



MORPHUM
environmental

2023 SUSTAINABILITY REPORT



WELCOME

to the third edition of our Sustainability Report, where we share and take stock of our efforts within nature's interwoven tapestry of water, life and land.

At Morphem we work in a space where the dynamic relationships of these elements converge – sparking a passion with our partners, clients, collaborators, mana whenua iwi and hapū and communities to co-create sustainable and thriving ecosystems.

For us, the vitality of these three elements forms the very essence of our organisation:

Water embodies the life force that connects us all; Life represents the vibrant diversity of our people, all species and the sustainable outcomes of our work; and Land sits as the foundation of our ecosystems with its sacred bond to the sky and waters.

Tēnā tātou katoa. Anei tō mātou pūrongo whakauka tuatoru.



We are thrilled to be telling the story of our journey over the last three years¹ and we are grateful for your part in it!

Over these three years, our resilience as a people and a land have been tested. Thinking back to the severe flooding events in Southland, Northland and Napier in 2020, that put critical infrastructure to the test and brought home the devastating reality of climate change, droughts in parts of the country, and now the more recent flooding events in Northland, Auckland and the East Coast of the North Island, there has never been a more critical time to uncover opportunities for systems change and connect possibilities for a sustainable future. The world has also changed in unexpected ways through the COVID 19 pandemic.

Morphum has adapted as all organisations have had to, further embracing hybrid and flexible working, and using new technologies to support storytelling and the inclusion of communities in our project work. While riding this wave of volatility externally, we also decided to shake things up internally, diving into a process of reflection and realignment of the organisation through a leadership restructure farewelling co-founder Damian Young, followed by the Mission Renewal Project in 2021. This co-creative process led to a fresh design of our business model and values system (Page 8). It was an exciting moment for our team when we revealed our new branding in October 2021.

We are grateful for how our client relationships have continued to grow, deepen, and be strengthened over this time, as well as the new faces and emerging opportunities. Although there were challenging moments with workstreams and projects being put on hold during the height of the Covid-19 Pandemic, we are lucky to be working in the water sector, one of the most essential aspects of life, and working with people and organisations who pulled together and supported each other so well through this time.

This report shows our growth over the past three years and the trajectory of our continued evolution. We aim to continue holding ourselves accountable through regular sustainability reporting published with reference to the GRI standards.

We hope you enjoy this story of our part in the interweaving of life, water, and land through our work.

Tēnā koutou.

CALEB CLARKE
Director

DEAN WATTS
Director

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¹ 1st April 2020 – 31st March 2023

01 WHAT'S A "MORPHUMITE?"

A Morphumite is an industry leader in environmental engineering, science, GIS, or sustainability, working towards a vision of co-creating thriving ecosystems. Morphumite's are highly interdependent on a top-notch business performance team of accounting, people & culture, organisational development, and marketing experts.

For over 20 years, we have worked with fellow changemakers across partners, clients, communities, and tangata whenua² to create environmental change and sustainable outcomes. Our specialist and integrative team provide leading support to decision makers who influence the health of our waterways and landscapes. Our collaborators are the key to ensuring a thriving ecosystem for generations to come.

Over the past three years, we have continued to deliver high quality outcomes; diversify our client base; grow our business revenue; and reduce our carbon footprint per dollar of revenue, while operating in an increasingly volatile environment (COVID-19 Pandemic, Auckland drought (Summer 2021-2022), Auckland flooding (February 2023)). Our collaborative nature is a signature part of our success, as seen in our catchment management planning, strategic planning tools such as the Freshwater Management Tool, and emergency response works. The commitment, passion and enthusiasm of our people has been pivotal to our growth and ability to respond in stressful or trying times.

In 2021 we invested time as an organisation to reflect on our mahi³, our relationship with te taiao⁴, and how we would like to relate to each other. This process was called the Mission Renewal. Beginning in January and finishing after our brand refresh in October 2021, it was the largest organisational development project Morphum has undertaken to date. This was a co-creative process which involved everyone at Morphum inputting their passion, ideas and opinions in various workshops to uncover "why" and "what" we are working towards, and "how" we would like to achieve that. This piece of internal work has led us to evolve the way we work by strengthening our existing commitment to working with integrity and bringing our values to the forefront of everything we do, now more than ever before.

The high quality of our work is maintained and enhanced through the continuous and independent verification of our health and safety, quality assurance, and environmental management systems where we undergo independent verification to international standards, every year. Within this reporting period we have also established a Diversity Equity and Inclusion team (DEI) (page 30), a Te ao Māori team called Te Tira Haere⁵ (page 22) and begun our Reconciliation Action Plan (page 23) journey in Australia. We continue to learn, adapt and grow in innovative ways while staying true to ourselves, as we are guided by a common direction and choose to reclaim the intrinsic responsibility we have for our relationship with nature.

² Local people, hosts, indigenous people - people born of the whenua
³ Work

⁴ The environment
⁵ The travelling group - our journey within and alongside Te ao Māori



For over 20 years, we have worked with fellow changemakers, partners, clients, communities, and tangata whenua to create environmental change and sustainable outcomes.

02 ECOLOGY OF MORPHUM

Our six strands are our business model and value system.

The reciprocal relationship in each strand between a business input and output is what makes it our value creation/business model. For example in "Our People" the input is the diversity of knowledge, experience and energy being woven together, and the output is that we support each other's learning, enhance wellbeing and celebrate personal growth. Our values show up clearly in this model through words and terms like "passion", "practical sustainability" and "environmental guardianship".

The strands have been likened to a moral compass, a guiding force to help us make decisions that align with our vision. It is the interrelationship between them that

most excites us, and we strive to grow our strengths in each of these six areas. These are the elements that we know to be foundational to our success.

"For us to continue to be, to attract, and to retain leaders and genuine change makers in our field of influence. To be able to measure and celebrate tangible outcomes from our mahi within our communities. Ultimately, this requires us embodying the Morphem strands. It requires us all to work and interact with integrity, empathy and respect for each other, for our mahi, for te taiao, and for the communities we engage with."

- a Morphemite



03 SUSTAINABILITY AT MORPHUM

Sustainability drives decision making at Morphem, it is usually one of the first things to be spoken about in business decisions and never the last. It helps to determine who we work with, what materials and products we use, our design process and recommendations to clients, where we locate our offices, and how we treat each other.

In this reporting period, we have aligned our sustainability focus more towards how we can grow the positive impact we have on the environment, not just manage or mitigate negative environmental effects of business operations. This is only possible due to the integral work of our EMS team in creating a clear reporting structure and process, which supports our consultants to look and move far beyond the organisations boundaries in terms of creating impact. Sustainability is also the main focus of our Morphem 2025 Strategy, which outlines the four key business priorities we are working towards in the next reporting period (page 27).

We have a responsibility to use our experience, knowledge, and skills in understanding the environment to empower our clients, partners and communities to work in partnership with nature and grow their capacity to live and work sustainably. Many of the projects we have been involved in have had a notable shift in emphasis from "best practice sustainability" to community ownership and co-navigation towards community aspirations. This is an extremely exciting space where we see lasting change being made. A great example of this was the

Te Hoiere Pelorus Integrated Catchment Enhancement Plan where Morphem supported the community via a process of "planning by the people for the people" in 2020.

The basis of our sustainability reporting remains the same, with the three key areas we report on being:

- Our Business (Page 18)
- Our People (Page 28)
- Our Impact (Page 37)

"Morphum can contribute to sustainability in several ways: Sustainable Infrastructure Design, focusing on minimising environmental impact, promoting energy efficiency, and incorporating renewable energy sources. They can integrate sustainable practices into urban planning, transportation systems, water management, and waste management projects. They can help clients comply with environmental regulations, assess ecological risks, and develop strategies for sustainable resource management. Morphem can assist in developing strategies to address the impacts of climate change. They can help clients understand and manage climate-related risks, such as rising sea levels, extreme weather events, and changing rainfall patterns. Morphem can assist clients in transitioning to a circular economy, where resources are used more efficiently, waste is minimized, and materials are recycled or repurposed. They can provide guidance on waste reduction, recycling infrastructure, and sustainable procurement practices."

- Client

04 WHO SUSTAINS US

Ka nui ngā mihi ki ngā hāpori, we thank our communities who inspire, motivate and sustain us. We would not have come through the challenges we faced and seen the success we have over the past 3 years without the invaluable contributions of employees, mana whenua iwi and hapū, local communities, clients, collaborators, suppliers and subcontractors.

Our community contributes to an interdependent web of resources, learning experiences, and relationships that are essential to the viability of our business. Although we are a highly technical bunch, we recognise that relational work and caring for the social fabric of society is just as important for driving positive change, as infrastructure planning, design and building.

It is important to understand the exchanges made between actors in our community and our interdependence on each other, in order to strengthen and restore the health of the system we are part of. In some relationships there is an obvious exchange such as finances in return for project work, or an employee's effort being rewarded through wages. The exchange of knowledge, advice, support, storytelling, deepening relationships with mana whenua iwi and hapū⁶ and communities can be harder to quantify but are all essential to our vitality and sustainability.

In recent years, industry and government have made changes which show the responsibility we have in our professions to safeguard the health of our waterways and future of the environment. This is

made clear in the introduction of Te Mana o te Wai⁷ to New Zealand legislation. Looking ahead Morphum is keen to continue channelling our efforts to support industry to move in a sustainable direction through knowledge sharing, collaboration and storytelling.

EMPLOYEES

Our vibrant and dedicated whanau⁸ bring a huge amount of passion to their work, with clients returning to them for technical expertise and advice which puts the environment in the foreground of decision making. The wealth of diversity in our team helps us to build resilience and capability by learning from each other, allowing us to respond quickly and go above and beyond the expected with our clients.

MANA WHENUA - IWI AND HAPŪ

We hold the privilege of working closely with mana whenua iwi and hapū across many of our projects. As tangata Tiriti⁹, we recognise our obligation to respect and uphold te tino rangatiratanga¹⁰ of the hapū and iwi we are in partnership with, particularly as our work is centred around the enhancement and protection of Te Taiao. We celebrate the opportunities in working with mana whenua iwi and hapū for reciprocal knowledge sharing between our diverse worlds and world views. We respect the deep intergenerational connections to, and kaitiakitanga¹¹ of Te Taiao held and practiced by mana whenua. We strive to tautoko¹² these connections and responsibilities through our work, ensuring space, resources and opportunities are fairly shared.

COMMUNITIES

Wherever possible we work with the communities and mana whenua iwi and hapū who are rooted in the places where our clients' projects are happening. We feel it is essential for communities in the wider sense, to have input to and share ownership in determining their own values and objectives, which may be realised through choices in design and management of infrastructure as part of a client's project. We work to acknowledge and enhance the potential of a place, by managing the impacts of development as well as considering social and cultural wellbeing outcomes. We would like to see change continue long after our projects are finished, and achieving this requires building capacity and motivation within a community to care for their place.

FUTURE GENERATIONS'

Our awareness of the impact of our organisation's activities on future generations has been a corner stone in our mission renewal and re-branding process. We consider the long-term effects of decision making in all aspects of our work and are consistently reassessing what the most sustainable options are, whether it be which type of soap to buy for the kitchen, or how to design a fish passage in a stream.

CLIENTS

It is through our project work with clients that we work together to co-create thriving ecosystems and can have the greatest positive impact on the environment, while achieving desired outcomes with mana whenua iwi and hapū and local communities. Our clients are our greatest source of information on what the enablers and obstacles to sustainability in industry are. They help to keep us in tune with the broader picture of what is happening in the

world, the challenges they face, and in turn we support them with our expertise and experience to make decisions that improve the health of the whole system we are nested in.

INDUSTRY

Morphum is an industry leader in sustainability, through corporate membership of the Sustainability Society of Engineering NZ and The Cooperative Research Centre for Water Sensitive Cities. We have established and sponsored industry awards in sustainability at major conferences including IPWEA NZ and Water NZ for three consecutive years now. Putting our head office in Auckland to good use, we have been able to host industry events such as the IPWEA Northern Branch gathering and Ecology drinks. We have been given many opportunities over the last reporting period to tell our stories by attending and presenting at many industry events and conferences (page 47).

SUPPLIERS & SUBCONTRACTORS

Achieving positive environmental outcomes is interdependent on the success of our suppliers and subcontractors, along with their attitude to sustainability. Sustainability is part of the ongoing conversation and meaningful engagement that we have with suppliers and subcontractors. We try to help suppliers to innovate and find low impact methods or alternative materials, as this can also reduce our overall environmental footprint.

