

# 2024 Impact Report



# Achievements in 2024



Capire re-certifies as a B Corporation, with a score of **113.8 (up from 100.4)**



**100 projects** delivered or in progress



Capire expands to Queensland **from one office to two**



Staff delivered **over 98.5 hours** of pro-bono or volunteer work



**4 student** casuals/interns hired



**100% of staff** received skills-based training and professional development



**1% of our net profit** (after tax) was donated to charitable causes



**6.073 tonnes of CO2-e\*** from work-related travel was offset through Greenfleet and Qantas carbon offsetting



\*Carbon dioxide equivalent, or CO2-e, refers to different greenhouse gases as a common unit.





# Capire's impact delivery model

Impact is a pillar at Capire, not an afterthought.  
It informs our mission, strategic goals and values.

We are committed to using our business as a force for good. Guided by our social and environmental performance, we strive to make a positive difference for our clients, our community, our practice and our planet.

Capire's tailored engagement strategies are designed to build understanding, create local ownership, and inform sustainable decision-making.

Using a lens of diversity, inclusion and accessibility, we aim to maximise social benefit, engage and empower disadvantaged communities, and give every person a voice.

This year, Capire received its fourth certification as a B Corporation. We are proud to belong to a global community of businesses verified by B Lab to meet high standards of social and environmental impact.

In the spirit of reconciliation Capire acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

# Capire's B Corp recertification: a commitment to impact

Capire is proud to announce our recertification as a B Corporation, reflecting our dedication to creating positive social and environmental change through our work and operations.

We are particularly proud to have achieved three Impact Business Models across the *Customers* and *Governance* categories. Impact Business Models are rare and do not apply to every company undertaking the B Impact Assessment. This result recognises the depth of Capire's impact beyond day-to-day business practices.

## CUSTOMERS CATEGORY

Capire achieved recognition for Impact Improvement and Serving Underserved Populations. Our tools and resources, including the widely adopted Engagement Triangle, help clients drive measurable improvements in their projects.

In the FY22–23 assessment year, 17% of our revenue came from services directly benefiting underserved groups, such as Aboriginal and Torres Strait Islander peoples, people with disability, and communities in rural and regional areas. By engaging with these communities and supporting purpose-driven organisations, Capire ensures their needs are central to our approach.

## WHAT IS A B CORP?

A B Corporation, or B Corp, is a for-profit business certified by B Lab (a nonprofit organisation) for meeting rigorous standards of social and environmental performance, accountability and transparency. B Corps aim to balance profit with purpose, considering the impact of their decisions on employees, customers, suppliers, communities and the environment.

This certification signals a commitment to sustainable and equitable business practices that benefit all stakeholders, not just shareholders.

## GOVERNANCE CATEGORY

Capire achieved an Impact Business Model for Mission Lock by changing our company constitution to include 'having an overall positive impact on society and the environment' as part of our company purpose. This ensures social and environmental outcomes are key considerations in our business decisions.

Our strong governance framework includes a Code of Ethics, whistleblower policy, and transparent reporting on our performance. These practices uphold accountability and trust across all aspects of our work.

Capire also demonstrated strong performance in other key areas of the B Impact Assessment:

- prioritising equity and inclusion with flexible workplace policies
- ensuring professional development plans for all staff
- initiating paid volunteer leave and pro-bono services.

Recertification as a B Corporation underscores Capire's commitment to advancing equity, innovation and transparency in the community engagement sector.

This recognition reinforces our purpose-driven approach to supporting clients and creating meaningful, lasting change for the communities we serve.





# Advancing the engagement sector

We are committed to sharing our learnings and strengthening community engagement practice in Australia and internationally.

## IAP2 AUSTRALASIA (IAP2A) INCLUSIVE AND ACCESSIBLE ENGAGEMENT – POSITION PAPER

Commissioned by IAP2A, this Position Paper delves into the principles of inclusive and accessible engagement, reinforcing its importance in contemporary engagement practices. Historically, community engagement predominantly involved those who were well-connected and confident. However, as the benefits of broader participation become evident, IAP2A's Core Values now advocate for engaging the 'whole' community. This includes individuals from diverse backgrounds, demographics and abilities, ensuring all voices are heard in decision-making processes.

