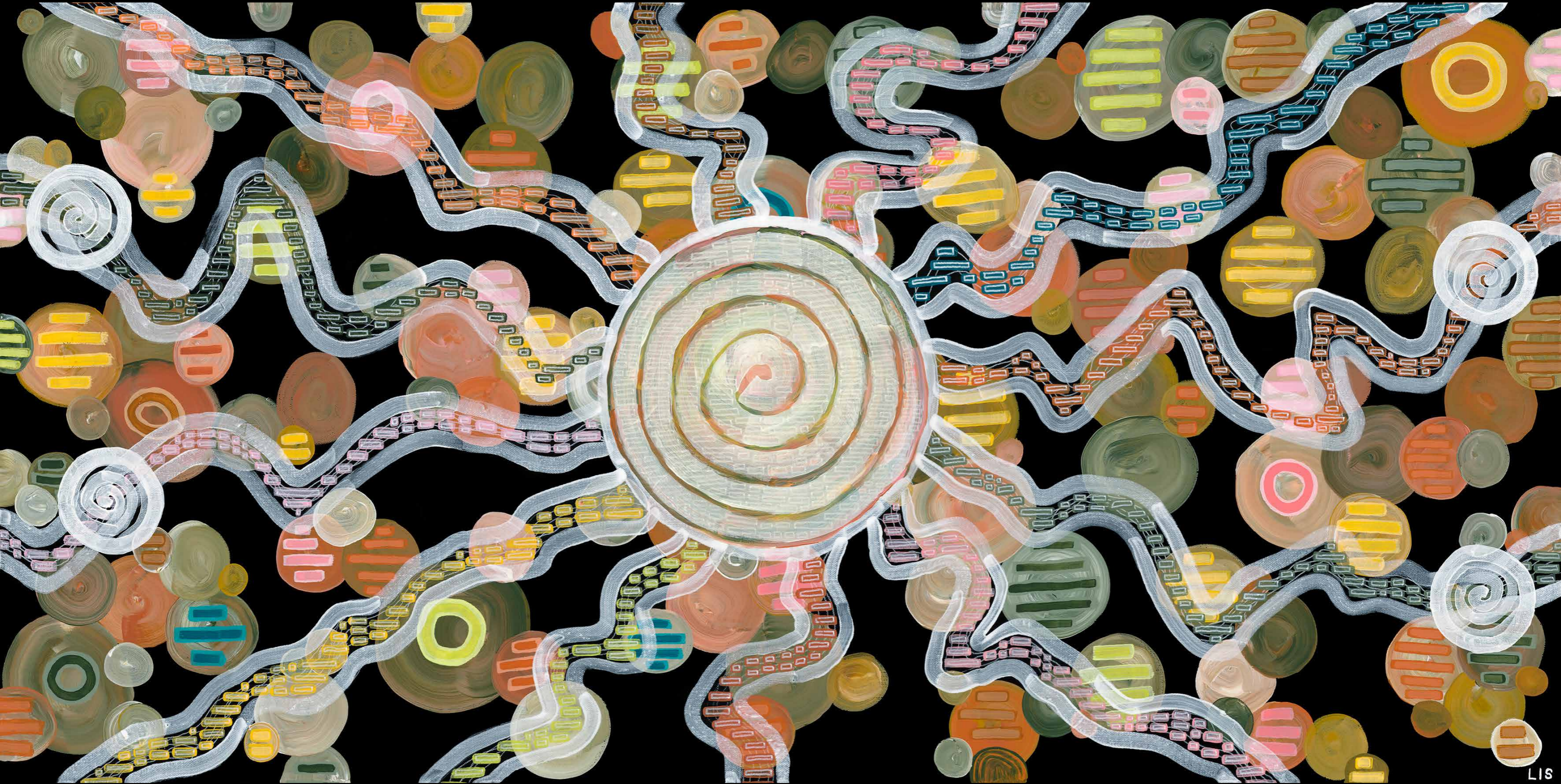


INNOVATE RECONCILIATION ACTION PLAN

May 2026 — May 2028



Across our Australian studios, we acknowledge Aboriginal and/or Torres Strait Islander peoples as the Traditional Custodians of the land of which we work and reside upon. We pay our respects to their Elders past and present.

As a global practice, we remain committed to listening to, understanding, and respecting the needs, perspectives, cultures, and histories of the diversity of communities we engage with, wherever in the world we do business.



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ABOUT THE ARTIST AND THE ARTWORK

“Creating Journey for Hassell’s Reconciliation Action Plan was a terrific opportunity. As an emerging artist, I’m proud to express my culture through my own style of storytelling.”

Creating Journey for Hassell’s Reconciliation Action Plan has been a terrific learning experience and an achievement I am proud of. As an emerging Indigenous artist, I am not only beyond grateful for this opportunity to tell this part of Hassell’s story but to do this in my own way of storytelling through culture.

Journey was a fun piece to do, from the initial thoughts, the first draft, to writing the final story once the work was completed. I found that with this piece, my energy kept changing and I would change what was put on canvas to align with the energy I felt.



Elysia Love-Anderson
First Nations artist
Birrunga Gallery, Cultural Creative
Development Program (CCDP)



Elysia is a recent graduate of the Cultural Creative Development Program (CCDP) established by Birrunga Gallery. Birrunga Gallery proudly represents a collective of emerging and established First Nations artists and has previously collaborated with Hassell on the Cross River Rail project in Brisbane.

This unique program cultivates First Nations artists, providing them with professional development, mentorship, and opportunities to showcase their work. Through the CCDP, artists engage in a Cultural curriculum, refining their creative practice while upholding and sharing their Cultural responsibilities. Their diverse artworks – including painting, digital design, murals, and mixed media – reflect the deep connection between storytelling, identity, and Country.

Birrunga Gallery (<https://birrunnga.com.au/artists/>)

Multiple layers of black paint form a bold background, symbolising recognition of the Blak land of Australia. Over this, circles represent Hassell staff, First Nations communities and the spaces they design and bring to life. The earthy tones of the circles reflect Hassell's commitment to sustainability and ecological practices, while also illustrating their ongoing journey.

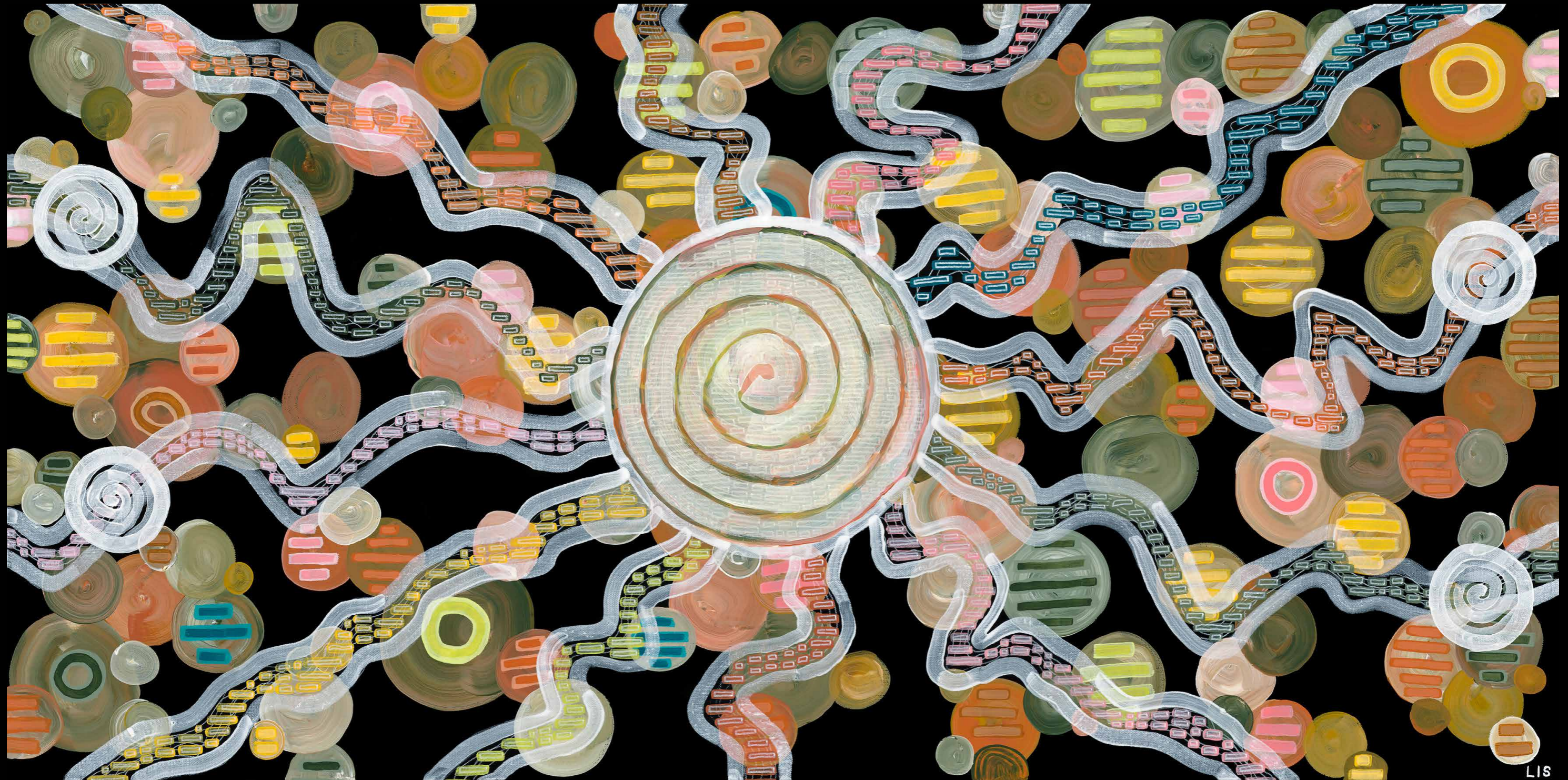
At the heart of the artwork is a central circle, symbolising a meeting place where Hassell collaborates with Traditional Owners and First Nations communities to create meaningful