⁶ Mana whenua are those iwi and hapū who exercise mana over their tribal boundaries. Mana whenua: territorial rights, power from the land, authority over the land
⁷ Ministry for the Environment

⁸ Family, in this context team
⁹ As a partner to Te Tiriti o Waitangi
¹⁰ Self-determination, autonomy

¹¹ Guardianship, stewardship, care
¹² Support

05 MATERIALITY

Since our last sustainability report we have reviewed and made changes to our material topics. The topics from the 2020 FY report were reviewed by the sustainability team, leadership team and directors. Then adaptations and additions were made, as well as removing topics that no longer felt relevant to the organisation. The new list of material topics was socialised with each team in team meetings, feedback was gathered, and iterations made, before an internal and external materiality assessment was conducted.

During this review it was decided that "Managing our carbon and ecological footprint" would be moved to the "Our Business" section. This reflects a shift in our understanding, as managing our business's environmental impact has now become an integral part of business operations, and we wish to focus on finding new ways to quantify the positive outcomes of our project work in the "Our Impact" section.

A strong aspect of a Morphumite's identity is how "Our passion for the environment leads our decision making", this topic has been added to the "Our People" section, as during the Mission Renewal we became keenly aware that this is something that makes us different!

"We respect and work to include Mātauranga Māori and indigenous knowledge" has been added to the "Our Business" section. There were some external legislative drivers for this change as we strive to uphold Te Tiriti o Waitangi

and Te Mana o te Wai in our work. However, internally there were countless conversations that deepened our sense of place in Aotearoa and Australia, where people expressed a strong desire to learn how to respect and acknowledge indigenous knowledge in their work.

In the "Our Impact" section our thinking has also changed from "creating sustainable outcomes for communities" to "co-creating thriving communities". The key difference in our approach being, rather than doing things "for" communities, we try as much as possible to work "with" communities to lift their capacity and support them to realise their aspirations.

OUR BUSINESS



Building meaningful relationships with changemakers

We co-navigate with different disciplines, organisations, stakeholders, sharing resources and intellectual property to apply diverse paradigms to wicked problems and create the best possible outcomes for communities.



We respect and work to include Mātauranga Māori and indigenous knowledge

By promoting mana motuhake, we support our clients to partner with mana whenua and weave māori outcomes and thinking into their endeavours.



Actively managing our carbon and ecological footprint

Mitigating any negative effects of our business on the environment, by continuous improvement in environmental management including tracking, reducing and offsetting our carbon emissions making responsible procurement decisions and managing ecological risks from our activities.

OUR PEOPLE



Supporting a culture of learning

We are a learning first organisation with a resilient leadership ecosystem, where we continually expand our capacity, nurture creativity, and continuously transform ourselves.



Promoting a diverse, equitable and inclusive workplace

We are committed to activating and nurturing a culture that celebrates our diversity and is inclusive in harnessing our combined knowledge, experience and energy. This is key to the wellbeing of our people.



Our passion for the environment leads our decision making

Our team supports each other to make the best decisions for the environment and share stories about the positive change that we are part of co-creating.

OUR IMPACT



The Morphum Impact

We measure and report on the net impact of our projects on the environment and communities to focus our efforts and ground ourselves in ensuring we are making change for good.



Influencing for positive change

We guide projects, share our sustainability success stories, and influence decision makers to make choices which consider future needs, increase mauri and adapt for climate change.



Co-creating thriving communities

We evolve the capacity of communities to help them take ownership of project outcomes and guardianship of their unique place.

Once we had confirmed our material topics, we designed and sent a materiality assessment to our employees and a group of our clients, collaborators, and suppliers. The assessment maps the perceived level of importance of each topic in relation to the other topics in the Materiality Matrix below.

The results of the internal survey showed that there were no clear winners or losers. The largest gap in importance between two topics was only 2 points. We consider this a positive, as none of the topics we have chosen seem unimportant to our employees and all are relevant.

The differences between external and internal rankings are partly influenced by the difference in sample size, as internally there was a higher response rate. The difference could also partially be accounted for by external communications through our website and our LinkedIn, which presumably help shape what our clients think of us and what may be most important to us.

Common to both was rating "Our passion for the environment leads our decision making" as one of the highest alongside "Building meaningful relationships with changemakers". One of the lowest ranked topics was "Co-creating thriving communities" which was a surprising result. Perhaps this is due to the difficulty in making the connection between the project work we do and its impact on community.



OUR BUSINESS

- Building meaningful relationships with changemakers
- We respect and work to include Mātauranga Māori and indigenous knowledge
- Actively managing our carbon and ecological footprint

OUR PEOPLE

- Supporting a culture of learning
- Promoting a diverse, equitable and inclusive workplace
- Our passion for the environment leads our decision making

OUR IMPACT

- The Morphum Impact
- Influencing for positive change
- Co-creating thriving communities



06 PROGRESS ON OUR GOALS



OUR BUSINESS

MATERIAL TOPIC	2023 FY GOALS	STATUS
Growing Our Business Sustainably	Within the next reporting period, review director portfolios and reporting lines to share leadership and increase delegations across the leadership team.	Achieved
Fostering Collaborative Partnerships	Within the next reporting period, review our existing partnerships to identify gaps in our service offerings and establish a plan to target organisations to develop and maintain strong mutually beneficial strategic partnerships.	Achieved

OUR PEOPLE

MATERIAL TOPIC	2023 FY GOALS	STATUS
Growing Our Leaders	Within the next reporting period, review director portfolios and review reporting lines to share leadership and increase delegations across the leadership team.	Achieved
Supporting A Culture of Learning	<p>Within the next reporting period achieve 100% completion of employee Flourishing reviews.</p> <p><i>*Sometimes new starters join after the flourishing process has begun, or people leave before they can complete the review, it is not possible to achieve 100% completion of reviews in a year. A 75% completion rate had been achieved in the 2023 FY.</i></p>	Not achieved*
Promoting a Diverse and Inclusive Workplace	Within the next reporting period, develop a method of data collection and establish a baseline for employee demographic information.	Achieved
Promoting a Diverse and Inclusive Workplace	Within the next reporting period, undertake a review of existing recruitment processes and highlight opportunities for improvement.	Achieved
Nurturing our Peoples' Wellbeing	Review our existing wellbeing initiatives and maintain or improve these where necessary. Review and report on existing wellbeing initiatives and identify areas for improvement, including regional impact of wellbeing initiatives.	Achieved

OUR IMPACT

MATERIAL TOPIC	2023 FY GOALS	STATUS
Actively Managing our Footprint	Within the next reporting period, develop an organisational health check tool to track organisational objectives and progress on a monthly basis.	Achieved
Actively Managing our Footprint	Within the next reporting period, finalise our updated sustainable procurement guidelines and implement the process.	Achieved
Creating Sustainable Outcomes for Communities	Within the next reporting period, develop a method to categorise and track the impact of our projects.	Ongoing
Creating Sustainable Outcomes for Communities	Within the next reporting period, have 100% of project kick-off meetings complete a sustainability assessment. Develop a method of measurement to ensure this is actioned.	Not achieved*

* Process is that projects valued over \$50,000 have to complete a sustainability health check.



07 OUR BUSINESS

Growing in each and every way, sustainably. Our revenue, headcount, geographic reach, number of clients and projects have all grown steadily in the last three years. We were delighted to open a new office in Christchurch in August 2022, making it easier to connect with our clients in Te Wāi Pounamu¹³.

In this reporting period, we dove deep to connect with what matters most to us and have emerged with a renewed sense of togetherness and purpose, as well as a fresh look and feel. The governance

structure of Morphem changed in this reporting period as 3 more employees also became shareholders of the business bringing the total number of employee shareholders to 9.

We strive to work with integrity across our entire business. Our culture of continuous improvement is lived through our constant questioning of why we do things in a certain way and asking "How does it get better than this? An essential part of this is the continuous and independent verification of our health and safety, quality assurance, and environmental management systems where we undergo independent verification to international standards, every year.

7.1 ECONOMIC PERFORMANCE

Uncertainty and disruption are two words often used in conjunction with the precarious situation the world has been in over the last 3 years. Morphem was not immune to this, and we had to pivot significantly to adjust to the changes that influenced our day-to-day operations.

We experienced significant loss in revenue at the start of the 2021 financial year due to covid 19. Many active contracts were put on hold, there was limited new work, travel was restricted, business was uncertain, FTE was reduced and there were inefficiencies from "less than perfect" working from home conditions.

Our H&S Team and Business Performance Team worked meticulously to ensure we

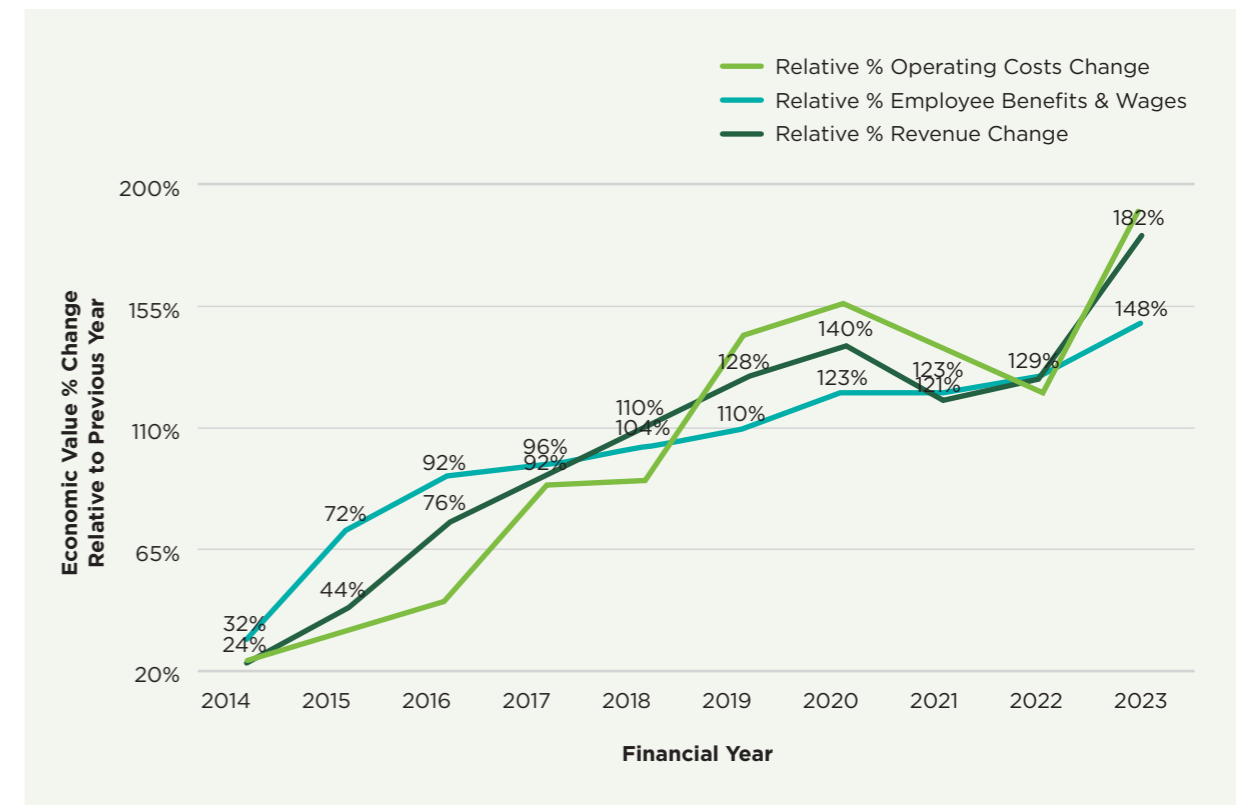
could do the majority of our work online while following lockdown requirements. We still felt the impacts from various restrictions around travel and being unable to work on site. Fortunately, a lot of our projects that remained open were considered essential, and we were able to continue working on essential projects that required site visits while abiding by the restrictions.

To combat our decreased revenue over the height of Covid, Morphem was focused on reducing expenditure where possible to make it through this period of uncertainty. This is demonstrated by the significant decrease in revenue and operating costs in the 2021 and 2022 financial years. Fortunately, we did not have to make cuts to employee benefits over this time. It was important to Morphem to retain our employees and demonstrate our commitment to supporting them.

¹³ The South Island

With restrictions easing at the start of 2022 and our revenue increasing, Morphem pivoted again with a focus on investing back into our organisation and employees. In the 2023 financial year Morphem created specific goals around economic growth and began planning how we will achieve them. To date we are ahead of schedule, with revenue significantly increasing in the 2023 financial year, due to increased growth in FTE, increased diversification to our client base, increasing our regional footprint and increased value billing.

Looking forward, Morphem is committed to increasing all areas of growth within the organisation to continue to strengthen our position going forward. Our leadership priorities and strategic goals are listed on page 27.



