



Reflect Reconciliation Action Plan

July 2022 - June 2023

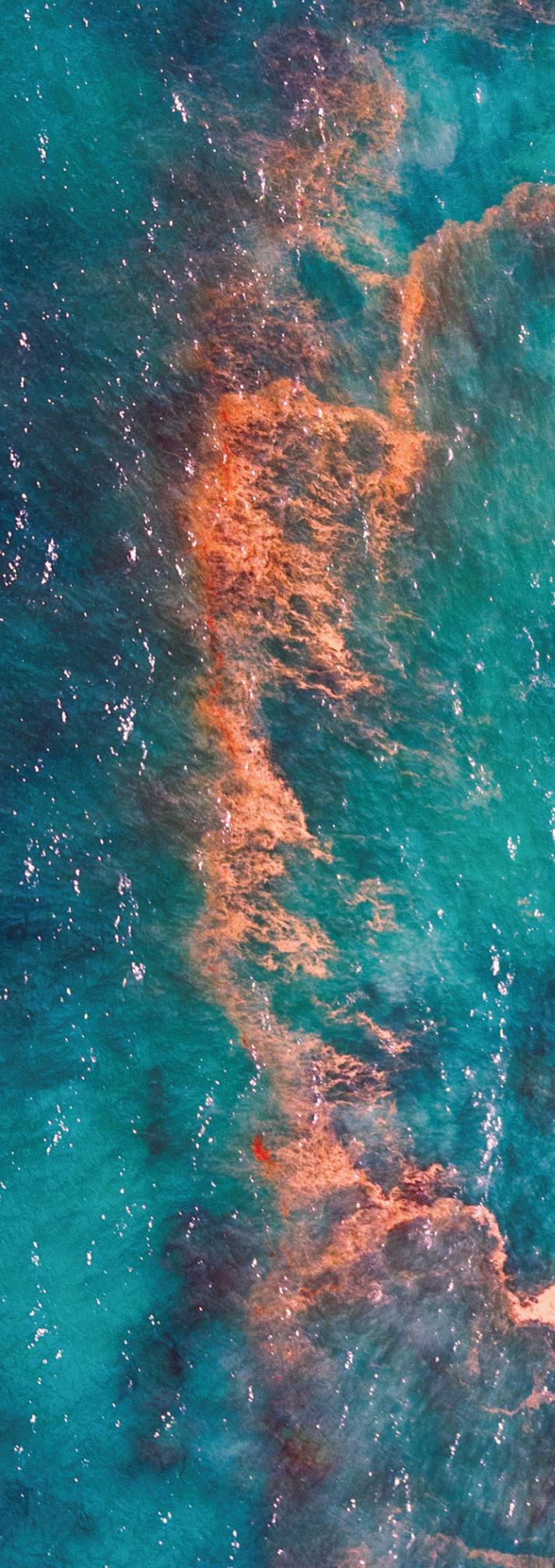
Crawford[®]

hba legal.



RECONCILIATION
ACTION PLAN

REFLECT



Cover artwork: *Kungkarrangkalpa, Kuru Ala, 2018* Artwork by Elizabeth Holland
www.warakurnaartists.com.au

A Ngaanyatjarra artist, Elizabeth Holland was born at Pukultji in Western Australia and brought up at the Warburton Mission.

Elizabeth is a well-recognised and respected Indigenous artist, with her work exhibited internationally in recent years. A piece of her work is also featured in the Luciano Benetton Collection: the collection known as 'Imago Mundi' is a group of works commissioned and collected by Luciano Benetton (founder of global fashion brand United Colors of Benetton), on his travels around the world, involving established and emerging artists from many different countries.

In 2019 HBA Legal ethically sourced and purchased this artwork. We then teamed up with the Arts Law Centre of Australia to raffle the piece and donate all money raised to support the continued work of Arts Law.