The Position Paper highlights that inclusive engagement begins with recognising community diversity and removing barriers to participation. Accessibility further supports this by creating environments where all individuals can contribute meaningfully. By fostering inclusivity and accessibility, IAP2A aims to enhance trust, transparency and equity in public decision-making. This commitment forms the foundation of their forthcoming Inclusive and Accessible Engagement Policy, which is set to launch in 2025. This policy will guide practitioners in embedding these principles into engagement frameworks across the industry.

Capire is honoured to play a role in developing this Position Paper. [iap2.org.au/news/iap2-australasia-inclusive-and-accessible-engagement-position-paper/](https://iap2.org.au/news/iap2-australasia-inclusive-and-accessible-engagement-position-paper/)





Photo credit: fluential.au

## IAP2 CONFERENCE

Capire proudly showcased its commitment to innovation and excellence in community engagement at the IAP2A Conference, Innovate to Elevate, held on Gadigal land, Sydney. Five Capire team members actively contributed, shared insights, and reflected on the evolving landscape of engagement practices.

Our session highlights included Capire Client Executive Mel Hagedorn co-hosting an impactful workshop with Sarah Wilcox (Cooee Tunapri) and Mike Butler (Urboriginal) on understanding symbolism in Aboriginal engagement. Together, they guided participants through the enduring consequences of colonialism.

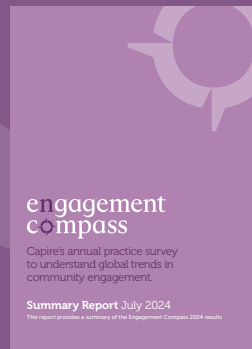
Capire Consultant Abbey Mag inspired thoughtful dialogue as part of a youth engagement panel. She emphasised the need for strategies that break systemic barriers while fostering empathy.

The conference also celebrated Capire's broader achievements. Co-founder Amy Hubbard was honoured as an IAP2A Fellow, recognising her distinguished service and leadership in the field.

Through engaging sessions, invaluable networking, and recognition of excellence, the conference reaffirmed Capire's dedication to pushing the boundaries of community engagement for more meaningful outcomes. We're already looking forward to continuing these conversations and connections at the 2025 IAP2A Conference in Melbourne!

## ACCESSIBLE TRANSPORT PROJECT HIGHLY COMMENDED

Our work with Alstom and the Department of Transport and Planning on Melbourne's new trains and trams received a Highly Commended Core Values Award at the IAP2A Conference, highlighting Capire's positive impact in accessible public transport.



## SHAPING THE FUTURE OF ENGAGEMENT: INSIGHTS FROM THE 2024 ENGAGEMENT COMPASS

In 2024, Capire conducted its second annual Engagement Compass survey, inviting community engagement professionals worldwide to reflect on industry practices and outcomes. With 118 responses spanning diverse sectors and experience levels, the survey provides a comprehensive snapshot of global trends, with a particular focus on the context of Victoria, Australia.

The findings revealed progress in several areas, including embedding online engagement, improving feedback mechanisms, and prioritising participant safety and comfort. However, challenges persist – particularly in involving communities in designing engagement processes, ensuring diverse participation, and embedding robust monitoring and evaluation practices.

The survey identified shared priorities for both communities and organisations, such as building trust, addressing community needs, and managing risks.

These insights not only highlight the profession's evolution, but also guide improvements to create more inclusive and impactful engagement practices.

As a benchmark for the field, Engagement Compass strengthens our collective understanding of engagement trends and equips decision-makers with data to drive meaningful change. Capire looks forward to continuing this work in 2025, with an expanded focus on emerging practitioners and underrepresented regions.



# Paying it forward



By supporting social progress and charitable causes, we ensure Capire's impact extends beyond its projects and practice.

## BENDIGO MAUBISSE FRIENDSHIP COMMITTEE SCHOLARSHIP PROGRAM

The Bendigo Maubisse Friendship Committee (BMFC) Scholarship Program began in 2015 after repeated requests from the Maubisse community of Timor Leste for assistance in keeping students, especially girls, in education.

In Timor Leste education is compulsory to year 9. Most people who live in Maubisse and surrounding districts exist through subsistence farming and cannot afford to keep their children at school beyond that level.

The scholarship program, which started as a trial with a small number of students, has grown from strength to strength. In 2023–2024, the program supported 89 secondary students and 26 university students.

This year Capire contributed \$1,200 which is enough to cover accommodation costs, travel, books, fees and the provision of a laptop computer for a university student.

