



HILLAM
ARCHITECTS



RECONCILIATION
ACTION PLAN

REFLECT

REFLECT

RECONCILIATION ACTION PLAN
OCTOBER 2026 - OCTOBER 2027

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ACKNOWLEDGEMENT OF COUNTRY

Hillam Architects would like to acknowledge the the Whadjuk people of the Noongar nation as the traditional custodians of the land upon which we practice the art of Architecture.

We acknowledge and pay respect to Elders past and present, the people and culture that came before us, for their care and continuing connection to Country.

HILLAM ARCHITECTS

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Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Hillam Architects to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Hillam Architects 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 over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP 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 Hillam Architects 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 Hillam Architects, 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



MESSAGE FROM OUR FOUNDER

At Hillam Architects, we recognise the profound connection between architecture and the land, and we are committed to honouring the rich cultural heritage of the Noongar Aboriginal peoples in Western Australia.

As a practice that values respect, inclusivity, and sustainability, we believe in engaging with Aboriginal communities.

Our commitment to Aboriginal reconciliation begins with listening. We will seek to understand and incorporate the voices and perspectives of Aboriginal peoples.

We embrace the responsibility to educate our team and encourage greater understanding among our clients about Aboriginal cultures, histories, and the importance of land stewardship.

We are dedicated to developing cultural understanding and capability within our practice, supporting design approaches that are thoughtful, respectful and culturally sensitive.

As we move forward, we are committed to continuous improvement in our reconciliation journey. Our Reflect RAP represents an important step in that journey and provides a framework for us to learn, develop our understanding and identify where Hillam Architects can make a meaningful contribution.

We recognise that meaningful reconciliation is not achieved through a single approach or by applying the same response to every project.

We will seek opportunities where our skills, relationships and influence can make a genuine contribution, while continuing to explore new and thoughtful ways in which our practice can support reconciliation.

At Hillam Architects, our mission is clear: to design with purpose, to listen with intent, and to engage with integrity. Together, and through our architecture, we can create a future that honours the past and paves the way for a more inclusive and harmonious society.



DAVID HILLAM
Founder and Design Director

MESSAGE FROM OUR LEADERS

David Hillam is a firm advocate for challenging the status quo of development, which often prioritises profit over thoughtful design. He argues that strictly adhering to planning scheme requirements and prioritising the bottom line leads to uninspiring and homogeneous developments that fail to contribute positively to the community.

As leaders of the practice, we are proud to jointly support Hillam’s Reconciliation Action Plan. It represents our shared commitment to listening, learning and building meaningful relationships with Aboriginal and Torres Strait Islander peoples—particularly the Whadjuk people of the Noongar nation, on whose Country we live and work.

At Hillam Architects, we emphasise the importance of quality in every project, ensuring that our buildings not only serve their functional purpose but also contribute to the cultural and social fabric of the city.

Our approach is centred around the belief that architecture is more than just creating buildings. It’s about integrating beauty, purpose, and art to craft spaces that improve the human experience and have a lasting, positive impact on the environment.

At Hillam Architects, the focus is always on the quality of the building and its contribution to the community, ensuring that every project we undertake adds value to the places and people it serves.

This RAP is an important step in Hillam’s ongoing reconciliation journey. We understand that we will not have all the answers, but we are committed to approaching this work with openness, respect and a willingness to learn.

Together, we look forward to turning these commitments into meaningful and lasting change—within our practice, through our projects and across the communities we serve.



BRETT DAVIS
Chief Executive Officer



DAVID HILLAM
Founder and Design Director





RAP WORKING GROUP



ALICIA ABBOTT
RAP Champion - Senior Associate
Architect



CAMILLE RICCIARDI
Associate



RAYA SARGEANT
Architect



MARCO DA TRINDADE
Project Lead



YOLANDE DUCKITT
People & Culture Manager

We also thank previous members of the Working Group for their contributions in supporting and developing this Reconciliation Action Plan; Nisha Babu, Nadia D'Limi & Khosal Moloo.

ABOUT HILLAM ARCHITECTS

Hillam Architects is at the forefront of shaping Perth and the wider Western Australian region through innovative and thoughtful architectural design. Our core business is centred on creating exceptional buildings and spaces that blend functionality, aesthetics, and purpose.

