomes are delivered at the cost of higher profits, particularly when community projects with limited budgets are involved. Connecting the objectives and outcomes of our clients’ projects with community expectations and values is also a challenge, as this is hard to articulate to all audiences. This sustainability report begins to address this aspect.	<ul style="list-style-type: none"><li>Publish Morphum’s second sustainability report for the reporting period 2015-2017.</li></ul>

Our Impact

MATERIAL ASPECT	WHAT DOES IT MEAN?	OUR RESPONSE: 2015-2016 GOALS
Making a difference to society and the environment.	Morphum believes that if society and the environment are not realising a net positive benefit from Morphum’s existence, then we are not doing what we set out to do 14 years ago. As a result, this is currently our top material aspect, and is likely to remain so until we are sure that we are achieving this aim. Listening to the client and developing fit for purpose solutions using levels of service, life cycle analysis and comprehending resilience aspects are a key consideration in leveraging our holistic perspective.	<ul style="list-style-type: none"><li>Develop common metrics to help calculate the life cycle costs of a given science or engineering project.</li><li>Development and embedding of a sustainability assessment tool for project inception and delivery.</li><li>Develop a method to calculate net impact from Morphum service delivery from a climate change perspective.</li></ul>
Walking the talk.	Living up to our vision and values, especially in terms of our environmental footprint and that of our suppliers.	<ul style="list-style-type: none"><li>Certification to ISO14001.</li><li>Maintain the Morphum adopted planting area within the Roy Clements Treeway.</li><li>Review and update our sustainable procurement guidelines.</li></ul>
Carrying kaitiakitanga <sup>1</sup> throughout our projects.	Ensuring that the principles of kaitiakitanga are realised in conventional infrastructure projects is an area in which many organisations are challenged. Morphum has begun to address this issue through various projects, but acknowledges there is still work to be done.	<ul style="list-style-type: none"><li>Development and embedding of a sustainability assessment tool for project inception and delivery.</li></ul>

1. Kaitiakitanga means guardianship, protection, preservation or sheltering. It is a way of managing the environment, based on the traditional Māori world view (Te Ara – [www.teara.govt.nz](http://www.teara.govt.nz)).

Our People

MATERIAL ASPECT	WHAT DOES IT MEAN?	OUR RESPONSE: 2015-2016 GOALS
Managing employee performance.	Our Morphum employee survey highlighted an aspect that we have known about for a while around our challenges in managing poor performance and rewarding excellent performance. A specific area of performance Morphum is working to improve is challenging employees to take ownership of projects to ensure that the best outcomes for the project and its community are achieved.	<ul style="list-style-type: none"><li>Review our existing rewards and recognition programme, and update where necessary.</li></ul>
Maximising utilisation and efficiency in service delivery.	Ensuring that all consultants achieve their targets with regards to time utilisation and efficiency is a critical factor to business success. Having enough work is core to this, as well as ensuring that employees have the right skills and capabilities to perform their jobs in an efficient manner.	<ul style="list-style-type: none"><li>100% of employees have flourishing reviews.</li></ul>

# Our Business

## We Are in it For the Long Haul

Morphum Environmental Ltd (Morphum) started out in 2001 and has since grown into a multi-national company while maintaining a small company and family feel. Over the last 15 years Morphum has developed from a small group of like-minded environmental engineers into a medium sized business with a wide range of capabilities and a real position in the industry. Currently Morphum has 33.25 full-time equivalent employees (38 part- and full-time employees in total) and is advertising for an additional four full-time positions. Morphum has been growing strongly, and the past financial period FY 14/15 demonstrates this with an exceptional increase in revenue of 38% on the previous financial year.

This performance is also in alignment with a corresponding period of growth and opportunity realisation for our business. Our economic growth is further illustrated by our investment in labour, with a 44% increase in payments to employees over the past reporting year compared to the FY 13/14.

For a company of Morphum’s size and scale we also invest a considerable proportion of our income in managing the risks and opportunity of climate change; our certification to carboNZero being prime amongst these. Our investment in company time and in equipment to meet the objectives and targets of our environmental management system are another key area. Many of our everyday purchases are made with low carbon criteria in mind, and often we pay a premium for this.

% CHANGE FROM PREVIOUS YEAR	FY 11/12 %	FY 12/13 %	FY 13/14 %	FY 14/15 %
Direct economic value generated:	(10)	17	5	38 <sup>1</sup>
- Revenues	(10)	17	5	38
Economic value distributed:				
- Operating costs	2	4	(4)	36
- Employee wages and benefits	18	12	15	44

## Managing Growth with Improved Technology and Workflow Processes

As we have experienced significant growth geographically, and employed more people, our workflow systems and processes have been upgraded to help the company manage growth in a sustainable and controlled manner and to stay on the leading edge of best practice technology. The three main improvements have been to introduce Affinity Live and Xero accounting

software, a significant investment in IT infrastructure and a streamlined review and releases process.

### Affinity Live

The introduction of the workflow management software Affinity Live has given project managers greater

responsibility and control for their designated projects. This cloud based software package gives project managers full control of task allocation, budget tracking and creates project transparency for the wider company. Affinity Live has allowed Morphum to hand over a greater level of authority for project management to team leaders and unit leaders to guide their projects to success and help to address a review process bottleneck that has built up with our increase in employees.

### Xero Accounting Software

Simultaneous to the implementation of Affinity Live, Xero accounting software was introduced at Morphum. Using Affinity Live in conjunction with Xero accounting has enabled the automation of internal financial tasks such as reporting, invoicing, procurement and payroll. Affinity Live and Xero were introduced into Morphum’s workflow system in July 2014 replacing up to six other applications and pieces of software that were used by the business support team, accountant and directors. The replacement of these applications has established time and resource efficiencies that are helping to shape new processes and opportunities for Morphum’s workflow.