Support BMFC by visiting [bmfc.org.au](http://bmfc.org.au)



## SISTERWORKS INTERNATIONAL WOMEN'S DAY BREAKFAST

In March, six Capire team members attended the SisterWorks' Breakfast Event for International Women's Day. Capire is proud to support SisterWorks, a social enterprise that helps migrant, refugee, and asylum-seeker women to become economically empowered.

*'When women are empowered, they can make a positive difference in their own lives and in the lives of their families and communities.'*

– SisterWorks

# Key projects: putting our values into practice

We are committed to working on projects that align with our values and contribute to positive social and environmental impacts.

## RESPECT AND EQUALITY IN THE LEGAL SECTOR – WOMEN'S LEGAL SERVICE VICTORIA

Women's Legal Service Victoria engaged Capire to consult with women and gender diverse people across the sector regarding the enablers and barriers to reporting sexual harassment and workplace gendered violence.

The engagement program included an anonymous survey, one-on-one interviews, focus groups, a sector leaders discussion, and a legal sector forum. We aimed to provide varied avenues, so that people could contribute in a way that felt comfortable.

Drawing on data from 50 participants, Capire's Engagement Report identified drivers that can either sustain or positively shift the current health and safety conditions in Victoria's legal sector. It also highlighted the associated barriers and potential enablers to reporting from the perspective of the participants.



## FAIR ACCESS TO SPORT AND RECREATION – CITY OF MELBOURNE

Capire supported the City of Melbourne to gather feedback on its draft policy and action plan to improve access to its sports and recreation facilities for girls, women and other underrepresented groups.

Capire facilitated two focus groups and 10 interviews with representatives from local sports clubs and community agencies. Participants were broadly supportive of the draft documents and provided valuable feedback. For example, the lack of accessible women's and all-gender toilets and change rooms was highlighted as a significant barrier to women's participation in sport.

The City of Melbourne used the information gathered to refine its policy and action plan, which were endorsed by Council in June 2024.

*'You aren't going to lose anything by increasing participation of women, girls and underrepresented groups, but there is so much to gain by lifting each other up.'*

– Community representative



# Creating social value

## COMMUNITY ENGAGEMENT TRAINING – CITY OF STIRLING

Capire travelled to Western Australia to deliver a two-day community engagement training program to staff at the City of Stirling. The purpose of this training was to give people across all levels of the organisation a better understanding of community engagement and best-practice principles.

Capire designed a training program that was tailored to the various roles across the organisation. Training sessions were highly participatory, with up to 25 people per class. Capire used case studies, role play and games to maximise learning outcomes.

We covered topics such as inclusive engagement, the benefits to decision-makers and communities, barriers to engagement, and how to overcome them.

The training program also included drop-in sessions where staff and Councillors could discuss a current engagement challenge, as well as a briefing with the mayor to explain the training objectives and expected outcomes.



## SERVICE PLANNING PRINCIPLES (DELIBERATIVE ENGAGEMENT) – CITY OF YARRA

The City of Yarra partnered with Capire to design a deliberative engagement process, inviting community input into its Service Planning Review.

Rather than seeking community opinion on specific services, Yarra opted to develop guiding principles, forming a decision-making framework to enable flexible responses to changing economic conditions. This approach emphasises long-term adaptability over specific service delivery and allows Council to prioritise resources effectively.

Prior engagement on service planning had surfaced strongly divergent views within the Yarra community. A Community Working Group (CWG) was established to represent Yarra's diverse voices. The CWG engaged in a four-session deliberative process, where participants shared and challenged ideas and deliberated upon a wide range of data and information.

Ultimately, the CWG developed and agreed upon 13 guiding principles for Council decision-making in service planning. These principles were formally accepted by Council, with only minor adjustments. The deliberative process fostered trust, knowledge and community connection among CWG members.

*'I'm walking away thinking that the City of Yarra is really committed to listening and engaging with community members and that's very reassuring.'*

