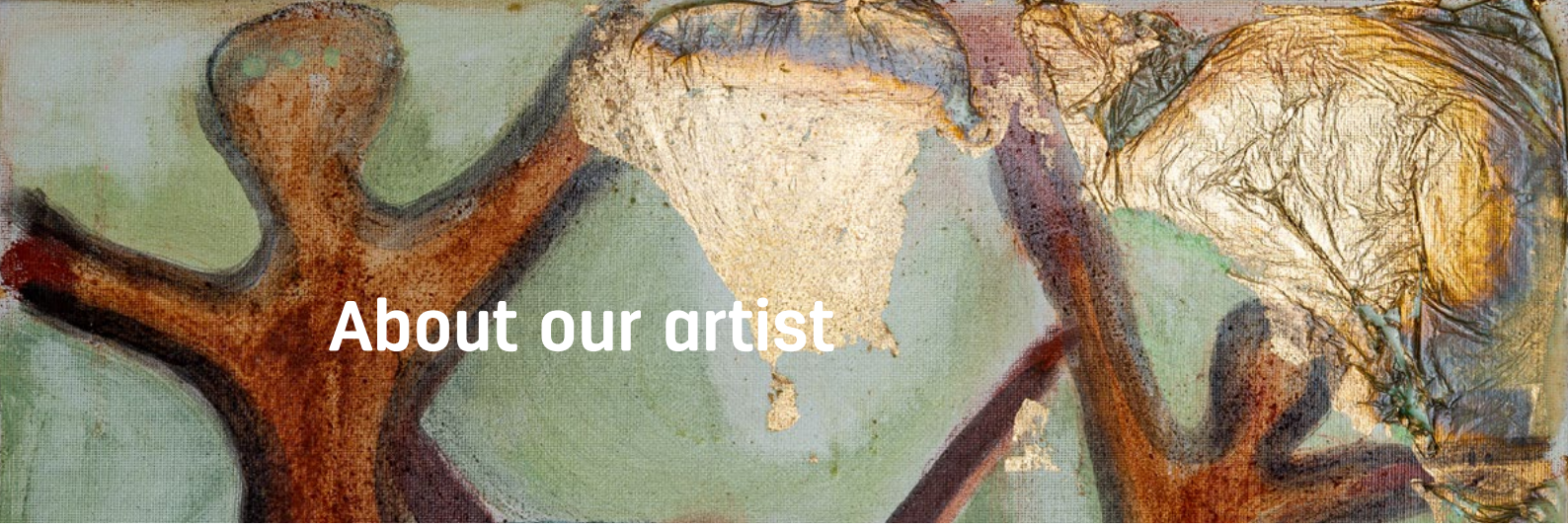


Hollard Reflect Reconciliation Action Plan

January 2023 - January 2024

Hollard.
Together, we go further.®





About our artist



Sarah Jane Moore
Artist

Sarah Jane Moore is an independent consultant, creative artist, author and musician with a PhD in Reconciliation through Music and Art from the University of Sydney. Her creative output spans mixed media collage, painting, printmaking, song writing, poetry, performance and creative writing and maps, shares and stories river, mountain and ocean ecologies. Her visual art practise is place based, science informed, and climate focussed.

This work is playful, connected and intergenerational. It links self, water, land, family and dance in a joyful way. The work was created whilst the artist was living in lutruwita Trowunna Tasmania and is steeped in the materiality of that place. The Bloodwood tree sap, Ochre, gold leaf, Mutton bird oil, river clay, ground oyster shells, She-oak charcoal, Taroona River clay and acrylic celebrate the waratah, community connections and the shimmering possibilities of trust, hope and healing.



Acknowledgement of Country Statement

Hollard proudly acknowledges Australia’s First Nations peoples and honours their stories, traditions and living cultures. We pay our respect to our First Nations peoples as the traditional custodians of this land on which we work and live, and are guests upon.

A message from Reconciliation Australia

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

Hollard Insurance joins a network of more than 1,100 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 close to 3 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 Hollard Insurance 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 Hollard Insurance, 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





Executive Summary

Hollard's purpose is: 'We use our expertise, integrity and humanity to go further, together'. Developing this Reconciliation Action Plan (RAP) will not only benefit the business by further fostering inclusion and cognitive diversity, but it will also make a positive contribution towards reconciliation, celebrating Australia's unique culture and empowering Aboriginal and Torres Strait Islander Peoples.

The Close the Gap strategy, enrolled nationally in 2008, set targets to narrow the gaps between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, including life expectancy, child mortality, early education, literacy and numeracy, attainment and employment.