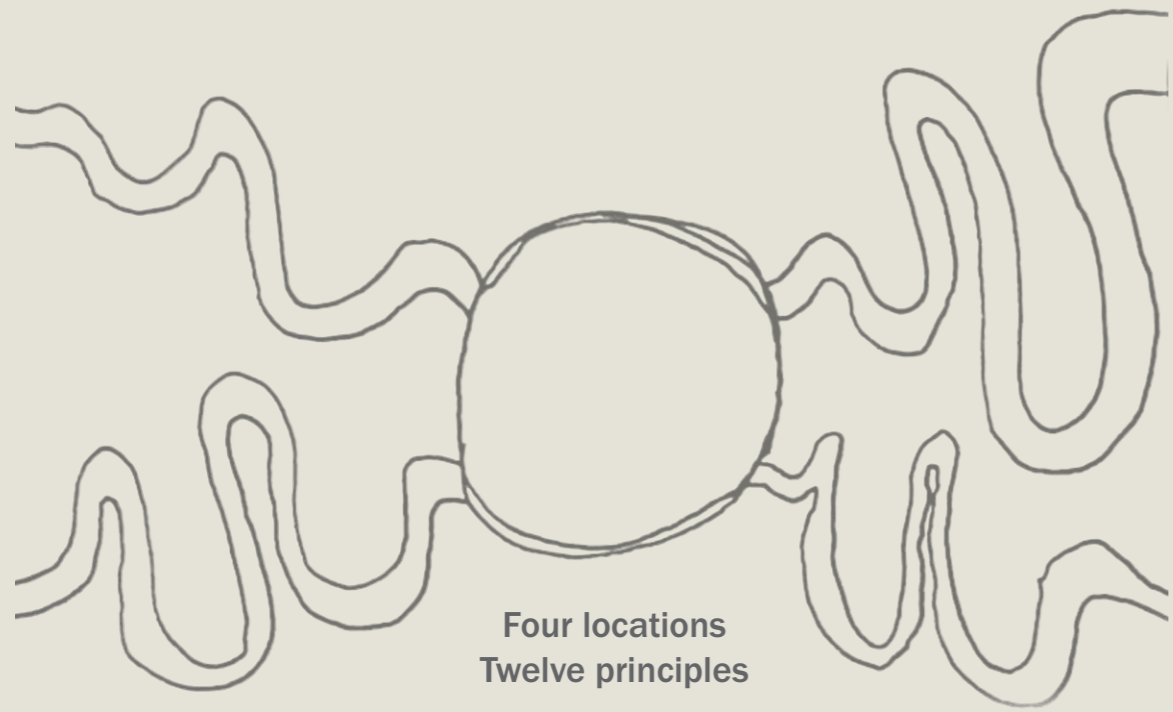
work. This is guided by twelve principles that shape Hassell's approach to place-making. A spiral within the meeting place signifies transformation and represents the four studios in Kurilpa (Brisbane), Gadigal (Sydney), Naarm (Melbourne), and Boorloo (Perth), where this change begins.

The layers of the piece acknowledge the work Hassell has already undertaken and how it continues to guide their journey. Energy flows throughout the artwork, visible in both the background and foreground, with intricate line work symbolising

the momentum driving meaningful change. The vibrant, colourful lines represent the forward direction of Hassell's culturally respectful journey, demonstrating the transformative power of collaboration with Traditional Owners and First Nations communities.

Elysia Love-Anderson
Artist





Four locations
Twelve principles



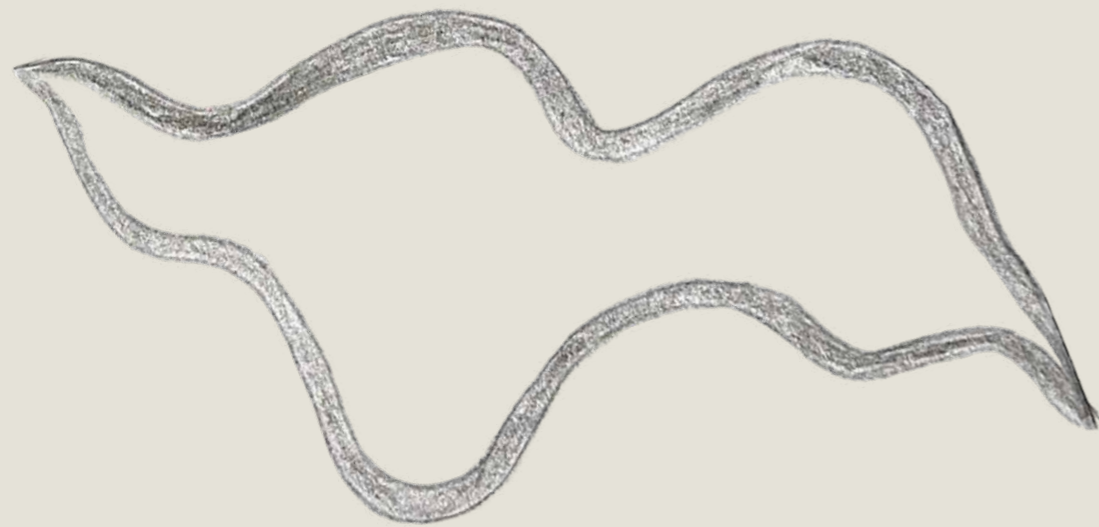
Locations



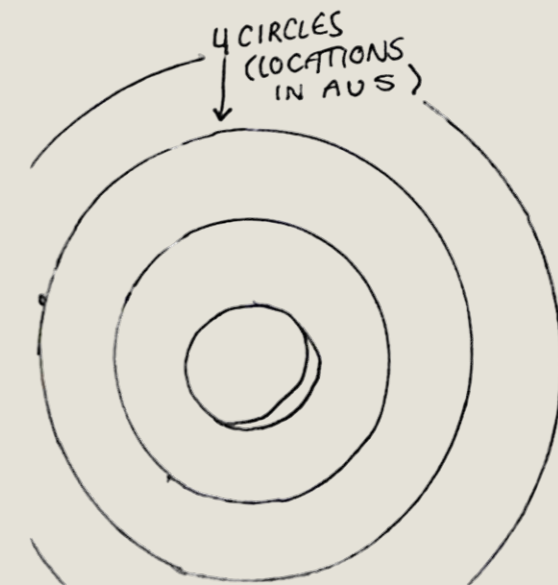
Five boomerangs represent custodian principles. Boomerangs represent the continuation of Blak Culture and positioned in a circle to represent a journey that follows cultural protocols. They represent Hassell's work through the RAP, their intention to connect with First Nations Culture, and keep us in the conversation.

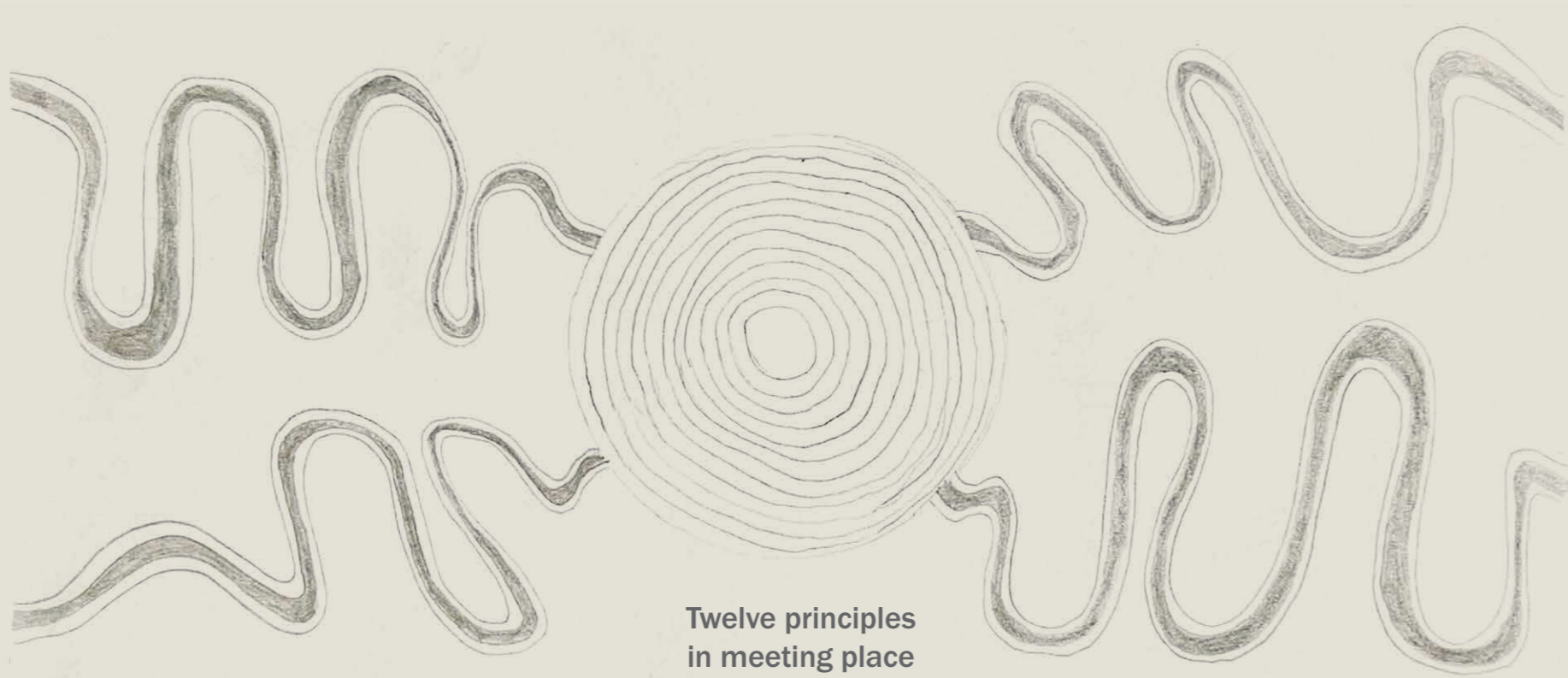


1. Community
2. First Nations input
3. Hassell



Two lines going across the canvas depict Hassell and First Nations Peoples that create culturally safe and sustainable places when doing business in Australia (start to finish).





Twelve principles
in meeting place

Four locations adding
to cultural works



Earthy tones
(sustainability)

- ochres
- green
- brown
- greys/white



Accent colours:

- green
- yellow (ochres)
- orange
- maroon or crimson?
- pink
- turquoise



Motion of going
forward to represent
the journey



Colourful circles to depict Hassell places created on this Blak land. They are bright and created through connection with First Nation community and sustainable practice (large circles).

Circles also represent First Nations community and Hassell staff coming together.

A MESSAGE FROM RECONCILIATION AUSTRALIA



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Hassell on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Hassell to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hassell will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of

relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hassell is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hassell's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hassell on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

A MESSAGE FROM OUR MANAGING DIRECTOR



"Designing with respect for Country does more than just inform our projects; it transforms our thinking. It deepens our understanding of place and builds a vital connection with land, water, and sky.

By grounding our practice in First Nations perspectives, we can do more than simply designing buildings and spaces; we can uphold a long-term commitment to reconciliation with First Nations people."