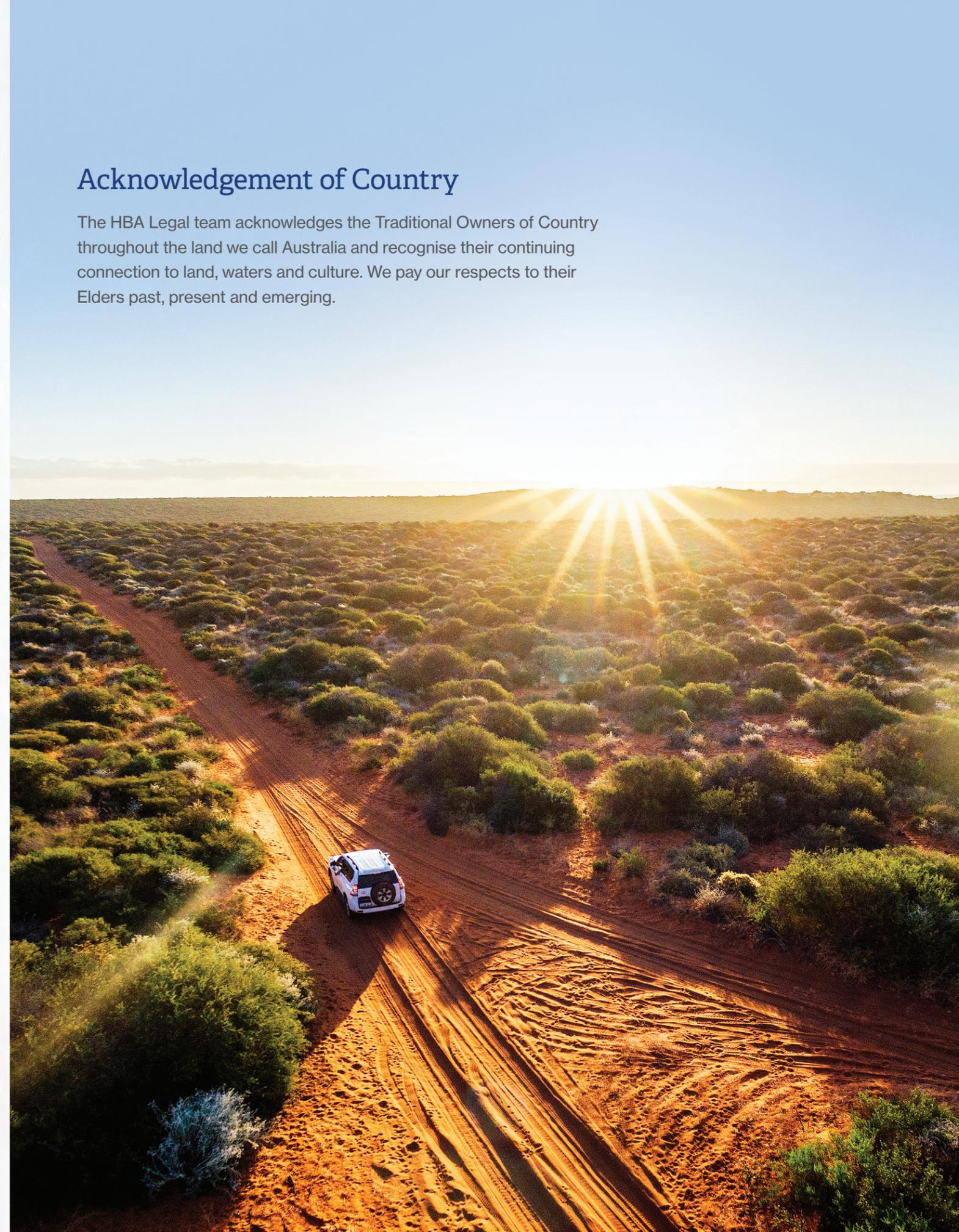
The Arts Law Centre of Australia is a national community legal centre (not-for-profit) providing free or low-cost legal advice, education and resources to Australian artists and arts organisations.

Story of this artwork

Elizabeth Holland paints a section of the seven sisters story which intersects with Kuru Ala. Here she explains: "This is about an old lady who was looking for help. She was trying to hide from the old man who was chasing her. She found a little spot, and waited for her daughter and granddaughter to come and help her. They came and found her, and the granddaughter cried." You can see the old lady hiding in her hiding place, a lone figure in a section of light blue.

Acknowledgement of Country

The HBA Legal team acknowledges the Traditional Owners of Country throughout the land we call Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.



Contents

05	About HBA Legal
06	Statement from Reconciliation Australia CEO
07	Our RAP
08	Relationships
09	Respect
10	Opportunities
11	Governance
12	Key Contacts

About HBA Legal

HBA Legal was formed in 2011 as a specialist insurance law firm designed to challenge the traditional law firm model and instead bring clients fast, efficient, and commercially savvy legal solutions. Since that time, we have partnered with clients in all states and territories across Australia and the London insurance market. We work with top 20 ASX listed companies, underwriters, brokers, insurers, insureds, large, self-insured companies, plus state and federal governments.

In November 2020, HBA Legal was acquired by Crawford & Company® as part of its strategy to grow a global law firm to complement and work hand-in-hand with its long-established claims management businesses.

Today HBA Legal is part of Crawford Legal Services (CLS) which is also in operation in the UK and Chile, with further target growth areas across the globe. CLS is reimagining legal solutions offering a range of integrated and unbundled legal services locally and globally. CLS is an integrated part of Crawford & Company® and operates as an independent law firm not strangled by traditional thinking. These enablers allow CLS firms, like HBA Legal, to offer unique services, bold pricing models and create solutions at the forefront of technology.