### IT Infrastructure Investment

In the past year, Morphum has invested a large amount of money and time into IT infrastructure to facilitate the communication and transfer of information between all our branches within New Zealand and to and from Melbourne. As we begin to realise the benefits and efficiencies from this investment, we will see an increase in quality control between documents and file trees and a decrease in the effort and time used to relay information between the branches. The purpose behind this investment was to enable a more collaborative environment within the company by taking advantage of the latest technology and communication options.

### ArcGIS Online

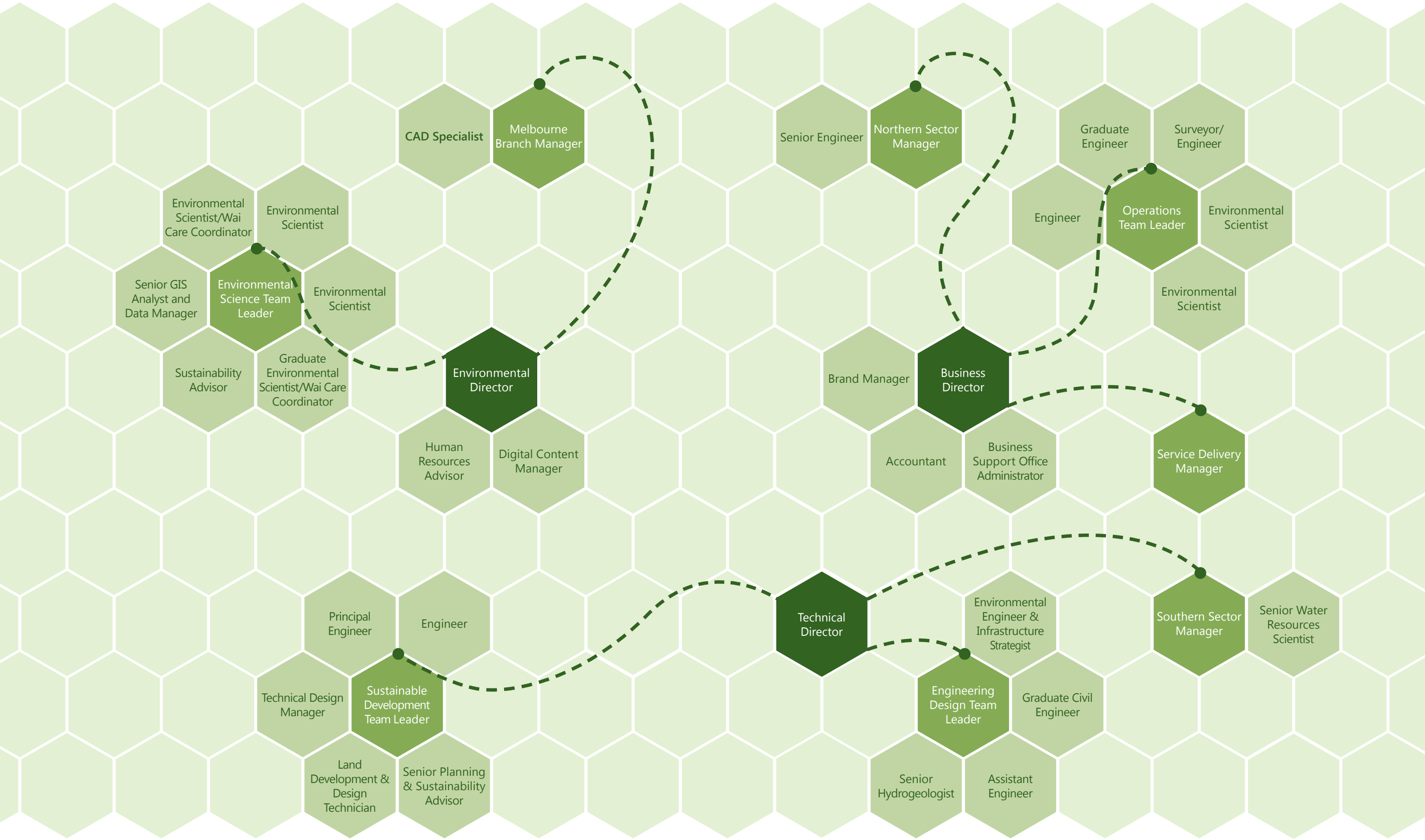
Morphum are industry leaders in New Zealand for the design and capture of environmental datasets using ArcGIS Online and the Collector application on iPads, tablets and smart phones. Some of our largest projects rely on our GIS toolset to be able to collect, analyse and present data at a high standard; for example, our watercourse management plans for Auckland Council. Morphum has been instrumental in developing the database for Auckland Council and it is now being used region-wide for collection and maintenance of the watercourse data. We are, in fact, on the forefront of the implementation of ArcGIS online in New Zealand, constantly pushing its boundaries (successfully) in order to tailor the tool to suit our collection methods.

ArcGIS Online allows for true GIS collaboration between field staff, office staff and clients. The collected data is available as it is collected and can be used by all stakeholders with no delay.

### Review and Release of Deliverables Process

Improvements have been made to our review and release processes at Morphum following the employment of our service delivery manager. Each deliverable for a project consists of a review process appropriate to the scope and significance of the document. As the company has grown, a bottleneck had formed due to the inability of our previous review and release process to cope with more employees and a greater workload. This had resulted in some delays and frustration for employees. The improved process aims to address this bottleneck and improve the quality of deliverables that Morphum produces by facilitating a platform in which senior or technical staff can provide guidance more easily. ■

1. Given Morphum’s size and ownership type, and the commercially sensitive nature of our financial performance, we have chosen to report in relative rather than absolute terms.





# Our Impact

## The Challenge and the Opportunity

A key challenge we often face is providing solutions to clients that are sustainable, and that satisfy clients’ needs amongst a number of competing or conflicting objectives.

