



Capire Consulting Group

Reflect Reconciliation Action Plan

May 2026 – May 2027



RECONCILIATION
ACTION PLAN

REFLECT

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 respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



J.Gray
Dja Dja Wurrung
My Map of Australia, 2022
66 x 78 cm
cat #: 0599-25
Acrylic on canvas

The brown and white dots are the colours of the different clays throughout the continent. The green dots are the grassland, bush and rainforests. The blue circles are waterholes and the ocean surrounding the country. The lines joining the waterholes together are the main river systems that flow through most of the land, the veins of the land.

Statement from Reconciliation Australia CEO

Reconciliation Australia welcomes Capire Consulting Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Capire joins a network of more than 3,000 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 close to 3 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 will lay the foundations, priming 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 increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Capire 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Capire, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**KAREN MUNDINE - CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA**

CEO Message

I am proud to introduce Capire's Reflect Reconciliation Action Plan (RAP). This plan reflects our commitment to reconciliation and to Voice, Treaty and Truth, as expressed in the Uluru Statement from the Heart.



SANDRA JERKOVIC - CEO / DIRECTOR
CAPIRE CONSULTING GROUP

The RAP is the first step in Capire's formal reconciliation journey. We appreciate the generosity of Aboriginal and Torres Strait Islander peoples in sharing their knowledge and wisdom with us along the way. Our name Capire comes from the Italian verb – meaning to listen, understand. We recognise that there is a deep learning process for us as an organisation. This begins with understanding the experiences and history of Aboriginal and Torres Strait Islander people and reflecting on the role that we can meaningfully play in reconciliation.

In the words of Indigenous leader Noel Pearson: 'Australians have an epic story. It is one of the great epic stories of this planet. We will recognise the scale of our story when we recognise each other.'

This 'epic story' comprises three distinct stories:

- the oldest living civilization on Earth – Aboriginal and Torres Strait Islander peoples, who have cared for our country for over 60,000 years
- colonisation – the arrival of white people and British institutions, which had so many devastating consequences for Aboriginal and Torres Strait Islander communities.
- migration – the gathering of people from more than 180 countries from around the world, who now call this country home.

To unite, Australia must find a way to embrace these stories in a way that redresses power imbalances, acknowledges the wounds of history, and honours the traditions, cultures and wisdom of our nation's First Peoples.

Everyone at Capire is delighted to be embarking on this journey. We look forward to the reflection and learning that it will bring, and to creating further opportunities for education, advocacy and allyship.

Our business

Capire Consulting Group is one of Australia's largest specialist community engagement consultancies.

We design and deliver tailored engagement strategies for policies, projects and places across Australia and beyond.

Our core consulting services include engagement strategy and delivery; facilitation; strategic advice; communications; and reporting and analysis. As a certified B Corporation, our team strive to make a positive difference for our clients, our community, our practice and our planet.

We currently employ 24 people on a full-time or part-time basis, plus 10 casual staff who provide project support. Our team includes one First Nations person, who is part of our Executive Team.

Capire currently has two office locations. In 2007, we set up our business on Wurundjeri Country in Melbourne, Victoria. In June 2024, we established a new office on Jagera Country in Brisbane, Queensland.

In 2025 Capire joined the RSK Australia Group to strengthen its multidisciplinary capability and national reach. RSK Australia is part of a global environmental, engineering and technical services network, supporting complex projects across infrastructure, energy, water, environment and the built environment while maintaining strong local expertise.

Capire has delivered thousands of projects for clients spanning the three tiers of government, as well as the corporate and not-for-profit sectors. While most of our clients are based in Victoria, we have also worked with many interstate clients, particularly in Queensland and Tasmania. Broadening our client base to include more organisations from across Australia is one of our business goals.

OUR VALUES

Capire's values underpin everything we do and how we do it

To Understand

We explore the unique needs of our clients and their communities to design and deliver tailored, effective engagement strategies.

Be Flexible

We adapt our way of working to respond to changing needs and build from our learnings. We find innovative ways to engage in changing environments.

Bring Everyone Along

We model inclusiveness by reducing barriers, creating connections, and engaging in meaningful and supportive ways. We share our learnings and celebrate our success. We build trusted relationships through our empathy, integrity and our authenticity.

Make An Impact

We create positive impacts for our clients, our team, our community, our practice and our planet. We find new ways to lead engagement practice.