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenue	24%	20%	32%	15%	18%	18%	12%	-20%	8%	53%
Operating Costs	25%	9%	13%	43%	2%	53%	11%	-19%	-13%	67%
Employee wages and benefits	32%	40%	20%	4%	9%	5%	13%	0%	6%	19%

7.2 BUILDING MEANINGFUL RELATIONSHIPS WITH CHANGEMAKERS

We recognize that our impact is magnified through authentic relationships with clients, partners, mana whenua iwi and hapū and community. One of our leadership priorities is therefore "Building strategic and sustainable relationships". We seek to identify and work with people and organisations that influence positive, meaningful and sustainable change by challenging the status quo, are solutions focussed and embrace innovation.

Meaningful change takes time. We therefore look to develop long lasting relationships founded on high levels of trust established through whakawhanaungatanga¹⁴, authentically knowing each other, and understanding and respecting the contribution that each partner brings to co-creating appropriate outputs and outcomes. We also appreciate that meaningful relationships and optimizing the contribution of all partners requires effective communication and providing time and space to work together.

It is at the local governance scale where policy is translated into action, change happens, and outcomes enhance our natural landscape and influence peoples cultural, social and economic wellbeing. Local government organisations such as councils are consequently key changemakers in their regions and a significant proportion of our total revenue in New Zealand and Australia is attributed to these clients. In the 2023 FY 68% of our overall revenue came from the councils located across the length and breadth of New Zealand and Victoria, Australia.

An example of the value of our approach to partnerships is illustrated through our work with Paradigm Environmental

and Auckland council over the last 5 years in researching, testing and developing a Fresh Water Management Tool (FWMT) for the region. The tool provides practical direction for selection of appropriate interventions to improve water quality. The FWMT importantly allows for a balance between investment and outcomes, which is an important function for councils who face the reality of resource constraints across competing priorities. The success of the partnership in Auckland has led to the development of a similarly beneficial process with Tauranga City Council (TCC), where we are also excitingly working with the City and Mana whenua iwi and hapū to give effect to Te mana o Te Wai in the development of the FWMT.

A second example is The Ministry for Environment's exemplar catchment projects model founded on a collaborative approach between central and regional government, mana whenua iwi and hapū and communities to improve important freshwater environments. A cornerstone of the approach is that it is located outside of the regulatory processes, is driven by the people who live, work and play in these catchments and aims to empower them to give effect to their very real interest in the improved and sustained health of these catchments to support community wellbeing. Morphem were privileged to have applied this approach in supporting the community of the Te Hoiere Pelorus community in developing a plan to guide this intergenerational project. The success of truly giving effect to 'planning by the people for the people' is evident in the innovative outcome - an interactive story map that reflects relationships between people and the landscape in the action plan, and the ongoing success of the project which is founded on solid partnerships across community interest groups. Morphem partnered with Heather Collins Consulting, a skilled social scientist and facilitator who was central

to giving effect this community driven, solutions focussed process. The success of the project has led to Morphem's further partnership with MfE in a similar process in the economically important Pukekohe Special Vegetable Growing area and furthering our relationship with Heather in supporting the community in the Manuherikia Catchment.

It is a focus across our strategic planning and daily work to continually work at strengthening existing relationships and identifying new changemakers to partner with in optimizing our impact.



¹⁴ Process of establishing relationships, relating well to others

7.3 WE RESPECT AND WORK TO INCLUDE MĀTAURANGA MĀORI AND INDIGENOUS KNOWLEDGE

This material topic was explicitly named during the mission renewal process in 2021, where we asked ourselves questions such as: How can we be good descendants and good ancestors? How can we best work in service to te taiao? How do we know if we are being good treaty partners? And what does reconciliation really mean?

The results of our internal materiality assessment showed that we rated this topic as having the highest importance alongside "Our passion for the environment leads our decision making".

7.3.1 TE TIRA HAERE

"By promoting mana motuhake¹⁵, we support our clients to partner with mana whenua and weave Māori outcomes and thinking into their endeavours".

Together, we work across the rohe¹⁶ of Aotearoa (and beyond) to restore and protect the ecosystem health of our land and waters. We do this acknowledging Māori as kaitiaki¹⁷ of this whenua¹⁸, honouring Te Tiriti of Waitangi as the foundation for this work in Aotearoa.

Our recognition for tangata whenua as the original people of Aotearoa is embedded into Morphum's core values. This respect is therefore acknowledged at the forefront our mahi in Aotearoa. It is imperative for us to build and sustain long-lasting relationships with mana whenua across the rohe.

We incorporate a tangata whenua and environment first approach. It is fundamental to us that the aspirations of mana whenua iwi and hapū are embraced

and upheld through our work. We recognize that mātauranga¹⁹ sovereignty is respected and upheld through partnership with mana whenua iwi and hapū.

To ensure that we truly embody these statements throughout our organisation, the Te Tira Haere tīma²⁰ was established in 2021. Te Tira Haere is responsible for the development and enactment of our Te Ao Māori Cultural Plan – Ko tā Morphum haerenga ki roto i te ao Māori²¹.

As an early action, the tīma hosted a series of wānanga²² and noho²³ at Te Kotahitanga marae (Ngāti Tiipa) for the leadership team, led by Te Ururoa Flavell, through which te tikanga²⁴ values that are paramount to our organisations purpose were identified. Those are:

- **Manaakitanga**²⁵ - to provide warmth and hospitality to all people connected to our organisation
- **Whakawhanaungatanga**²⁶ - to prioritise relationship building, and ensure we give adequate space and time to foster trust and respect,
- **Kotahitanga**²⁷ to work together with inclusivity as a core value, to open the door for all, and to acknowledge Te Tiriti o Waitangi as fundamental to our mahi – working in partnership and collaboration with mana whenua iwi and hapū, giving respect to te tino rangatiratanga²⁸ and mātauranga Māori, and
- **Aroha**²⁹ to relate to others, and work with compassion, always.

Ko tā Morphum haerenga ki roto i te ao Māori now guides our ongoing journey to enact these values across all that we do; build capacity across the wider Morphum whanau in engaging with te ao Māori and strengthen confidence in collaborating with tangata whenua across our mahi. We emphasise that this haerenga³⁰ has no end – it is one that we will always be on,

both as individuals and an organisation. Te Ao Māori³¹ is constantly evolving, as is our journey within this space.

"By promoting mana motuhake, we support our clients to partner with mana whenua and weave Māori outcomes and thinking into their endeavours".

7.3.2 RECONCILIATION ACTION PROJECT

Morphum is committed to work towards a more equal, respectful and reconciled Australia. In 2021, we began our reconciliation journey to acknowledge the impacts Australia's colonial history has had on Traditional Owners and reconcile for past injustices. We believe it is important to bridge the gap between Traditional Owners and Non-traditional owners in Australia by creating a space of equality, unity and equity for traditional owners within our organisation and more broadly within our sphere of influence. We believe that through developing our Reflect Reconciliation Action Plan (RAP) and building lasting relationships with Traditional Owners, we can contribute to a reconciled Australia.

We are determined to embark on our reconciliation journey with the utmost respect and compassion and not allow the RAP to become tokenistic. The action plan we developed will ensure all desired outcomes are achieved, implemented and aligned with Reconciliation Australia's Five Dimensions of Reconciliation (Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance). We intend to maintain ownership of our responsibilities under the RAP and have unilateral support for implementation of the RAP from all levels of management within the business.

We envisage partnering with First Nations peoples to share perspectives, restore trust, and seek feedback throughout our journey of Reconciliation. Clear timelines and expectations for deliverable completion have been established and progress of these actions tracked through monthly internal Reconciliation Action Plan meetings. This ensures the RAP working group remains accountable. Morphum has not taken part in any formal reconciliation thus far, however, we as an organisation commit to building our understanding and awareness of Reconciliation through informal activities such as NAIDOC Week information sessions and Reconciliation Australia training seminars. We have formally begun our reconciliation journey through the Reconciliation Australia Reflect RAP.

¹⁵ Self-determination

¹⁶ Region, boundary of land

¹⁷ Guardian, steward, custodian of land

¹⁸ Land

¹⁹ Wisdom, knowledge, understanding

²⁰ Team

²¹ Morphum's journey into te ao Māori

²² Seminar, conference, forum, educational seminar

²³ To stay, reside

²⁴ Correct custom, practice, habit

²⁵ Hospitality, generosity, kindness, care for others

²⁶ Process of establishing relationships, relating well to others

²⁷ Unity, togetherness, solidarity, collective action

²⁸ Self-determination, sovereignty, autonomy, self-government, domination, rule, control, power

²⁹ Love, compassion, empathy

³⁰ Journey

³¹ The Māori world / worldview

7.4 MANAGING OUR CARBON AND ECOLOGICAL FOOTPRINT

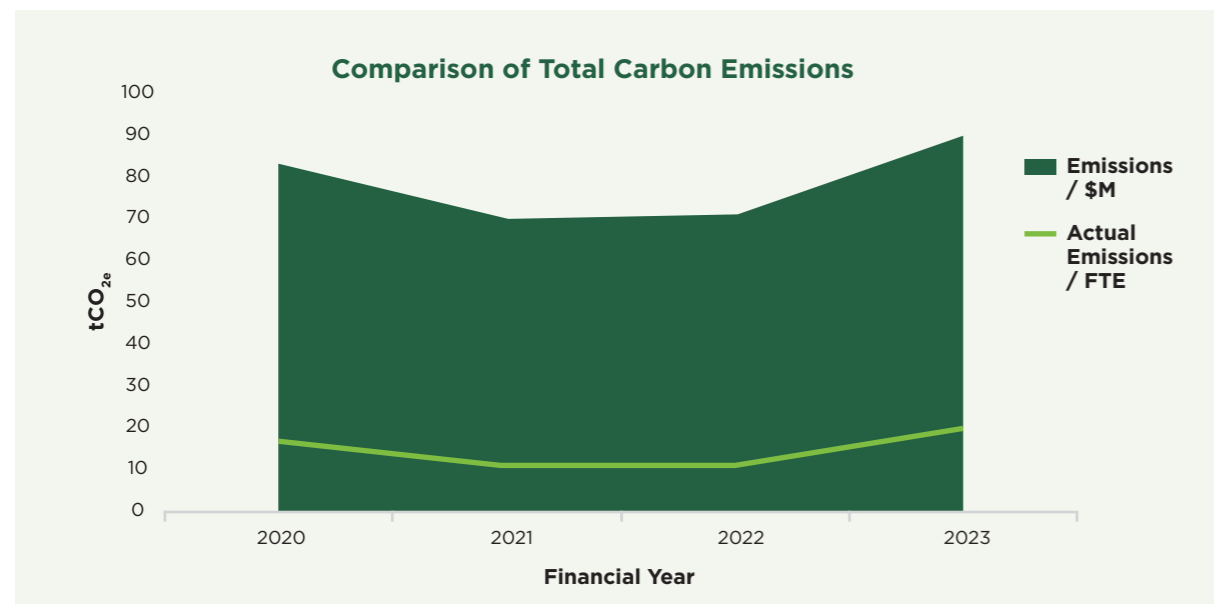
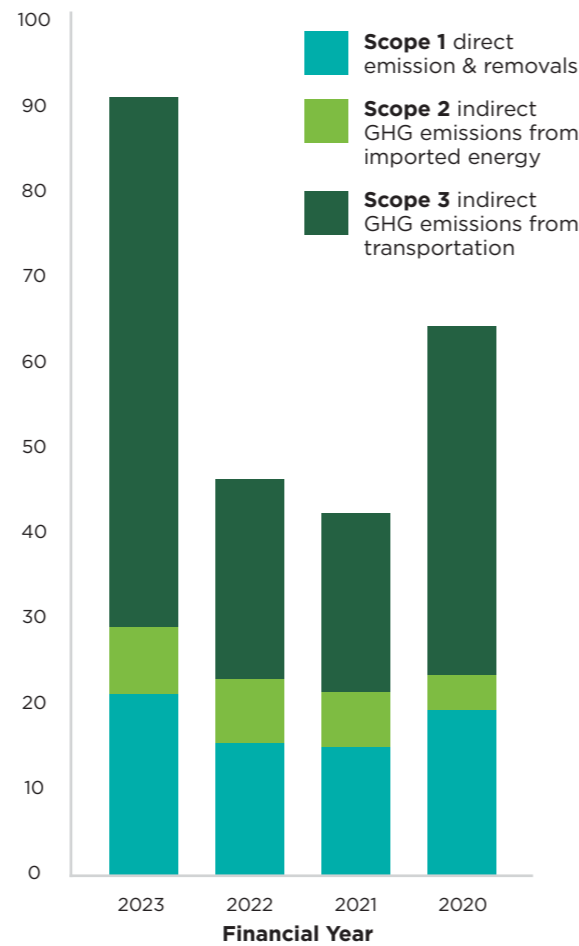
As an organisation who have been Toitū CarbonZero certified for over twelve years, and we are constantly looking for ways to improve our environmental performance. It is an essential part of managing our business operations, which is why this topic is now being reported on within the "Our Business" section.