At Hassell, our purpose is simple yet fundamental: we create a better future by designing the world's best places — places people love. But a place cannot be truly loved or understood without acknowledging the layers of history, culture, and spirit that define it. Respecting and listening to Country needs to become central to the way we work.

Designing with respect for Country does more than just inform our projects; it transforms our thinking. It deepens our understanding of place and builds a vital connection with land, water, and sky. By grounding our practice in First Nations perspectives, we can do more than simply designing buildings and spaces; we can uphold a

long-term commitment to reconciliation with First Nations people.

We recognise that we cannot do this work in isolation. We deeply value the knowledge and expertise of the First Nations consultants and collaborators who guide us. Our goal is to continue building these relationships based on honesty, integrity, and true reciprocity. However, we also acknowledge that we're not perfect. Despite our progress, there is much more work to do — more listening and more learning. We are committed to playing our part in respecting the rights of First Nations people in Australia.

Our journey began in earnest with our Reflect RAP in 2023. It was a foundational

step; a moment to set our direction and hold ourselves to account. We have learned a lot since then. We've restructured our RAP Working Group and taken deliberate steps to ensure our approach is consistently informed by First Nations voices.

Our new Innovate RAP elevates our ambition. It sets out the tangible deliverables we aim to achieve to build sustainable, culturally respectful, and truly regenerative places. Transparency of our progress is key to this transition. Over the two-year period of our Innovate RAP, we will openly communicate our successes and challenges to keep our stakeholders informed and ensure we remain accountable

to our commitment to reconciliation.

As architects and designers, we have a unique agency to shape the physical world. If we do not use that influence to honour the oldest living culture on earth, we miss the opportunity to create truly inclusive, meaningful spaces. I am personally committed to ensuring we as a practice meaningfully contribute to the advancement of reconciliation.

We invite you to join us as we move beyond reflection and into a more intentional, active phase of our reconciliation journey.

Liz Westgarth
Managing Director
Hassell

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a community that extends care and respect to Country. We strive to be a community that shows humility, vulnerability, patience, compassion, empathy, and the willingness to engage respectfully with First Nations peoples on their own terms, to better understand their values, priorities, timings, protocols, considerations, and challenges.

We are Country, Country is us. We Care for Country, Country cares for us.

As a collective of designers and business members, our combined actions achieve outcomes far greater than we ever could as individuals.

As individuals working together on Country, we recognise our ongoing responsibility to engage meaningfully with those who embody the everlasting legacy of First Nations cultural heritage.

We honour the cultural practices associated with the land, water, and skies where we live, prosper, and do business.

Through our work contributing to the built environment, we commit to establishing and strengthening our existing relationships

with Aboriginal and/or Torres Strait Islander stakeholders and organisations, but, more critically, to facilitate mutually beneficial partnerships of respect, reciprocity and resilience, now and into the future.

At Hassell, we recognise the significance of respect and reciprocity to develop resilience in our engagements. These principles are embedded in every aspect of our dialogue with First Nations peoples regarding the natural and built environment.

The relationships we develop, nurture and maintain within our community will reflect our vision for reconciliation.

Our design process embeds sustainability at the heart of our practice and has evolved to integrate regenerative design principles. We believe that incorporating First Nations Intelligences, timings, histories and the principles of cultural practices into our design thinking will result in a better holistic outcome for our communities.

Our work aims to embody the inherently reciprocal considerations of connectedness to Country and care of Country with resilient, restorative and sustainable design.

We have the responsibility for championing Aboriginal and/or Torres Strait Islander cultures, the longest continuing living cultures on the planet, to provide an inclusive, compassionate environment where understanding and learning based on cultural principles can thrive.

Through our work and relationships, we aim to challenge the colonial systems which have excluded First Nations peoples from visibility, opportunity, mobility, credibility, prosperity, financial parity, wellness, longevity and self-determination as valued, valuable and cherished members of society.

In doing so, we will be able to build sustainable, culturally respectful, resilient, harmonious and truly regenerative places.

Guided by Birrunnga Wiradyuri – our RAP Working Group advisor, and founder and principal artist of Birrunnga Gallery – we commit to a journey of continuous education for ourselves and our industry. Through an understanding of his principles of Learning, Knowing, Doing, Being, and Becoming, we are building a practice founded on empathetic frameworks of engagement to develop and implement culturally capable, sustainable practices.



Albury Wodonga Regional Hospital, Bungambrawatha Country, Australia
1. Community consultation, Connecting with Country. Image courtesy of Yerrabingin.
2. Visualisation of entry landscape to Albury Wodonga Regional Hospital.



We value Country and culture

including the principles and People of Country, their history, systems and cultural knowledge, and aim to clearly express and embody these principles in our actions

We are a safe and supportive place

that attracts, supports and develops First Nations talent, supported by the right processes and platforms in our actions

We centre Country in our design projects

with all projects demonstrating an appreciation for Country, community and culture, with genuine collaboration with First Nations knowledge holders and communities

We hold strong community relationships

participating in community organisations and events, and developing relationships of respect and reciprocity with First Nations communities

We support and help grow First Nations partners

building a network of partners in the industry, including First Nations consultants and suppliers

OUR BUSINESS

Our purpose is to create a better future by designing the world's best places — places people love.

Through our work, we aim to build a more inclusive, sustainable future for communities, and create a more socially and ecologically resilient world.

At Hassell, we believe design has the power to create a better future. Globalisation, climate change, urbanisation, and digitisation present new opportunities and challenges for how we live. In this fast-changing context, we bring together the best designers and thinkers in a unique collaborative process that results in both beautiful design and measurable value.

Hassell is a leading international design practice employing over 450 people across our four studios in Kurilpa (Brisbane), Naarm (Melbourne), Boorloo (Perth), and Gadigal (Sydney), on the continent now called Australia. Outside of Australia we have studios in Hong Kong, Singapore, Shanghai, and London.

We work across architecture, landscape architecture, interior design and urban design – a rich multi-disciplinary mix of

skills and perspectives that unlocks the economic, social and cultural value of projects.

As designers, shapers, and changemakers of and on Country, our influence extends far beyond our communities, clients and collaborators. Our work impacts non-human kin, and integrating the needs of Country into our design work only deepens the ongoing legacy and positive impact of our projects.

By working and collaborating with First Nations designers and partners, our teams continually evolve our design process to better listen to and consider Country. This ensures that the places in which we live and work are truly of place.

In the past 12 months we've employed eight First Nations students through a Career Trackers Internship. We have continued to employ these students on an ongoing basis, and we're always on the lookout for more First Nations talent to join us. We currently employ five Aboriginal and/or Torres Strait Islander staff.

Across our studios, we always endeavour to engage with, and purchase goods and services from, a variety of First Nations suppliers in our day-to-day activities, including studio catering, artwork, event entertainment, cleaning services, and stationery and other office supplies.



1. Hassell team members undertaking a weaving workshop in Birrunga Gallery, Yuggera and Turbal Country, Brisbane, Australia
2. The Hassell team with Dr Danièle Hromek (Budawang/Yuin) of Djinjama celebrating the First Building project, Dharug Country, Wianamatta, Western Sydney, Australia
3. Arup workplace, Yuggera and Turrbal Country, Brisbane, Australia
4. Bushtukka Workshop with Cassie Fisher Patterson. Cassie is a Djaara (Dja Dja Wurrung) artist, jewellery and fashion designer, master weaver, bushtukka expert, and cultural educator.

Laak Boorndap – a Wurundjeri Woi-wurrung name bestowed on the garden by Traditional Owner, Wurundjeri Woi-wurrung Elder, Aunty Gail Smith – is unique in the world in its scale, planting density and climate resiliency. Laak Boorndap will be a new type of public space for Melbourne – a place for people to be immersed in nature and to connect with each other, art and performance. Designed to foster biodiversity, the highly dynamic, multi-layered garden will add vital natural space to the heart of one of Australia's most densely populated urban areas. Visualisation by Darcstudio.



OUR RAP

Our journey so far

One of the ways we play our part in reconciliation is through our commitment to Reconciliation Australia's Reconciliation Action Plan (RAP) Framework. Through our inaugural Reflect RAP, and this, our Innovate RAP, we remain steadfast in maintaining momentum and accountability toward reconciliation with First Nations peoples.

Our inaugural RAP was endorsed by Reconciliation Australia

in December 2022, laying a strong foundation for the work we wanted to do across our practice to support the national reconciliation movement in Australia. Twelve months on, in December 2023, we reached the end of our Reflect RAP period and sought to review our progress and determine the next steps in our reconciliation journey.

At the conclusion of the Reflect RAP, we reviewed our progress to identify what worked well, the lessons learned from our

challenges, and the specific areas for improvement as we transition to our next RAP.

Importantly, during our review we engaged with some of our valued First Nations partners and collaborators, ensuring that a First Nations voice was sought, listened to, and understood. This provided the opportunity to better understand where we made progress and receive valuable critique on our blind spots. Through these conversations, we identified three critical areas

for growth: the risk of lacking a continuous First Nations voice in our strategy; the need for non-Indigenous designers to authentically address their role in reversing the harms of colonisation; and the urgency of reducing the cultural and administrative load often placed on First Nations practitioners and partners. These lessons and perspectives were incorporated into the review findings and observations.

The review was a valuable exercise, validating that our first Reflect RAP was instrumental in driving our actions. It underscored the need to strengthen our approach by addressing key areas for improvement.

These include our RAP governance and cultural consciousness initiatives, and practices for ensuring trust and safety. We're also committed to enhancing First Nations employment and retention, deepening our partnership, and

ensuring that methodologies such as the NSW Government Architect's 'Connecting with Country' framework are embedded in our projects.

Following this review, our Board committed to progressing to an Innovate RAP, adopting a more ambitious approach to our reconciliation journey. This commitment was announced publicly during National Reconciliation Week in 2024.