**– Community Working Group Member**





# Creating social value

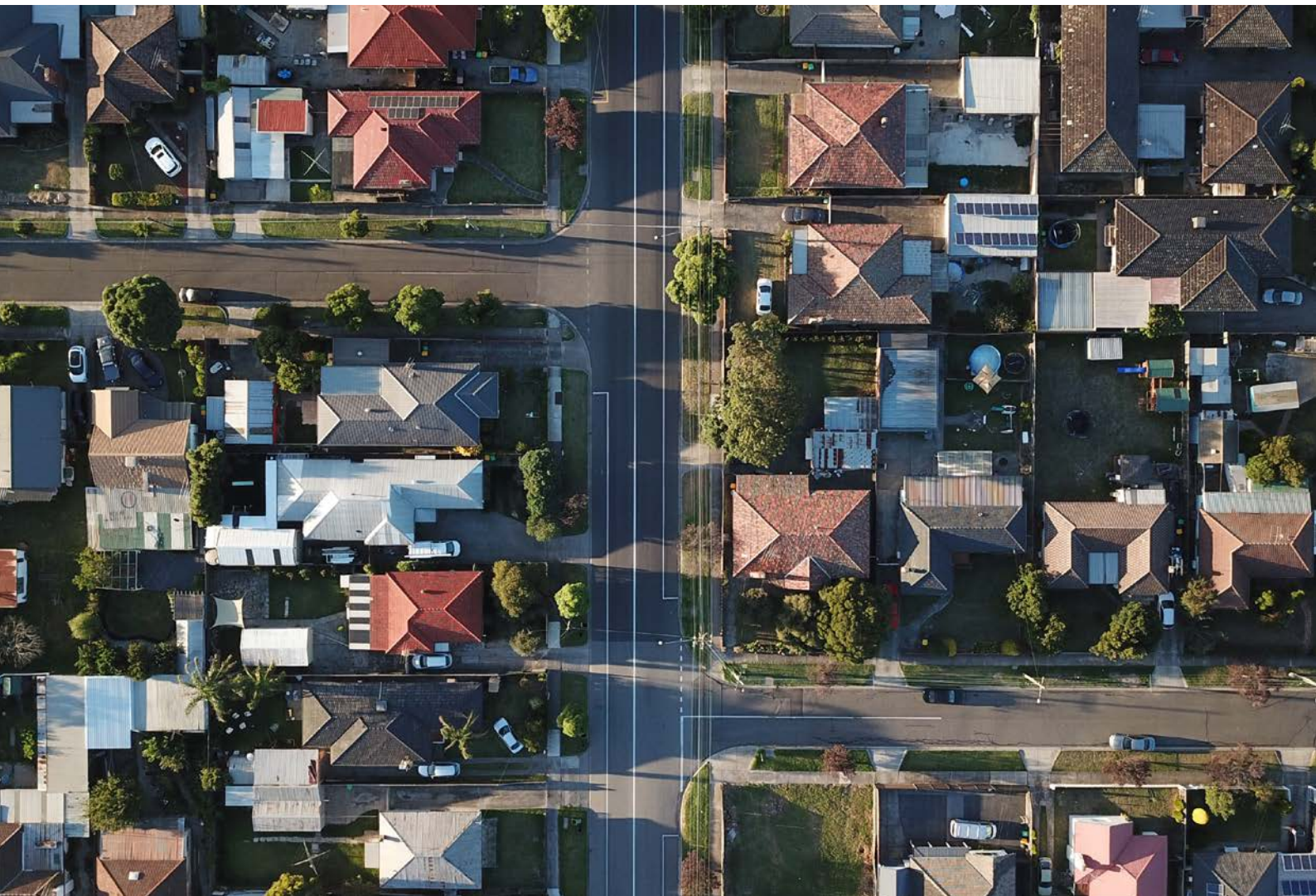
## ADDRESSING AUSTRALIA'S HOUSING CRISIS: A CALL TO ACTION

Safe, affordable and stable housing is both a human right and the foundation of inclusive, resilient communities. Yet, rising real estate prices and cost-of-living pressures are forcing many Australians into precarious housing situations or homelessness.

Founded in 2019, Housing All Australians (HAA) brings a private sector perspective to tackling Australia's housing crisis. HAA emphasises that providing housing for all is not only a moral imperative, but also an economic necessity, as the long-term costs of homelessness – spanning mental health, family violence and welfare dependency – threaten to escalate dramatically.

In a webinar hosted by Capire, HAA Founder Robert Pradolin joined Capire Client Executive Matthew Gordon to explore the barriers to social and affordable housing, innovative collaborations between the public and private sector, and the critical role of community engagement in driving sustainable solutions.

Capire is proud to continue our support for HAA.