HBA Legal employs around 100 people across Australia with dedicated offices in Brisbane, Newcastle, Sydney, Canberra, Melbourne and Perth.

We strongly believe that our core values lend themselves readily to HBA Legal's commitment to reconciliation.

Reflect RAP CEO statement – HBA Legal

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

HBA Legal 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 three 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 HBA Legal 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 HBA Legal, 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 RAP

HBA Legal's core values were developed by our people collectively back in 2013: they are to be Collaborative, Generous, Creative and Genuine.

These values align with Crawford's long-held mission to restore and enhance lives, businesses, and communities. This mission is embedded within the Crawford values – to RESTORE is part of everything we do: Respect, Empowerment, Sustainability, Training, One Crawford, Recognition, and Entrepreneurial Spirit. Now as part of Crawford, HBA Legal shares these values.

HBA Legal's people believe that achieving reconciliation in Australia is critical if we are to truly achieve our organisation's mission to restore and enhance lives, businesses, and communities in the Australian context. We are committed to strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people in Australia to build respect and create meaningful opportunities.

This Reflect RAP represents a formalisation of HBA's commitment to reconciliation and describes the initiatives we plan to take in order to increase meaningful engagement and partnerships with Aboriginal and Torres Strait Islander peoples. This is our first RAP, and we consider it only the beginning of our reconciliation journey. With a growing team and an increasing sphere of influence, this RAP forms a foundation from which HBA Legal aims to grow to actively support all dimensions of reconciliation as well as work towards the development of our Innovate RAP in the future.

To reach the point where HBA Legal has been able to devise our first RAP, we have received enthusiastic approval from the HBA Legal senior leadership team to embark on this process; called for employees who identify as First Nations people to be involved in the process to the extent they feel comfortable to do so (currently there are no staff members employed at HBA Legal that identify as First Nations peoples); called for volunteers who wanted to be involved in the RAP development process; and spent time seriously considering and discussing HBA Legal's scope of impact. We have also appointed a RAP Champion – Dr Andrew Lu AM - who is committed to driving and championing internal engagement and awareness of our RAP. Our RAP Working Group currently consists of our RAP Champion, an Associate Solicitor and Head of Communications. During the period of this RAP, we will work to establish First Nations representation on our RAP Working Group.

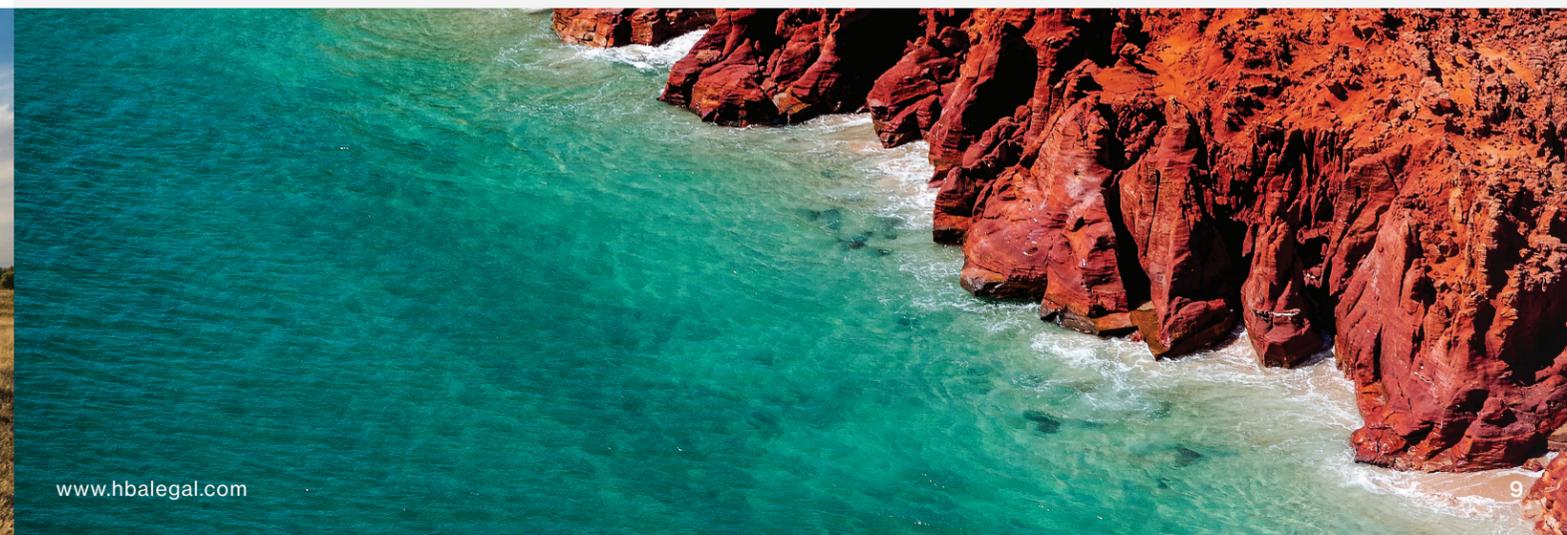
We note that prior to publishing this RAP, HBA Legal moved to include an Acknowledgement of Country in the footer of every page on our website, hbalegal.com. For the past two years our company email signatures have also included an Acknowledgement of Country specific to the office location of the individual team member. Several members of our leadership team have been through cultural competency training, and we ensure to always include an Acknowledgement of Country at the start of HBA Legal events as well as monthly Partners meetings.

