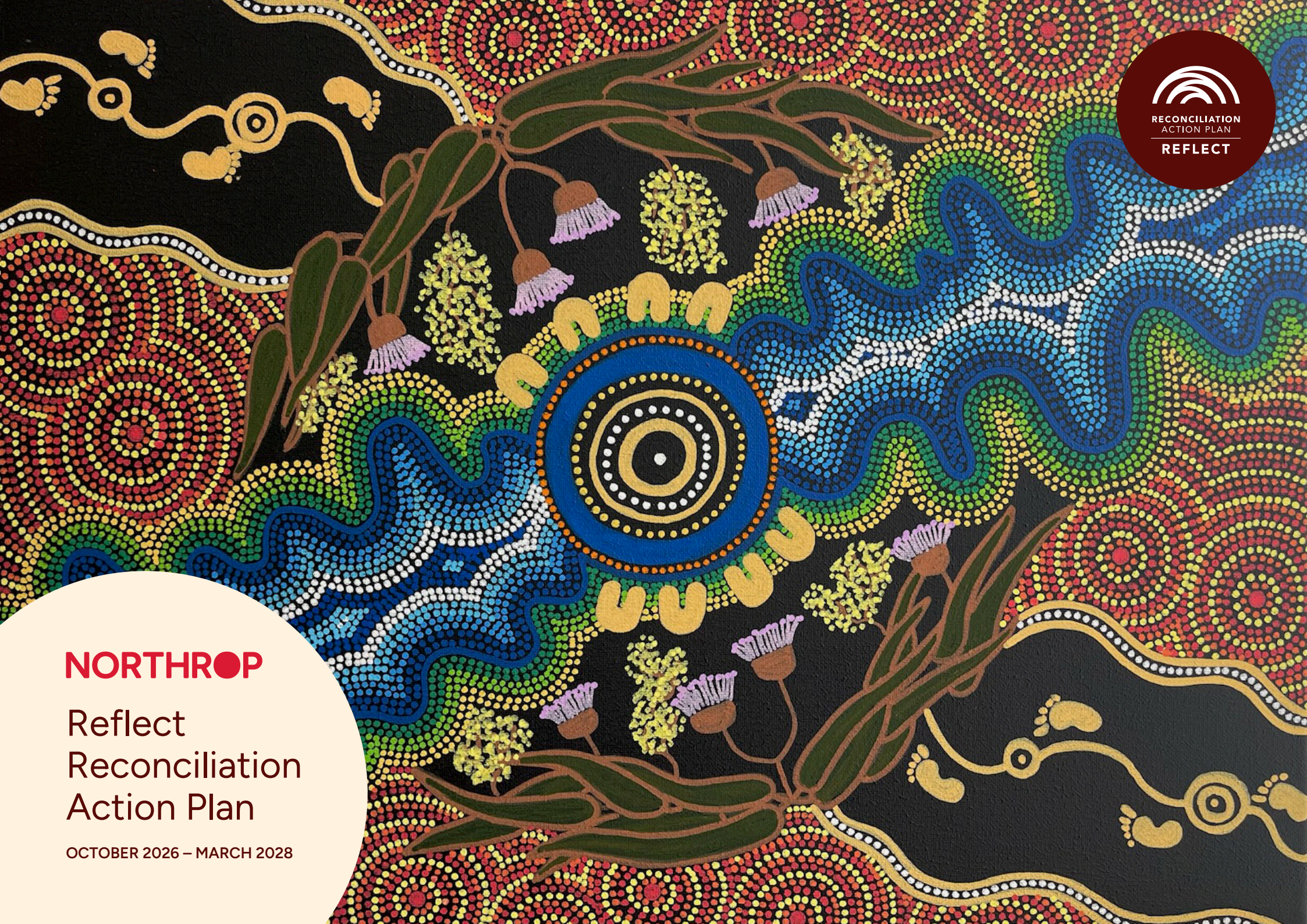


NORTHROP

Reflect Reconciliation Action Plan

OCTOBER 2026 – MARCH 2028



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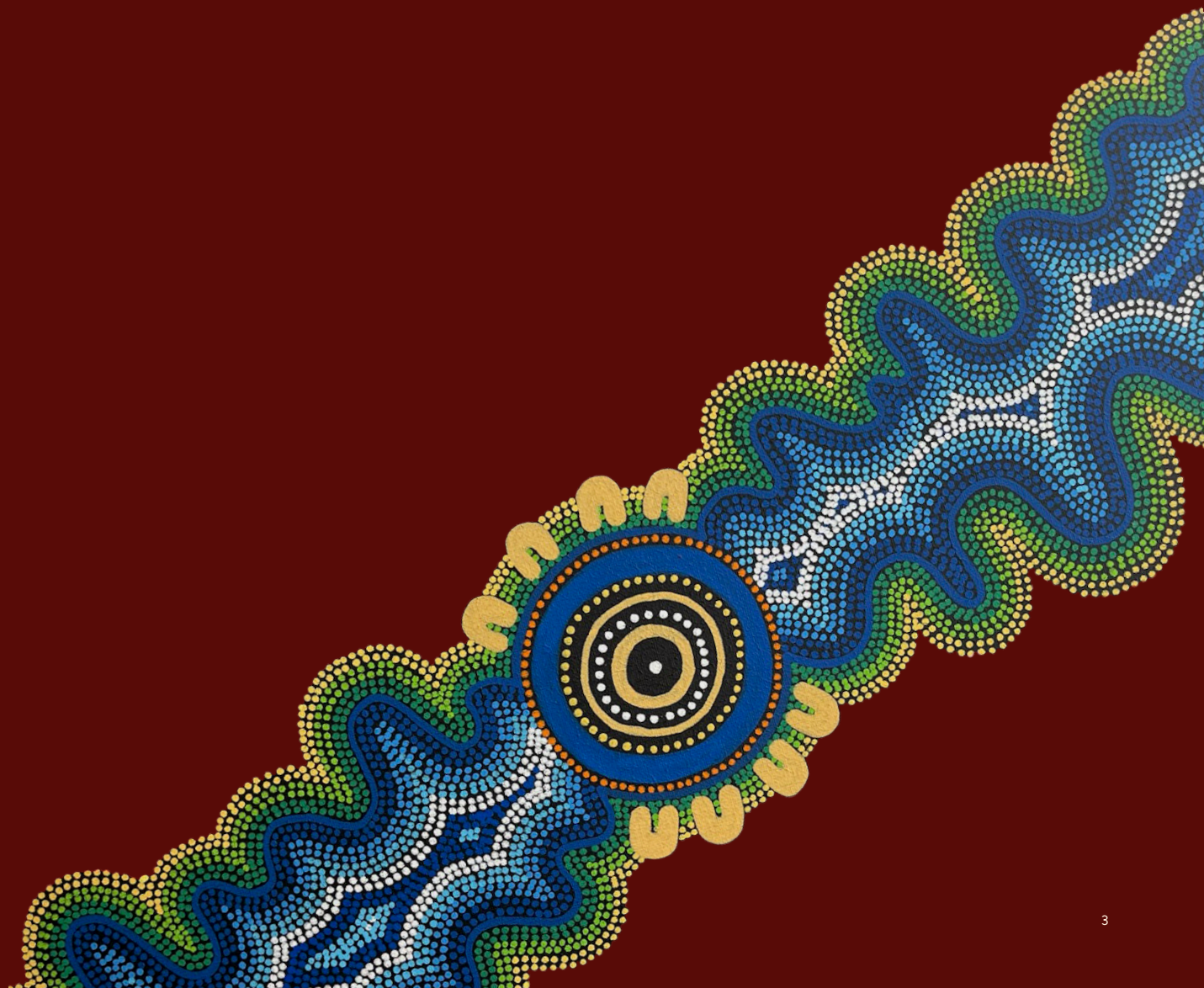
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Real people • Real partnerships • Real impact

ACKNOWLEDGEMENT

Northrop recognises the Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the Traditional Owners of Country throughout Australia.