Morphum generated a total of 91.30 tCO_{2e} from 1st April 2022 to 31st March 2023. The key emission sources were domestic and international air travel and regular petrol. We did not meet our emissions reduction target, which was to decrease total organisation emissions by 30% in comparison to base year. Our emissions per FTE were up 42% compared to the base year.

This is due to a rapidly expanding business requiring more travel domestically and internationally, as well as a tight labour market making it difficult to increase staff numbers and resourcing to the levels we would like to be at. Over the 2023 FY we have brought

14 new people into the team and are currently actively looking for 10 new people.

Comparison of Emissions by Scope



7.4.1 HOW COVID-19 IMPACTED OUR EMISSIONS

Through the Covid-19 pandemic we experienced a distinct drop in our organisational emissions, as did many businesses. At the same time, we learned the real value of face-to-face connection as this had been mostly eliminated from business and working life. This is why we made it a priority once travel restrictions were lifted to connect more with our team in Australia, as well as taking on work in remote areas with more vulnerable communities, which led to a large increase in air mileage. We have diversified our client base and have seen increases in revenue from regional councils and government organisations, making our business more resilient and increasing our positive environmental impact.

Our reduction target for the coming year is 2.5% reduction in emissions per FTE from the base year. In setting this target we have taken into consideration the projected growth of the company per FTE. Although the years of 2021FY and 2022FY are outliers due to Covid and restricted travel, we did meet our reductions target, and we think it is a fair challenge to look to reduce emissions per FTE by 2.5% from the base year.

7.4.2 DATA MANAGEMENT

We are currently working on improving data collection and management, along with more regular reporting and monitoring to help inform strategic and procurement decisions and track progress in a more interactive way. We have investigated carbon data collection software and started working towards an internal sustainability dashboard. Our accounts team have worked to improve our relationships with key suppliers to speed up data collection and streamline reporting.

7.4.3 BUSINESS TRAVEL

In 2022, our international business travel increased with trips to the U.S.A for conferences, which we attended to learn about new innovations and technologies in the water industry globally and connect with potential collaborators and clients.

Travel for site visits is a necessity of our ecological work, as is upskilling our team and strengthening relationships with our clients. Although much of our team building exercises are conducted online, when we need to travel, we try to ensure that we make the most out of our trips by scheduling multiple meetings and workshops with as many clients in as many regions as we can. We also believe that our work with mana whenua iwi and hapū would be impossible to do without face-to-face meetings to deepen trust and create space for whakawhanaungatanga.

7.4.4 VEHICLES

In the 2023 financial year, we disposed of three vehicles due to their age, safety rating and poor fuel efficiency.

We have replaced two Suzuki Swifts with two Toyota Corolla Cross (Hybrid). These are more suited to fieldwork and due to the long distances driven to get to remote locations, hybrid vehicles are currently more suitable for our needs than EVs.

The third vehicle replaced was a Suzuki Jimny, which was replaced with a Toyota Hilux (diesel) which has much greater fuel efficiency. With the fishing and stream work that we do, a Ute is preferable due to the capacity to hold field equipment.

In our Wellington office, the rideshare app Mevo is used instead of having a company vehicle. However, as travel from Wellington to regions such as Taranaki and Ohakune is increasing, this may lead to us purchasing another vehicle in the near future. When this purchase decision is made, we will consider the embodied carbon of the vehicle and likely go for a hybrid option to cover the longer distances needed and save charging time.

7.4.5 SUSTAINABLE TRANSPORT SUBSIDY

Our commitment to sustainable transport methods extends beyond our company fleet. We also do this through our programme to subsidise our employees' travel to work sustainability. Active modes of transport have a wide range of health benefits both physical and mental. We get involved in the Aotearoa Bike Challenge each year and have in recent times seen the rise of e-scooter commuter use as well.

2021 FY
25 employees claiming

2022 FY
31 employees claiming

2023 FY
35 employees claiming

7.4.6 OFFSETTING

After eliminating and mitigating carbon emissions, offsetting them is the next step to managing an organisation's carbon footprint. This table summarises the amount of carbon we have offset and which projects we supported through purchasing carbon credits. We try as much as possible to support projects

that are based in New Zealand, although they are more expensive. However, in the 2022 FY this was not possible as there were not enough credits in New Zealand based projects available. Our EMS team tries to choose projects based on their biodiversity benefits and impacts on water quality in their catchment areas.

	2020 FY	2021 FY	2022 FY	2023 FY
tCO2e offset	64.07	42.25	46.2	91.2
Projects supported	PFSI Wellington & Whanganui	Kurinui Creek	Fair Trade Biogas CDM Project of Bagepalli Coolie Sangha	Remuera, Kaikoura
International/ domestic	100% NZ based	100% NZ based	100% international	100% NZ based
Carbon credits purchased	43	20	26	80

7.5 OUR BUSINESS - WHERE TO NEXT?

Having laid some steady foundations through the Mission Renewal, 2022 became the perfect starting point for our business development strategy. In August 2022, the leadership team had a strategy session with an external facilitator, which focused on one thought provoking question:

"What is our greatest imaginable challenge?"

The answer came to be:

"To grow the Morphem business in scale by 50% by 31st March 2025 while increasing the Morphem impact."

This overarching business goal is underpinned by four core leadership priorities:

1. GROW THE MORPHUM IMPACT



Finding ways to measure the impact or projects have on the environment and communities where they are taking place, ensuring that this impact is net positive and maximising this. Impact is considered through a te mana o te Wai lens placing the needs of te Taiao first, and where the aspirations and self-determination of mana whenua iwi and hapū, and communities are in the foreground of planning and design.

2. BUILD STRATEGIC, SUSTAINABLE RELATIONSHIPS



We can drive positive change through relationships and collaborative efforts

with key changemakers both within and outside of our industry. Giving time, space and mutual respect for relationships to grow organically to strengthen the whole system of change we are working in.

3. WORK AS A LEARNING FIRST ORGANISATION



Through prioritising learning, reflection and feedback we can adapt quickly to changing circumstances, be more resilient and open to new ways of seeing things or doing things.

4. ENHANCE AND SCALE MORPHUM'S VALUE



Developing ways to deliver our work that is increasingly efficient and delivers value ahead of time spent such that we can productise workflows, enable consistency of quality and escape the time billing value cycle, effectively creating more value from our teams' efforts.

Each priority has a team leader who is accountable for setting and reaching the objectives within their priority. The objectives are reported on every 90 days and progress is fed back to the leadership and wider teams.

Our next sustainability report will assess whether this overarching business goal of 50% growth was achieved or not.

08 OUR PEOPLE

As our people grow and learn, so does our capacity as an organisation to infuse the projects we are involved in with greater environmental passion and enthusiasm than ever before.

We are committed to grounding wisdom in practical sustainability and embarking on a journey as a learning first organisation (page 34 - 35). Embracing diversity and making changes to improve inclusivity and equity at Morphem, has helped to improve organisational resilience and project outcomes.

The world of work saw huge changes for those of us who could work remotely over the past 3 years. The number of people who want to work from home and have greater flexibility increased hugely. In 2022, we implemented a flexible and hybrid working policy to address our employees' need for flexibility.

Within this reporting period, we also introduced Propolis*, this is our code of conduct which comprises of our purpose, core policies, strands, sustainability commitments and other items that support our new and existing employees in understanding our organisational DNA.

*Propolis or bee glue is a resinous mixture that honeybees produce and use as a sealant for unwanted open spaces in the beehive. An externalised immune defence mechanism for the beehive, it keeps it safe through its antibacterial, antiviral and antifungal properties, keeping the beehive safe. We call our code of conduct Propolis because it's strengthens us as a team and helps to keep us safe, healthy and free of harm.

8.1 THE TEAM

We are very proud of the dedication, passion and commitment of our employees to deliver high quality outcomes to support our clients and communities. The team is currently in a period of high growth, as we continue to advertise new roles on the website and need extra resource to support delivery of a larger range of projects.

It has been very special to welcome many new faces to Morphem over the past three years. The labour market has been tight, particularly for highly technical or specialised skillsets, and our Business Performance Team have worked tirelessly to recruit talent and ensure smooth transitions for people relocating to New Zealand.

8.1.1 HEADCOUNT

The graph below shows changes in headcount and FTE (Full Time Equivalent) employee, as well as the split between full-time, part-time and casuals.

In the 2023 FY, of our 55 employees:

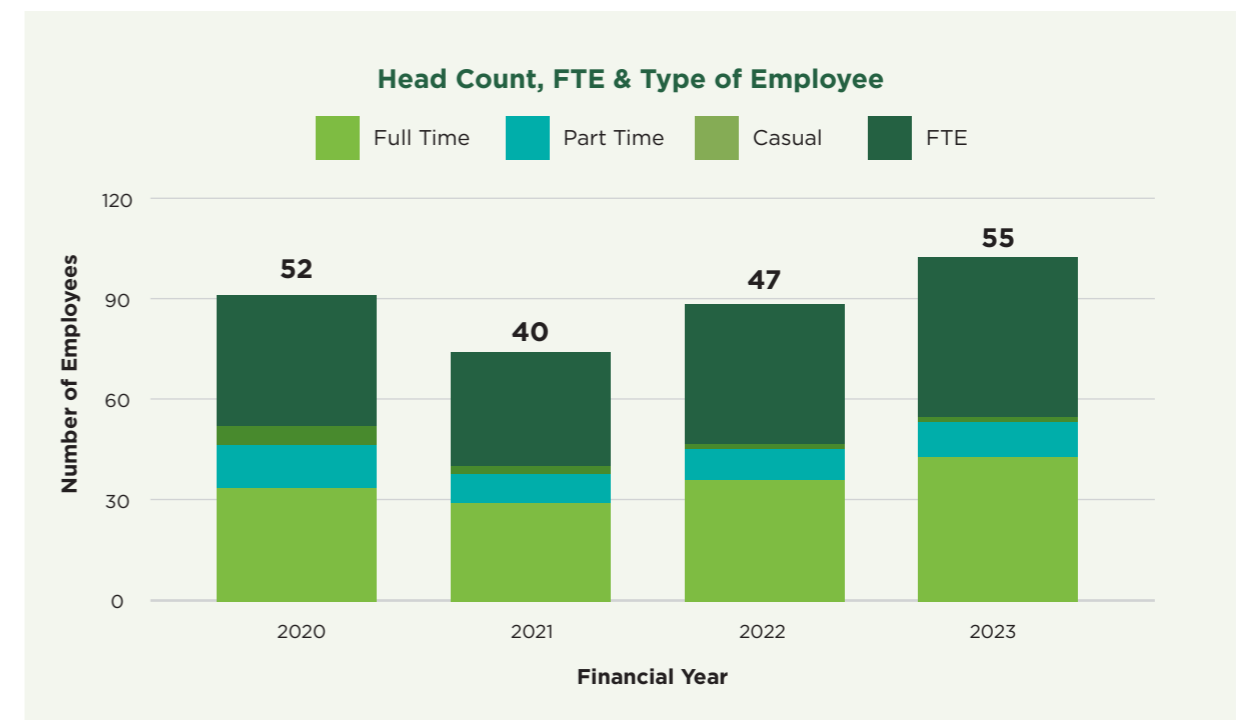
- 43 were full-time employees
- 10 were part-timers
- 2 were casual employees

Aside from the 2021 FY, we have seen increased numbers of employees which aligns with our aspirations to create more turnover and impact.

FY	Headcount	FTE
2020	52	39.30
2021	40	34.33
2022	47	41.50
2023	55	47.90

8.1.2 EMPLOYEE TURNOVER

Measuring employee turnover did turn our attention towards employee retention thinking This has resulted in various initiatives including the introduction of long service leave, whereby after 5 years employees become eligible for an additional 2.5 days of annual leave with the further addition of 2.5 days every 5 years. Once the company found its rhythm within the new context of Covid-19, our employee turnover began to decrease.



8.2 PROMOTING A DIVERSE, EQUITABLE, AND INCLUSIVE WORKPLACE

In 2021 we began working with Diversity Works to take stock of where we were at in our DEI journey. We began developing our diversity policy, strategy and focused on recruitment as an area where we could make measured change and see results quickly. We have implemented blind recruitment, diversified our interview panels, and our employees have received cognitive bias awareness training.

DEI features as an aspect of our weekly TA (Team Announcements) meeting, where we acknowledge and celebrate significant cultural events, and share educational resources with the whole team. The DEI team works to understand gaps in understanding within the wider team and make targeted interventions which improve inclusivity across the company.

