

# Strategic Plan Towards 2025



Delivering  
a Difference

# Our story so far



Community Corporate is a national award-winning diversity and inclusion firm, operating in the niche space of corporate social responsibility. We were founded in 2016 by social entrepreneur and second-generation Filipino migrant Carmen Garcia.

Carmen witnessed first-hand her mother struggle to practice law as her qualifications were not recognised in Australia. This lived experience, along with Carmen's collective experience from state government, private and community sectors, allowed her to identify a disconnect between community and corporates; hence, Community Corporate, the social enterprise, was born.

Since then, we have strived to challenge conventional thinking, broker relationships across sectors and advocate for work as a cornerstone to settlement and belonging for newcomers to Australia.

As a certified social enterprise, we are renowned specialists in recruitment with a social conscience. We are the 'employer's choice', having established national partnerships with iconic businesses such as Woolworths Group, IKEA, On The Run, Engineers Australia and many more across key industries.

Community Corporate's expertise and passion started with supporting **Refugees**, and this remains our **priority focus**.

We now apply our unique DiversityWorks! model to support the appetite of our employer partners, delivering holistic diversity and inclusion strategies which also support:

- ✓ Migrants
- ✓ Youth at risk
- ✓ Women returning to work, and
- ✓ People with disabilities.



The awareness and importance of Corporate Social Responsibility (CSR) is continuously growing and can be identified in the evolution of Australian consumers' purchasing trends: more people are looking beyond a company's product, service quality or price, and want to know about corporate culture and values.



## People are our passion



Beyond consumer directed influence, companies are embracing the impact of strong corporate social responsibility as a competitive advantage. Being branded as a good corporate citizen breeds positive workforce culture and elevates a company's value proposition.

Community Corporate creates individualised CSR strategies and innovations which align to your company's values and mission, with an aim to profile and showcase your leadership in the communities where you operate.

By challenging conventional thinking, Community Corporate's partnership model also delivers:

- ✓ strategic advice and activation projects in diversity and inclusion.
- ✓ co-designed corporate volunteering programs.
- ✓ corporate events with a social conscience.
- ✓ scholarships, fundraising and social justice campaigns.
- ✓ social impact investing initiatives.
- ✓ project management, research and evaluation.



*Prabin is a 24 year old refugee from Nepal who arrived in Australia as a refugee with his family in June 2012. Prabin completed secondary studies in Australia and began studying at university but had to stop due to financial difficulties. Prabin faced numerous challenges in finding a job in Adelaide but through it all he continued to persist and never give up. After completing the OTR New Beginnings program Prabin finally started his first paid job in Australia.*

“ I am very grateful for this opportunity to be part of this program and it was an amazing experience, I have never had training like this before where I can get a real job and I really love the role. I am finding the work easy and perfect for me, I like everyone I am working with and the workplace as well. Thank you Community Corporate I love my new work family at OTR. ”

## Our Vision

To lead change and promote diversity and inclusion, advancing the social, economic and cultural prosperity of the nation.

## Our Mission

To activate creative inclusion strategies for all by providing high quality workforce and engagement solutions that connect communities and corporates who share aspirations to make a profound social and economic impact in Australia.

## Our values and principles that drive what we do:



### #1 People are our passion



We believe people are our most precious resource. We invest in developing our people and our community. Every member of our team is passionate about our 'why' and are continuously driven to advance diversity and inclusion at all levels of decision making. We drive change to improve the well-being of vulnerable individuals and their communities. We believe work is at the core of human dignity.

### #2 Partnerships are our priority



Teamwork makes dreamwork. We have partners not customers. We are driven by values alignment with our partners that facilitates shared risk and shared rewards to deliver real results and activate change. We are confident about the skills we offer, but humble in our approach and always open-minded and accountable in our delivery.

### #3 Challenging conventional thinking



There is always a better way: our job is to find it. We are solution focused and pride ourselves on challenging the status quo. We get excited about digital transformation. We embrace creativity and innovation and are flexible, proactive solution-geniuses.

### #4 Quality not quotas



We are master executors and push ourselves outside our comfort zone to lead from the front. We are agile in our forward thinking and responsive to change and continual improvement. We do not compromise on quality and service, priding ourselves on these areas as our point of difference. Our reputation is founded on delivering real results based on expertise, evidence, quality and meeting the business needs for our partners.

### #5 Delivering a difference



We are change agents. We are motivated to influence the conversation and drive collective impact for all. We persist and persevere when we face obstacles, and push through until we find solutions. We don't sweat the small stuff and ensure we conduct ourselves with integrity.