While we specialise in mixed-use and multiple residency developments, our work spans a diverse range of sectors, including single residential homes, commercial buildings, aged care, interiors and more.

Led by architect David Hillam, who has three decades of experience in the field, we are committed to designing buildings that enhance and enrich the urban landscape, rather than detract from it.

We believe mixed-use developments, when approached with creativity and care, can preserve and enhance the character of Perth's older suburbs.

Our ethos is simple: to design stylish, imaginative buildings where form and function work in perfect harmony.

TAKING STEPS

Hillam Architects is taking an important step forward by developing a Reconciliation Action Plan because, simply put, it is the right thing to do. We are committed to starting this journey with a Reflect RAP, which focuses on engaging our staff and leaders to truly understand the significance of reconciliation in both our workplace and the broader community.

THE HILLAM RAP

A RAP is a powerful catalyst for creating positive change. It helps foster healthy relationships, mutual respect, and collaboration with Aboriginal and Torres Strait Islander peoples.

By formalising our commitment to reconciliation, our Reflect RAP extends and strengthens our existing Diversity and Inclusion policy.

Architecture is about more than just buildings; it's about creating spaces that reflect the values of the communities they serve. A RAP will guide Hillam Architects in understanding and respecting Aboriginal and Torres Strait Islander cultures, histories, and traditions.

It encourages us to design environments that are inclusive and culturally sensitive, promoting harmony rather than alienation.

We have seen firms in other regions improve their sustainability practices through engagement with First Nations peoples, and we look forward to listening and learning to our local communities to help inform our design practices with sustainable land use principles and deepening our connection to place.

We hope these insights not only enhance the cultural relevance of our projects but also align with environmentally sustainable design practices, fostering a stronger relationship between architecture and the natural world.

Ultimately, our RAP will strengthen Hillam Architects' core values, enhance our reputation, and elevate our brand as an organisation that actively contributes to reconciliation and cultural awareness, while promoting innovative and sustainable design.

COMPANY SNAPSHOT

- Hillam Architects operates from an office in Subiaco, Perth, on Whadjuk Boodja.
- We employ approximately 50 people at any time, and we value cultural and age diversity across our studio and project teams. 53% of staff are women: 50% of our executive and 53% of our leadership team.
- While the number of staff who identify as Aboriginal and/or Torres Strait Islander peoples is currently not known, we will work within this RAP to understand this.
- We have designed over one hundred built projects, primarily in the Greater Perth Metropolitan area.

Over the past thirty years, we have undertaken work as far south as Wardandi Boodja (Quedjinup) and as far north as Yawuru Boodja (Broome).

We look forward to developing processes to meaningfully engage with Traditional Owners of Country in future.





OUR REFLECT RAP VISION STATEMENT

We design on Country, with Country and First Peoples, for a reconciled future.

OUR REFLECT RAP MISSION STATEMENT

To embed cultural respect in how we work—people, projects and procurement—so our places honour stories of Country and strengthen relationships with Aboriginal and Torres Strait Islander peoples.

OUR APPROACH TO RECONCILIATION

We intend to approach our Reconciliation journey, as developed in successive RAPs, by embedding processes into our ordinary business practices.

In the Reflect stage, we commit to the following strategies.

Governance: A RAP Working Group (RWG) led by the RAP Champion will meet bi-monthly, report quarterly to the Executive Sponsor, and track actions in a shared dashboard.

Cultural safety & learning: Roll out entry-level cultural learning for all staff; role-specific learning for client-facing leaders.

Protocols: Adopt studio-wide Acknowledgement of Country and Welcome to Country guidance; embed Country recognition in project kick-offs and public events.

