

CHALLENGER SERVICES GROUP

REFLECT RECONCILIATION ACTION PLAN

February 2026 – April 2027



RECONCILIATION
ACTION PLAN

REFLECT



CHALLENGER
SERVICES GROUP

Challenger Services Group acknowledges the Traditional Peoples of this land and pays respect to their Elders, ancestors, cultures, and history.

We pay tribute to Aboriginal and Torres Strait Islander peoples' resilience and acknowledge their continuing connection to the land, waters, and sky. We value their cultures and respect them as the First Peoples of this country.

About the Artist – Dion Devow

Challenger Services Group would like to acknowledge Dion Devow. Dion is a proud First Nations man of Aboriginal and Torres Strait Islander descent, with cultural heritage connecting him to the Manbarra and Palm Island Group, and to Darnley Island in the Torres Strait.



With over 30 years of experience in community development, Dion holds a Bachelor of Applied Science in Health Education/Community Development from the University of Canberra. His contributions have earned significant recognition, including 2018 ACT Australian of the Year.

As an entrepreneur, public speaker and cultural consultant, Dion works with government bodies, corporations and organisations to develop Reconciliation Action Plans and deliver cultural awareness training. His approach is shaped by his Christian upbringing and commitment to service.

Through mentoring, public speaking and cultural advising, Dion builds bridges between communities and promotes genuine understanding and inclusion.

Uncontrolled when printed

Woven Paths, Shared Future

This artwork, Woven Paths, Shared Future, tells a story of connection, responsibility and shared progress. The colour palette is intentionally aligned with Challenger's corporate colours, grounding the piece in the organisation's identity while respectfully weaving in cultural design language that speaks to continuity and belonging.

The hands featured in the design represent unity, partnership and support — people coming together side by side, standing with one another, and working in a shared direction. In Aboriginal art and design, symbols of connection and community are central: they reflect the importance of relationships, kinship, and the responsibility we hold to each other. Here, the joined hands communicate solidarity and collective strength, reinforcing that meaningful progress is made together.

The meeting places and pathways throughout the artwork symbolise respectful collaboration and shared journeys — where stories, knowledge and purpose intersect. The flowing lines and layered patterning speak to resilience, guidance and long-term thinking, honouring the past while looking forward to a strong future shaped by trust, respect and opportunity.



A Message from Our Chief Executive Officer

It is with great pride that I present Challenger Services Group's first Reflect Reconciliation Action Plan (RAP).

This Plan confirms our commitment to playing an active role in the reconciliation movement and building respectful relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities.

Reconciliation is not just an aspiration but a responsibility. As we begin this journey, we recognise the importance of listening, learning and taking meaningful action. Our RAP provides a framework for us to deepen our understanding of Aboriginal and Torres Strait Islander cultures and histories, and to create opportunities that deliver genuine outcomes for Aboriginal and Torres Strait Islander peoples.

At Challenger Services Group, we believe that reconciliation must be reflected in our everyday practices. This means embedding Aboriginal and Torres Strait Islander perspectives into our business operations, fostering inclusive employment opportunities, and building partnerships with Aboriginal and Torres Strait Islander businesses and community organisations. We are committed to ensuring that our actions align with our values of trust, respect and integrity.

This RAP represents the foundation of our reconciliation efforts. It sets clear goals and actions that will guide us as we grow our knowledge, strengthen our relationships and build a more inclusive workplace and business. I am committed to ensuring that reconciliation becomes embedded in how we work and the relationships we build across all levels of our organisation.

This is just the beginning of our journey, and I acknowledge there is much to learn. I look forward to the positive impact we can achieve together as we walk this path with Aboriginal and Torres Strait Islander peoples and communities.