Signing the Diversity Agenda Accord was a big step forward, whereby we made a commitment to shift the dial in our industry in terms of women working in science, technology, engineering and mathematics. A popular event we hosted was our "Maternity and Careers" seminar where there was an inspiring discussion on what it means to truly support parents who go on maternity leave. In February of 2022, we joined Mind The Gap and began to transparently report on our gender pay gap. For consistency we run our Gender Pay Gap reporting in October, as this aligns with when we first ran these figures and our baseline with Mind The Gap. Unlike other DEI reporting, pay gap reporting reflects a point in time and not a full financial year, and for a smaller business it can be quite volatile. Once one or two new employees start or leave there can be quite significant changes in this figure however we are very proud

of the results in the last 3 years and will continue to monitor our progress.

Month	Gender Pay Gap
Oct - 2020	27.33%
Oct - 2021	6.18%
Oct - 2022	-2.18%
June - 2023	4.74%

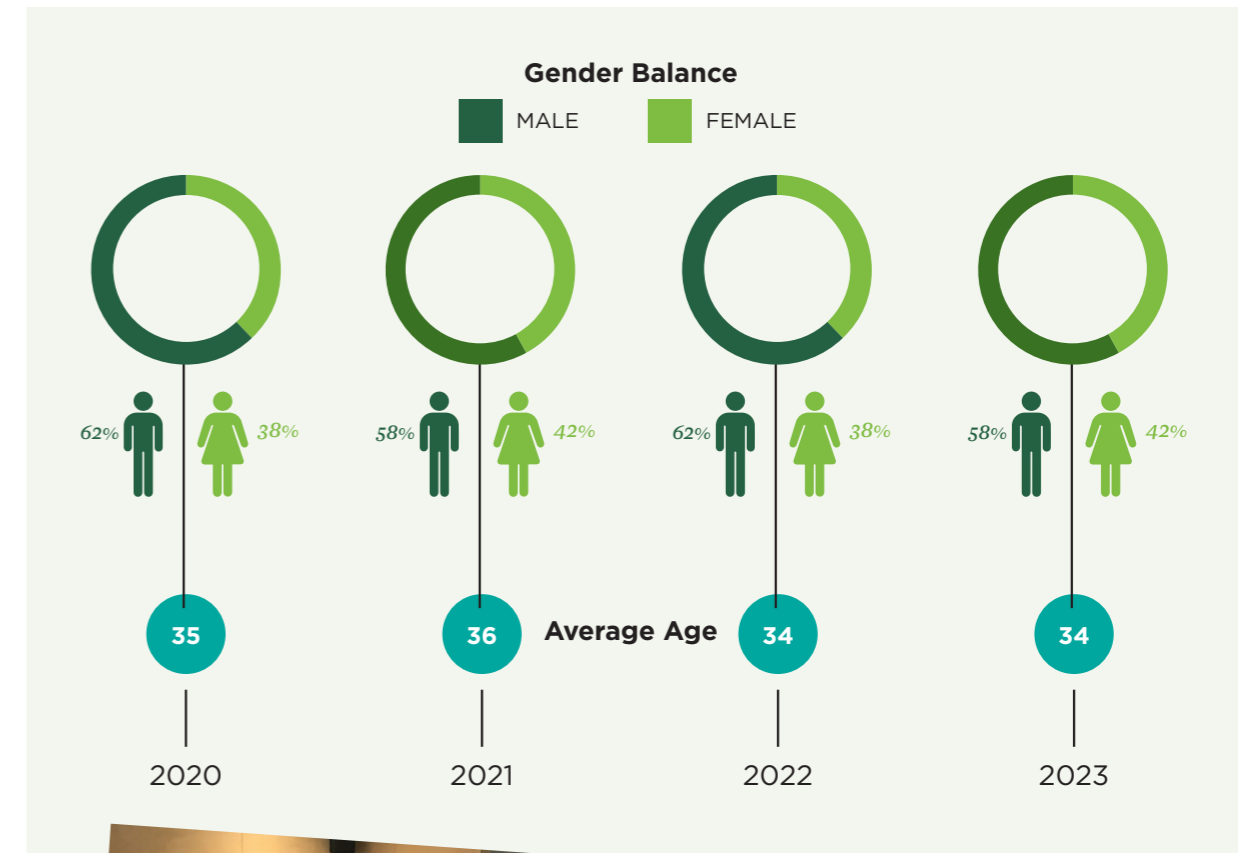
"We stood back and realised that it's not enough to commit to the change, we have to instigate it as well. Our journey is still in its early days, and it's certainly been eye opening. We've partnered with Diversity Works along the way. We're proud of how far we've come, but there's a long way to go. You've got to be invested and right in it and be at the table. If you want to just sit back and let it sort itself out, it'll trip you up and not work out that well."

- Dean Watts

8.2.1 DEMOGRAPHICS

As of the 2023 FY, 64% of our employees are aged 18 to 34. There was a company wide DEI survey in 2021 to gather baseline data on other demographics

such as ethnicity, sexuality etc. The next survey is due to take place later in 2023. Once we have data which can be compared against the base year, we will be able to include this information in our sustainability reporting in future.

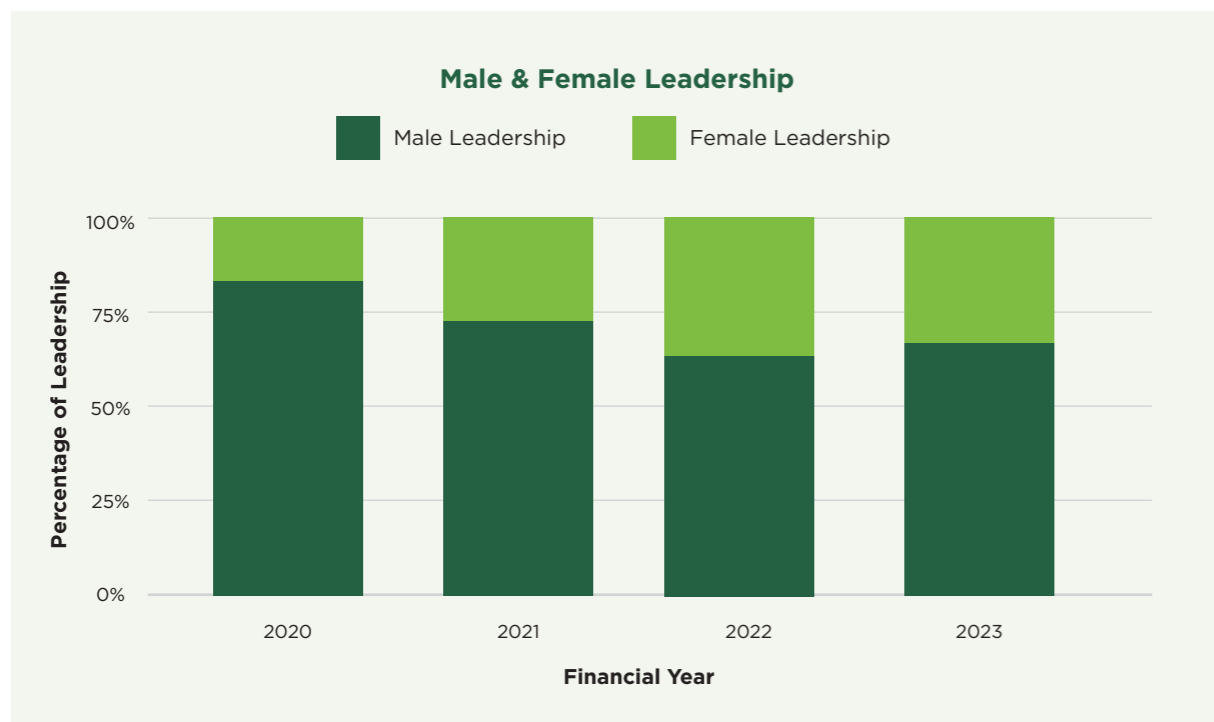




8.2.2 LEADERSHIP TEAM

Our leadership team is made up of team leaders, branch managers and senior staff members, along with directors. We have seen improvements in the gender balance of our leadership team over the last three years. The complexity of this issue requires us to continuously educate ourselves on the multitude of factors that play into there being less women in leadership in business and find ways that we can empower each other to remove bias and instil confidence in people's ability to lead.

We acknowledge that equity in leadership is not just a gender issue, and that there are often greater systemic and structural barriers faced by BIPOC (black, indigenous and people of colour), neurodivergent people, people with disabilities and other minority groups when it comes to the financial support, educational and work opportunities that lead to leadership positions. We want to support organisations/groups and collaborate with people who are working to change the system and do all we can to create equitable leadership opportunities.



8.2.3 WELLBEING

A huge part of wellbeing in the workplace is down to people's sense of belonging, inclusion, and psychological safety. A DEI journey is also a deepening of our journey into wellbeing. The wellness team championed regular wellness related events for the team throughout the year, with regional teams adapting the activities to suit their needs. The daily ritual of taking part in the 3pm Stuff quiz is still going strong too.

Over the last reporting period we began designing our wellbeing strategy with the Te Whare Tapa Whā model³² in mind. The Te Whare Tapa Whā considers wellbeing in terms of taha tinana (physical health), taha wairua (spiritual wellbeing), taha whānau (family health), and taha hinengaro (mental and emotional wellbeing). Activities have included powerwalk and smoothies; mindfulness and body scan; lunchtime learning on wellness & resilience; and potluck lunch. The flu vaccine is also offered to all employees each year, with 50% of employees taking it up in the 2023 FY.

In 2022 we introduced a popular new initiative focusing on fostering trust and connection between people. Take Time to Kōrero³³ is a monthly meeting that is open to anyone at Morphem, where one of the wellness team facilitate a short series of questions and one person shares at a time, while everyone else listens.

We ran our first Pulse Survey in October 2022, which is an anonymous survey that covers questions around belonging, stress levels and wellbeing. The survey also includes items that measure people's understanding of the Morphem strategy, their engagement in their work, and psychological safety. It takes place every quarter and each team with more than 5 responses receives its results in a report which contains a breakdown of the result from "Strongly Disagree" to "Strongly Agree" and includes the employee net-

³² Ministry of Health NZ

³³ Talk, chat, have a conversation

promoter score. This allows team leaders to discuss the results with their teams and co-create strategies that address one or two items from the report.

8.2.4 SOCIAL CLUB

Social Club is run by the employees with their contribution matched by the company. Each month employees take turns to organise fun events to celebrate our people and connections. During the Covid-19 lockdowns there were a couple of virtual events that were held, but then it was decided to wait until we could convene in person again!

Although we have held less events in the last three years than we would have liked to, some of our favourites have been: comedy club & Japanese, axe throwing, beer yoga, and the Morphem Mile.

2021 FY - 53%

2022 FY - 53%

2023 FY - 49%



8.3 SUPPORTING A CULTURE OF LEARNING

To learn, we need to be able to challenge each other, ask naive questions, own up to mistakes, present a minority viewpoint and be comfortable expressing our thoughts about the work at hand. Beyond learning, psychological safety is also a foundation for action learning and developing high-performing teams.

Learning occurs when people become aware of opposing ideas. Recognizing the value of alternative worldviews increases energy and motivation, sparks fresh thinking, and prevents lethargy and drift. As we cannot find the solution from the same mindset that created the problem, engaging with others expands our perspective in ways that are unattainable through self-reflection.

A Learning-First SharePoint site was developed in 2022 to offer information about our ways of working, professional development opportunities and conferences, and to help navigate the flourishing process.



8.3.1 FLOURISHING

Flourishing is a robust review process which takes place twice a year. June or July is the first flourishing of the year, followed by a session in February to follow up on personal goals, achievements and to see if additional resources or support may be needed. The Flourishing meeting in June/July provides an opportunity to reflect on the previous 6 months and set goals for the 12 months ahead.

This is also a space for performance evaluation and professional development planning. We are working on customising the performance evaluation system, where every employee and their team leader identify areas that are important to them and their development. Once the areas are identified, it is the employee's responsibility to collect their feedback through direct feedback conversations and Post-Project Reflection Structures.

Although we had set the goal of 100% Flourishing completion for this reporting period, this was an unrealistic aim which needs to be reviewed as the Flourishing process is being adapted. In the 2023 FY 75% of employees completed a flourishing. This may be lower than what we expect, because some new employees came on board after the flourishing process began in 2022, and some had left before the follow up meeting in February 2023.

2021 FY - 73.81%

2022 FY - 60%

2023 FY - 75%

8.3.2 LEADERSHIP DEVELOPMENT

Morphum had a long-standing relationship with Dave Burton from Potential Development who conducted Emerging Leaders training, 360 Feedback, and other support (including coaching) for the Emerging Leaders between 2017 and 2022. The Emerging Leaders Programme invited participants to bring a passion project of theirs into being that would also be beneficial to Morphum in some way. For some people this meant streamlining processes, and to others it may be designing a new tool in GIS. Morphumite's who have taken part in the Emerging Leaders Programme, sometimes move into formal leadership opportunities within the organisation, either as managers within the HSEQMS systems or as team leaders.