With only a few targets on track after more than a decade from the introduction of the strategy, employment remains an unresolved issue in which the gap has only widened. Statistics from the 2006 and 2016 censuses show:

- Between the 2006 Census and 2016 Census, Aboriginal and Torres Strait Islander peoples employment rates for those aged 15–64 decreased slightly, 48% to 46.6%. In comparison, the non-Indigenous employment rate remained stable at around 72%.
- In 2016, Aboriginal and Torres Strait Islander Australians aged 15–64 were 1.9 times as likely to be not employed as non-Indigenous Australians.

Developing a RAP provides a structured framework to start fostering awareness and cultural sensitivity across the business and turn Hollard's strategy into action. The process is monitored and overseen by Reconciliation Australia which will serve as SME on this topic and ensure Hollard's approach is gradual and multi-layered so, in the process, we avoid backlash and a possible sense of tokenism.

Enhancing Hollard's work culture to optimise cultural safety for Aboriginal and Torres Strait Islander peoples will:

- Develop a new pipeline for possible talent in a market that is seeing an unprecedented war for talent
- Increase cognitive diversity across the business
- Assist with reconciliation efforts and building a more resilient Australia
- Help narrow the gap in employment between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians

By embarking on this journey, Hollard will be joining more than 1,000 Australian businesses that already have a RAP, including ICA, QBE, CBA, NAB, Suncorp, Bankaust, PWC, EY, Deloitte and KPMG.

The Reflect RAP implementation is estimated to take 12 months, which means completion around January 2024.



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Our business

Established in 2000, Hollard's unrelenting focus on diversity and inclusion, collaborative partnerships and delivering great customer outcomes is at the heart of our business model. We underwrite a wide range of insurance classes either directly or through partnerships with a preference for short tail lines. These include car, home, landlord, pet, commercial motor and business packs.

Hollard is a national organisation employing circa 1,500 employees (in a permanent or fixed term capacity). Our head office is in Sydney NSW, with a hybrid model of both in-office and work from home with an overarching 'work where it works' philosophy. Hollard is structured on an end-to-end functional basis ensuring a better customer experience and greater employee satisfaction and career prospects. With a presence in most States, we can service our customers and partners efficiently and on a personalised basis whilst also providing flexibility for our employees (affectionately termed 'Hollardites') to work remotely.

Hollard is a family-owned business which is part of the Yellowwoods global investment group with roots in South Africa. Yellowwoods' portfolio is broader than just financial services. It includes social enterprises and initiatives focused on inclusive economy, youth employment, education and ecological sustainability. Yellowwoods' purpose is to 'Grow businesses and people, acting in ways that make us proud', so as to be a catalyst for significant and enduring positive change. Put simply, core to every business decision and action taken across the group is a mission that goes beyond simply being a responsible corporate citizen. Yellowwoods' vision is much larger and bolder. Their aim, in our generation, is to leverage their portfolio, resources and capabilities across the group to be a catalyst or proactive contributor to a more inclusive economy and sustainable world.

Based on Hollard's 2021 Engagement Survey, we know that there are at least two Hollardites who identify as Aboriginal and/or Torres Strait Islander People.



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Our Reconciliation Action Plan (RAP)

With a formalised Diversity and Inclusion Roadmap since 2016 and six D&I focus areas (Accessibility, Cultural Diversity, Domestic Family Violence, Gender Equality, LGBTI and Mental Health), Hollard puts its people at the centre of our strategy. Promoting cognitive diversity and psychological and cultural safety derives from our target to be best at delivering a workplace that enables all our Hollardites to bring their whole selves to work, empowering them to do their best work.

Operating in Australia, Hollard acknowledges the strength and resilience of Aboriginal and Torres Strait Islander Peoples in the face of the ongoing impacts of colonisation. As part of Hollard's focus on Cultural Diversity aligned with Hollard's purpose 'We use our expertise, integrity and humanity to go further, together', our RAP aims to enhance and optimise our journey of reconciliation and cultural change to provide all Hollardites, Aboriginal and Torres Strait Islander staff included, with a culturally and psychologically safe environment in which to work.