Danny Cohen

Chief Executive Officer
Challenger Services Group

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Challenger 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 Challenger 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 Challenger 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



Our Vision for Reconciliation

We want Challenger to be a workplace where Aboriginal and Torres Strait Islander peoples feel safe, respected and valued. Our vision is to build genuine relationships, learn from First Nations peoples and create opportunities that support strong social and economic outcomes. This Reflect RAP will guide how we start this work. It will build the foundations for shared learning, practical action and long-term commitment.

Why Reconciliation Matters to Us

As a service provider, our people work in diverse communities each day. Respect, fairness and integrity guide how we operate. Reconciliation strengthens these values by deepening our understanding of Aboriginal and Torres Strait Islander peoples and helping us create workplaces that support inclusion and cultural safety.

This RAP will help us:

- Understand how to better support Aboriginal and Torres Strait Islander employees
- Build respectful relationships with First Nations organisations and suppliers
- Strengthen cultural capability across our workforce
- Reflect the communities we serve in our actions and decisions reconciliation aligns with our commitment to act responsibly, contribute to community wellbeing and respect the histories and cultures of the First Peoples of this land.

We are committed to making a difference - now and into the future - by focusing on:

- **Embed** – Integrating our Reflect RAP into our internal processes, policies, business relationships, and service delivery.
- **Commitment** – Honouring our shared history through open, honest dialogue, and walking together to achieve reconciliation.
- **Values** – Grounding our Reflect RAP in Challenger's values, strategic objectives, and our genuine motivation to make a meaningful contribution to reconciliation in Australia.
- **Actions** – Delivering on the actions and targets within our Reflect RAP and continually improving our efforts and outcomes.

Who we are

Challenger Services Group is an Australian facilities services company that provides cleaning, security and hospitality solutions to organisations nationwide. We're known for our reliability, consistency and people who care about doing excellent work. Our clients trust us because we take ownership, stay accountable and promptly deliver what we promise.

What we do

We help businesses, venues and institutions run smoothly by keeping their sites clean, safe, secure and compliant. We work across commercial, hospitality, food manufacturing, retail, and aged care sectors, providing a range of services from daily cleaning and site security to housekeeping, event staffing, and integrated facility management. With practical systems, smart technology and real-time reporting, our clients have complete visibility - they see what's happening, know work's done right and can act fast when needed. So, simply put, we make sites work better.

We have around 950 employees - while the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

We have offices in Sydney, Melbourne, Brisbane, Gold Coast, and satellite offices in SA and WA. We also have a 24/7 National Operations Centre in Melbourne.

Why we exist

Challenger was founded in 1994 as a family-run cleaning business built on hard work, pride and care. From those beginnings, we've grown into a national team of people who believe that every site, no matter how large or complex, deserves the same level of attention and respect. We exist to set the standard for essential and hospitality services that people can rely on. To show that care, compliance and commercial outcomes can co-exist. To prove that being responsive means being ready - always. Our work makes people feel safe, supported and proud of where they work, live or visit. That's what drives us.

At our core

We deliver cleaning, security and hospitality services that are consistent, accountable and transparent, powered by people who take pride in their work and supported by smart systems that make every site perform at its best.

Our Reconciliation Journey So Far

While we are early in our formal RAP journey, we have taken some initial steps that show our commitment:

- Delivered cultural awareness activities during National Reconciliation Week, including a “Lunch and Learn” session
- Begun reviewing internal policies to improve cultural safety
- Implemented Acknowledgement of Country at key meetings and events
- Established a RAP Working Group with First Nations guidance
- Started building relationships with First Nations partners
- Procured artwork by First Nations artist for our offices
- Procured digital artwork by First Nations artist

These actions give us a strong foundation to grow from.

As part of our RAP, we are also introducing culturally respectful ways to understand and celebrate the identity of our people, including new survey processes for current and onboarding employees. We know that this is just the beginning – reconciliation is a long-term commitment that will continue to evolve as we listen, learn, and grow together.

At Challenger, we aspire to be more than a service provider. We aim to be an active participant in Australia’s reconciliation movement, building a workplace – and a company – where First Nations people can thrive, and where their histories, cultures, and contributions are recognised and valued.

