



Reconciliation Action Plan

Reflect

May 2026 – May 2027



XTREME SERVICES GROUP
Reliable Managed Solutions



RECONCILIATION
ACTION PLAN

REFLECT



Acknowledgement of Country

We at Xtreme Service Holdings acknowledge the Traditional Custodians of the land on which we live and work and pay our respects to Elders past and present. We recognise the continuing connection of Aboriginal and Torres Strait Islander people to land, waters, and culture and commit to walking together in partnership.



Featured Art

Artist Profile: Dearne Khan, a proud Wiradjuri woman, grew up on Wal-lumdegal land and now lives on Darug country.

As a talented artist, she brings her cultural heritage and healing practices to life through her creative work. In addition to her art, Dearne works as a Drug and Alcohol Counsellor.

She actively facilitates Dadirri mindfulness, art, and weaving workshops, which empower individuals to heal and reconnect with both culture and community. Moreover, her holistic approach fosters resilience and strengthens cultural identity.



Artwork Title: *“Creation and Connections”*

Dearne’s artwork, *Creation and Connections*, powerfully depicts the Rainbow Serpent—a central figure in Aboriginal Dreamtime stories. This spiritual being represents the creator and protector of life. Consequently, the piece symbolises the sacred relationship between land, people, and spirit. Additionally, it features native flora such as Wattle, Quandong, and Flannel Flower, which are vital for nourishment and healing. Through her vivid portrayals of landscapes and communities, Dearne emphasises the enduring values of environmental stewardship—values that have been passed down through generations.

Xtreme Service Holdings proudly showcases Dearne’s artwork as part of our commitment to promoting cultural awareness. Furthermore, this partnership reflects our deep respect for First Nations traditions, stories, and the vital role of protecting our environment.



Dearne Khan

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Xtreme Services Group 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 Xtreme Services Group 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 Xtreme Services Group, 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*

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

Xtreme Service Holdings is an Australian-owned and operated security services provider, delivering tailored guarding, mobile patrols, critical mobilisation, and risk management solutions across sectors including government, resources, infrastructure, and commercial. With a strong presence in both metro and regional Australia, our workforce is diverse, adaptable, and committed to excellence and community. In addition to our head office in the ACT, we also operate out of Sydney, Brisbane, Melbourne, Adelaide & Perth.

We employ over 500 staff across Australia 10 identify as Aboriginal and/or Torres Strait Islander people. We are committed to continuous improvement in people, systems, and partnerships. We recognise the importance of building meaningful relationships with Aboriginal and Torres Strait Islander people and are committed to improving outcomes through engagement, employment, and education.



Message from our CEO



At Xtreme Service Holdings, we believe in fostering a culture of inclusivity, respect, and unity. As part of our commitment to reconciliation, we acknowledge the Traditional Custodians of the land on which we operate and pay our respects to their Elders past, present, and emerging.

Our Reconciliation Action Plan (RAP) represents our dedication to building strong, meaningful relationships with Aboriginal and Torres Strait Islander communities. Through education, employment opportunities, and cultural awareness, we strive to create a workplace that values diversity and promotes equality.

We encourage our team members, clients, and stakeholders to join us in this journey towards reconciliation. Together, we can contribute to a more inclusive and respectful society while continuing to provide high-quality services that reflect our core values.

Thank you for your support and commitment to reconciliation.

Mack Sudan
Chief Executive Officer
Xtreme Services Group



Our RAP

At Xtreme Service Holdings, our core values of integrity, respect, and community guide everything we do. We are committed to fostering respect, inclusion, and meaningful opportunities for Aboriginal and Torres Strait Islander peoples. This RAP formalises that commitment and provides a framework to turn our values into practical actions that make a positive impact in our workplace and communities.

Our approach is collaborative and action focused. We will engage staff and stakeholders in cultural awareness, celebrate First Nations cultures, and create pathways for participation and employment. Progress will be tracked and celebrated to ensure reconciliation is embedded in everything we do.