### #6 Driving social innovation



We believe in what we do. We are ambassadors for diversity and inclusion and believe success should be measured by social impact for all. We love a challenge, and back ourselves to prove our value and point of difference as the provider of choice for our corporate partners.



*Nicole is a 25 year old woman from the Democratic Republic of Congo who arrived in Australia in July of 2014. Her parents had fled to Australia as refugees in 2009 so had to spend time away from her family while she waited for her visa to be approved. The oldest child in her family of 10, she described life back home as very difficult. The war and high levels of crime including looting were a regular occurrence. In Adelaide, Nicole completed Certificate III in Aged Care and Certificate IV in Leisure and Health but struggled to find work. Undeterred she volunteered at a local nursing home and within her community.*

*Prior to being involved in the On The Run Refugee Employment Program Nicole had no previous paid employment in Australia. Speaking about her participation in this program and what this means to her, Nicole stated:*



“  
This job means a lot to me because I can meet different people every day and communicate with people in the community. I feel like I am learning more about Australian culture. I now have a chance to plan for my future  
”

# The environment in which we operate

Delivering a difference



## Our Team

We lead by example and have a highly productive and skilled team of specialists who possess the right balance of expertise, qualifications, skills and lived experience to construct and deliver our programs.



**91%**

are from refugee and migrant backgrounds, representing 10 diverse cultures (of these 46% are from refugee backgrounds)



**82%**

are women



**27%**

are 25 years or under

## Global Tent Partnership

**TENT** In March 2021, Community Corporate became the first and only Australian organisation to be named a **preferred implementation partner** for the global business network Tent Partnership for Refugees. In joining the global business network, Community Corporate have cemented themselves within a select group of only 16 preferred partners from across the world. Tent's partners are considered as exceptional implementation providers based on track record, quality results and employer feedback.

As a result of this partnership, refugees and Australian businesses both stand to benefit: refugees will be able to access meaningful employment opportunities, and businesses will be able to access a new pool of talent.

Community Corporate has a new role to support this Global Tent Coalition network of over 140 multinational companies, operating in Australia and spanning various industries from consumer goods and technology, to financial and professional services with members including Accor, Accenture, Ben & Jerry's, The Boston Consulting Group, Deloitte, Facebook, IKEA and Virgin. Refugee employment will help establish self-reliance, and the inclusion of refugees into the Australian workforce will support social cohesion while enriching the economy.

## National Social Enterprise of the Year



Community Corporate was recognised as the National Social Enterprise of the Year in 2020 at the Australian Small Business Champions Awards. It was the first time social enterprise was recognised as its own category in the awards 20 year history.

## Social Enterprise Certification



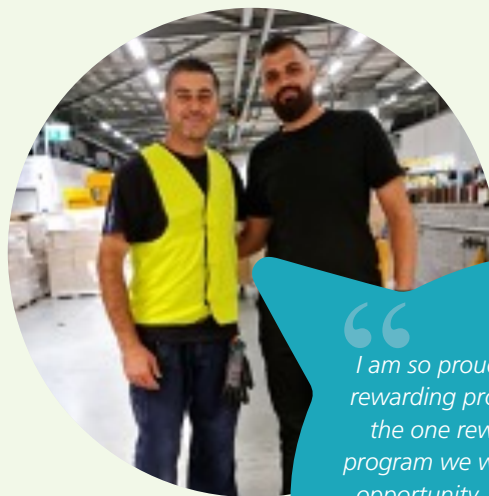
In 2020, Community Corporate received their social enterprise certification from Social Traders.

Social Traders are a nationwide organisation who facilitate relationships between social enterprises and social procurement investors. Social Traders' certification standards are based on extensive independent research and expertise, and the assessment of legal, financial and social impact of a social enterprise.

This certification is further evidence of Community Corporate's profound social impact and commitment to driving social innovation.