We are developing the current Flourishing structure to add more feedback and co-creation opportunities, moving towards an 'on-the-job' development model for Morphum leaders. This is being designed from the assumption that everyone is a leader, be it a people leader (Team Leader), thought leader (Principal) or work leader (everyone at Morphum finds themselves in a project lead role). Giving and receiving constructive feedback is a huge part of learning and unfortunately it is something that is rarely taught but is essential to the workplace. From July to August 2023, we will be trialling a new feedback model in a series of workshops to embed it as an accepted way to offer and receive feedback.

8.3.3 TRAINING

Each employee has a professional development budget which can include memberships to professional networks or industry partners, as well as covering course fees and a certain amount of training time. With our new People & Culture Business Partner coming on board in 2023 FY and there being many more opportunities for people to attend trainings and conferences in person, there has been a noticeable increase in the investment by employees in their professional development.

There are also internal learning opportunities which are well-attended by those in person and online. These can be offered as Lunch & Learns or monthly Seminars:

- Art of Facilitation
- Wellness & Resilience
- Coasts and Ports Conference Learnings
- The ins and outs of Miro
- Project Spotlight: Pakuranga Busway
- Health and Safety Seminar
- EMS Seminar
- Maternity and Careers
- Communication at Morphum

	2021 FY	2022 FY	2023 FY
Training Hours	454.50	450	1146.25
Professional Memberships	39	41	38

8.4 OUR PASSION FOR THE ENVIRONMENT LEADS OUR DECISION MAKING

It became strikingly clear that environmentalism is the glue that binds Morphumites together during the Mission Renewal. We attract many unique people, each with perhaps more differences from each other than similarities, however the strongest thread running through the organisation is passion for the environment (which includes people!).

It is in this spirit that people are nominated and awarded our monthly Mauri Award for the excellent mahi they have done to benefit the team, communities, clients and our greatest partner – nature. There was a shift in this process towards acknowledging collective efforts by project teams, which means that more people are celebrated, and we no longer are just looking at individual success. This is why the number of nominations and winners has increased.

Year	Nominations	Winners
2021 FY	31	12
2022 FY	49	16
2023 FY	34	17

It is in our nature to prioritise practical sustainability and positive project outcomes over other "business measures". Our sustainability health check tool assists us in identifying wider project outcomes including socio, cultural, economic and environmental at the project kick off meeting. From

here we can set measures at the 50% completion mark and 80% project completion mark to check-in on how the sustainability outcomes identified are tracking and make changes as needed. We are currently looking to build on our learning from using the Sustainability Health Check tool, to create a new Morphum Impact assessment as part of project kick-off and reflection.

8.5 OUR PEOPLE - WHERE TO NEXT?

We are excited to welcome many new Morphumites over the next two years. Over the last reporting period we have humanised our internal processes and been through a process of de-red taping the organisation. The foundations for smooth and easy collaboration have been laid for us to consciously learn together, provide feedback, leadership and mentorship to each other to encourage system growth.

A few questions that are guiding us into this next phase are:

- How do we create conditions to enable fluidity of talent?
- How do we make learning visible?
- How do we model co-creating leadership and development of all employees?

Becoming a learning first organisation will help us to be as adaptive as possible in the volatile and accelerated world of change today. Making room for self-organisation and new patterns of collaboration to emerge, will help us to innovate and connect greater possibilities than those we may have seen before.

09 OUR IMPACT

We are at a critical point in time where we cannot escape the realisation that decisions made now will define the future of our planetary home.

Although many find it hard to paint a hopeful or optimistic picture of the world our children deserve, that is what we try to do at Morphum every day. We are not painters (well maybe some of us are), but we do have a say in how to best care for the natural and built environment we live in.

9.1 IMPACT THROUGH ACTION

We help to plan and design infrastructure which can either enhance life and nature, or it can potentially be harmful. We can work in a way that uplifts and builds capacity in communities to care for each other and their place, or we can be overpowering in our approach and degenerate relationships that have taken years to build or repair. It is our choice.

Vandana Shiva (environmental activist), says that impact can't happen in the

"big" (systemic transformation), without also happening in the "small" (every-day decisions e.g., mode of transport).

At Morphum the big impact we have is through our work with communities and clients, influencing key decision makers and actors in the system to make regenerative choices. This section of the report is where we celebrate the hands-on work that our team does towards co-creating sustainable outcomes for communities, which is the primary measure of our impact. These are stories told by our people, doing what they love – co-creating thriving ecosystems.

"To sustain and heal our society a re-focus onto positive community and environmental outcomes is necessary throughout government and our industry, for Morphum to be the change maker and cultural leader we would all like it to be, we must first build a solid foundation that fosters and retains the next generation of cultural leaders and change makers that are required for that mission."

- Morphum employee

OUR IMPACT

Actively Managing our Footprint	Within the next reporting period, develop an organisational health check tool to track organisational objectives and progress on a monthly basis.	Ongoing
Actively Managing our Footprint	Within the next reporting period, finalise our updated sustainable procurement guidelines and implement the process.	Achieved
Creating Sustainable Outcomes for Communities	Within the next reporting period, develop a method to categorise and track the impact of our projects.	Ongoing
Creating Sustainable Outcomes for Communities	Within the next reporting period, have 100% of project kick-off meetings complete a sustainability assessment. Develop a method of measurement to ensure this is actioned.	Not achieved*

*Process is that projects valued over \$50,000 have to complete a sustainability health check.

CLIENT: NORTHLAND REGIONAL COUNCIL

9.1.1 NATURAL HAZARDS PORTAL FOR NORTHLAND REGIONAL COUNCIL

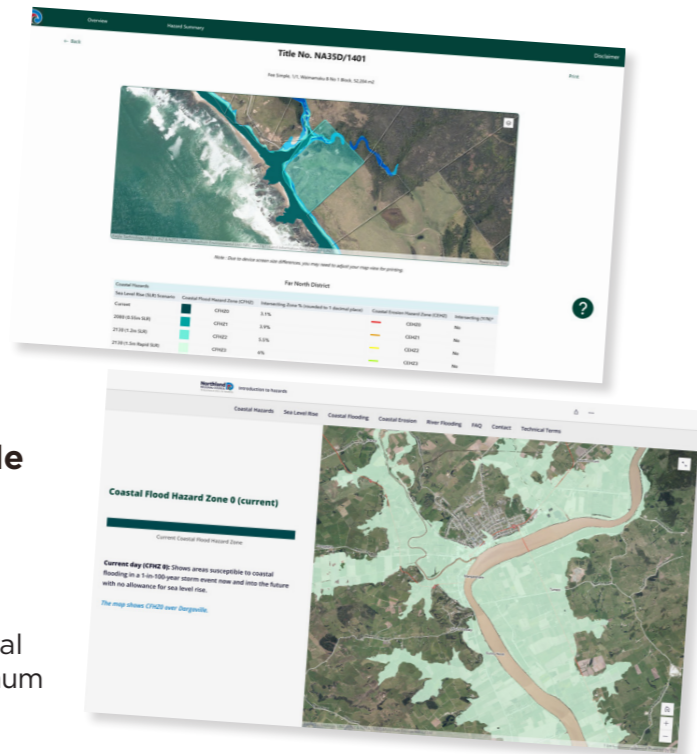
Extreme rainfall, cyclones and coastal erosion in Summer 2023 means natural hazards are now top of mind for many. Understanding the data available and what it means for your property is far from easy.

That's why Northland Regional Council (NRC) developed a user-friendly Natural Hazards Portal in partnership with Morphem Environmental, which subsequently won the 2022 Association of Local Government Information Management Geospatial Project of the Year Award.

The portal provides property-specific hazard information while also explaining the potential impacts of the different natural hazards for the people of Te Tai Tokerau³⁴. It is public facing and available via the NRC website. Featuring interactive tools, like an Introduction to Hazards Story Map and Property Hazard Viewer, the portal draws on different resources to explain various natural hazards, such as coastal erosion, flooding, and sea level rise.

The NRC Māori engagement team were involved to offer a perspective of tangata whenua. Woven throughout the portal is a te ao Māori perspective, with kōrero offering Māori knowledge and traditional views about natural hazards. Te ao Māori is a vital part of the portal that tells the story of natural hazards and climate change from the perspective of iwi and hapū in Te Tai Tokerau.

Technical language can be overwhelming, and a core goal of this project was to involve everyone in decision making for the future, which means the portal was designed in an inclusive manner. Senior Geospatial Advisor at Morphem, Ella



Mroczek led the coordination efforts, developing a well-rounded solution that met the council's needs.

Resources within the Portal were built using ArcGIS software. It was ensured that NRC could maintain the portal on their own, so the technical solution needed to be one they were already comfortable using.

Many councils around New Zealand are working hard to gather and present natural hazard information to their ratepayers; Ella says we are all in this together.

"The more we work together, standardise and use existing tools, the more powerful it will be. Consolidating and coming together will help us better understand the hazards and work on a similar page, enabling real innovation and solutions to climate change."

³⁴Northland region

CLIENT: PORIRUA CITY COUNCIL AND WELLINGTON WATER



9.1.2 TEKUKUWAI O TOA

Te Awarua-o-Porirua (Porirua Harbour) was once a thriving tidal estuary and home to marine and migratory fish, shellfish, birds and plants.

Land uplift from earthquakes, land reclamation and urban development over the decades have resulted in significant changes to the estuary and surrounding wetlands with almost no wetland habitat remaining today and a mix of stormwater pollutants and flooding impacting the community's connection with the harbour and surrounds.

Following significant flooding in 2015 Porirua City Council and Wellington Water developed a project to initially investigate viable options to manage future flood risks and subsequently expanded this to include opportunities to retrofit water quality improvements for the CBD area.

Morphum Environmental were initially engaged to look at opportunities to retrofit water quality interventions into

the developed CBD. We identified a shortlist of six locations where existing stormwater could be intercepted to divert and treat flows – one of those was in Elsdon Park. This presented the ideal opportunity to co-locate a constructed wetland system with a dedicated flood detention area and design the new realigned stormwater pipeline as a cost-effective bypass to protect the wetland in high flows.

Morphum worked collaboratively alongside Ngāti Toa, Porirua City Council and GHD to design the 1 Ha constructed wetland system which receives stormwater inflows from the Urukahika Stream and provide robust water quality treatment prior to discharge to the harbour.

The wetland was constructed in the first half of 2022 and officially blessed and named Te Kukuwai o Toa by Ngāti Toa in June 2022. This project has reconnected the urban environment with the water cycle and traditional ecosystems, as well as being a community centred piece.



9.1.3 WATER SENSITIVE URBAN DESIGN: ASSET MANAGEMENT PLAN (AMP)

The AMP for Cardinia Shire Council followed from the development of a Water Sensitive Urban Design Asset Management Plan (WSUD AMP).

The WSUD AMP was developed to determine a long-term strategic management plan for WSUD assets, to ensure that the strategic goals, visions and objectives of the Council are being met.

Undertaking a WSUD Asset audit helps to ensure that hydraulic design, hydraulic efficiency, biological function (i.e., suitable plant cover and health), maintainability and sediment accumulation of an asset are functioning as intended.

Morphum worked closely with Jamie Comley Consulting and Water Insites to assist with the implementation of key actions from the Improvement Action Plan. These key actions had been highlighted as areas for improvement in Cardinia Shire Council's asset management.

A collaborative effort produced an updated and verified asset register for WSUD assets; fit for purpose WSUD

templates; a pilot WSUD Asset Audit; and cost estimates for identified maintenance and rectification works.

The updating of the existing WSUD register involved collating all relevant documentation to gauge the spatial components and gain a full understanding of existing assets.

The Asset operation summary (AOS) were able to provide a brief overview on the asset location, key attributes to maintenance and, schematics showing key features and annotated photos of key features. A standard maintenance inspection checklist was developed incorporated into the template to ensure ongoing proactive and reactive maintenance for bioretention systems and wetlands.

The outcome of the project was the successful delivery of the outcomes and a summary report, summarising the condition audit methodology, findings and recommendations delivered to the council for feedback, which was returned positively. Morphum was able to provide Cardinia Shire Council with a list of actions to complete a successful WSUD AMP Implementation based off the previously completed WSUD AMP.

"It was a successful outcome for all!" - Cardinia Shire Council



9.1.4 FRESHWATER MANAGEMENT TOOL

What is a Freshwater Management Tool?

Morphum supports local government decision making on the health of our awa and moana through the development of Freshwater Management Tools (FWMTs).