While our reconciliation journey is ongoing, this RAP represents a deliberate commitment to learning, listening, and building strong relationships with Aboriginal and Torres Strait Islander communities. Through this plan, we aim to create lasting, positive changes within our organisation and beyond.

Key Highlights of Our RAP Commitment

- **Cultural Awareness:** Deliver ongoing cultural awareness and training programs for all staff to deepen understanding of Aboriginal and Torres Strait Islander peoples' histories, cultures, and perspectives.
- **Employment Pathways:** Develop opportunities for Aboriginal and Torres Strait Islander people's participation in employment, mentoring, and leadership roles within our organisation.
- **Community Engagement:** Build and maintain strong, respectful relationships with local Aboriginal and Torres Strait Islander communities through collaboration and support for community initiatives.
- **Celebrating Culture:** Recognise and celebrate key cultural events such as NAIDOC Week and National Reconciliation Week across our workplace.
- **Monitoring Progress:** Establish measurable goals, regularly review progress, and celebrate achievements to ensure reconciliation actions are embedded in our operations.

RAP Champion Working Group Function / Operation

We have established a RAP working group, which will be championed by Robbie Bradley, Group General Manager. The RAP working group will meet in the 1st week of each month. These meetings will be used to:

- Review progress made on planned actions
- Adjust action plans to reflect progress and assign the coming months action items and;
- Maintain records / action plans for inclusion in the next RAP.



Internal RAP Working Group – Member Profiles



Mack Sudan – Chief Executive Officer (RAP Executive Sponsor)

Mack Sudan provides strategic leadership and champions reconciliation across Xtreme Service Holdings, ensuring initiatives are embedded at the highest organisational level.

Robbie Bradley – Group General Manager (RAP Project Lead / RAP Champion)

Robbie Bradley leads the implementation, monitoring, and reporting of RAP initiatives, driving culturally inclusive practices and community engagement.



John Fatseas – National Business Manager

John Fatseas supports the integration of RAP actions across all regions, ensuring sustainable outcomes and strong stakeholder engagement.

Maddison Bright – Head of HR & Admin

Maddison Bright embeds cultural awareness and inclusive workplace practices, creating pathways and professional development opportunities for Aboriginal and Torres Strait Islander staff.



Parul Grover – Accounts Manager

Parul Grover oversees financial planning and reporting for RAP initiatives, ensuring resources are allocated effectively and accountability is maintained.

Fahim Khairul – Operations Manager

Fahim Khairul integrates RAP actions into day-to-day operations, engaging staff and building strong relationships with Aboriginal and Torres Strait Islander stakeholders.





Relationships

Xtreme Service Holdings recognises that strong, meaningful relationships are the foundation of reconciliation. We are committed to engaging with Aboriginal and Torres Strait Islander peoples, communities, and organisations in ways that are respectful, collaborative, and sustainable.

Our approach to building relationships includes:

- **Community Engagement:** Actively seeking opportunities to collaborate with local Aboriginal and Torres Strait Islander communities on initiatives that align with their needs and priorities.
- **Partnerships:** Establishing partnerships with Aboriginal and Torres Strait Islander people owned businesses, organisations, and service providers to support mutual growth and economic participation.
- **Advisory Opportunities:** Engaging Aboriginal and Torres Strait Islander advisors and leaders to provide guidance on cultural protocols, practices, and organisational initiatives.
- **Regular Consultation:** Ensuring ongoing dialogue with First Nations stakeholders to inform decision-making and maintain trust and accountability.

Through these actions, Xtreme Service Holdings aims to foster enduring, respectful relationships that are mutually beneficial, culturally informed, and central to our reconciliation journey.