Our RAP

At Capire, we want to formalise our commitment to reconciliation in Australia. As an organisation, and as a team of individuals, we support the journey to reconciliation, as expressed in the Uluru Statement from the Heart, through calls for Voice, Treaty and Truth.

As engagement specialists, our mission is to 'give every person a voice' – to amplify the voices of communities impacted by decisions. Aboriginal and Torres Strait Islander peoples have been silenced, and their histories denied. We understand the need to acknowledge the wounds of history, and to honour the traditions, cultures and wisdom of First Nations peoples as part of our reconciliation journey.

Through our engagement work, Capire has the privilege of interacting with thousands of Australians. With our reach into different communities, we can model respect and a commitment to reconciliation and meaningful relationships with First Nations peoples.

Andrew Gunstone, Co-Chair of Reconciliation Victoria, distinguishes between 'performative' and 'substantive' reconciliation. Performative reconciliation involves a 'tick the box' mentality, and visible activities aimed at presenting an image that supports reconciliation. Substantive reconciliation involves a deep ongoing commitment to First Nations peoples' rights, to challenging and condemning racism and white privilege, to truth-telling and education, to understandings of 'equity' and 'equality', allyship, RAPs, and the Uluru Statement from the Heart. We commit to substantive reconciliation.

We have strong support for the RAP across all levels of the organisation, from the Board, Executive and Operations. The Executive will be responsible for implementation of the RAP, with support from the Reconciliation Working Group.

Since Capire's inception, reconciliation and building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples have been key priorities. We have consistently approached engagement with First Nations communities with sensitivity, offering complete flexibility regarding the 'who', 'when' and 'where' of engagement. We also acknowledge that we are continuously learning about First Nations engagement through our experiences working with different individuals and groups across Australia.

We have provided our team with opportunities to connect with First Nations peoples and cultures. Examples include team members completing Cultural Awareness and Ally Training, participating in cultural walks along the Birrarung and the Yalinguth Walk in Fitzroy, and attending gatherings with local Elders to discuss their engagement preferences and priorities.

We look forward to expanding our activities and learning through the Reflect RAP.

OUR ACKNOWLEDGEMENT OF COUNTRY IS:

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 respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Our partnerships/ current activities

We look forward to developing formal partnerships through this RAP process.

THE ACTIVITIES CURRENTLY EMBEDDED IN OUR ORGANISATION ARE AS FOLLOWS:

All team meetings begin with an Acknowledgement of Country.

All client engagements begin with an Acknowledgement of Country.

The organisation offers flexibility around the 26 January public holiday (personal choice to work on that day and select an alternate public holiday).

The organisation promotes and encourages attendance at NAIDOC Week activities.

Our website and proposal template include an Acknowledgement of Country.

Our official office addresses reference the Traditional Place names that the offices are located on.

IN ADDITION

Capire Co-founder Amy Hubbard facilitated a session to 'Establish industry position statements on First Nations engagement' at the IAP2A Senior Leaders Retreat 2023.

The organisation advocated for the Voice Referendum.



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.	June, 2026	RAP Working Group Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July, 2026	RAP Working Group Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Finance and Operations Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026	Operations Executive
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	June, 2026	RAP Working Group Chair
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October, 2026	RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October, 2026	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October, 2026	RAP Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October, 2026	Operations Executive



Action	Deliverable	Timeline	Responsibility
5. 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.	April, 2027	Client Executive
	Conduct a review of cultural learning needs within our organisation.	February, 2027	RAP Working Group Chair
6. 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.	November, 2026	RAP Working Group Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June, 2026	Operations Executive
7. 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, 2026	Operations Executive
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2026	Operations Executive
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	RAP Working Group Chair



Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	April, 2027	Operations Executive
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April, 2027	Operations Executive
9. 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.	February, 2027	Operations Executive
	Investigate Supply Nation membership.	July, 2026	Operations Executive



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	May, 2026	Operations Executive
	Draft a Terms of Reference for the RWG.	May, 2026	Operations Executive
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May, 2026	Operations Executive
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July, 2026 (with quarterly reviews)	Operations Executive
	Engage senior leaders in the delivery of RAP commitments.	May, 2026	Operations Executive
	Appoint a senior leader to champion our RAP internally.	May, 2026	Operations Executive
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June, 2026	Operations Executive
12. 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.	June annually	Operations Executive
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Operations Executive
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Working Group Chair
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February, 2027	RAP Working Group Chair

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