This challenge has provided a valuable opportunity for Morphum Environmental Ltd (Morphum), as we have achieved a good reputation and brand differentiation partly by achieving more sustainable and innovative solutions for clients in challenging and complex environments.

To ensure that we maximise this opportunity, we have built formal processes to capture sustainability opportunities at the beginning of every project through an engineering innovation analysis form. The form requires project managers to identify and mitigate environmental risks and describe how value can be added to a project from an environmental, social, cultural, or public health and safety perspective.

We currently have a work stream in place to enhance the effectiveness of this process through the creation of project sustainability principles, and a new project sustainability assessment tool that will target small to medium scale projects; these form the bulk of infrastructure projects in New Zealand. Many tools currently available are only targeted at multi-million dollar projects, and are not at a usable scale for many of Morphum’s clients’ projects.

“We are often in the position to have an influence on society through the infrastructure, environmental management and community engagement projects that we undertake for our clients.”

## Making a Difference Through Our Work

We are often in the position to have an influence on society through the infrastructure, environmental management and community engagement projects that we undertake for our clients. For example, through our stormwater management work, and also our own internal research activities, we have been responsible for the identification of significant amounts of land for ecological restoration and erosion reduction, in the Auckland area in particular. Morphum is also directly involved in the planting of more than 10,000 trees annually. We are often able to work collaboratively with our clients’ stakeholders to realise the benefits of incorporating social sustainability values, water sensitive urban design and soft engineering techniques into the projects we work on. Some examples of projects where Morphum has had a positive impact on society and the environment are described opposite.

### Okahu Bay Daylighting Project

This project, undertaken in collaboration with Ngāti Whātua Ōrākei (NWŌ), sought a sustainable solution to alleviate flooding in the Ōkahu urupā (in Ōkahu Bay, Auckland), enhance local habitat and ecology, provide cultural resources, and improve water quality. Morphum and NWŌ used the Mauri model for consensus building – an innovative method for engaging with iwi that few can claim to have undertaken. The Mauri model was created to include indigenous perspectives appropriately in infrastructure evaluation and decision-making. Mauri is the central concept that

this evaluation model uses to identify the Tangata Whenua perceptions of the sustainability of various techniques under consideration for proposed infrastructure development. Mauri is considered to be the essence or life force that provides life to all living things.

The project included facilitation of a hui with NWŌ hapu representatives and whanau to determine objectives and priorities for the project using the Mauri model. The concept design that was then selected to meet the hapu’s objectives involves daylighting of the relic tidal channel that was piped in the 1940s, in addition to several tributary freshwater system enhancements including artistic amenity features that will focus the interaction of the NWŌ whanau and the wider community and environment.

The progress of the project has led to an increased voice for NWŌ on local environmental issues. In order to integrate with the proposed daylighting approach, Watercare has initiated infrastructure improvements to reduce wastewater overflows in the catchment, and Auckland Transport is looking at improved stormwater contaminant management from Tamaki Drive.

*Our underlying goal as an organisation is to produce outcomes that benefit communities and the environment in the best possible way. Our pragmatic approach to this throughout our day to day work is to:*

- Integrate engineering and science practice.
- Develop implementable sustainability.
- Practice innovative methods.
- Provide high quality and cost-effective solutions.
- Foster close collaboration and build trusting relationships.
- Create a positive, vibrant workplace.





### Rautawhiri Subdivision

The Rautawhiri subdivision is the first greenfield resource consent for a special housing area (SHA) in Auckland. To help combat Auckland's housing crisis, SHAs are being identified across the city where fast-track development of affordable housing can take place. Morphum managed the engineering components of the resource consent application and the production of construction plans for this 60 lot subdivision design in Auckland. The subdivision included raingardens, porous concrete parking bays and a planted flood detention area to manage stormwater within the development footprint. The development layout preserves intermittent and permanent watercourses on the site.



Morphum's expertise on stormwater management allowed an accelerated consenting process and an efficient use of time and resources towards the consent application. One of the main environmental benefits delivered by Morphum was the use of porous pavement in the development – one of the first projects to use this technology in Auckland. The outcome will see a reduction from 60% impervious ground cover using conventional paving, to 40%. Another key benefit Morphum added to the project was the use of the treatment train approach. This allows water to move through raingardens, porous concrete and into a vegetated detention basin before being released into the wider environment.

The Rautawhiri subdivision is the first of its kind both as an SHA and an example of leading edge water sensitive design, and Morphum are proud to have worked collaboratively with developers, council and

the community to achieve the benefits.

### Kiwirail Te Rapa Onsite Trade Waste Reticulation and Treatment Solution

Morphum was engaged by Service Resources Ltd, on behalf of Kiwirail, to identify an onsite trade waste reticulation and treatment solution for their Te Rapa mechanical depot. This system was required to treat hydrocarbons that had the potential to directly enter the stormwater network (Hamilton City Council infrastructure) as a result of maintenance work on trains. An alternative process to treat and remove the hydrocarbons from the site was required by Hamilton City Council to meet their regional environmental objectives.

Morphum worked in collaboration with Hynds Environmental to develop a new onsite trade waste reticulation and treatment system with several innovative features that has benefited both the environment and Kiwirail. The system comprises of one re-locatable physical unit that is easy to install – all it requires is to be plugged in to an electricity supply and connected to discharge pipes and it is ready to go. Traditional trade waste treatment systems often require earthworks to bury the system underground, and a series of interconnected units and tanks. They also require considerable manual input to ensure effective operation, and access to the unit is difficult due to the underground location.

The simplified design of the system as one unit instead of several separate units adds to the ease with which it can be moved around a site and its flexibility. Building in consent condition requirements as an automated feature of the system will also see cost and time savings achieved by end users as well as making 100% compliance achievable.