As with all our D&I focus areas, Hollard takes a pragmatic, hands on, approach to implementing cultural and organisational change. Our first Roadmap ran from FY16 to FY19. Key learnings and insights formed our second Roadmap which is currently

in train FY20 to FY23. Formal quarterly and annual Board reporting is undertaken by the Group CEO against metrics in the Roadmap. Our Reconciliation Working Group (RWG) oversees the development and implementation of the Reconciliation Action Plan, with relevant events and campaigns incorporated in Hollard's D&I Calendar, executive sponsorship, designated budget and Terms of Reference. The RWG includes the following members:

- Direct Lodgement Team Manager
- Head of Culture
- Learning & Development Senior Manager
- Legal Counsel
- Senior Diversity and Inclusion Officer
- Senior Marketing Consultant

DeAnna Burton, Head of Culture, is the Executive Sponsor of the Cultural Diversity Working Group and the Reconciliation Action Plan Champion.

Currently, none of the members in the RWG identifies as Aboriginal and/or Torres Strait Islander people. We have, in the past, circulated an invite for identifying Hollardites to join the RWG, and we plan on continuing to do so once our 2023 Engagement Survey is done in March and we have a clearer picture of the number of Hollardites who identify as Aboriginal and/or Torres Strait Islander people.

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Our current activities

- Annual Harmony Week celebration, including a Welcome to Country and Aboriginal dancing in 2018-2020.
- Annual promotion of NAIDOC Week including resources and events.
- In 2022, as part of Harmony Week we partnered with 'Acknowledge This!' to provide an educational session for Hollardites about Acknowledgment of Country.
- Hollard's CEO has embedded Acknowledgment of Country into all staff updates and town halls in 2022.
- Hollard job ads overtly invite candidates who identify as Aboriginal and/or Torres Strait Islander people to apply for positions.
- Hollard's policies designed with intention to remove systemic and structural barriers to workforce participation such as our Work Where It Works Policy, and our Parental Leave Policy which includes kinship arrangements as part of the eligibility.



Watch video of
Aboriginal dancing

Relationship



| Action | Deliverable | Timeline | Owners |
|--|--|----------------------|--|
| 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. | December 2023 | Senior D&I Officer |
| | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | December 2023 | Legal Counsel |
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2023 | Senior D&I Officer |
| | RAP Working Group members to participate in an external NRW event. | 27 May - 3 June 2023 | Head of Culture |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | May 2023 | Senior D&I Officer |
| Promote reconciliation through our sphere of influence. | Communicate our commitment to reconciliation to all staff. | December 2023 | Head of Culture / Senior D&I Officer / Hollard CEO |
| | Identify external stakeholders that our organisation can engage with on our reconciliation journey. | December 2023 | Learning & Development Senior Manager |
| | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | December 2023 | Senior D&I Officer / Head of Culture |
| Promote positive race relations through anti-discrimination strategies. | Research best practice and policies in areas of race relations and anti-discrimination. | September 2023 | Senior D&I Officer |
| | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | September 2023 | Senior D&I Officer / Head of Culture |

Respect



| Action | Deliverable | Timeline | Owners |
|--|---|---------------|--------------------|
| 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. | December 2023 | Senior D&I Officer |
| | Conduct a review of cultural learning needs within our organisation. | December 2023 | Head of Culture |
| 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. | July 2023 | Senior D&I Officer |
| | Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | July 2023 | Senior D&I Officer |
| | Encourage and support staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | July 2023 | Senior D&I Officer |
| 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 2023 | Senior D&I Officer |
| | Introduce our staff to NAIDOC Week by promoting external events in our local area. | July 2023 | Senior D&I Officer |
| | RAP Working Group to participate in an external NAIDOC Week event. | July 2023 | Legal Counsel |

Opportunities



| Action | Deliverable | Timeline | Owners |
|---|---|----------------|--------------------|
| 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. | September 2023 | Senior D&I Officer |
| | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | September 2023 | Head of Culture |
| 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. | June 2023 | Head of Culture |
| | Investigate Supply Nation membership. | June 2023 | Head of Culture |

Governance



| Action | Deliverable | Timeline | Owners |
|---|--|--------------------|--------------------|
| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | Maintain the RWG to govern RAP implementation. | June 2023 | Senior D&I Officer |
| | Maintain and review Terms of Reference for the RWG annually. | November 2023 | Senior D&I Officer |
| | Establish Aboriginal and Torres Strait Islander representation on the RWG. | December 2023 | Senior D&I Officer |
| Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | March 2023 | Senior D&I Officer |
| | Engage senior leaders in the delivery of RAP commitments. | December 2023 | Head of Culture |
| | Define appropriate systems and capability to track, measure and report on RAP commitments. | March 2023 | Senior D&I Officer |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September, 2023 | Senior D&I Officer |
| Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | October 2023 | Senior D&I Officer |



Sarah Jane Moore, Dance of the Waratah ©



CONTACT DETAILS

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