Action Plan – Section 1: *Relationships*

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	May, Annually	<ul style="list-style-type: none"> National Business Manager (NBM)
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	May 2026	<ul style="list-style-type: none"> Group General Manager (GGM)
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2026	<ul style="list-style-type: none"> HR & Admin Coordinator (HRAC)
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 th May – 3 rd June 2026	<ul style="list-style-type: none"> RWG
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 th May – 3 rd June 2026	<ul style="list-style-type: none"> HRAC OM
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	June 2026	<ul style="list-style-type: none"> GGM
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July 2026	<ul style="list-style-type: none"> NBM
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	August 2026	<ul style="list-style-type: none"> NBM
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2026	<ul style="list-style-type: none"> HRAC, supported by GGM
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	October 2026	<ul style="list-style-type: none"> HRAC, supported by OM



Respect

Xtreme Service Holdings is committed to fostering a workplace culture that values and respects Aboriginal and Torres Strait Islander peoples, cultures, and histories. We recognise that respect is essential to reconciliation and that it must be reflected in our policies, practices, and everyday interactions.

Our approach to building respect includes:

- **Cultural Awareness and Training:** Providing ongoing education and training for all staff to deepen understanding of Aboriginal and Torres Strait Islander histories, cultures, and perspectives.
- **Acknowledgement of Country:** Incorporating Acknowledgements of Country in meetings, events, and communications, and encouraging staff to understand their significance.
- **Cultural Protocols:** Respecting and adhering to cultural protocols in all engagements with Aboriginal and Torres Strait Islander communities.
- **Recognition of Culture:** Celebrating Aboriginal and Torres Strait Islander events, such as NAIDOC Week and National Reconciliation Week, to acknowledge achievements, contributions, and histories.
- **Inclusive Workplace Practices:** Embedding respect for Aboriginal and Torres Strait Islander peoples in our policies, recruitment, and workplace culture initiatives.

Through these actions, Xtreme Service Holdings aims to create an environment where Aboriginal and Torres Strait Islander peoples are valued, heard, and respected, strengthening both our workplace and community relationships.





Action Plan – Section 2: *Respect*

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> 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	NBM, Supported by GGM
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	November 2026	HRAC, supported by AM
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	February 2027	HRAC, supported by AM
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	February 2026	OM, supported by HRAC
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2026	AM, supported by OM
	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June Annually (between NRW & NAIDOC Week)	HRAC, supported by AM
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	June 2026	RWG



Opportunities

Xtreme Service Holdings is committed to creating meaningful opportunities that support the social, economic, and professional advancement of Aboriginal and Torres Strait Islander peoples. We recognise that providing pathways for participation and growth is a key part of reconciliation and building stronger communities.

Our approach to creating opportunities includes:

- **Employment Pathways:** Actively recruiting Aboriginal and Torres Strait Islander employees and creating clear career development pathways within our organisation.
- **Mentoring and Training:** Providing mentoring, skills development, and professional learning programs to support career progression for Aboriginal and Torres Strait Islander staff.
- **Supplier Diversity:** Engaging with Aboriginal and Torres Strait Islander businesses and service providers wherever possible to support economic participation.
- **Workplace Inclusion:** Ensuring our policies, practices, and workplace culture enable Aboriginal and Torres Strait Islander staff to thrive and contribute meaningfully.
- **Community Programs:** Partnering with local Aboriginal and Torres Strait Islander organisations to support initiatives that provide education, training, or employment opportunities.

Through these initiatives, Xtreme Service Holdings aims to create sustainable opportunities that empower Aboriginal and Torres Strait Islander peoples, strengthen our workforce, and contribute positively to the broader community.