Further innovations include easy pre- and post-discharge sampling locations (no requirement to go below ground), and the incorporation of a failsafe mechanism. This mechanism ensures that once oily material approaches and meets design capacity, then a valve will immediately

“ One of the key methods through which Morphum contributes to its industry is through the sharing of intellectual property ... ”

close preventing discharge to the stormwater network. From that point any oil that continues to enter the buffer chamber will be conveyed directly to the emergency storage chamber.

This innovative solution to Kiwirail's trade waste issue is an example of clean technology; designed to achieve better results for the environment by ensuring ease of use for the end user. Due to the “plug and play” nature of the system and the ability to relocate it easily, this system makes it simple to improve environmental outcomes for industry through the provision of improved, automated technology and by facilitating compliance with consent conditions or council bylaws. It will also encourage industrial sites to address trade waste discharge issues that may have been

## Sharing our Knowledge and Experience

### Contribution to Industry

One of the key methods by which Morphum contributes to the engineering industry is through the sharing of intellectual property (IP) and openness to collaboration with other consultants and entities. IP such as large geodatabases (for data intensive projects) is not always provided to clients by consultancies within the final deliverables. Morphum shares IP to help create long term benefits and efficiency for our clients and their stakeholders. Many of our deliverables, especially those going to council, will include a geodatabase with all the corresponding raw data.

Morphum also presents at a wide range of conferences around New Zealand and is an active contributor to many technical

considered too difficult previously due to site constraints or costs involved.

### Norton Park Wetland

Morphum was engaged by Palmerston North City Council to develop a concept, undertake detailed design and document the construction specifications for the Norton Park stormwater treatment wetland. The wetland has been designed to improve the water quality of urban runoff discharging into downstream receiving environments (including Mangaone Stream and Manawatu River) whilst providing a high quality, high profile landscape amenity for the park and surrounding community.

The original intent of the client was to undertake riparian planting adjacent to an open drain which runs through the park site. Morphum was able to communicate the long term benefits of increasing the scope of the works and liaised with the council representative to achieve the design of a functioning stormwater wetland. By utilising the park and designing site specific diversion configuration, Morphum was able to design the wetland to achieve water quality, biodiversity and amenity benefits for the council and community.

forums and societies. Morphum was a conference partner for the Water New Zealand Stormwater Conference in May 2014 and six members of the leadership team travelled to Christchurch to attend. Employees are encouraged and funded to belong to professional bodies, and many senior staff belonging to WasteMinz, WaterNZ, IPENZ, EIANZ and the Sustainability Society (IPENZ). One of Morphum's directors, Caleb Clarke, is currently the chair of the Sustainability Society (IPENZ).

Morphum has a strategic relationship with the Sustainability Society and contributes a considerable amount of time and energy to the society's efforts. For example, in early September last year we worked with

the Sustainability Society to organise the Water Sensitive Wellington Forum and initiated a follow up breakfast in early 2015. This forum, sponsored by Morphum, brought engineers, scientists, designers, councils, utilities, iwi and developers all together to start the conversation on the best pathway for transformative change in the Wellington region.

Morphum offers employees the opportunity to speak, present and attend conferences around New Zealand and Australia. We presented many papers during the reporting period, all of which can be found on our website.

Contribution to the Community

Our approach to contributing to the community is focussed on sharing our knowledge and experience wherever we can add value, and delivering effective and inclusive community engagement where projects require this. Many projects we deliver involve research into local needs and rely on community engagement to be able to reach the best possible outcome for the stakeholders involved.

As an extension of this, when we can see an opportunity to provide a better outcome for a community, we are not afraid to prioritise outcomes over profit. Resultantly, we invest tens of thousands of dollars into the community annually through pro bono or heavily discounted work. For example in order to implement the Mauri model effectively when delivering the Okahu Bay daylighting project, Morphum contributed a significant amount of time to the project

“ Many projects we deliver involve research into local needs and rely on community engagement to be able to reach the best possible outcome for the stakeholders involved. ”

that was undertaken at Morphum’s own cost. Morphum was motivated to undertake this extra unpaid work as they perceived that a better outcome would thus be achieved for Ngāti Whātua Ōrākei and the wider community.

Morphum also undertakes pro-bono work in the community to share our knowledge and experience and collaborate to create better outcomes for our clients’ projects. An example of this is our sponsorship of the Our Seas Our Future (OSOF) Auckland branch. OSOF is a not for profit organisation that aims to protect New Zealand’s coastal and marine ecosystems through advocacy and community education such as the ‘Adopt a Coast’ programme. Rhian Ingley (MSc), environmental scientist at Morphum, is the Auckland Regional Coordinator for OSOF and Morphum is proud to assist her by covering 100 hours a year, fully paid, towards her involvement in event planning, volunteer coordination, and strategic development of OSOF programmes. ■

Our People

A Great Place to Work

Morphum Environmental Ltd (Morphum) considers that it offers an exceptional working environment and is a great place to be an employee. Expressing new ideas, inputting into the company vision and direction and collaboration with colleagues is expressly encouraged. In general, the culture at Morphum is acknowledged by employees as a fun and supportive environment to work in.

We also recognise that our employees have commitments outside of the work environment and are supportive of flexible working arrangements. A significant proportion of our employees (33%) work part-time to balance working with caring for small humans or to further their academic interests. This has also helped us to increase the level of diversity in our workplace by enabling more mid-career women to return to work in their professional fields.

Our staff turnover for the past reporting year was 16.5%. This is slightly higher than the industry benchmark for the engineering consultancy industry of 13.6% (this rate was from a 2013 national survey; it is considered to still be relevant); however, it is well within reach of the national average turnover rate of 16.3% (Source: Lawson Williams New Zealand Staff Turnover report for 2014). Morphum is a small company and it is possible some employees may eventually feel that they are not experiencing the type or scale of project work they would like to. We are also a young company with many highly mobile young employees. Given these two challenges we are comfortable that our turnover rate for 2014/2015 is at a healthy level.