We pay our respects to Elders past and present, and recognise their continuous connection to land, water, culture, and community.



The Artwork



Baayay Ngiyanggarang
"Where we meet, where we begin"

A waterway moves through this painting, connecting the gathering place at its centre with the Country around it. Flowering plants grow along its edges, while footprints trace the journeys people take to come together.
The many circles and pathways remind us that every place holds stories, relationships and knowledge that extend beyond what we first see.

At the centre, people gather to listen and share.
That meeting place speaks to the importance of taking time to build relationships and learn from one another.
The footprints continue across the artwork because understanding does not come from a single conversation; it grows through continued engagement, respect and action.

For Northrop's first Reconciliation Action Plan, the painting offers a way to reflect on the places we shape and the Country they are part of. It invites Northrop's people to listen to Aboriginal and Torres Strait Islander voices, learn about the Traditional Owners of the places where they work, and consider how their decisions affect Country and community. The journey begins with gathering and listening. What matters is how those relationships are carried forward.

Artist: Chris Delamont
Community: Wiradjuri, Nari Nari
Title: *Baayay Ngiyanggarang*
Year Created: 2026

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DREAMTIMEART
CREATIVE CONSULTANCY

ABOUT

The Artist

Chris Delamont is a Wiradjuri and Nari Nari man, Aboriginal artist, and cultural safety leader whose work is grounded in connection to Country, identity, community, and story.

Through his art, Chris explores the relationship between land, sky, water, spirit, and people, using visual storytelling to honour Aboriginal culture, strength, resilience, and continuing connection. His work reflects both personal and collective stories, often drawing on cultural knowledge, lived experience, and the importance of place, belonging, and healing.

Chris's creative practice sits alongside his professional work in Aboriginal health, cultural safety, workforce development, and community engagement. As Manager, Best Experience – Cultural Safety and Training at Western Health, Chris works to strengthen culturally safe systems and spaces for Aboriginal and Torres Strait Islander peoples. His art is an extension of this work — creating opportunities for reflection, connection, education, and cultural visibility.

Chris brings a strong sense of service, leadership, and community responsibility to his artistic practice.

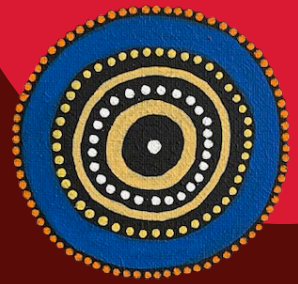
Chris's artwork is deeply connected to his cultural identity and is created with respect for those who have come before him, those walking alongside him, and the generations yet to come.



Chris Delamont
Wiradjuri, Nari Nari

A STATEMENT FROM

Northrop's Managing Partner



At Northrop we view our point of difference as being real – being able to bring our whole selves to work, so we can partner with the construction industry on projects that provide real impact to our community. We acknowledge that to live up to this point of difference we are obligated to take meaningful action. We need to ensure everyone is supported to bring their full selves to their work, and we need to explore ways to ensure all of our projects contribute in a positive way to the Lands they are constructed on and the broader communities that interact with the project.

This point of difference requires us to reflect on the Australia's reconciliation journey and how Northrop can contribute to this important issue. As Northrop's Managing Partner, I am proud to express Northrop's leadership commitment to developing and delivering our first Reconciliation Action Plan (RAP). This Reflect RAP is an important step in strengthening our understanding of reconciliation and in focusing our efforts where we can make the most genuine and practical contribution.

As consulting engineers, we understand that our work can influence places, people, and communities. While our role on projects often sits within a broader design team, we are committed to being curious, asking questions, and increasing our awareness of the local First Nations contexts in which we operate. Equally, we recognise that there are numerous meaningful opportunities to reflect within our own business, through how we engage locally, who we partner with, and how we create inclusive and respectful workplaces.

We are committed to enabling our people to participate, learn, and contribute in ways that are authentic, achievable, and respectful. This includes meaningful initiatives that encourage education and dialogue, and building relationships with Aboriginal and Torres Strait Islander communities and suppliers.