The FWMT is a two-part solution that informs water quality and regulatory decision-making:

1. The FWMT provides an integrated contaminant load and in-stream concentration model, offering a comprehensive understanding of current water quality across various contaminants and catchments., e.g., in Auckland, going from 36 monthly monitoring locations to ~5500 modelled catchments delivering 15-min results.
2. The FWMT generates feasible and cost-effective implementation plans, specifying the necessary interventions to achieve water quality targets on a catchment-by-catchment basis.

Morphum has partnered with leading US-based consultancy, Paradigm Environmental to develop the FWMT. The FWMT is underpinned by a broader partnership programme with industry bodies, international and national researchers and most importantly, mana whenua.

Auckland's FWMT development began in 2017, following the proven modelling methodology developed by the US EPA. Baseline results for the region were provided in 2018, and the first regionwide action plans will be released in 2023. Tauranga City Council is also working on developing the FWMT, while a unique version called 'Tātaki Wai' is being developed for Kaipara Uri in Northland and Auckland, with action plans scheduled for delivery in the 2023/24 financial year.

Why is this important?

Te mana o te wai (the life-force of water) is critical for us all. FWMT addresses key challenges of the Resource Management Act and Local Government Act for rural and urban water quality. It was

created to fulfil the requirements of the National Policy Statement for Freshwater Management (NPS-FM) and develop Water Quality Improvement Strategies.

The FWMT tackles two decision-making challenges for councils:

1. Strategic planning - identifying water quality issues and appropriate solutions, determining the necessary actions, their locations, and quantities.
2. Adaptive management - assessing present and future water quality considering changes in land use, management practices, and climate change.

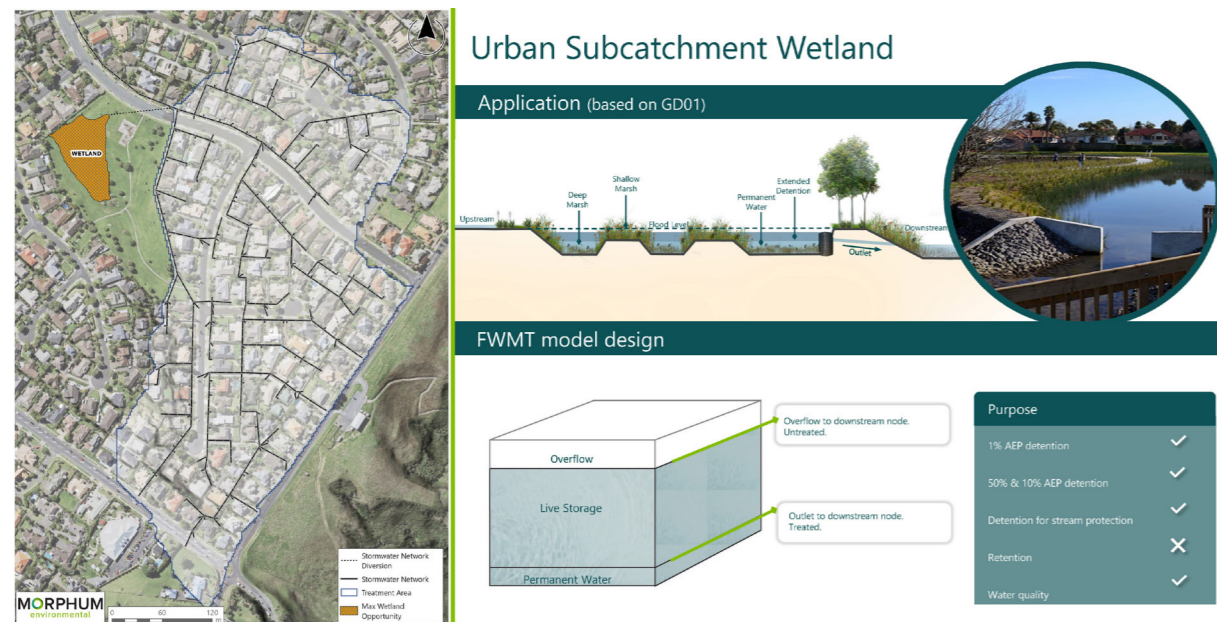
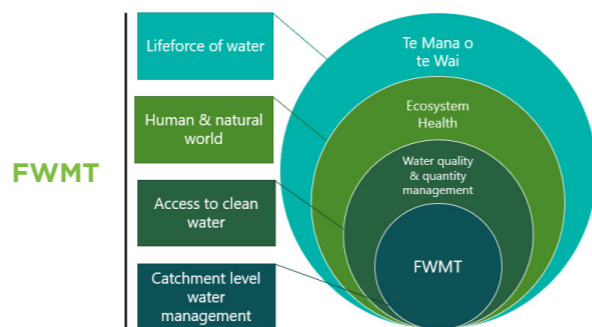
The success of the FWMT is strongly linked to the collaborative efforts within this work programme. Paradigm and Morphem have established a streamlined partnership over the years. Morphem takes the lead in developing input datasets, providing GIS products, and engineering configuration. Meanwhile, Paradigm spearheads the modelling effort, employing innovative techniques for watershed-scale optimisation.

The Auckland FWMT has published works on Knowledge Auckland: [Search - Knowledge Auckland](#)

The FWMT story has been presented at many conferences throughout the years including:

- WaterNZ Stormwater Conference 2018 - 2023, with 2023 also delivering TCC's FWMT story
- FME Conference 2022 - 2023
- ESRI User Conference 2022
- NZARM Conference 2022
- Upcoming is the 2023 CASQA Conference (US)

We look forward to the continuing evolution of the FWMT as it plays a key role in safeguarding human health for future generations, by improving our knowledge of the causes and timings of degradation to our water system and catchment areas, as well as involving local community, mana whenua iwi and hapū in determining water quality outcomes.



CLIENT: A VARIETY OF COUNCILS, CONTRACTORS AND GOVERNMENT ORGANISATIONS



This was the largest scale of fish relocation operations we have seen at Morphem. The coordination efforts involved 12 members of the Morphem team, and it was not limited to just the Science team. A mix of people from all teams were used to resource this project. It was a special moment for some of us who came face to face with native freshwater species for the first time. The team comradery made the challenge of volumes of fish needing to be captured, identified, and relocated manageable!

Externally, we collaborated with University of Waikato and used their electrofishing boat, the only one of its kind in Aotearoa. With contractors we were able to share information on how special our NZ fish are and why we go to the efforts we do to care for them.

9.1.5 NATIVE FRESHWATER FISH CARE

From May 2022 to May 2023, our team facilitated a huge number of fish relocations at a range of sites in parts of Auckland, Waikato and Wellington. Morphem holds a necessary permit from Fisheries NZ which qualifies us to undertake fish relocation work.

This work is often required to help facilitate streamworks and carry out State of the Environment monitoring.

All healthy native species captured were safely relocated to the approved release locations. All exotic species were humanely euthanised with an overdose of clove oil. It is particularly rewarding to have the opportunity to protect native fish from harm and to be able to share our enthusiasm and get others excited about our environmental and ecological values.

To future proof this work, we developed (from other literature) a statistical R script that helps determine the likely population of the area we are fishing once we have entered a couple of fishing events worth of data. This helps to estimate how close we are to our targets of rescuing 90% of the population in a given area. We presented this at the Freshwater Fish Society conference in 2022.

Fish captures May 2022 - May 2023

Scientific Name	Common Name	Number
Native Fish Species		
<i>Anguilla australis</i>	Shortfin eel	2739
<i>Anguilla dieffenbachii</i>	Longfin eel	543
<i>Galaxias fasciatus</i>	Banded kōkopu	127
<i>Galaxias brevipinnis</i>	Kōaro	7
<i>Gobiomorphus cotidianus</i>	Common bully	924
<i>Retropinna retropinna</i>	Common smelt	3
<i>Gobiomorphus huttoni</i>	Redfin bully	16
<i>Galaxias maculatus</i>	Īnanga	782
<i>Paranephrops planifrons</i>	Northern kōura	36
<i>Cheimarrichthys fosteri</i>	Torrentfish	5
<i>Mugil cephalus</i>	Grey mullet	3
Total Native Fish		5185
Pest Fish Species		
<i>Gambusia affinis</i>	Mosquito fish	2940
<i>Cyprinus rubrofuscus</i>	Koi carp	885
<i>Ameiurus nebulosus</i>	Brown bullhead catfish	1329
Total Pest Fish Euthanised		5154
Total Fish Captured		10339



9.1.6 SMALL WATERS & WASTE (SWW) TEAM

Our Small Waters & Waste Team was formally recognised in 2022, although we have been serving communities in this way for well over a decade now.

The SWW Team works closely with Auckland Council to assist in decision making, designs and physical works supervision of Wastewater Treatment Plants (WTPs); engages with communities to assess water demands and requirements; and ensures all designed upgrades or retrofits meet drinking water standards and community needs.

Since the drinking water standards have been updated, many old WTPs or systems are not compliant to the new rules. Providing healthy and safe drinking water to communities who are not serviced by the mains drinking water is the core of our work in this space. We liaise with park rangers, site lease holders, and site users to identify issues and improvements. We then help council to prioritise which opportunities to tackle first!

Gathering buy-in from all people affected can often be a challenge in the small waters space. We navigate this by engaging early to try and incorporate all requirements from the outset and get preliminary approval of designs before progressing too far. Our flexibility and willingness to adapt is a great strength in this area.

Our top priority is to improve the resilience of drinking water infrastructure for community facilities and assets, which are usually located in regional parks or public domains. We aim to identify issues early and in some places gather real time data, so that problems can be resolved quickly and risks are managed easily. Some sites are also upgraded to have the ability to provide potable drinking water to the community in a drought or other event that may limit water supply to remote communities that are not serviced by Watercare water supply mains.

We are delighted to see the small waters space continuing to grow and service a wide range of communities in Tāmaki Makaurau.



9.1.7 FLOOD RESPONSE WORK

The first major flooding event in the North Island this year took place on 27th January. On January 28th Morphem's work began alongside many other companies to assess and begin to repair the damages.

It was a devastating start to the year and an intense time for our team as three major weather events happened within 6 weeks, during what should have been the height of Summer.

In the case of any natural disaster, the response to the emergency is what matters most. We saw neighbourhoods and community organisations really pull together over this time, and businesses were no exception. Morphem's operations team were busy in the field gathering data to assess water levels, flood damage and begin prioritising where contractors were needed most urgently to clear flooding debris and begin repairs.

This was a truly collaborative effort working alongside Recon, Woods, and Tonkin & Taylor to conduct a regional drone survey, gathering aerial footage of stream channels that were most affected. The stream channels were then desktop assessed so that material in the stream which may have been blocking the flow of water could be identified. This data was then verified by someone going to visit the site and if deemed necessary, a contractor was then engaged to clear it.

At the same time Morphem worked closely with the Stormwater Catchment Management Planning Team from Auckland Council to validate their flood models. We also worked with Watercare to support wastewater line repairs. Our flood response work included working with Healthy Waters, Auckland Council to restore community water supply to 85 properties at Piha and the North Piha water supply.

Over 500 requests for service were sent to Morphem by Auckland council and 6 members of the Morphem team put in a huge effort to visit each site as quickly as possible. This was an emotionally intense

piece of work, because we came face to face with the devastating impacts of climate change and the communities and people who were worst affected by these extreme weather events.

From the 500 service requests, there was one site (pictured here) that required large-scale remediation due to the failure of a public stormwater outlet and wingwall. The failure of the wingwall structure had caused collapse of the adjacent gabion baskets and retaining wall. This resulted in settlement to occur around the southern property boundary, which would have undermined the stability of the house foundations if left unattended.

Remedial works commenced in late March to extend the wingwall 5m downstream from the original position and reinstate the property as close as possible to a state resembling pre-flood damage. Remedial construction works are still ongoing but are expected to be completed within the next 2 months. This project is an example of collaboration between Morphem, ACH, Kerry Drainage, Ground Impound, and Auckland Council to ensure successful outcomes for the affected property owner and public stormwater infrastructure.

This is one unfortunate example among many following the Summer of 2023.