Our RAP Governance

RAP Champion Our RAP Champion is Sam Raupa, Senior Operations Manager. Sam will promote internal engagement, guide implementation and ensure reconciliation remains a visible priority across the organisation.

RAP Working Group

Our RAP Working Group provides oversight and supports coordination of RAP actions. It includes representation from across the business and First Nations cultural guidance through our consultant, Dion Devow.



Danny Cohen



Rebecca Gurevich



Allan Mitnovetsky



Sam Raupa

RAP Working Group Members

- Chief Executive Officer
- Chief Legal Officer
- Chief People Officer
- Senior Operations Manager (RAP Champion)
- Marketing and Communications Coordinator
- First Nations Consultant – external

RELATIONSHIPS



We are committed to developing strong and respectful relationships with Aboriginal and Torres Strait Islander peoples, businesses and community representatives. These connections are central to our reconciliation efforts. Our approach will be grounded in trust, respect and integrity, with a focus on reciprocity and sustainability to deliver meaningful outcomes for Aboriginal and Torres Strait Islander peoples.

Action	Activity / Deliverable	Timeline	Responsibility
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.	April 2026	Rap Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	Chief People Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	CEO
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026	Chief People Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026	Chief People Officer
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2026	Marketing and Comms Coordinator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2026	Rap Champion
	Identify other organisations on their RAP journey with whom we can collaborate and share knowledge.	May 2026	Rap Champion
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2026	Legal and Compliance Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Chief People Officer Support: Chief Legal and Compliance

RESPECT



Understanding and awareness of Aboriginal and Torres Strait Islander cultures and histories form the foundation of respectful relationships. We acknowledge the unique position of Aboriginal and Torres Strait Islander peoples as the First Peoples of this country and are committed to learning about their cultures, customs, practices and connections to land and water, and celebrating their story spanning more than 65,000 years.

We will embed Aboriginal and Torres Strait Islander cultures into our business through visible elements such as artwork and by acknowledging Aboriginal and Torres Strait Islander peoples at the start of external and large meetings. Guided by our values of trust, respect and integrity, we will ensure this approach shapes every relationship we have, whether engaging with Aboriginal and Torres Strait Islander businesses in our supply chain or supporting employees within our organisation.

Action	Activity / Deliverable	Timeline	Responsibility
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.	September 2026	Rap Champion
	• Conduct a review of cultural learning needs within our organisation.	October 2026	Rap Champion
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.	November 2026	Marketing and Comms Coordinator
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2027	CEO
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 2026	Marketing and Comms Coordinator
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2026	Marketing and Comms Coordinator
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Chief People Officer Support: Rap Champion

OPPORTUNITIES



We are committed to creating a workforce and procurement approach that reflects the communities we work in. We will actively support employment, education and business opportunities for Aboriginal and Torres Strait Islander peoples and communities to improve their financial and social outcomes.

Action	Activity / Deliverable	Timeline	Responsibility
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.	March 2027	Chief Legal and Compliance Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2027	Chief Legal and Compliance Officer
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.	April 2027	Rap Champion
	Investigate Supply Nation membership.	July 2026	Marketing and Comms Coordinator

GOVERNANCE



Strong governance and accountability drive meaningful action. Challenger Services Group will establish governance processes to oversee the delivery of our RAP commitments. We will develop and implement tools to track our progress against our RAP goals, using our existing reporting processes.

Action	Activity / Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	February 2026	CEO
	• Draft a Terms of Reference for the RWG.	March 2026	Rap Champion
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2026	Rap Champion
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2026	CEO
	• Engage senior leaders in the delivery of RAP commitments.	March 2026	CEO
	• Maintain a senior leader to champion our RAP internally.	March 2026	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2026	Rap Champion
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	Marketing and Comms Coordinator
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Rap Champion
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Rap Champion
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2027	Marketing and Comms Coordinator

CONTACT DETAILS

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