Importantly, this Reflect RAP acknowledges that we are still learning. It is a foundation for building capability, understanding our sphere of influence, and strengthening our contribution to reconciliation over time. Northrop's leadership is committed to listening, learning, and supporting the evolution of our RAP beyond this initial stage.

Reconciliation is a shared responsibility, and I encourage all our people to engage with this journey in ways that feel meaningful to them. Together, through real people, real partnerships, and real impact, we can contribute to a more reconciled Australia.

Mark Sturgess
Managing Partner
Northrop



A STATEMENT FROM

Reconciliation Australia

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

Northrop Consulting Engineers 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.

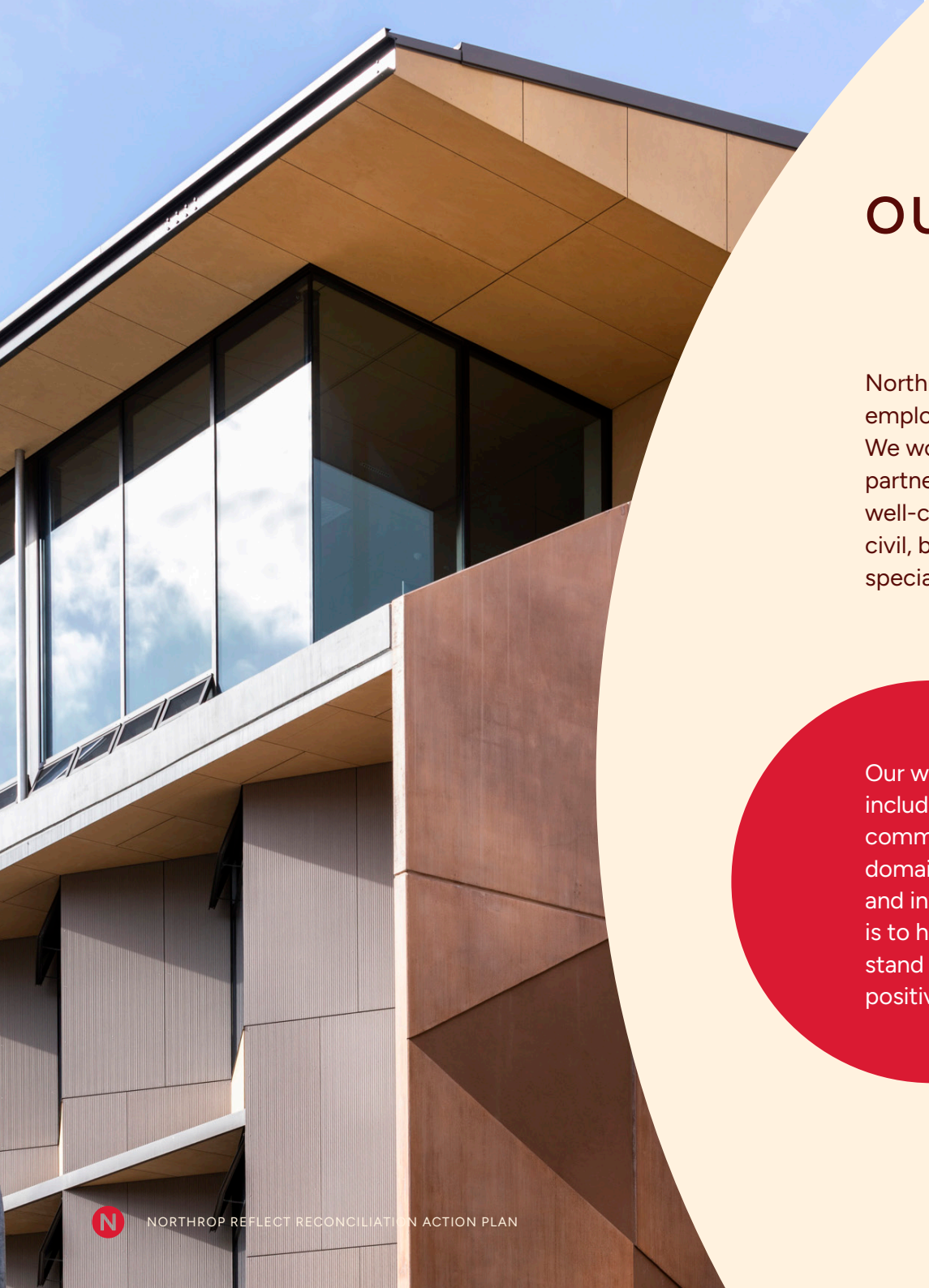
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Northrop Consulting Engineers 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 Northrop Consulting Engineers, 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





