

Reflect Reconciliation Action Plan

Morphum Environmental Ltd.
September 2026 - March 2028



MORPHUM
environmental

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Letter from the CEO of Reconciliation Australia

Reconciliation Australia congratulates Morphum Environmental on continuing its reconciliation journey by formally endorsing Morphum Environmental's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Morphum Environmental continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

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

Congratulations Morphum Environmental on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



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Chief Executive Officer
Reconciliation Australia

Our Business

Morphum is an Australian and New Zealand Aotearoa based environmental consultancy which has been in operation since 2000. We have a vision to achieve sustainable outcomes for our community through technical leadership and a commitment to working with our clients, to support their capacity to achieve positive environmental benefits.

Morphum consists of a team of environmental engineers, scientists, GIS analysts and sustainability experts and provides a range of environmental assessment, catchment management, asset management, water sensitive urban design and environmental engineering services to local councils, state government departments, property developers, businesses and other organisations.

Morphum’s founding vision is to create environmental change and sustainable outcomes that will ensure a thriving ecosystem for generations to come. Since our inception, it has been our goal to produce outcomes that provide significant benefit to communities, culture, heritage and the environment. Guided by our strands (see below), we work together to solve complex problems and co-create thriving ecosystems.



PEOPLE



CONNECTING



CULTURE



OUTCOMES &
INNOVATION



ENERGY



STORYTELLING

We're committed to actively fostering a culture that celebrates our diversity and is inclusive in harnessing our combined knowledge, experience and energy. This is vital to unlocking personal and organisational development and the general well-being of our people. We're proud members of [Diversity Works](#) and [The Diversity Agenda](#) and in 2022 became signatories of the [Diversity Agenda Accord](#).

Morphum currently has a team of three full-time and one part-time employee in Australia with no Aboriginal or Torres Strait Islander employees. Morphum’s primary geographic reach in Australia is within Victoria. We service clients in both metropolitan and regional areas of Victoria, with a healthy mix of both client demographics. We recognise the diversity of Traditional Owner nations across Victoria whose custodianship continues to shape the landscapes we work in. Morphum also operates out of New Zealand Aotearoa. In Australia, Morphum has one office in the Naarm/ Melbourne CBD, on the traditional lands of Wurundjeri Woi Wurrung people of the Eastern Kulin Nation.



Our Reconciliation Action Plan

Dean Watts (Director) is our designated RAP Champion. As company Director, Dean's leadership will be pivotal in driving the RAP process; this will include engagement with and awareness of the RAP across the business.

Morphum is committed to working towards a more equal, respectful, and reconciled Australia. We are eager to begin our reconciliation journey to acknowledge the impacts Australia's colonial history has had on Aboriginal and Torres Strait Islander peoples and reconcile for past injustices. We aim to foster a space of equality, unity, and equity for Aboriginal and Torres Strait Islander peoples within our organisation and more broadly within our sphere of influence. By building lasting relationships with Aboriginal and Torres Strait Islander peoples, we will contribute to the vision of a reconciled Australia.

We will ensure our commitment throughout our reconciliation journey will remain true to its purpose. Our RAP will include planned actions that are aligned with the five dimensions of reconciliation. The implementation of the RAP will focus on genuine, transparent and collaboration.

We are committed to the effective implementation of this RAP. A RAP Working Group has been established and comprises the RAP Champion (our Director), a RAP Implementation Manager (our environmental engineer) and three other RAP members. Working collaboratively, the RAP Working Group will maintain accountability for the successful delivery of actions, with active support and commitment from senior leaders and all levels of management across the business.

As an organisation, we are committed to building our understanding and awareness of Reconciliation. Since the start of our RAP journey in 2021, we have attended formal events during NAIDOC and Reconciliation Week, such as Yarning Circles, the Indigenous disaster resilience research webinar and the Bunjil Creation Dance Ceremony. To ensure and foster continuity and collaboration within our international organisation, we have also collaborated with our internal Te Tira Haere team, who are responsible for the development and enactment of our Te Ao Māori Cultural Plan. They have shared their insights and learnings for the development of this RAP and vice versa. We will continue to collaborate with the RAP Working Group during its implementation.

As mentioned above, we have set up our RAP Working Group and have begun sharing information with the wider company to support collective learning. To progress this commitment further, we intend to partner with Aboriginal and Torres Strait Islander peoples to better understand their perspectives, collaborate meaningfully, and seek ongoing feedback and guidance throughout our reconciliation journey. These commitments will be achieved through the implementation of the Action Plan.

Clear timelines and expectations for action/deliverable completion have been established in the Action Plan. The progress of these actions/deliverables will be tracked through monthly internal Reconciliation Action Plan meetings. This will ensure the RAP Working Group remain accountable and is constantly progressing our RAP. We will constantly look for opportunities to continually improve our RAP at all stages in our reconciliation journey.



Action Plan

 Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2026	Environmental Engineer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2026	Environmental Engineer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2027	Director
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027	Environmental Engineer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2027	Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2027	Environmental Engineer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2027	Environmental Engineer
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2027	Assistant Engineer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2027	Assistant Engineer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2027	Assistant Engineer

Action Plan



Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2027	Environmental Engineer
	Conduct a review of cultural learning needs within our organisation.	May 2027	Environmental Engineer
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2027	Environmental Engineer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2027	Environmental Engineer
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June (annually)	Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June (annually)	Director
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2027	Environmental Engineer

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Action Plan

 Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2027	Environmental Engineer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2027	Environmental Engineer
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2027	Environmental Engineer
	Investigate Supply Nation membership.	November 2027	Assistant Engineer

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Action Plan

 Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	September 2026	Director
	Draft a Terms of Reference for the RWG.	October 2026	Environmental Engineer
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2028	Environmental Engineer
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2028	Assistant Engineer
	Engage senior leaders in the delivery of RAP commitments.	January 2028	Australian Manager
	Maintain a senior leader to champion our RAP internally	May 2028	Australian Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2027	Environmental Engineer
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	February 2028	Environmental Engineer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	February 2028	Environmental Engineer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2027	Environmental Engineer
	Communicate our RAP progress to internal and external stakeholders	February 2028	Environmental Engineer
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	February 2028	Environmental Engineer

Contact details

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