Timeline

2019	2020	2021	2022	2023	2024	2025	2026
<p>Set ambition for Hassell to be thought and industry leaders in the integration of Indigenous place making.</p> <p>First monthly Cultural Engagement call.</p> <p>Established Indigenous Engagement Working Group.</p>	<p>Formalised our commitment to Indigenous engagement and took the first steps towards development of our first RAP.</p> <p>Formed our inaugural RAP Working Group to draft the actions, deliverables and timelines for our Reflect RAP.</p>	<p>Draft Reflect RAP developed.</p> <p>First version of 'Working on Country: Guidelines for Cultural Engagement', as an introduction to First Nations engagement</p> <p>Commenced the engagement of our people in cultural awareness training across our studios in Australia.</p> <p>Reformed our Indigenous Engagement Working Group, establishing our new Cultural Engagement Working Group.</p>	<p>Revised the 'Working in Country: Guidelines for Cultural Engagement' guidance, to better articulate our common and shared understanding of working on Country.</p> <p>Updated our Cultural Engagement Working Group, defining roles and responsibilities for Board level sponsorship, strategic direction, and local implementation of activities across our studios.</p> <p>Refreshed our partnership with Career Trackers, revitalising our program to provide 12-week summer or winter internships for First Nations university students.</p> <p>We launched our inaugural Reflect RAP, a milestone in our commitment to reconciliation.</p>	<p>Our relationship with Birrunga Wiradyuri saw us establish and commit to First Nations representation on our RAP Working Group for the first time.</p> <p>We reached the end of our Reflect RAP and sought to review our progress and determine the next steps in our reconciliation journey.</p>	<p>We paused to consider what worked well and our lessons learned, solidifying our approach and publicly committing to our next RAP.</p> <p>We reformed our RAP Working Group, bringing together members from all four of our Australian studios, and comprising both external and staff First Nations representation.</p>	<p>Acting on our lessons learned and engaging across our business, we developed our Innovate RAP.</p>	<p>We published our Innovate RAP, another milestone in our commitment to reconciliation.</p>

OUR INNOVATE RAP

Our Innovate RAP continues the progress we've made following the completion of our Reflect RAP. It sets our aspirational commitments and defines the actions and deliverables that will guide us as we gain a deeper understanding of our sphere of influence and establish the best approach to advance reconciliation in the years to come.

As outlined in our first RAP, we acknowledge that all our Australian projects are on the traditional and unceded lands of Aboriginal and/or Torres Strait Islander peoples, who maintain an enduring connection to Country. Designing with Country, on any of our projects, means respectfully listening to, learning from, and collaborating with First Nations peoples. Maintaining our commitment to embed First Nations perspectives in our design process, this RAP focuses on developing and strengthening relationships with First Nations partners, collaborators, and suppliers, engaging staff to improve cultural knowledge and understanding, and developing and piloting innovative strategies to empower Aboriginal and/or Torres Strait Islander peoples.

Cultural guidance + leadership

We engaged Birrunnga Wiradyuri in September 2023 through our existing industry relationships, marking the growth and

continuation of a valued partnership. Our relationship with Birrunnga saw us establish and commit to First Nations representation on our RAP Working Group for the first time, a marked change from the development and implementation of our Reflect RAP, which did not feature a First Nations voice.

As we transitioned from our Reflect RAP to developing our Innovate RAP, Birrunnga challenged us to address existing gaps in our approach. He also helped us identify our blind spots and areas of unconscious bias.

Our RAP Working Group

In September 2024, we reformed our RAP Working Group following our commitment to proceed to our Innovate RAP. Our RAP Working Group brings together members from all four of our Australian studios, including designers from across our practice, alongside specialists from our People & Culture and Sustainability teams. Led by our Gadigal studio Principal and RAP Champion David Tickle, our RAP Working Group now comprises three First Nations members – Birrunnga Wiradyuri and Hassell staff members Andrew Hannah-Davies and Rachel Dunn. The group is co-chaired by Andrew Hannah-Davies and Associate Liam Cridland.

This group meets monthly to develop our RAP, make our commitments tangible through action, and share learning and understanding from engaging with First Nations communities through our projects and practice. Through development of the Innovate RAP, the group has engaged with a diversity of people across the practice, including our global Heads of Design, People and Culture, Sustainability, and Marketing and Communications teams, as well as locally-based studio leaders.

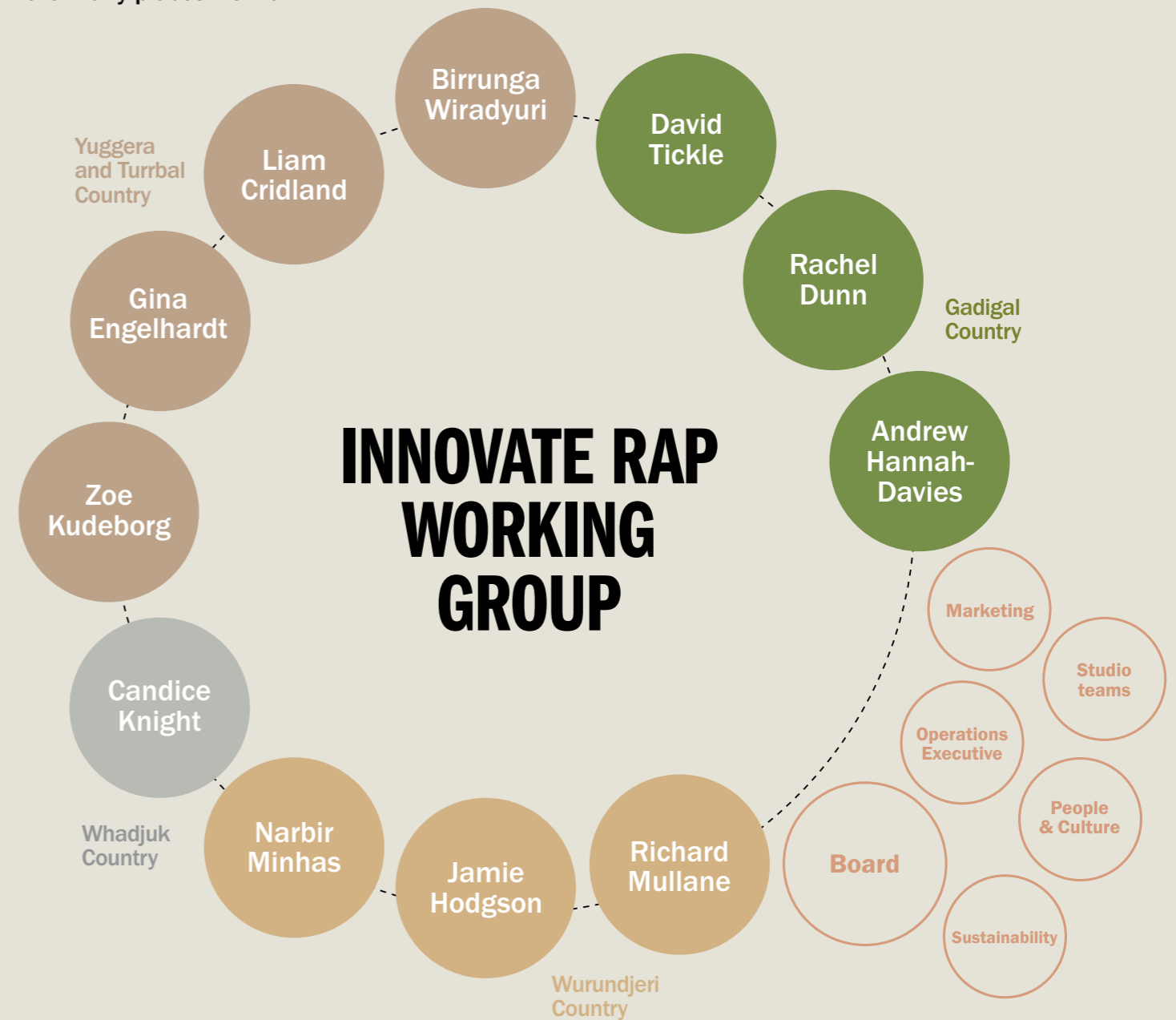
To ensure governance and accountability at the highest level of our organisation, our RAP Working Group engages with, and reports regularly to both our Board (through our RAP Board Sponsor, Richard Mullane) and our Operations Executive.

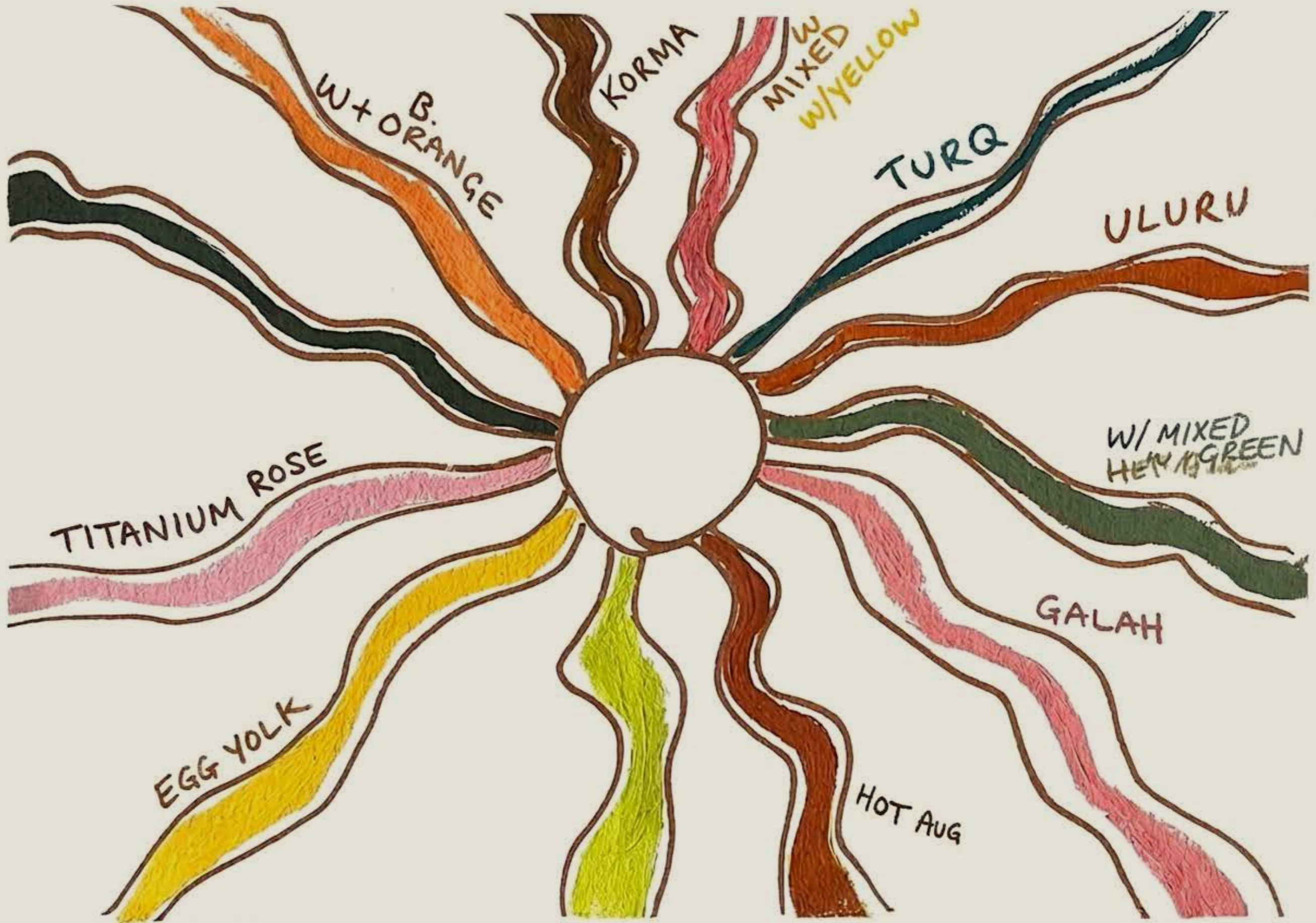
Position within our global practice

Hassell is both global and local.