OUR BUSINESS

Northrop Consulting Engineers is an Australian, employee-owned engineering consultancy. We work across the built environment, partnering with clients to deliver practical, well-considered outcomes across structural, civil, building services, sustainability and specialist engineering disciplines.

Our work spans a broad range of sectors including residential, education, health, commercial, community and public domain, as well as large-scale precincts and infrastructure. At its core, our role is to help shape places that function well, stand the test of time, and contribute positively to the communities they serve.



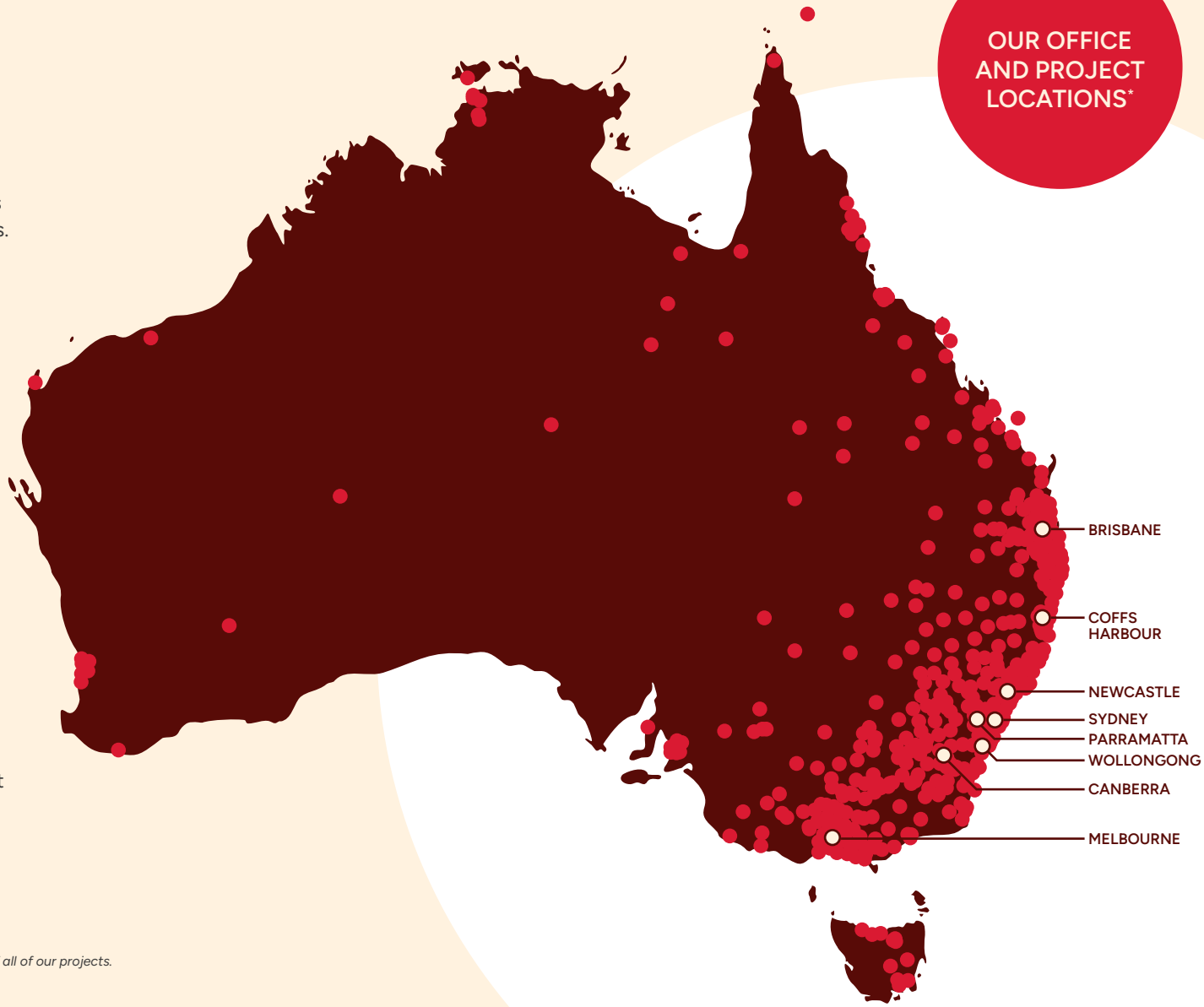
NORTHROP

We employ more than 500 people across Australia. Our team includes engineers, designers and technical specialists, supported by a broader group of professionals working across business operations and support functions. We do not currently know how many Aboriginal and Torres Strait Islander team members we have. We are continuing to build our understanding of the diversity of our workforce, including Aboriginal and Torres Strait Islander representation, and are committed through this RAP to establishing appropriate and respectful ways to capture and grow this understanding over time.

Northrop has a national footprint, with eight offices across New South Wales, Queensland, Victoria and the ACT. Our teams are embedded in the regions in which we work, allowing us to bring local insight alongside national capability.

As an employee-owned business, our people are directly invested in the outcomes we deliver. This shapes how we work, with a focus on accountability, long-term relationships, and doing the right thing by our clients, our communities and each other. We aim to be practical, collaborative and straightforward in our approach, recognising the role we play in shaping the built environment and the responsibility that comes with it.

OUR OFFICE AND PROJECT LOCATIONS*



○ OFFICE LOCATIONS

● PROJECT LOCATIONS

**Each dot represents a postcode Northrop have worked within. Not representative of all of our projects.*

OUR RAP

Northrop's purpose is to realise the potential of our people, clients, projects and communities. This commitment entails a meaningful focus on, and responsibility to, our team members and the communities we live and work in. Seeking to progress reconciliation is a natural extension of these responsibilities, and doing so through the RAP framework ensures our approach is appropriately focused and sustainable for years to come.