*Sarkis is a 48 year old refugee from Syria who came to Australia with his wife and children in August 2018. Since participating in the IKEA Refugee Employment Partnership, Sarkis has become a rising star within IKEA. After completing his two-month paid placement at IKEA, he was offered a permanent contract.*

*"Sarkis has been an integral part of our team from the beginning. Sarkis has worked so hard and put his hand up for anything I've asked of him, and more. I don't have enough words to express how appreciative I am to have met Sarkis and for him to come to IKEA and now be part of the family.*



*Photo: Sarkis Daniel (left) as the buddy for Sinan Adam*

*"I am so proud to be part of such a rewarding program. I feel like I was the one rewarded. Through the program we were able to provide an opportunity, but it was Sarkis who took that opportunity and turned it into something permanent with his work ethic, his commitment and can-do attitude. What an asset."*

## United Nations Sustainable Development Goals

In 2015, the United Nations established a “blueprint for peace and prosperity for people and the planet, now and into the future”. This is part of the 2030 Agenda for Sustainable Development, a pressing initiative calling for worldwide action in a global partnership to end poverty and linked deprivations around health, education and inequality. This blueprint is governed by 17 Sustainable Development Goals (SDGs).

At Community Corporate, we have embedded these goals into our operating framework and seek to contribute to seven priority SDGs:

### No Poverty (Goal 1)



In establishing employment pathways and providing resources for job searches and services, we help vulnerable demographics, who may fall below the poverty line, find employment, leading to financial security and independence.

### Good Health and Well-being (Goal 3)



Our human-centric approach focuses on the whole person and their environment. This includes education on general health guidelines and self-care. We also advocate for the mental health benefits that come with employment, satisfaction and purpose: we believe these values are interconnected and underpinned by a sense of belonging.

### Quality Education (Goal 4)



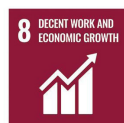
We are focussed on continuous learning and skill development through education and training for people of all ages, genders and ethnicities. Our approach focuses on foundational life skills and job readiness training to build confidence and comprehension of working life in Australia and social and cultural expectations. We also deliver customised cultural awareness training, tools and immersive experiences for our corporate partners.

### Gender Equality (Goal 5)



We engage specifically with women as a key diversity cohort. By supporting women into the workforce, we are bridging the gap of gender inequality by empowering women with economic resources, financial and technological literacy, and independence and purpose through work.

### Decent Work and Economic Growth (Goal 8)



Community Corporate is built on the belief, “at the core of human dignity is work”; further, we advocate for CSR and champion the economic and social benefits of diverse and inclusive recruitment. All employment pathways presented to communities are fair and equitable, productive and have potential for growth. We work tirelessly to move vulnerable groups out of unemployment, and into the safety and security of sustainable employment and career pathways.

### Reduced Inequalities (Goal 10)



People with a disability, women, and refugees and migrants are among the most vulnerable demographics and were particularly exposed during the COVID-19 pandemic. We prioritise these vulnerable groups to ensure they are provided with equal opportunities in finding employment.

### Partnerships for the Goals (Goal 17)



Partnerships are our priority, as illustrated in our global partnership with Tent and our national employer relationships. We believe in collective impact and that better outcomes can be achieved together with like-minded partners all striving for sustainable development and social inclusion.



## Social Return On Investment (SROI)

We operate within the Seven Principles of Social Value and SROI Methodology<sup>1</sup>

1. Involve stakeholders
2. Understand what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result.

We align with the International Standards for Social Impact<sup>2</sup>

1. Accountability
2. Transparency
3. Ethical behaviour
4. Respect for stakeholders
5. Respect for the rule of law
6. Respect for international norms of behaviour
7. Respect for human rights.

<sup>1</sup> [https://socialvalueint.org/best-practices-in-social-return-on-investments/#:~:text=Social%20Return%20on%20Investment%20\(SROI,%2C%20Environmental%2C%20and%20economic%20outcomes.](https://socialvalueint.org/best-practices-in-social-return-on-investments/#:~:text=Social%20Return%20on%20Investment%20(SROI,%2C%20Environmental%2C%20and%20economic%20outcomes.)

<sup>2</sup> <https://www.iso.org/iso-26000-social-responsibility.html>

*Brhane (from Eritrea), program participant.*






“  
Without Community Corporate’s employment coaching and support I would not have been able to use my overseas qualifications in IT and secure a professional role in my field at Brisbane City Council.  
”