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.	June 2022	<ul style="list-style-type: none"> Lead: National Pro Bono Coordinator Support: RAP Working Group; People Team
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	June 2022	<ul style="list-style-type: none"> Lead: Pro Bono Coordinator Support: Administration Team
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	<ul style="list-style-type: none"> Head of Communications
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2023	<ul style="list-style-type: none"> RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2023	<ul style="list-style-type: none"> RAP Champion
3 Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	June 2022	<ul style="list-style-type: none"> RAP Champion; Head of Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2022	<ul style="list-style-type: none"> RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	<ul style="list-style-type: none"> 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.	September 2022	<ul style="list-style-type: none"> Lead: People Generalist; Chief People Officer Support: RAP Working Group
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2022	<ul style="list-style-type: none"> People Generalist; Chief People Officer

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.	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 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair Support: Pro Bono and Social Impact Committee
	Conduct a review of cultural learning needs within our organisation.	August 2022	<ul style="list-style-type: none"> Lead: People Generalist; Chief People Officer Support: Pro Bono and Social Impact Committee
6 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 and communicate to all employees.	September 2022	<ul style="list-style-type: none"> RAP Working Group Chair; Head of Communications
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair; Head of Communications Support: Pro Bono and Social Impact Committee
	Support and encourage new employees to include an Acknowledgement of Country in email signatures, as part of induction training.	January 2023	<ul style="list-style-type: none"> People Generalist; Chief People Officer
	Continue to encourage an Acknowledgement of Country to be made at commencement of all speeches, presentations and seminars hosted by HBA Legal.	July 2022	<ul style="list-style-type: none"> Lead: RAP Champion Support: Pro Bono and Social Impact Committee
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair Support: Pro Bono and Social Impact Committee members
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	<ul style="list-style-type: none"> RAP Working Group Chair
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair Support: Pro Bono and Social Impact Committee; Head of Communications
	Share our participation in NAIDOC week to our network on LinkedIn.	July 2022	<ul style="list-style-type: none"> Head of Communications





Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Investigate methods to help promote Aboriginal and Torres Strait Islander employment within our organisation (ie becoming involved with Career Trackers).	October 2022	<ul style="list-style-type: none"> Lead: People Generalist Support: RAP Working Group
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2022	<ul style="list-style-type: none"> Lead: Pro Bono Coordinator Support: People Team
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a policy for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2022	<ul style="list-style-type: none"> Lead: Accounts Administrator Support: RAP Working Group
	Investigate Supply Nation membership.	December 2022	<ul style="list-style-type: none"> Lead: Accounts Administrator Support: RAP Working Group

Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RAP Working Group (RWG) to govern RAP implementation.	June 2022	<ul style="list-style-type: none"> RAP Working Group Chair
	Review and update the Terms of Reference for the RWG.	July 2022	<ul style="list-style-type: none"> RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	August 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair Support: People Team
11 Provide appropriate support for effective implementation of RAP commitments.	Continue to refine and update resourcing needs for effective and successful RAP implementation.	June 2022	<ul style="list-style-type: none"> RAP Working Group Chair
	Continue to engage senior leaders in the delivery of RAP commitments.	August 2022	<ul style="list-style-type: none"> RAP Champion
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2022	<ul style="list-style-type: none"> Lead: RAP Working Group Chair Support: Head of Communications
12 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 2022	<ul style="list-style-type: none"> RAP Working Group Chair
13 Continue our reconciliation journey by developing our next RAP.	Register through Reconciliation Australia to begin developing HBA's next RAP.	January 2023	<ul style="list-style-type: none"> RAP Working Group Chair

Key Contacts

Phone: +61 (0) 8 9265 6000

Dr Andrew Lu AM

Partner

Pro Bono Executive Sponsor

RAP Working Group member

andrew.lu@hbalegal.com

Sarah Tempest

Head of Communications (Crawford Australia)

RAP Working Group member

sarah.tempest@hbalegal.com

Emily Gibson

Associate

Acting Pro Bono & Social Impact Coordinator

RAP Working Group Chair

emily.gibson@hbalegal.com

Crawford[®]

hba *legal.*

Learn more about us at

www.hbalegal.com

f t in