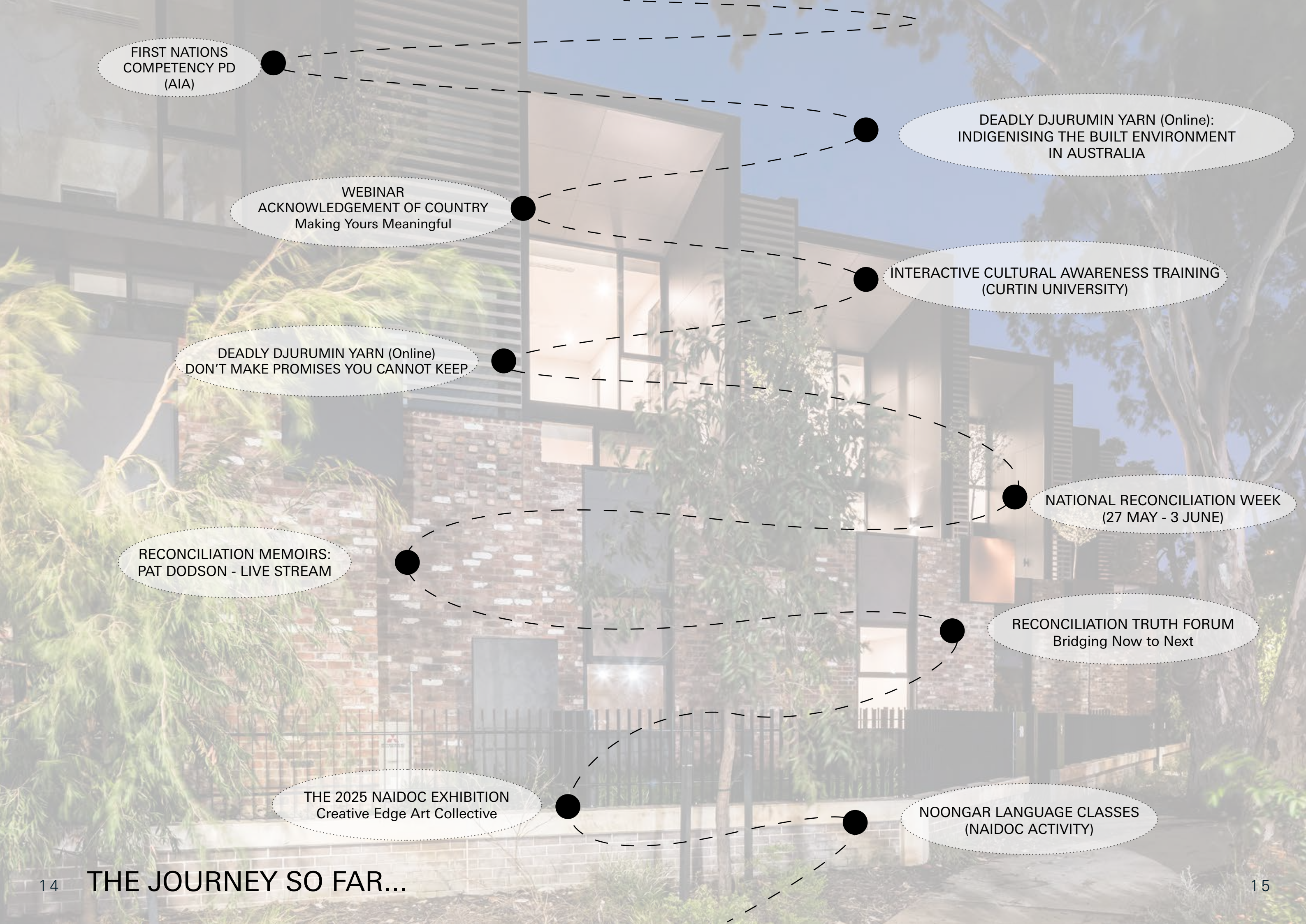
Design on Country: Build an internal checklist to consider Country, cultural heritage and local knowledge early in feasibility and concept design.

Employment & procurement: Pilot pathways for Aboriginal and Torres Strait Islander recruitment and engage Supply Nation-listed suppliers where practicable.

Measurement: Use simple S.M.A.R.T. milestones (owner/date/evidence) and report progress internally each quarter.

PARTNERSHIPS

We recognise that partnerships and engaged stakeholders will be essential for us to progress our Reconciliation goals beyond participation in hosted events. We are commencing relationship-building with local Aboriginal stakeholders on Whadjuk Noongar Country to guide protocols and Design on Country practices for our studio.