As engineers we help shape the places where people live and work, and we want to ensure that it is being done with integrity and appropriate consideration. Utilising the Reflect framework, our first Reflect RAP is deliberately focused on listening, learning and building the strong internal foundations that will facilitate more expansive action in future RAPs. We want to understand where we currently are, the knowledge our people have, the relationships we hold, and the gaps that need to be addressed. This work is led by our RAP Champion James Sutherland (Melbourne Local Office Leader), supported by our RAP Working Group and leadership across the organisation.

We began by bringing together team members from across the business to form our RAP Working Group, intentionally creating a group with members from technical and non-technical roles, senior leaders and team members earlier in their careers, and one team member who is a proud Aboriginal man (Worimi Country). This diversity of perspective has ensured our drafting process is informed by all aspects of the business, resulting in a RAP that our people can meaningfully engage with. Formation of our RAP Working Group prior to the development of our Reflect RAP reflects our focus on consistent stewardship and responsibility, ensuring we have dedicated team members who are able to guide the development and implementation of our RAP.

Because Northrop operates across eight offices, we are approaching implementation from multiple avenues. Informed by their responsibility for our culture among their teams, our Managing Partner and Local Office Leaders will be engaging in cultural competency and cultural safety training alongside the RAP Working Group members to ensure they have the knowledge, vocabulary and confidence to lead implementation.

At the national level, the RAP Working Group is partnering with our Inclusion Advisory Committee, who will work closely with our People and Culture team on the rollout of national initiatives and assist the RAP Working Group in reporting on our RAP-related actions. We expect that this will also involve working with a First Nations led consulting firm to review our current state and provide recommendations. Furthermore, at the local level we are forming local RAP teams, who will be working with the RAP Working Group to develop and implement initiatives informed by their own local context.