A RAP is specific to an Australian context, so our RAP Working Group sits within a broader global Cultural Engagement Group. Ultimately, we're seeking to not only advance reconciliation in Australia, but to also elevate First Nations perspectives globally. We acknowledge that the traditions and culture, recognition and participation of First Nations peoples around the world vary greatly.

As we deliver on our Innovate RAP, we will closely consider how these actions and deliverables can be relevant to – and potentially be delivered in – all the many places we work.





CULTURAL ENGAGEMENT INITIATIVES

Studio Home Wall

Inspired by the 2025 Australia Pavilion at the Venice Architecture Biennale (the first to be curated by an all-First Nations team), our Sydney studio established a “Home Wall” in a prominent location of the office. We asked our employees to consider “What Does Home Mean to You?” and to contribute images, drawings and words to this evolving installation.

The Home Wall is first and foremost an opportunity for sharing - sharing personal stories, sharing resources, sharing aspirations for our work, and critically sharing cultures framed in the context of First Nations peoples. It has become a tangible expression of the many different places, communities and cultures that represent home to Hassell's people, and of our commitment to cultural engagement and inclusivity.

We are in the process of establishing a Home Wall in each Australian studio.

CareerTrackers

Internships play a vital role in nurturing emerging talent and creating meaningful entry points into architectural practice,

particularly for First Nations students. This year, we have supported eight First Nations interns across Hassell studios – a commitment that reflects our belief that culturally safe, supported pathways into practice is essential to creating significant, long-term change. The interns have continued to work with us, as full-time graduates, or on a casual basis as they continue their studies.

In February 2026, we supported all eight interns in attending the annual CareerTrackers National Gala Awards in Sydney. This was not only a celebration of the achievements of CareerTrackers interns and alumni, it was an opportunity for the intern group to meet each other, to share their experiences of the program and of working at Hassell.

At the awards event, Rachel Dunn was named Intern Manager of the Year. Nominated by the interns themselves, the award recognises managers who create safe, inspiring and growth-focused environments.

“Supporting First Nations peoples within the industry is essential to building meaningful, long-term pathways in the built environment. Because our sector

shapes Country and community so profoundly, creating positive change depends on the right people having the right knowledge, skills and cultural responsibility.” Rachel Dunn

Design for Good / Time to Volunteer Programs

In 2024, we launched two organisation-wide programs focused on supporting and delivering value for communities

→ Design for Good, which dedicates funding and support for global and local partnerships and low and pro-bono projects with nonprofit organisations that benefit the community

→ Time to Volunteer, which provides all our people with access to paid volunteer leave, which can be used to participate in a Hassell-organised volunteering event in our local communities

Through Design for Good, the Perth studio offered pro bono design, planting, and gardening services to Marissa Verma, the founder of Bindi Bindi Dreaming. Marissa's Noongar family-owned business is dedicated to celebrating Aboriginal culture,

and when she faced significant health challenges that impacted her mobility, our team was determined to help.

We partnered with Marissa to reimagine her outdoor area, transforming what was once uneven ground into a fully functional, wheelchair-accessible native bush tucker garden. This bespoke garden makeover truly showcases the power of design and community collaboration to enhance an individual's quality of life. Crucially, this initiative was supported by our Time to Volunteer program, with employees from the Perth studio delivering the planting and landscaping to see the design come to life.

Similarly in Sydney, we participated in a volunteering initiative with Wildflower Gardens for Good, an indigenous-led social enterprise. The team spent a day with Wildflower, supporting their work in planting and maintaining native landscapes across the South Eveleigh site, learning about local landcare efforts and the importance of urban biodiversity.



This year, we have supported eight First Nations interns across our studios – a commitment that reflects our belief that culturally safe, supported pathways into practice is essential to creating significant, long-term change. Four Gadigal interns pictured above.



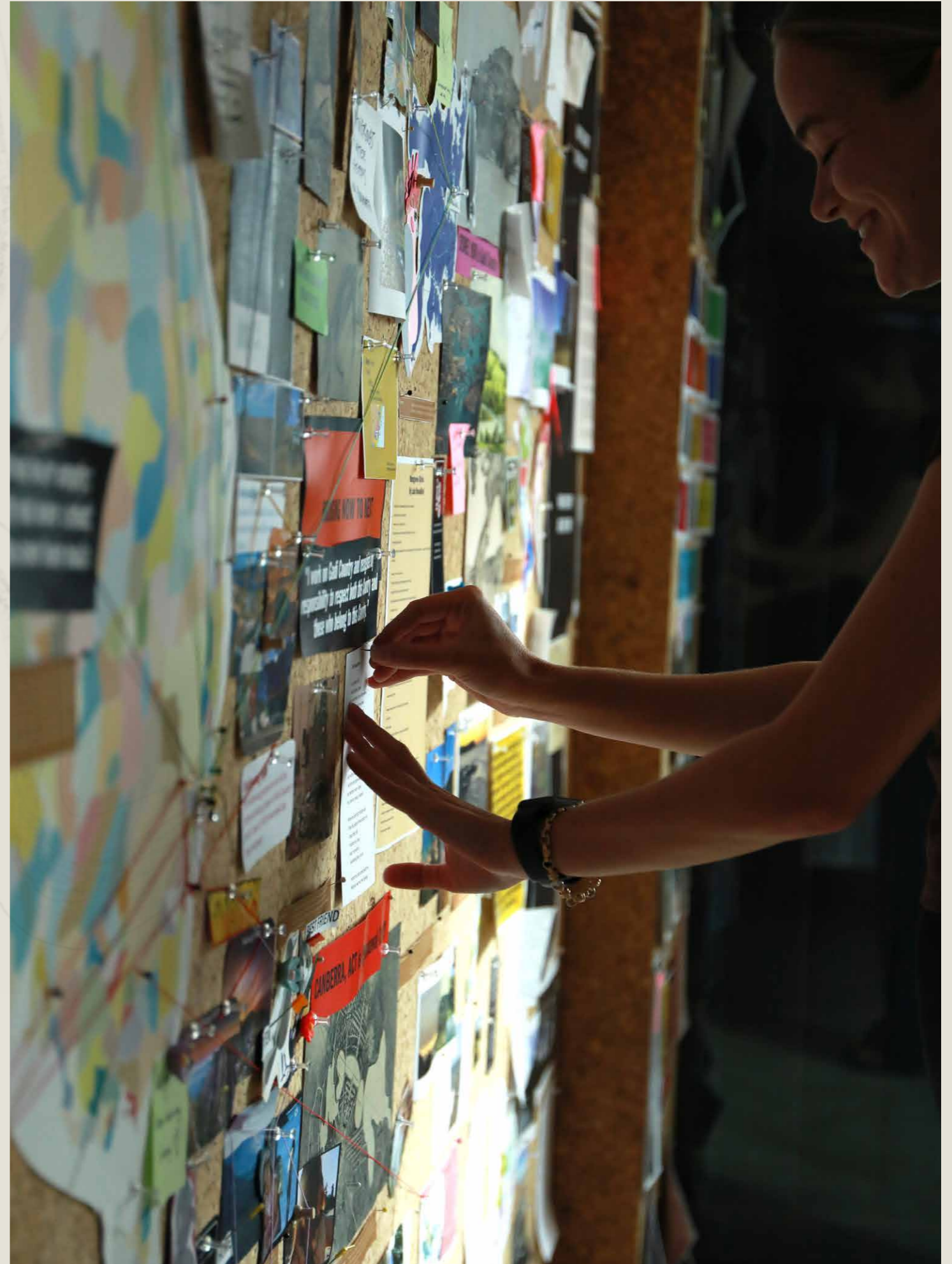
Our Perth studio embarked on a meaningful Design for Good project, offering pro bono design, planting, and gardening services to Marissa Verma, the founder of Bindi Bindi Dreaming. Marissa's Noongar family-owned business is dedicated to celebrating Aboriginal culture.

The Home Wall is first and foremost an opportunity for sharing – sharing personal stories, sharing resources, sharing aspirations for our work, and critically sharing cultures framed in the context of First Nations peoples.





Hassell's Sydney studio established a "Home Wall" in a prominent location contributing images, drawings and words.



We asked our employees to consider "What Does Home Mean to You?"

It has become a tangible expression of the many different places, communities and cultures that represent home to Hassell's people, and of our commitment to cultural engagement and inclusivity.