Action Plan – Section 3: *Opportunities*

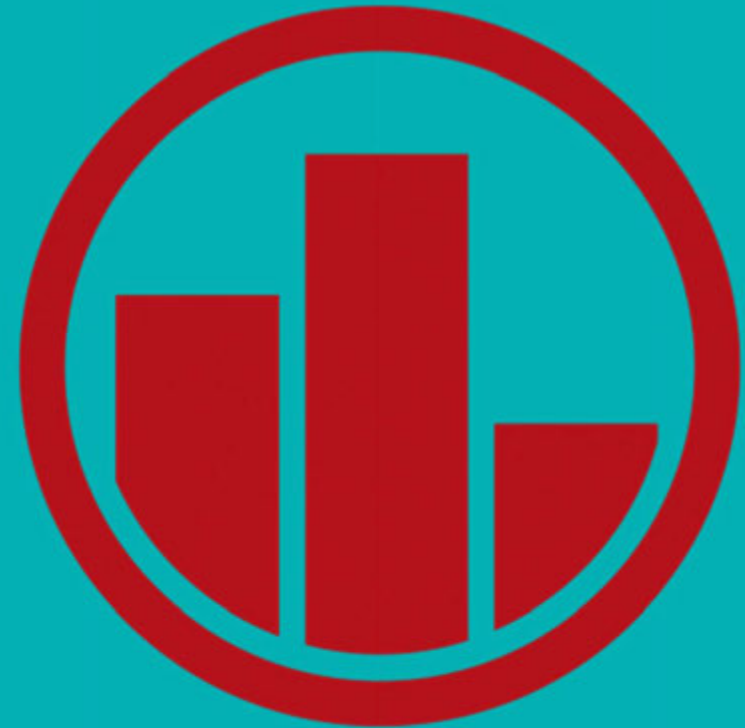
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	April 2027	HROC, supported by OM
	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2027	HROC, supported by OM
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2026	GGM, supported by NBM
	<ul style="list-style-type: none">Investigate Supply Nation membership.	June 2026	NBM



Governance

Xtreme Service Holdings is committed to embedding reconciliation into our leadership, decision-making, and accountability structures. Our executive team provides oversight of RAP initiatives, ensuring they are prioritised, resourced, and aligned with our organisational goals.

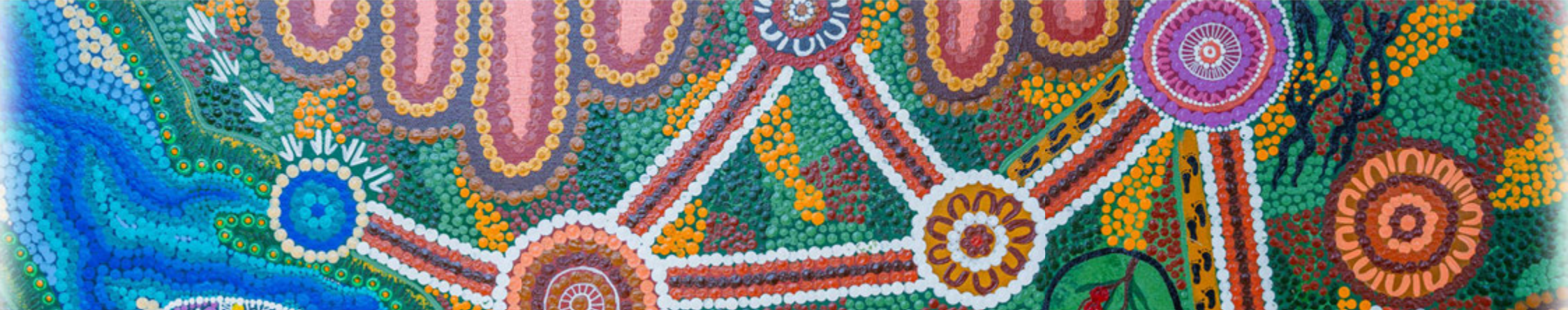
A dedicated RAP Working Holdings, including leadership, staff, and Aboriginal and Torres Strait Islander advisors where possible, will guide implementation and monitor progress. We will regularly review and report on outcomes, integrate learnings into our policies and practices, and ensure reconciliation remains a central focus across the organisation.





Action Plan – Section 4: *Governance*

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Holdings (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	May 2026	CEO
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	May 2026	CEO
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander people representation on the RWG. 	April 2027	OM, supported by HRAC
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	May 2026	GGM
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	May 2026	CEO, supported by GGM
	<ul style="list-style-type: none"> Maintain a senior leader to champion our RAP internally. 	May 2026	CEO
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	May 2026	GGM
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	May 2026	GGM
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey 	May 2026	GGM
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	May 2026	GGM
	<ul style="list-style-type: none"> Communicate our RAP progress to internal and external stakeholders 	July 2026 (Annually in line with FY reporting).	RWG, Lead by GGM
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Feb 2027	GGM



Contact:

For Enquiries about our RAP, please contact:

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Group General Manager

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