In practical terms, we intend to approach this work with curiosity and care, taking the time to engage with local Aboriginal and Torres Strait Islander communities and learn about the Country where each team lives and works. Our values ask us to listen with head and heart, to tell it like it is, and to care about the impact our work has on the community and environment. This RAP is where those values meet the work of reconciliation, guided by our vision for reconciliation.

OUR VISION FOR RECONCILIATION

A reconciled Australia is a country where First Nations cultures and knowledges are recognised as central to our shared identity, where our collective cultural past is understood and acknowledged, and where equity of opportunity is a reality for all. Northrop's vision for reconciliation is to embrace our curiosity; listening and learning so that we can use our influence to help create places where all cultures and communities grow stronger through belonging.

Our RAP Working Group



JAMES SUTHERLAND
Principal | Melbourne Regional Manager
Melbourne



MILES THORNTON
Structural Engineer
Sydney



KARLIE COLLIS
Director | Principal | Senior Structural Engineer
Newcastle



TODD HALLIDAY
Principal | Senior Structural Engineer
Sydney



CHLOE DAVIES
Business Improvement Specialist
Brisbane



MARLO SANTIAGO
Associate | Design Manager
Sydney

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2026	Melbourne Regional Manager (RAP Working Group Chair)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2026	Structural Engineer (RAP Working Group Member)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	Inclusion Advisory Committee Chairperson
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2027	Business Improvement Specialist (RAP Working Group Member)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2027	Lead: Melbourne Regional Manager (RAP Working Group Chair) Support: Inclusion Advisory Committee Chairperson
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	October 2026	Managing Partner
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2026	Business Improvement Specialist (RAP Working Group Member)
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2026	Melbourne Regional Manager (RAP Working Group Chair)
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2026	Business Lead – People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026	Head of People & Culture

RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2026	Director | Senior Structural Engineer (RAP Working Group Member)
	Conduct a review of cultural learning needs within our organisation.	February 2027	Business Lead – People & Culture
	Engage the leaders responsible for implementation among their teams in cultural competency and cultural safety training.	October 2026	Business Improvement Specialist (RAP Working Group Member)
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2026	Senior Structural Engineer (RAP Working Group Member)
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2027	Structural Engineer (RAP Working Group Member)
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2027	Inclusion Advisory Committee Chairperson
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2027	Design Manager (RAP Working Group Member)
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2027	Design Manager (RAP Working Group Member)

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. **Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2027	Lead: Head of People & Culture Support: Senior Structural Engineer (RAP Working Group Member)
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	Business Lead - People & Culture
2. **Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2027	General Manager - Operations
	Investigate Supply Nation membership.	May 2027	General Manager - Operations



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	June 2027	Melbourne Regional Manager (RAP Working Group Chair)
	Draft a Terms of Reference for the RWG.	November 2026	Melbourne Regional Manager (RAP Working Group Chair)
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2027	Melbourne Regional Manager (RAP Working Group Chair)
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2026	Business Improvement Specialist (RAP Working Group Member)
	Engage senior leaders in the delivery of RAP commitments.	October 2026	Lead: Director | Senior Structural Engineer (RAP Working Group Member). Support: Melbourne Regional Manager (RAP Working Group Chair)
	Maintain a senior leader to champion our RAP internally.	October 2027	Director | Senior Structural Engineer (RAP Working Group Member)
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2026	Design Manager (RAP Working Group Member)
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Business Improvement Specialist (RAP Working Group Member)
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2027	Business Improvement Specialist (RAP Working Group Member)
	Communicate our RAP progress to internal and external stakeholders.	October 2026	Melbourne Regional Manager (RAP Working Group Chair)
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2027	Business Improvement Specialist (RAP Working Group Member)

NORTHROP

RECONCILIATION ACTION PLAN
REFLECT

For public enquiries about our RAP please contact:

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Melbourne Regional Manager
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JSutherland@northrop.com.au



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