Final artwork draft

Layer 1 - Black background

Layer 2 - First Nations comms and Hassell people

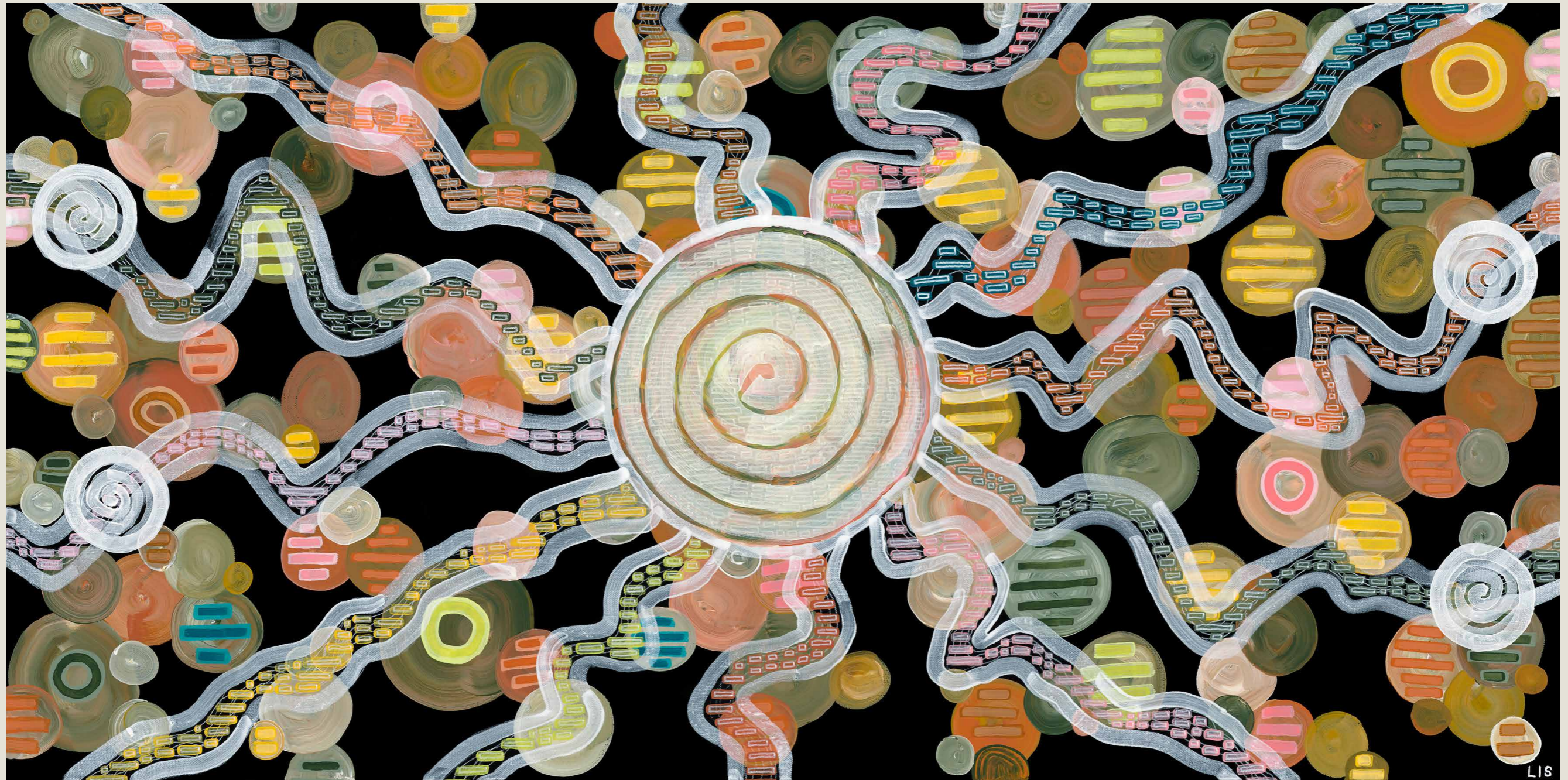
Layer 3 - White meeting place, pure intentions and energy lines

Layer 4 - Direction of heading forward



Final artwork by artist, **Elysia Love-Anderson**

Elysia is a proud descendant of the Kamilaroi People of Northern New South Wales and South-West Queensland, and a descendant of the Stolen Generations with strong family connections to the Kokobera People of Kowanyama.



L16

Sunshine Coast Ecological Master Plan

Jinibara Country

Sunshine Coast, Australia

Year
2023

Cultural Engagement

Meaningful engagement with the Jinibara Traditional Owners was undertaken via consultation with community representatives. This was supported through a structured excellence panel review process which included a Jinibara cultural knowledge holder and songman BJ Murphy.

Traditional Custodians

Jinibara People

Consultation Groups

Jinibara People Aboriginal Corporation (JPAC)

The Sunshine Coast Ecological Park master plan represents a radical shift in landscape management, transitioning 65 hectares of farmland into a new style of park that considers people, wildlife and vegetation equally - creating a genuine balance of recreation and ecological restoration.

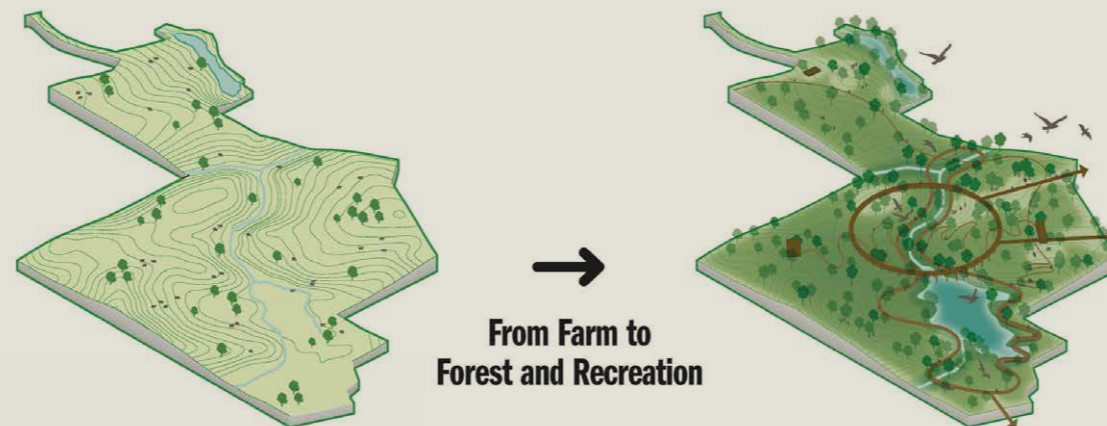
The master plan proposes walking trails, nature play, treetop boardwalks and a look-out taking in views of the distant Glasshouse Mountains as well as dedicated community areas and facilities for research, education, and stewardship of the land.

Adjoining the natural jewel of the Mary Cairncross Scenic Reserve, the new Ecological Park will restore rainforest and wetland ecosystems lost to centuries of farming.

The park will provide a natural sanctuary inviting people to engage deeply with nature and be inspired by the First Nations philosophy of Healing of Country.

Developed alongside Jinibara Traditional Owners and knowledge holders, the master plan honours and shares First Nations culture. The park will be a place where centuries-long practices and knowledge can be understood and celebrated, helping both the local environment and the community to thrive.

The Ecological Park will be a story of repair, recreation and education that delivers significant environmental and social benefits that will grow and develop with the Sunshine Coast community.



The design establishes the framework for a new parkland that will deliver nature-based recreation, education and research, while 'healing Country' by restoring its environmental and cultural heritage values.



The master plan has been developed in consultation with Jinibara Traditional Owners and cultural knowledge holders, providing a cultural conduit where the knowledge and centuries-long practices of First Nations Peoples can be understood and celebrated - benefiting both the ecology and community.

PROJECTS

Waalbiirniny Waabiny Boodja Whadjuk Country, Perth Children's Hospital, Western Australia

Year
2023

Cultural Engagement

Hassell partnered with Soft Earth, a Noongar cultural consultancy founded by respected Whadjuk Traditional Owners Carol Innes AM and Barry McGuire OAM to deliver a new greenspace adjacent to Perth Children's Hospital that weaves traditional knowledge with contemporary play.

Traditional Custodians

Whadjuk Noongar Peoples

Consultation Groups

Soft Earth's Carol Innes AM, Barry McGuire OAM

More than an upgrade to the QEII Medical Centre campus, this park is a cultural space born of Boodja (Country). It was created with a desire to foster a natural healing environment that offers a wide range of play experiences. Within this high-pressure medical precinct, we've worked with respected Noongar cultural advisors Carol Innes AM and Barry McGuire OAM to reveal the ancient, resilient rhythms of the land.

The design of this new greenspace, located adjacent to Perth Children's Hospital weaves traditional knowledge with contemporary play. Here, patients and families aren't just getting closer to nature; they're being cradled by stories and plants that have sustained Noongar people for over 60,000 years. This is a place of Waalbiirniny (healing) — where the heat of illness is cooled by the shade of ancestors and the tactile joy of sacred play.

The site is choreographed around the Koodjal Noorn (two snakes) discovery path, a narrative artery winding through the space. Throughout the restorative nature play experiences, the design uses curiosity and discovery as a clinical tool for healing. Shelter pods, with artwork by Kamsani (Kam) Bin-Salleh inspired by the six Nyoongar seasons, provide a reminder of a world beyond hospital walls. Barry McGuire's artwork highlights the importance of caring for Country, fauna, flora and family.

The use of local materials such as rammed earth, gravels and leaf-imprinted rock salt concrete paths provides a grounding, sensory anchor for families navigating long-term stays. The planting palette, informed by deep Noongar Knowledge, features Banksias, Peppermints, Casuarinas and Grass Trees selected to honour the site's proximity to the Kaarta Koomba (Kings Park) bushland.

By placing First Nations stories at the heart of the medical campus, we've created a place where culture, play, and recovery intersect — a testament to the fact that when we listen to Country, we design better outcomes for everyone.



The site is choreographed around the Koodjal Noorn (two snakes) discovery path, a narrative artery winding through the space.



Patients and families aren't just getting closer to nature; they're being cradled by stories and plants that have sustained Noongar people for over 60,000 years.



Shelter pods, with artwork by Kamsani (Kam) Bin-Salleh inspired by the six Nyoongar seasons, provide a reminder of a world beyond hospital walls.

PROJECTS

Wianamatta, Western Sydney Aerotropolis Master Plan + First Building Dharug Country, Wianamatta, Western Sydney, Australia

Year
2024

Cultural Engagement

Directed by Dr Danièle Hromek (Budawang/Yuin) of Djinjama, our collaborative design for the Wianamatta Western Sydney Aerotropolis Master Plan establishes a sustainable urban blueprint for the new city of Bradfield.

This vision extends into the First Building, where Djinjama and Hassell partnered with Clarence Slockee (Cudgenburra/Bundjalung) and his team at Jiwah to place ecological health at the heart of the project, effectively restoring First Nations culture as the lifeblood of the land.

Traditional Custodians

Dharug People and guided by key Dharug Elders and Knowledge Holders

Consultation Groups

Western Sydney Aerotropolis Master Plan

- Djinjama, Dr Danièle Hromek

First Building

- Djinjama, Dr Danièle Hromek
- Jiwah, Clarence Slockee

The Wianamatta Western Sydney Aerotropolis master plan represents a radical departure from traditional city-making. Our design for the city of Bradfield – the first major city in Australia in 100-years – is led by landscape and underpinned by Design with Country principles.

Grounded in the knowledge of the Dharug people, the plan recognises this site as Wianamatta – the ‘Mother Place.’

This identity focuses on the restoration of the Cumberland Plain’s meandering, ephemeral waterways and the protection of its critically vulnerable ecology.

At the heart of this new city stands the First Building, a human-scale urban pavilion housing Stage 1 of the Advanced Manufacturing Readiness Facility (AMRF). If the Aerotropolis is the vision, the First Building is the proof of concept: a structure that touches the ground lightly and honours the significance of Wianamatta as a place for First Nations women.

The building’s architectural expression – fluid, open, and welcoming – mirrors the movement of water across the plains. Its material palette is literally ‘of its place,’ featuring Australian timber and rammed earth sourced from near the site, with colour tones derived from local geotechnical soil samples.

Through light, tactility and scent, the building’s surrounding landscape immerses visitors in a restored ecological identity, utilising locally underused plant and tree species to re-establish the site’s natural character.