In previous years our turnover has been lower with 13.9% in the FY 13/14 and 13.2% in the FY 11/12. During the FY 12/13 we experienced an anomaly with 34.0%.

During the FY 14/15 Morphum undertook its first ever employee survey to ensure that Morphum remains a great place to work.

Number of Employees at Morphum During the FY 14/15

BRANCH	NO. OF EMPLOYEES		
	MALE	FEMALE	TOTAL
Auckland	19	11	30
Warkworth	1	3	4
Wellington	2	0	2
Melbourne	1	1	2
TOTAL	23	15	38



Our First Employee Survey

In March 2015, Morphum conducted an employee survey, through an independent external consultant, in order to gauge the general “health” of the company staff culture and practices and to identify any areas for improvement. All employees were given the opportunity and encouraged to complete the survey by answering a series of questions which included key aspects of a high performing business as well as some employee engagement questions. The questionnaire was designed so that the responses were anonymous and included 11 categories: culture and values, overall perception, the person I report to, my team, common purpose, the directors, my job, learning and development, communication and co-operation, reward and recognition, and performance and feedback.

The company directors were pleased with the level of participation with 30 out of a potential 33 questionnaires completed and returned to the consultant. The consultant then analysed and summarised the results, and a report was subsequently presented to Morphum.

The aspects that Morphum employees rated highly in the survey were that Morphum has strong sustainability values which they practice and drive how it operates; Morphum is a fun place to work where people have a sense of belonging and are encouraged to provide ideas and suggestions; it is an equal opportunity employer that treats all its people with respect and cares about their well-being. Additionally, most of the survey responses commented on how good it was to work with such friendly, helpful, professional and supportive people. Morphum employees

were also asked to rank the most important drivers of job satisfaction and the top three were: culture and values, learning and development, and my job.

One of the areas that Morphum employees did not rate highly was a question on the company having a clear vision on where it is going and how it would get there, and communication of direction and vision and a sense of common purpose. Performance

“ Most of the survey responses commented on how good it was to work with such friendly, helpful, professional and supportive people. ”

and feedback was another aspect that employees did not rate highly – most employees did not understand how their performance was measured, they would like more regular feedback, and they felt that poor performance could be dealt with more effectively.

These aspects were identified as key focus areas for the company going forward and Morphum views this as an opportunity. The directors have committed to creating business KPIs based on these areas which will be reviewed after the next annual employee survey. The employee survey is a great way for Morphum employees to provide feedback on various aspects of the business, and it provides opportunities for Morphum as a company to continue to grow and improve.

Flourishing Reviews and Professional Development

Our employees are our business, and we work hard to ensure that they are supported to perform at a continuously improving high standard. Delivering the best possible solutions for clients’ needs is critical to our continued survival as an organisation. It is the efforts of each and every employee that will help us to achieve timely and value added solutions that exceed our clients’ expectations. We also want our employees to have a career that they are proud of, and that is growing in the direction they want it to. For these reasons we have developed a performance review and professional development process called Flourishing at Morphum. The process allows each employee to have a confidential one-on-one meeting with their direct report to discuss goals, objectives and professional development opportunities, and to have a catch up session with a director to highlight any issues.

The Flourishing process is a values defined assessment using competency based indicators such as professionalism, living the Morphum culture and striving for continuous improvement. Expertise and knowledge is a focus at Morphum and the conversation on training opportunities for staff is a key part of the flourishing process. An important KPI for all consultancy employees that is assessed at the

Flourishing review is whether an employee is meeting their utilisation targets; i.e., the percentage of employee time spent on clients’ projects. Ensuring all employees are meeting their utilisation targets is an ongoing challenge for Morphum, as it is for all consultancies. Having a consistent and full workload is core to this, as well as ensuring that employees have the right skills and capabilities to perform their job in an efficient manner.

Morphum has a generous allowance for employee time to be spent on work other than client projects; e.g., on collaboration time, training, team meetings, internal projects or team management. This allows Morphum employees to achieve a sensible work life balance and creates a space for collaboration within teams, between teams and across branches.

Morphum allocates each employee an annual training budget depending on their hours of work. Training budgets can be used for attending relevant conferences, taking part in workshops or to pay university fees if the activity or end product is deemed relevant to Morphum. Morphum provides a generous allocation of training hours which employees have had a good uptake of over the past few years.

Training Hours per FTE Male Versus Female

TRAINING HOURS PER FTE	FINANCIAL YEAR			
	11/12	12/13	13/14	14/15
Male	60.11	46.13	26.45	28.09
Female	30.42	40.00	26.12	28.95

Leadership and Governance

The eleven strong Leadership Team, consisting of directors, team leaders, branch managers and our service delivery manager has experienced considerable growth in the past year with the creation of two new team leader roles – Matt Hall, Operations and Sam Blackbourn, Sustainable Development.

As a limited liability company many of the governance and management responsibilities have historically rested with the three directors/owners of Morphum. As we evolve and grow as a company we are increasingly able to separate out these functions; it is an area where we will continue to focus to help ensure that we manage the growth of the organisation successfully. Particularly notable in this space has been the appointment of a service delivery manager, Barry Carter, who will help to ensure a consistently high quality and timely delivery service for Morphum clients, and a brand manager to dedicate time to the effective marketing of our services.

Morphum also has a focus on developing a governance structure and culture that allows staff to feel inspired and resourced to create innovative and creative solutions to sustainability challenges through collaboration and shared knowledge. As our company has grown this has become increasingly challenging with the separation of staff into various teams and specialisations. Morphum has recently launched a new initiative to focus on this challenge – a company structure based on biomimicry (see pages 12-13). This is a honey comb framework where the hexagon limits direct report numbers and better represents the collaborative system than a traditional hierarchy structure.