# From everyday choices to a renewable future

Through our co-working partner The Commons, Capire minimises the environmental impact of our day-to-day operations. The Commons, a shared working space that promotes health, wellbeing and sustainable practices, is committed to continuously improving its social and environmental impact. Their sustainable initiatives include:

INVESTMENT  
IN CARBON  
OFFSETS AND

**100%  
renewable  
energy**

WITH SOLAR AND  
WIND TECHNOLOGIES



**Biophilic  
design and  
indoor plants**

TO ABSORB MORE CO2



**Ethical,  
locally  
sourced  
supplies**

(FOR EXAMPLE,  
KUA COFFEE, ALMO MILK,  
THANK YOU HAND SOAPS,  
WHO GIVES A CRAP  
TOILET PAPER)



**Recycling  
and paper  
bins**



**No  
single-use  
plastics**



**E-waste  
recycling**

(FOR EXAMPLE, PRINTER  
CARTRIDGES, BATTERIES)



**Coffee  
ground  
recycling**



**Gas tank  
recycling**



**LED  
sensor-  
controlled  
lighting**

THROUGHOUT OUR  
LOCATIONS



**HVAC  
turned off  
outside of  
business  
hours**

TO REDUCE USAGE



USE OF  
**Low-flow  
faucets  
and toilets**



# Environmental impact

## THE BIGGEST IMPACT CAPIRE CAN HAVE ON THE ENVIRONMENT IS BY FOCUSING OUR WORK ON THE ENERGY TRANSITION

Capire is deeply committed to enabling the renewable energy transition by bringing community voices into the planning and development of energy projects. As demonstrated through our work with state and federal energy agencies and developers, we help ensure that large-scale renewable projects achieve the social license necessary for success. Our approach combines technical expertise with a focus on inclusive and adaptive community engagement, addressing concerns early and transparently to build trust and mitigate opposition.

Effective engagement is essential to balance technical feasibility with community priorities. In regions like Gippsland, Victoria where offshore wind projects are being developed, community concerns such as environmental impacts, cultural heritage and visual amenity are critical. Capire's role is to bridge the gap between developers and communities by designing participatory processes that empower stakeholders to share their insights and influence decision-making. This collaboration not only reduces the risk of legal and planning delays, but also strengthens the long-term sustainability of renewable energy initiatives.

Capire's work is grounded in our goal to make a positive difference for our clients, our communities and the planet. With Australia needing billions in annual investments to upgrade its energy grid and expand renewable energy capacity, our expertise in facilitating dialogue and resolving 'human issues' is more relevant than ever.

By helping the sector navigate the complexities of social and environmental considerations, we ensure projects align with community values and contribute to a renewable energy future.

Looking forward, we aim to support Australia's shift to a cleaner, more sustainable energy future, while ensuring communities are active partners in this transition.







# A supportive and inclusive work environment

Our workplace culture is built on equal employment opportunities and a commitment to health, wellbeing and career growth.



## CELEBRATING DIVERSITY: NURTURED THROUGH INCLUSION

At Capire, we embrace diversity as a cornerstone of our strength. Our team represents a wealth of experiences, including individuals from culturally diverse backgrounds, those who identify as part of the LGBTQIA+ community, carers, people of different faiths, and people living with disability. Together, we reflect the communities we serve, bringing rich perspectives that drive creativity, empathy and innovation in our work.

This commitment to diversity extends beyond representation. We prioritise fostering an environment where every individual feels valued and empowered. With a breadth of educational achievements and an age range spanning several decades, our team benefits from a dynamic mix of fresh ideas and seasoned expertise. By embracing flexible work practices, equitable policies, and inclusive leadership, we ensure our team can balance their personal and professional lives while contributing meaningfully to our shared purpose.

### CELEBRATING CULTURE: DIWALI MORNING TEA

*'Diwali, the Festival of Lights, is one of the most beautiful and significant Hindu festivals!*

*For my family, living away from India, it holds deep cultural and festive significance.*

*Over the years, I have made it a point to keep the tradition alive, helping my kids stay connected to their roots and appreciate the richness of their cultural heritage. For Hindus, Diwali is much like Christmas – a time for joy, togetherness and celebration.*

*This year, I had the pleasure of celebrating Diwali with my neighbours, friends and work colleagues. It was a wonderful way to honour my cultural background and share the spirit of this beautiful festival with those around me. Bringing the warmth and joy of Diwali into our workplace was a wonderful opportunity to foster community, build connections, and celebrate the diversity that makes our world so vibrant!'*

**– Sonali Motiwalla, Capire Associate**

# Thank you

Thank you to our clients, partners and communities for their collaboration over the past year. We hope to continue working together to deliver meaningful engagement processes that influence positive social and environmental outcomes and give every person a voice.

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**capire**  
Giving every  
person a voice