More than just a sustainable workplace, the First Building acts as a public sanctuary and a centre for cultural exchange. By integrating First Nations knowledge into its educational and manufacturing programmes, it ensures that as the city of Bradfield grows around it, the ancient practice of Caring for Country remains its central, sustaining force.



Aerotropolis represents a new way of planning and designing cities—one that’s even more critical given the increasing challenges of climate change. Our design for the city of Bradfield – the first major city in Australia in 100-years – is led by landscape and underpinned by Design with Country principles.



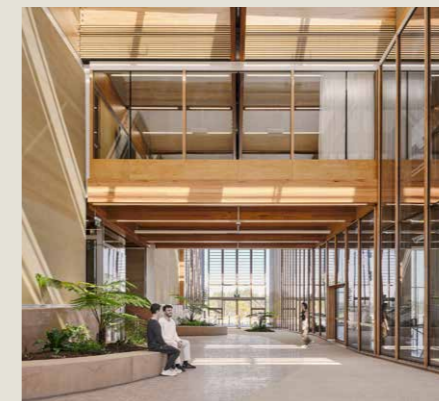
Join landscape with water



Wianamatta – South Creek is an ecological corridor



Ephemeral Creeks retained in open space



At the heart of Wianamatta Western Sydney Aerotropolis new city stands the First Building - a structure that touches the ground lightly and honours the significance of Wianamatta as a place for First Nations women.

PROJECTS

Ngurra Cultural Precinct Ngunnawal and Ngambri Country, Canberra, Australia

Year
2023

Cultural Engagement

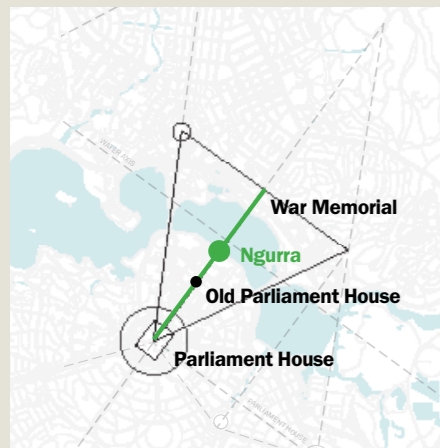
Hassell partnered with Djinjama and COLA to deliver this competition-winning design concept for the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS).

Traditional Custodians

Ngunnawal and Ngambri Peoples

Consultation Groups

- Djinjama
- COLA
- Edition Office



Parliamentary triangle and axis

A winning design concept for a long overdue cultural landmark, Ngurra expresses the significance of First Nations peoples' histories and traditions in Australia's national conscience. Ngurra is a word for 'home', 'camp', 'a place of belonging' or 'a place of inclusion' in many different Aboriginal languages in the eastern parts of Australia.

The design concept for the Ngurra Cultural Precinct houses two distinct spaces: The National Indigenous Knowledge and Cultural Centre, and the National Resting Place. Set within an undulating landscape, the design captures the drama of the wild grasslands of Ngunnawal and Ngambri Country. The organisation, flow and movement of people throughout the design have been drawn from observation and meditation on the movement of animals through the landscape, a movement that has occurred for millennia.

"At the beginning of this project we asked that our Ancestors guide our hands and minds in the design, and we believe they have done so," said Dr Danièle Hromek, director of Djinjama. "We know that Country has led our design team, and we believe this is the legacy of our project; Country, kin, and community embedded, guiding, fore-fronting First Nations culture,"

Welcoming all visitors, the design concept for the Cultural Centre incorporates a large, organic and embracing canopy, gently held aloft over a central plaza, framing and bowing towards Bulajima, Mount Ainslie. Held between the sky and the earth, the central plaza creates a new cultural and community room for Canberra, a place of welcome for ceremony, community events and functions.

The National Resting Place is designed as a private ceremonial building, an indentation into the rolling ground that forms a soft counterweight to the floating form of the Cultural Centre's canopy. The respectful eastern entry plaza makes it recognisable and a powerful symbolic reminder of historical truths while ensuring a private space for cultural sensitivities and moments of reflection. The Repatriation Space lies in the centre of this form, in direct relationship to a secluded and sacred inner courtyard, allowing a highly protected place for ceremony, for song, sorrow and love



Taking residence within Australia's Parliamentary triangle, in the foreground of Parliament House. Its organic, fluid and curved structure offers a counterpoint to the surrounding colonial structures.



Renewing connections with lore through landscape.



The arrival experience at the main plaza of the Cultural Centre, which frames the culturally significant site of Mount Ainslie

RELATIONSHIPS



Building strong relationships with Aboriginal and/or Torres Strait Islander peoples provides us with the foundation to better shape how we work as designers and how we operate as a business. It's through our relationships that we better understand how to listen, how to reflect, and how to connect in a way that provides mutual benefit and authentic reciprocity. Importantly, it's through our relationships with First Nations partners, consultants, and collaborators that we better ourselves in designing for an Australian context, in a way that pays attention to place, people, and community.

Our commitment to relationships aligns with our core values, of 'Take Ownership. (as we recognise our responsibility to actively cultivate and maintain meaningful partnerships now and into the future) and 'Be Passionate about Design' (where we see the potential of our projects to deliver meaningful and positive impact).

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	Meet regularly with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to develop and maintain guiding principles for future engagement.	March, June, September, December, annually	Cultural Engagement Leader
	Develop and implement an engagement plan to collaborate with Aboriginal and/or Torres Strait Islander stakeholders and organisations, informing them both of Hassell's organisational strategy and our projects.	December, 2026	Cultural Engagement Leader
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and materials to our staff.	May, 2026 - 2027	Local Studio Cultural Engagement Community Leader
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026 - 2027	RAP Working Group Co-Chairs
	Senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2026 - 2027	Cultural Engagement Leader
	Organise at least one internal NRW event each year, in each Australian Studio.	27 May - 3 June, 2026 - 2027	Local Studio Cultural Engagement Community Leader
	Register all our NRW events on Reconciliation Australia's NRW website .	May, 2026 - 2027	Local Studio Cultural Engagement Community Leader
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March, 2027	Head of People and Culture
	Communicate our commitment to reconciliation publicly, including celebrating the achievements of working with First Nations partners, collaborators, and suppliers.	March, June, September, December, annually	Group Brand Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December, 2026	Lead: Cultural Engagement Leader Support: Head of Design (Chair)
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June, 2027	Lead: Cultural Engagement Leader Support: Local Studio Community Leader
	Maintain ongoing membership of, and relationships with, the respective state-based Reconciliation bodies where we operate, namely Reconciliation NSW, WA, QLD, VIC.	July, 2026, 2027	RAP Working Group Co-Chairs
	Continue to list First Nations Country for each Australian project published on our website, within social media posts and other communications, as well as within email signatures.	June 2026, review March 2027, 2028	Group Brand Director

Action	Deliverable	Timeline	Responsibility
Ensure the design of our projects incorporates local First Nations knowledge, understanding and considerations where culturally appropriate.	Explore, research, and engage in industry-wide initiatives to advocate for, and encourage improvement in, First Nations community engagement and the broader advancement of First Nations rights in the built environment. This includes, but is not limited to, raising the profile and usage of rights-based language as detailed in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and building awareness of key concepts such as Free, Prior and Informed Consent (FPIC).	October, 2027	Cultural Engagement Leader
	Review and update our Go/No-Go process to embed an assessment of impacts to First Nations communities with each potential client/project with specific emphasis on respect and reciprocity.	March, 2027	Head of Future Business
	Review and update our design process (Projects Procedure) to embed an assessment of impacts to First Nations communities at initial project formation and commencement	June, 2027	Chief Operating Officer
	Review and update our design review process to ensure projects consider First Nations place-specific knowledge sought on the basis of respect and reciprocity	June, 2027	Lead: Cultural Engagement Leader Support: Head of Design (Chair)
	Educate project teams on required cultural competencies (such as detailed in the 2021 National Standard of Competency for Architects Performance Criteria) and supporting resources.	March, 2027	Lead: Local Studio Cultural Engagement Community Leader Support: Local Studio Professional Practice Leader
	Ensure that Country-centred design principles are understood and can be applied by design leaders.	June, 2027	Head of Design (Chair)
	Establish and maintain a platform for sharing successful project processes and outcomes.	December, 2027	Head of Design (Chair)
Build stronger and more collaborative relationships with First Nations project partners	Engage with existing First Nations partners and collaborators to identify and understand barriers to stronger and more collaborative relationships	September, 2026. (review bi-annually)	Lead: Local Studio Cultural Engagement Community Leader Support: Local Studio Professional Practice Leader
	Continue to build and deepen our network of First Nations project partners and consultants.	May 2026, Review annually	Lead: Cultural Engagement Leader Support: Local Studio Cultural Engagement Community Leader
	Create and maintain a directory of project partners and consultants, their areas of expertise and experience on projects.	September, 2026	Lead: Cultural Engagement Leader Support: Local Studio Cultural Engagement Community Leader
	Review and update sub consultancy agreements to ensure we work in a supportive and respectful way with project partners and consultants.	March, 2027	General Council
	Build our understanding of Indigenous Cultural and Intellectual Property (ICIP) and other cultural protocols and how we can support these within projects.	December, 2027	Lead: Cultural Engagement Leader Support: Head of Design (Chair)
Promote positive race relations through anti-discrimination strategies.	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026	Head of People and Culture
	Review our Discrimination, Bullying and Harassment Policy to ensure it is up to date, culturally appropriate, and respects the rights of First Nations people	December 2026	Head of People and Culture
	Engage with Aboriginal and/or Torres Strait Islander employees and/or advisors in the review of our Discrimination, Bullying and Harassment Policy.	September 2026	Head of People and Culture
	Educate senior leaders on the effects of racism.	May 2026, 2027	Head of People and Culture
	Embed our commitment to anti-discrimination and respecting the rights of First Nations peoples in a new Human Rights Policy.	March, 2027	Head of Sustainability

RESPECT



Respect is core to our commitment. We are dedicated to the ongoing process of learning from, and demonstrating deep appreciation for, Aboriginal and/or Torres Strait Islander cultures, histories, knowledge, and rights. The basis of respect at Hassell is an honest understanding of Australia's past and present, combined with a commitment to shaping a shared future, that values the skills and wisdom of the oldest continuous living cultures on Earth.