*“Personally, it has been great working with non-engineers as it broadens my understanding of the work we do and presents great opportunities for new work streams in the future.”*

**Sam Blackbourn**  
Sustainable Development Team Leader



*“In light of Auckland’s commitment to water sensitive design, Morphum and the Engineering Design Team are in a good position to provide sustainable solutions to urban water management, and assist in creating a liveable and resilient city.”*

**Dr Emily Afoa**  
Engineering Design Team Leader



*“Establishing the Southern Sector branch has been as much about engaging in a regional discussion on water management as it has about delivering on ground projects.”*

**Stu Farrant**  
Southern Sector Manager



Health and Safety

In June 2014 Morphum was certified to Tertiary level under the ACC Workplace Safety Management Practice. This was a huge accomplishment for a small company like Morphum and recognition of our efforts to embed health and safety considerations into day to day activities. Over the reporting period a total of 32 incidents (one incident per FTE) were reported including near misses, injuries, early reports (e.g., OOS), and property damage. Reporting averaged 2.6 incidents per month.

Thirteen of the total 32 incidents resulted in some type of injury, two of which were very minor and did not require any first aid, eight requiring minor first aid such as a band

aid, two moderate injuries that required medical attention, and one moderate illness requiring medical attention (contracted gastroenteritis from a conference). One of the moderate injuries occurred at 11 am and required the rest of the day off work due to a strained back; this was Morphum’s first lost time injury in 14 years of operation. The average rate of injuries reported was one per month. There have been no serious harm incidents, fatalities, or occupational diseases.

Morphum is very proud of our health and safety statistics and will work hard to maintain our high level of performance in this area.

Wellness and Social Events

Team initiatives and light hearted competitive events are offered through Morphum’s very active social club and through the Morphum Wellness Programme throughout the year. Additional to these events are seasonal outings such as the end-of-year lunch, Morphum bake-off and charity fundraising events, as well as the monthly Morphum boat outing run twelve times year where two employees go fishing with the directors.

Morphum’s Wellness Programme has a focus on team building and encouraging the health of all employees. This year Morphum paid the fees for a team to participate in the summer football league at the Auckland Domain. Morphum also entered 11 employees into the Auckland half marathon

and two employees into the quarter marathon in November 2014.

In February 2015 Morphum attended the Oxfam Water Challenge day to raise money for a water and sanitation project in Melanesia. A part of the water challenge was to fundraise leading up to the challenge day to ensure the Morphum team had adequate supplies to complete the activities. Morphum raised almost \$2,000 during the summer through sausage sizzles and a successful pub quiz held at Sweat Shop Brew Bar, both with financial support and contribution from Morphum.

Morphum is proud that so many employees opt in to social events and company outings as this participation encourages collaboration and team work.

# Our Footprint

## Living our Vision and Values

The employees at Morphem Environmental Ltd (Morphum) are committed to sustainable practice in their everyday professional and personal lives. This culture is strengthened by the directors' commitment and engagement with initiatives around the workplace and out of the office. The directors support sustainable business practices at Morphem, through commitments to providing time and resources to develop, implement and maintain sustainable business practice initiatives throughout the organisation. This includes resources and time allocated for the development of our environmental management system (EMS) and supporting ecological restoration and other initiatives by donating staff time for community work where it will make a difference. Morphem makes a financial contribution to employees by supplying them with a monthly public transport subsidy to discourage personal car use to and from work.

## How We Manage our Environmental Risks and Impacts

Morphum appointed a committee responsible for planning, implementing and maintaining momentum for the implementation of an EMS and sustainability initiatives in 2011.

Our EMS has been a functioning system for four years, and we are now aiming to certify to ISO14001:2005 in late 2015. This is a big commitment for a small company. Despite this, we consider our EMS to be a baseline commitment to the environment. We also seek to address our wider sustainability aspects and impacts through the framework of our EMS and other tools. Our environmental policy goes far beyond the requirements of ISO14001 and is a living document within our organisation.

A director is responsible for managing the EMS committee and for championing sustainability internally at Morphem. Beyond this, everyone at Morphem is aware of their personal requirement to abide by our EMS and associated procedures through briefings on the environmental policy, induction training for new employees and a regular EMS slot at the weekly company meeting. Through our vision and values, employees are also empowered to pursue practical sustainability within our internal operations and when working with clients.

Our EMS has helped us to identify that the key risks to the environment are from the activities we undertake on behalf of our clients. Much of our work is carried out in the natural environment and around waterways in particular.

For example, the risk of transferring contaminants between waterways or accidental sediment release during engineering works is ever present. Another ongoing risk from our work is recognised as the potential for us to spread kauri dieback disease. As many of our team spend time in forested environments, we are always very careful to ensure that staff members have the right equipment and knowledge to reduce the risk of spreading kauri dieback disease.

## carboNZero Certification

The EMS committee is also responsible for reducing our carbon footprint. Morphem have been carboNZero certified since 2011 and we take steps to ensure that we reduce, accurately measure and offset our carbon emissions in line with ISO14064-1:2006. carboNZero certification shows the commitment we have to our vision and values by reporting on our energy management objective. Over the last few years our total emissions have been increasing, largely as result of growth in our business – more work and more employees. Our recent decrease in tCO<sub>2</sub>e per FTE over the FY 14/15 shows our reduction strategies have been making a modest difference. The increase in total emissions from the 2013-2014 financial year can be attributed to the increase in car use (Scope 1<sup>1</sup>) and air travel (Scope 3<sup>2</sup>). Domestic and international air travel make up 46% of our total emissions in

the reporting year producing 26.62 tCO<sub>2</sub>e. This is an increase from the 2013/2014 reporting year where we produced 18.15 tCO<sub>2</sub>e; however, this emissions source made up a relatively similar percentage of total emissions – 47%. Use of company cars also experienced growth with fuel use increasing from 3,580 litres to 6,070 litres on the last reporting year. This result can be attributed to the purchase of a new car in June 2014 along with mentioned company wide growth. Despite an increase in FTE, there was a decrease in total electricity use (Scope 2<sup>3</sup>) from 28,079 kWh in 2013/2014 reporting year to 27,034 kWh this reporting year.