# Our Strategic Priorities



Priorities	Strategic Objectives	Measures for Success
<p><b>1</b></p> <p><b>Partnerships and Impact</b></p> 	<p>Build our brand value through excellence and a reputation for delivering real results more partners are proud to engage with.</p>	<ul style="list-style-type: none"> <li>• Generate new corporate partnerships to create more inclusive opportunities and impact for our priority cohorts into work, build skill acquisition and increase our advocacy.</li> <li>• Increase employment outcomes by <b>50%</b> and maintain our national average employment retention rate of <b>90%</b> at 12 months to generate sustainable impact.</li> </ul>
<p><b>2</b></p> <p><b>Quality and Sustainability</b></p> 	<p>Not compromise on quality outcomes by driving a social impact investment model that embeds a shared risk and reward model for our stakeholders.</p>	<ul style="list-style-type: none"> <li>• Be ambitious in trialling new ways of delivering value for our partners that aligns to market appetite and can be scaled up to increase our contribution to the United Nations Sustainable Development Goals.</li> <li>• Be transparent and accountable in reporting our outcomes by embedding performance monitoring measurement and verifying our results.</li> </ul>
<p><b>3</b></p> <p><b>Capability and Innovation</b></p> 	<p>Invest in our capability and continuous improvement to stay ahead of the curve to drive innovation and future proof our organisation.</p>	<ul style="list-style-type: none"> <li>• Increase our operational efficiencies by 30% by embedding digital technology and process improvements to focus resources on people and process.</li> <li>• Invest in research partnerships and collaboration to build evidence and lead innovation to enhance our social return on investment through outcomes.</li> </ul>
<p><b>4</b></p> <p><b>People and Culture</b></p> 	<p>Exemplify an inclusive, and productive ecosystem within Community Corporate to achieve high standards for employee wellbeing.</p>	<ul style="list-style-type: none"> <li>• Invest in our people, their ambitions and aspirations by increasing professional development and flexible working arrangements and measuring our employee's culture satisfaction semi-annually</li> <li>• Be leaders in diversity and inclusion and ensure our workforce reflects the communities we serve:             <ul style="list-style-type: none"> <li>- Minimum of <b>61%</b> are from refugee and migrant backgrounds.</li> <li>- Minimum of <b>61%</b> are women.</li> <li>- Minimum of <b>25%</b> are young people under the age of 25.</li> </ul> </li> </ul>



*Ben Commins, Head of Culture & People at Woolworths Supermarkets.*

“  
 We have seen great success in supers from the Woolworths Refugee Employment Program with stores reporting the participants having a great attitude, willingness to learn and genuine desire to succeed in our business. In partnership with Community Corporate, this program provides pre-employment training, and on the job work experience. It has resulted in team member retention rates consistently exceeding 90% after 6 months.  
 The impact of this refugee program not only helps to transform the lives of our new team members but helps us activate our values. At Woolworths We Care Deeply, and recognise the important role we play in our community for all team members and customers alike.”

*Mark is a 21 year old refugee from Iraq who came to Australia with his family in May 2018. Mark's sister had previously participated in the Woolworths Refugee Employment Program in 2019 where she successfully obtained employment at Woolworths Supermarket in Fairfield Heights, Western Sydney. After completing the Woolworths Refugee Employment Program, Mark was offered a permanent contract. Mark is currently using this opportunity to save up money to start his own business and is taking every opportunity he can to learn and grow with Woolworths.*

*Photo: Mark Rofail at Lidcombe CFC*



“  
 I'm so lucky to be part of such a supportive and wonderful team where I feel valued and appreciated. I did not think I would have so many opportunities with Woolworths to meet so many different people and to try different roles. Community Corporate has done so much to help me, I have so much support from many different people it is unbelievable.”

*Ghalia is a 52 year old refugee from Syria who came to Australia with her family in 2014. As an accountant in Syria, she struggled to enter the workforce in Australia and became an Uber driver while trying to find stable employment. She successfully completed the Woolworths Refugee Employment Program in 2019 and obtained employment at Woolworths Ingleburn. She then transferred to Woolworths Hurstville.*

*She has worked hard to try and rebuild her life in Australia. Last year, Ghalia successfully completed a Master of Professional Accounting. After working at Woolworths for two years, she recently was offered a three-month secondment with the Woolworths Finance Shared Services Team. Speaking about her three-month secondment, Ghalia stated:*



“  
 You guys at Community Corporate never give up on helping me find my dream job in accounting. I am so blessed you connected me and I met some amazing people in Woolies who listen to us, care and want to help me – I'm so excited and hope this is the beginning of my career in Australia – you are always doing a good job helping us refugees.”

## Contact Information

[www.communitycorporate.com.au](http://www.communitycorporate.com.au)  
[info@communitycorporate.com.au](mailto:info@communitycorporate.com.au)  
1300 855 892

 <https://www.linkedin.com/company/communitycorporate/>

 <https://www.facebook.com/CommunityCorporate>

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