Our commitment to Respect aligns with our value of thinking as 'Think as One Hassell'. We embrace the pride, success, and celebration of First Nations cultures and histories not only as individuals, but collectively, ensuring our core studio culture unequivocally drives our reconciliation efforts forward.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2026	Head of People and Culture
	Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors to inform our cultural learning strategy	December 2026	Head of People and Culture
	Develop, implement, and communicate Hassell's cultural learning strategy to our employees.	June 2027	Head of People and Culture
	Provide opportunities for Hassell Board, RAP Working Group members, Hassell Leadership, Studio Managers and People and Culture team to participate in cultural learning or cultural immersion experiences.	May, June, November, 2026, 2027	Head of People and Culture
	Develop a bespoke online learning module that communicates Hassell's reconciliation approach and actions, alongside core content such as inclusion and cultural safety.	March 2027	Head of People and Culture
	Each Hassell studio in Australia to purchase an annual, ongoing subscription to the Koori Mail.	June 2026 (review annually)	Studio Manager in each location
	Maintain the frequency of our Cultural Engagement calls and expand the presenters at this forum to feature representation from First Nations partners and collaborators.	September 2026	Cultural Engagement Leader
	Establish documented learning materials and guidance to extend our work in fostering reconciliation through our work as designers.	December 2026	Lead: Cultural Engagement Leader Support: Head of Design (Chair)
	Continue to make key reference books available for loan in each Australian studio, and continue to purchase and expand our collection of key reference books. Impact and understanding to be reviewed annually as part of business planning.	May, November, 2026, 2027	Managing Principal in each location
Develop and implement process and system changes for the measuring, monitoring, and reporting of staff participation in cultural learning programs and activities across our Australian studios.	December 2026	Head of People and Culture	



Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2026	Cultural Engagement Leader
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2026	Cultural Engagement Leader
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events each year	June, September, November, 2026, 2027	Managing Principal in each location
	Maintain our practice of including an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	May, 2026 (review annually)	Managing Principals in each location
	Continue to include Acknowledgment of Country text for Australian studios in our InDesign and other templates.	May, 2026 (review annually)	Group Brand Director
Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026-2027	RAP Working Group Co-Chairs
	Review People and Culture policies and procedures to remove barriers to employees participating in NAIDOC Week	June 2026 (review June 2027)	Head of People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026-2027	Managing Principal in each location

OPPORTUNITIES



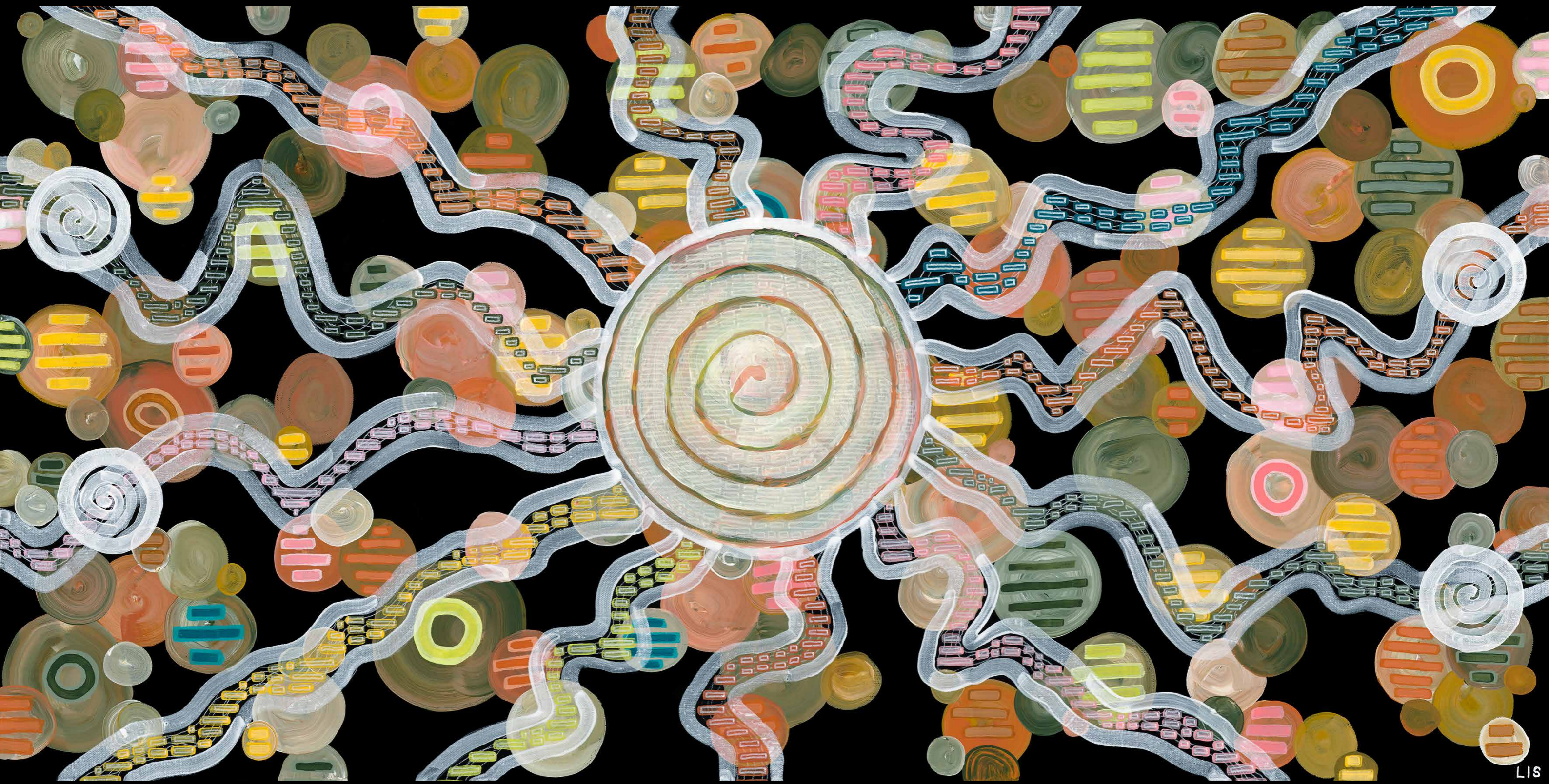
As an organisation acting true to our purpose, and as a certified B Corp, we have the responsibility to generate positive and long-lasting social impact in everything we do. This means creating opportunities for Aboriginal and/or Torres Strait Islander peoples both in our practice as designers, including via the creation of affinity groups. An affinity group is a voluntary and self-organised collective of employees with a common interest or goal and/or social or cultural identity. These groups form to foster mutual support and strengthen diversity and inclusion by providing a sense of belonging and a platform for discussing shared experiences. Our approach extends to the communities in which we operate, and through our procurement from First Nations suppliers and vendors. Our commitment to Opportunities is aligned with our core value of 'Explore the Possibilities', as we play our part in fostering an equitable and inclusive Australia.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2026	Head of People and Culture
	Engage with Aboriginal and/or Torres Strait Islander employees and other relevant stakeholders to consult on our recruitment, retention and professional development strategy.	September 2026	Head of People and Culture
	Develop and implement First Nations recruitment, retention and professional development strategy including continued support and expansion of our CareerTrackers partnership, exploring opportunities for student work experience programs and engagement.	March 2027	Head of People and Culture
	Advertise employment opportunities in First Nations networks and media in a culturally appropriate and suitable manner.	August, 2026 (review quarterly)	Head of People and Culture
	Explore opportunities to improve Hassell recruitment procedures and policies to support and increase First Nations participation in our workplace.	March 2027	Head of People and Culture
	Establish and support an employee resource group or affinity group for First Nations employees.	March 2027	Head of People and Culture
Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop, implement, and incorporate an Aboriginal and/or Torres Strait Islander procurement strategy into our organisation-wide Sustainable Procurement Strategy.	March 2027	Lead: Head of Sustainability Support: Chief Financial Officer
	Investigate Supply Nation corporate membership.	September 2026	Cultural Engagement Leader
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to Studio Managers and Business Support, for our studio operations.	September 2026 (review quarterly)	RAP Working Group Co-Chairs
	Develop and communicate commercial opportunities for First Nations suppliers, specialists, and subconsultants in industry by inviting them to present/display product ranges to project teams.	September 2026 (review quarterly)	RAP Working Group Co-Chairs
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	December 2026	Lead: Cultural Engagement Leader Support: Chief Financial Officer
	Develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses, for both our practice and our projects.	December 2026	Cultural Engagement Leader
	Add and maintain a field within our Materials Library Products Database to denote materials suppliers that are First Nations owned and/or operated.	December 2026	Head of Sustainability
Develop and implement process and system changes for the measuring, monitoring, and reporting of procurement of goods and services from First Nations businesses across our Australian studios.	September 2026	Lead: Head of Technology Support: Chief Financial Officer	

GOVERNANCE



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and/or Torres Strait Islander representation on the RAP Working Group, consisting of an external cultural advisor and a self-identified First Nations Hassell employee, and formalised within the Terms of Reference.	May, 2026 (review semi-annually)	RAP Working Group Co-Chairs
	Review, update and re-approve a Terms of Reference for the RAP Working Group.	September 2026	RAP Working Group Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	Annually each May, August, November, February	RAP Working Group Co-Chairs
	Make RAP Working Group minutes and documentation available to all Hassell employees.	Annually each May, August, November, February	RAP Working Group Co-Chairs
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs and funding for RAP implementation annually.	June 2026 (review annually)	RAP Working Group Co-Chairs
	Create and promote use of a timesheet code for non-project resource effort incurred in developing and implementing reconciliation actions, and broader cultural engagement initiatives.	May 2026	Cultural Engagement Leader
	Engage with, and assign responsibility to Managing Principals, Principals and other senior leaders, and studio managers in the delivery of RAP commitments.	May 2026 (review annually)	Cultural Engagement Leader
	Maintain existing systems to track, measure and report on RAP commitments, and complete the RAP implementation report upon completion of the Innovate RAP.	May 2026	RAP Working Group Co-Chairs
	Maintain senior level oversight of RAP implementation via our designated RAP Board Sponsor and Cultural Engagement Leader.	May 2026 (review twice yearly)	Cultural Engagement Leader
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 2026 (review annually)	RAP Working Group Co-Chairs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August 2026 (review annually)	RAP Working Group Co-Chairs
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September 2026 (review annually)	RAP Working Group Co-Chairs
	Report RAP progress to the Board, all Principals and all staff at least quarterly	May 2026	RAP Board Sponsor
	Publicly report our RAP achievements, challenges and learnings, including celebrating the achievements of working with First Nations partners, collaborators, and suppliers, at least annually, as part of our commitment to communicating environmental and social impact.	October annually	Lead: Head of Sustainability Support: Group Brand Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Cultural Engagement Leader
	Submit our RAP Implementation report to Reconciliation Australia at the conclusion of this RAP.	August 2028	RAP Working Group Co-Chairs
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2028	Cultural Engagement Leader



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