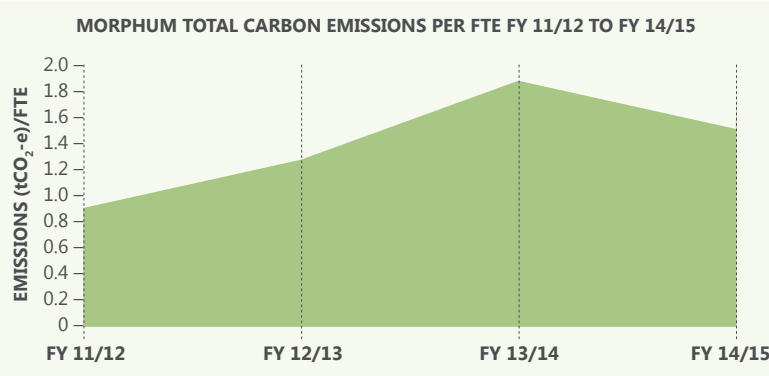
Morphum's carboNZero reduction targets and results can be seen online at [www.carbonzero.co.nz](http://www.carbonzero.co.nz).



## Morphum Carbon Emissions FY 11/12 to FY 14/15

tCO <sub>2</sub> -e	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Scope 1	4.89	6.78	8.39	14.82
Scope 2	4.25	4.14	4.47	3.60
Scope 3	7.33	15.33	25.09	29.72
<b>TOTAL</b>	<b>16.47</b>	<b>26.25</b>	<b>37.95</b>	<b>48.14</b>
Total/FTE	0.92	1.29	1.87	1.52

Note that the Scope of the Carbon Footprint is limited to the Auckland and Warkworth branches. tCO<sub>2</sub>-e is total carbon dioxide equivalent.



- 1. Scope 1 is defined as all direct emissions from operations and that are owned or controlled by the organisation.
- 2. Scope 3 is defined as other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities (e.g. T&D losses) not covered in Scope 2, outsourced activities, waste disposal, etc.
- 3. Scope 2 is defined as all energy indirect emissions resulting from the generation of purchased or acquired electricity, heating, cooling and steam consumed within the organisation.



Waste Minimisation

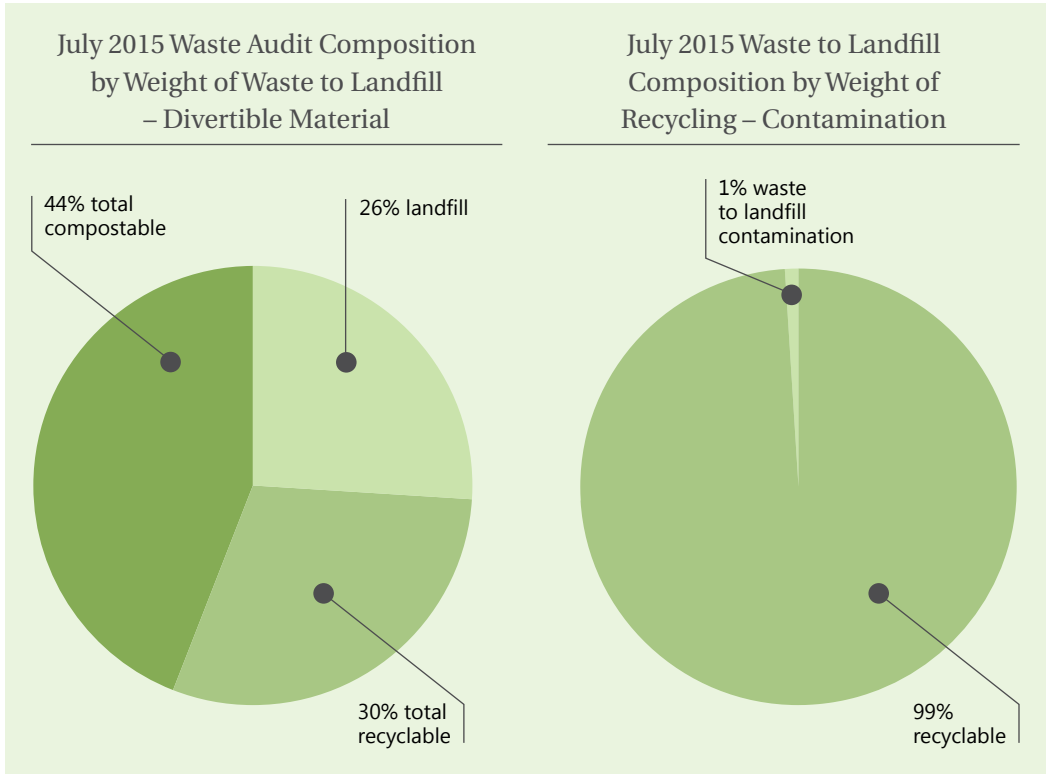
The measurement of waste streams and the actions taken to reduce our company waste is an important objective and a reporting requirement for Morphem’s EMS. Waste audits provide a powerful



snapshot of the company’s waste streams and produce recommendations to educate and better inform staff on ways to reduce and recycle responsibly. Morphem has been conducting annual

waste audits for the Auckland branch to allow communication to management and staff on the type and weight of the waste streams we are producing. The waste audit undertaken in July 2014 identified a total of 5.2 kilograms per FTE were sent to landfill per year. Seventy four percent of this material had the potential to be diverted to recycling or composting. This was highlighted as a major concern in the corresponding report and the following actions were taken to reduce this:

- Ensuring a supply of keep cups was available at reception to reduce disposable coffee cups.
- Education for employees on paper recycling to increase uptake.
- Purchase bulk coffee (1 kg) for the kitchen rather than small (300 g) bags.
- Increased awareness around correct use of the worm bin.
- A colourful and visible waste minimisation bin system was introduced to assist staff and visitors in using the correct receptacle.