FIRST NATIONS
COMPETENCY PD
(AIA)

DEADLY DJURUMIN YARN (Online):
INDIGENISING THE BUILT ENVIRONMENT
IN AUSTRALIA

WEBINAR
ACKNOWLEDGEMENT OF COUNTRY
Making Yours Meaningful

INTERACTIVE CULTURAL AWARENESS TRAINING
(CURTIN UNIVERSITY)

DEADLY DJURUMIN YARN (Online)
DON'T MAKE PROMISES YOU CANNOT KEEP

NATIONAL RECONCILIATION WEEK
(27 MAY - 3 JUNE)

RECONCILIATION MEMOIRS:
PAT DODSON - LIVE STREAM

RECONCILIATION TRUTH FORUM
Bridging Now to Next

THE 2025 NAIDOC EXHIBITION
Creative Edge Art Collective

NOONGAR LANGUAGE CLASSES
(NAIDOC ACTIVITY)

THE JOURNEY SO FAR...



Key Takeaways

- TRUTH LISTENING -
- EACH PERSON EDUCATES PERSONALLY.
- ACKNOWLEDGEMENT - Plant the seed & let someone else water it.
- LOOK FOR OPPORTUNITIES TO WALK w/ FIRST NATIONS PEOPLE



"As architects practicing on Whadjuk Noongar Boodja, we felt learning some basics of the local language was a simple and effective way for us to show our respect and intent going forward."

We would like to yanga (thank) Tamara, a Noongar/Yamatji woman from Yalkarang Consulting, for helping us on this path."

*- Khosal 'Kav' Moloo
Architect*





OUR ACTIONS RELATIONSHIPS

01 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2027	RAP Champion / Associate
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2027	RAP Champion / Associate
Draft a Design on Country checklist for concept stages to ensure that First Nations Stakeholders are consulted during early project phases. Present to Leadership.	April 2027	RAP Champion / Associate

02 Build relationships through celebrating National Reconciliation Week

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	RAP Champion / Associate
RAP Working Group members to participate in external NRW events. Learnings and experiences to be shared with the studio.	May - June 2027	RAP Working Group
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - June 2027	RAP Champion / Associate

03 Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff and through our public communications.	May 2027	Marketing Coordinator
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2027	RAP Working Group
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. Join the RAP Network.	June 2027	RAP Working Group

04 Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination	June 2027	People & Culture Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2027	People & Culture Manager

05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2027	Architect
Conduct a review of cultural learning needs within our organisation.	July 2027	RAP Working Group / People & Culture Manager
Develop strategies for embedding cultural awareness and resource sharing into standard business practices, including supplying the RAP to staff during onboarding.	May - June 2027	RAP Champion / People & Culture Manager



OUR ACTIONS RESPECT

06 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2027	RAP Working Group
Ensure staff understand the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2027	RAP Working Group
Consult with First Nations organisations to identify culturally appropriate Elders or representatives for inclusion at events for our major ongoing projects.	July 2027	RAP Champion / Marketing Coordinator

07 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2027	RAP Working Group
Continue to inform staff about NAIDOC Week by promoting external events in our local area.	June 2027	Marketing Coordinator to staff
RAP Working Group to participate in an external NAIDOC Week event and invite Leadership.	July 2027	RAP Working Group



OUR ACTIONS OPPORTUNITIES

08 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2027	Associate / People & Culture Manager
Build understanding of current Aboriginal and Torres Strait Islander staffing in our industry to inform future employment and professional development opportunities.	September 2027	Associate / People & Culture Manager

09 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Investigate Supply Nation membership.	July 2027	RAP Working Group
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2027	RAP Champion / Associate



OUR ACTIONS GOVERNANCE

10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Review & Maintain a a RAP Working Group (RWG) to govern RAP implementation.	November 2026	Associate
Review & Maintain a Terms of Reference for the RWG.	May 2027	RWG
Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2027	Associate

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Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	July 2027	Associate
Engage senior leaders in the delivery of RAP commitments.	July 2027	RWG
Review & Maintain a senior leader to champion our RAP internally.	July 2027	RWG
Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2027	People & Culture

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Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
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	RAP Champion / Associate
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Champion / Associate
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Champion / Associate

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Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2027	RAP Champion / Associate

CONTACT DETAILS

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