9.2 INFLUENCING WIDELY FOR POSITIVE CHANGE

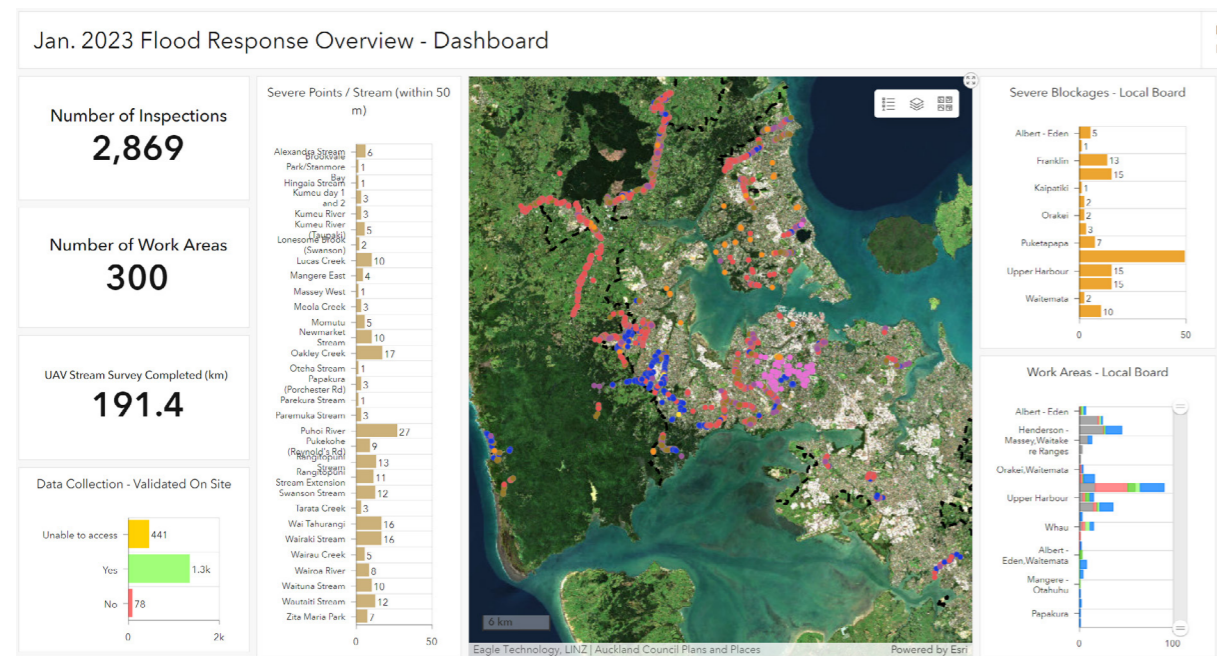
"By putting in place measures that promote sustainability (big and small) Morphem demonstrate to our clients that we walk the talk. The biggest changes we can make are through our professionalism in the workforce, being the voice of positive change in the industries we work in."

- a Morphemite

Influencing widely for positive change is about who we can influence or inspire, how far we can share our stories, and how we can be part of a change that is much bigger than ourselves.

We like to think strategically about which conversations we would like a seat at the table for, in order to help key decision makers consider future needs, increase the mauri of the environment and adapt for climate change.

To encourage and reward sustainable infrastructure projects we have continued to sponsor the Water NZ Sustainability Award and the IPWEA Environment & Sustainability Award. We have had a strong presence at industry events over this period in Aotearoa, Australia and also internationally.



2022

- Water NZ Conference Online
- Water NZ Stormwater Conference in Person
- Industrial Waters Conference
- Environmental Defence Society
- ESRI Users Conference Virtual
- Intercol & NZ Freshwater Science Society
- EIANZ Virtual Conference

2023

- Australasian Coast and Ports
- Stormwater 360 Conference
- Water NZ Stormwater Conference
- New Zealand Freshwater Conference
- GIS Conference
- IPWEA
- Rivers Conference
- NZFSS Conference
- Coastal Society
- WEFTEC International Conference
- GNS Conference
- Eagle Technologies Regional Users Conference

9.3 INFLUENCING THE NEXT GENERATION

To truly create equitable opportunities and have the positive impact on communities that we would like to, we need to engage with people much earlier than when they have already entered the workforce.

The systemic barriers created by inequity of wealth and poverty experienced by people of minority groups, mean that when we think about creating an equitable workplace, we are talking about systems change and particularly focussed on the next generation.

In the context of Aotearoa, we read and hear about the devastating effects colonisation had in the past, but we do not often recognise or become aware of the ongoing effects it is still having today. In any country where family and community systems were violently broken, ways of being oppressed, and people's language silenced, the inequity of the past is still present and felt today. Part of our journey as an inclusive organisation involves working to remove barriers faced, not only by Māori, but by any minority group to receiving an education, entering the workforce, and finding the mentorship and support needed to attain leadership opportunities.

We recently began working with The Southern Initiative and Te Taiwhanga Rangatahi to co-design opportunities for high-school students of Māori and Pacific Island descent to be introduced to high-value green career pathways, and learn about science, technology, engineering and mathematics, career pathways in an interactive way. The programme was designed by students, for students and provided an amazing space for shared learning on how we can tackle these systemic challenges together.

Morphum have also partnered with the South Pacific Indigenous Engineering Students (SPIES) Association at the University of Auckland. With a 200+ and growing member cohort, SPIES is actively involved within the Faculty of Engineering, the University and the wider community. Morphum will take part in partnership events which hope to establish long-lasting relationships between students and partner organisations.

9.4 OUR IMPACT - WHERE TO NEXT?

Climate change will have significant impacts on ecology and communities. Changing climate patterns will increase the transportation of contaminants, alter temperature of air and water flows, cause disruptions to salt water, fresh water and land species of flora and fauna. There is an opportunity for increased collaboration with urban and landscape designers to ensure community wellbeing is cared for in designs, as well as partnering with mana whenua and ensuring the whole communities' aspirations are included. Morphum has a responsibility to advocate for sustainable change and raise awareness of how these changes in climate and biodiversity and other vulnerabilities will affect the land to our clients and communities.

We anticipate that in the coming years there will continue to be more demand on our emergency works team and flexibility to quickly respond to requests by local and central government to ensure our communities are safe, healthy and resilient. These climate related disruptions provide opportunities to improve environmental outcomes and increase resilience of communities through climate change adaptation plans and ecosystem regeneration.

The Morphum 2025 strategy directs us to focus our energy in the next two years on:

- Building strategic, sustainable relationships and
- Growing the Morphum Impact

These two leadership priorities are closely intertwined and remind us of the interrelationship of life (relationships), water & land (our impact), the theme on which this report is based. We are looking at innovative ways to gain insights into our client relationships and understand who are our partners in driving change.

We will be developing a project assessment tool which builds on the Sustainability Health Check for understanding our impact on the environment and hope to use this as gauge to show us what work is having the most positive impact and where are there gaps for improvement, or which work may we want to refrain from as it is degenerative or degrading the state of the environment.

Over the next reporting period we are determined to find ways to measure and report on our impact. This is the next step in our sustainability journey, and we are excited for the challenge.



Glossary

The majority of the definitions below are from the Te Aka Māori Dictionary online.

- **Tangata whenua** – local people, hosts, indigenous people - people born of the whenua
- **Mahi** – work
- **Te Taiao / Taiao** – the environment / natural world
- **Te Tira Haere** - The travelling group - our journey within and alongside Te ao Māori
- **Mana whenua iwi and hapū** – Mana whenua are those iwi and hapū who exercise mana over their tribal boundaries. Mana whenua: territorial rights, power from the land, authority over the land and territory, jurisdiction over land and territory – power associated with possession and occupation of tribal land
- **Te Mana o te Wai** – refers to the fundamental importance of water and recognises that protecting the health of freshwater protects the health and well-being of the wider environment. It protects the mauri of the wai.
- **Whanau** – Family, in this context work team
- **Tangata Tiriti** – A partner to Te Tiriti o Waitangi
- **Te tino rangatiratanga** – self-determination, sovereignty, autonomy, self-government, domination, rule, control, power
- **Kaitiakitanga** – guardianship, stewardship, care
- **Tautoko** – support
- **Te Wai Pounamu** – the south island
- **Whakawhanaungatanga** – process of establishing relationships, relating well to others
- **Mana motuhake** – separate identity, autonomy, self-government, self-determination, independence, sovereignty, authority
- **Rohe** – region, boundary of land
- **Kaitiaki** – Guardian, steward, custodian of land
- **Whenua** – land
- **Mātauranga** – wisdom, knowledge, understanding
- **Tīma** – Team
- **Wānanga** – seminar, conference, forum, educational seminar
- **Noho** – to sit, stay, remain, settle, dwell, live, inhabit, reside, occupy, located
- **Tikanga** – correct custom, habit, method, way, practice, the customary system of values and practices that have developed over time and are deeply embedded in the social context
- **Manaakitanga** – Hospitality, generosity, kindness, care for others
- **Kotahitanga** – unity, togetherness, solidarity, collective action
- **Aroha** – Love, compassion, empathy
- **Haerenga** – Journey

GRI Index

This report has been prepared with reference to the GRI 1: Foundation 2021 Standards. GRI Sector Standards are not applicable.

GRI Standard	Disclosure	Location	Notes
GRI 2: General Disclosures 2021	2-1 Organizational Details	Page 28	Morphum Environmental Ltd. Headquarters Level 4, 18 Sale Street, Auckland, CBD, Auckland 1010
	2-2 Entities included in the organisation's sustainability reporting	Page 01	
	2-3 Reporting period, frequency and contact point	Page 01	Reporting period from 1st April 2020 – 31st March 2023
	2-4 Restatements of information		Not applicable
	2-5 External assurance	Page 01	
	2-6 Activities, value chain and other business relationships	Page 6 - 11 Page 18 - 27	
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	2-9 Governance structure and composition	Page 10 - 11 Page 18 Page 32	

GRI Standard	Disclosure	Location	Notes
GRI 3: Material Topics	3-1 Process to determine material topics	Page 12 – 14	
	3-2 List of material topics	Page 16	

Topic Standards	Disclosure	Location	Notes
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 18 - 19	
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	Page 38 - 46	Stories of projects and our positive ecological impacts
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 24	
	305-2 Energy indirect (Scope 2) emissions	Page 24	
	305-3 Other indirect (Scope 3) GHG emissions	Page 24	
	305-5 Reduction of GHG emissions	Page 25 - 26	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 29	
GRI 403: Occupational Health and Safety 2018	403-1 Health and safety management system	Page 33	
	403-5 Health and safety training	Page 33	
	403-6 Health promotion programmes	Page 33	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 35	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 34 - 35	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 30 - 31	
	405-2 Ratio of basic salary and remuneration of women to men	Page 30 - 31	

Appendix:

ORGANISATIONAL STRUCTURE

MARCH 2023

CALEB CLARKE

Director

DEAN WATTS

Director

MATTHEW HALL

Operations Team Leader

DANIELLE DRUMMOND

Environmental Scientist

CAMERON MCDONALD

Environmental Scientist

KYLE FREDRICK

Engineer

NATHAN WALL

Engineer Located in Christchurch

JACK HUI

Assistant Engineer

STU JOYCE

Australia & Waikato Branch Manager

JESSI RAJ

Environmental Engineer

SARAH BRYSON

Assistant Engineer

DANA GARDNER

SWW Team Leader

SCOTT JOHNSTON

Graduate Engineer

HANA JUDD

Geospatial Services Team Leader

ELLA MROCZEK

Senior Geospatial Advisor

SIDDHESH KATYARE

GIS Analyst

SUKHI KAUR

Project Manager Specialist

SHANNON FOURIE

GIS/FME Consultant

DANIEL NUTSFORD

Principal GIS Analyst/FME Specialist

CHRISTIAN UTECH

Geospatial Services Manager

PEIGEN ZHANG

Undergrad GIS Analyst

DAVE COX

Principal Scientist & Wellington Branch Manager

STU FARRANT

Water Sensitive Design Lead

ANGIE CAMPBELL

Senior Designer/Visual Communications Specialist

TIM DODD

Engineer

CIARA MOYNIHAN

Sustainability Consultant

ANDREW ROSSAAK

Science Team Leader

BRENDAN HICKS

Principal Scientist

MARK LOWE

Principal Scientist

RYAN ADAM

Environmental Scientist

DAVE BROCKERHOFF

Environmental Scientist

ED CLAYTON

Environmental Scientist

MATT CONLEY

Environmental Scientist

CHLOE PRICE

Environmental Scientist

JULIA JACOBSSON

Water Quality Scientist

JASON SMITH

Environmental Scientist

RIAKI RURU

Graduate Scientist

THEO DOMBROSKI

Interim Eng Design Team Leader

APARNA LIYANAGE

Senior Engineer

SACHIN RAMESH

Environmental Engineer

JACQUI MCCORD

Geologist/ Environmental Scientist

VICTOR WONG

Engineer

PETRA SAEKER-BATTLE

Graduate Engineer

AMANDA LING

Engineer

DANIELLE GLEESON

Business Performance Team Leader

YULIYA SCHAMREL

People and Culture Business Partner

SABRINA EAGLETON

Business Support Coordinator

RITTIN PRABHAKAR

Accounts Assistant

ALISHA JAGAYAT

Accounts Assistant

DELYSE DIXON

Marketing & Communications Specialist

BRIDGET FITZGERALD

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