General Standard Disclosures

DISCLOSURES	DESCRIPTION	OUR RESPONSE	ACCORDANCE															
Strategy and Analysis																		
G4-1	Provide a statement from the most senior decision-maker of the organisation	Directors’ Report	Fulfilled															
Organisational Profile																		
G4-2	Provide a description of key impacts, risks and opportunities.	Directors’ Report	Fulfilled															
G4-3	Report the name of the organisation	Morphum Environmental Ltd	Fulfilled															
G4-4	The primary brands, products and services	About Us	Fulfilled															
G4-5	Location of the Organisation's headquarters	About Us	Fulfilled															
G4-6	The number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	About Us	Fulfilled															
G4-7	Nature of ownership and legal form	About Us	Fulfilled															
G4-8	Markets Served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	About Us	Fulfilled															
G4-9	Scale of the organisation	Our Business and Our People sections. Due to the size of our business, we have chosen not to disclose our total capitalisation broken down in terms of debt and equity due to its sensitivity.	Fulfilled															
G4-10	Total number of employees by gender region and type of employment contract	All figures are based on head count 30 <sup>th</sup> March 2015. No. of employees by region are detailed in Our People section. <table><tr><td></td><td>Female</td><td>Male</td></tr><tr><td>Full time permanent</td><td>7</td><td>20</td></tr><tr><td>Part time permanent</td><td>7</td><td>1</td></tr><tr><td>Casual</td><td>1</td><td>2</td></tr><tr><td>TOTAL</td><td>15</td><td>23</td></tr></table>		Female	Male	Full time permanent	7	20	Part time permanent	7	1	Casual	1	2	TOTAL	15	23	Fulfilled
	Female	Male																
Full time permanent	7	20																
Part time permanent	7	1																
Casual	1	2																
TOTAL	15	23																
G4-11	The percentage of total employees covered by collective bargaining agreements	No employees are covered by collective bargaining agreements	Fulfilled															
G4-12	Describe the organisation's supply chain.	About Us – value chain figure	Fulfilled															
G4-13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain.	About Us	Fulfilled															
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	Morphum does not have a formalised approach to using the precautionary principle; however, since we are a consultancy with sustainability as one of our core values we apply the precautionary approach during all work.	Fulfilled															
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	None	Fulfilled															
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisation.	Our Impact – Contribution to the Industry	Fulfilled															

DISCLOSURES	DESCRIPTION	OUR RESPONSE	ACCORDANCE
Identified Material Aspects and Boundaries			
G4-17	All entities included in the organisation’s consolidated financial statements or equivalent documents including indication which of these are not covered by the report.	The financial performance information contained in the report is for Morphem’s entire operation including the Melbourne branch.	Fulfilled
G4-18	Process for defining the report content and the aspect boundaries.	Our Material Aspects Our report content is largely informed by our material aspects. Aspect boundaries have been defined by practicalities.	Fulfilled
G4-19	Material aspects identified in the process for defining report content.	Our Material Aspects	Fulfilled
G4-20	Aspect boundary within the organisation for each material aspect.	Our Material Aspects	Fulfilled
G4-21	Aspect Boundary outside the organisation for each material Aspect.	Our Material Aspects	Fulfilled
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	There are no restatements of information as this is Morphem’s first Sustainability Report	Fulfilled
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There are no significant changes as this is Morphem’s first Sustainability Report	Fulfilled
Stakeholder Engagement			
G4-24	List of stakeholder groups engaged by the organisation.	About us – Our Stakeholders	Fulfilled
G5-25	Basis for identification and selection of stakeholders with whom to engage.	About us – Our Stakeholders	Fulfilled
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	About us – Our Stakeholders	Fulfilled
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Our Material Aspects	Fulfilled
Report Profile			
G4-28	Reporting period.	April 2014–March 2015.	Fulfilled
G4-29	Date of most recent report.	Cover page.	Fulfilled
G4-30	Reporting cycle.	Every two years.	Fulfilled
G4-31	Contact point for questions regarding the report or it’s comments.	Contact Us	Fulfilled
G4-32	In accordance option chosen.	Morphum has self-declared in accordance ‘Core’.	Fulfilled
G4-33	Policy and current practice regarding seeking external assurance for the report.	Morphum have not sought external assurance for this report. About Us - Our First Sustainability Report	Fulfilled
Governance			
G4-34	Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Our People section	Fulfilled

DISCLOSURES	DESCRIPTION	OUR RESPONSE	ACCORDANCE
Ethics and Integrity			
G4-56	Describe the organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	This can be found on Morphem’s website <a href="http://www.morphum.com">www.morphum.com</a>	Fulfilled
Specific Standard Disclosures			
DISCLOSURES	DESCRIPTION	OUR RESPONSE	ACCORDANCE
Economic Performance			
G4-EC1	Direct economic value generated and distributed	Our Impact – Contribution to the Community, Staff turnover	Fulfilled
Economic Impacts			
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Our Impact – Contribution to the Community	Partially Fulfilled
Environmental Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Our Footprint – carboNZero	Fulfilled
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Our Footprint – carboNZero	Fulfilled
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Our Footprint – carboNZero	Fulfilled
G4-EN18	Greenhouse gas (GHG) emissions intensity	Our Footprint – carboNZero	Fulfilled
Environmental Products and Services			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Our Business and Our People	Partially Fulfilled
Labour Practices and Decent Work			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Our People – Health and safety	Fulfilled
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Our People – Flourishing reviews and Professional Development	Fulfilled
Society			
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Our Impact – Contribution to the Community	Partially Fulfilled
Product responsibility			
G4-PR5	Results of surveys measuring customer satisfaction.	Our Material Aspects	Partially Fulfilled

# Contact Us

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## New Zealand

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