



Capability Statement

Horsell Duffy Langley is proud to be 100% Australian owned and one of the few remaining wholly Australian owned Insurance Broking firms that provides technical and placement expertise for multinational companies to protect their global risk exposures.

On a global basis, our clients range from Insurance Companies, Mining, Oil and Gas, Logistics and Transport, Medical, Health and Technology each operating in their various sectors throughout the world.

Table of Contents

About Horsell Duffy Langley (HDL).....	1
Principals - Key Executives	1
Global Network Partners and Global Reach	1
Country Partner Selection	2
No Conflicts of Interest Statement.....	2
No Limitations of Liability.....	2
Sustainable Development Goals	2
Licenses and Qualifications.....	2
Use of Contractors	2
Insurer Security	2
Why HDL is the right Partner	3
Pillars for Success	3
We continuously deliver:	3
Services+	4
Our servicing model	4
Delivery of services	4
Risk Management	4
Summary of services	4
Enhanced Services	6
Acquisitions & Due Diligence	6
Bespoke Policy Wordings.....	6
Claims Management	6
Claims Reporting.....	6
Account Management Tools.....	7

About Horsell Duffy Langley (HDL)

Horsell Duffy Langley Pty Limited (HDL) commenced in 2012 providing specialist risk & insurance broking services to corporate entities in target industries in which our people have proven strong professional capabilities. Our executives have some of the strongest insurance backgrounds and expertise in the industry.

As a general comment HDL is not a broker for everyone. We are a broker that provides boutique insurance and risk advisory services to a select clientele that fit within our culture and areas of specialty. Our clients are advice driven who seek guidance on their exposures and effective risk transfer solutions. We are not a seller of insurance; to the contrary, we pride ourselves as buyers for our client once the transfer solutions have been agreed.

Industry Specialties

Healthcare Sector:	Specialist medical services, Hospitals, Day Surgeries and Aged Care.
Transport and Logistics:	Container Terminals, Ports, Stevedores, Rail and Intermodal Freight.
Sports Associations:	High risk and large Sports associations.
Food & Beverage:	Winery & Distillers, Food Distribution & Wholesalers.
Mining & Energy:	Coal, Oil & Gas, Plant & Equipment, Underground and Offshore.
Professional Risks:	Auditors, Accountants, Engineers, Financial advisors, Lawyers.
International Risks:	Worldwide industry expertise and market access.

Principals - Key Executives

The following partners are active within the business and provide resources to all account managers and are active with client contact and services as either direct or indirect points of reference.

John Horsell – Principal/Managing Director

John has more than 50 years' experience in the insurance industry, including over 40 years as a risk and insurance advisor and broker. He is a widely travelled insurance professional having performed risk & insurance consulting assignments in Australasia, Asia, the UK, Europe, and USA and extensive insurance broking and advisory here in Australia to major and mid-size international, national and local corporations.

In 1968, John was appointed Manager of an Australian owned national insurance broker. In 1974 he established his own broking firm, Horsell Insurances Pty Ltd, which within eight (8) years had grown to a national entity with branches in all mainland capital cities. The business was sold to Alexander and Alexander [now AON] in 1981. He continued as a director of Alexander & Alexander assuming various senior national Directorial responsibilities [including global

business] for the next six (6) years. In 1987, he became a consultant to Heath Fielding as the Chairman of The Fielding Consultants, a specialist operation of that broker, then moving on to establish Horsell International Pty Ltd as an Australian owned competitor to the international foreign mega brokers.

Gavan Duffy – Principal/Chief Operations Officer

Gavan has 30 years' experience in the general insurance industry beginning from corporate underwriter between 1991 to 1995 at NZI Insurance Ltd then making the transition to Corporate broker within the international brokers (Aon & Marsh) between 1995 to 2004 in roles ranging to Divisional Director and has been responsible for some of the largest corporate, sporting and international clients in Australia including but not limited to Westpac Bank, IMED, Australia Broadcasting Corporation, Bankers Trust & ING.

Global Network Partners and Global Reach

HDL is a member of Steadfast Limited – an ASX Listed company and arguably the largest Insurance broker in Australia.

As part of our membership HDL has access to Specialist Insurance markets including being a member of the expanded Global Insurance network Partnership, Unison Steadfast, enabling us to service our client's operations throughout the world in a structured and transparent manner.

US\$ 30 bn Premium	140 Countries	
7 Coordination Hubs	2,000 Offices	
1,000+ Network Partners	24,000 Employees	

Our clients receive the benefit of the following capabilities being a member of Unison steadfast:

- Worldwide industry expertise and market access for any type of business.
- Worldwide service coordinated from the headquarters as well as from the network hubs by responsive and dedicated account management teams.
- Longstanding experience in the conception of international insurance programs and in-depth knowledge of local and international insurance markets.
- 360° Assistance.
- Flexible and immediate assistance in claims management, joint marketing, client production and RFPs.
- Available to have globally standardized reporting via "uniNet 3.0" extranet (24/7 availability).
- Close co-operations with insurers, loss adjusters, property restoration companies, law firms, and training institutes.

Country Partner Selection

Whilst we can transact business through our Unison Network, unlike our competitors we are free to use expertise external to these partners.

Our selection criteria is based on the following key factors;

1. Expertise in field and professionalism
2. Any existing or prior relationships with our clients
3. No Conflicts of interest.

As such, we choose the relevant broker on performance, and not because they are a company or member of the network.

This flexibility allows us to provide the best outcome for our clients at all times in any country in which they operate.

This selection process is proven in our global service team in respect to the services provided to our clients and is superior to any in house International Broking operation.

No Conflicts of Interest Statement

We have no conflicts of interest with our clients who may be in competition with, partnership, shareholder, supplier or customer of yours where in the event of an assignment or serious incident may be perceived as a potential conflict of interest.

Unlike our major competitors, HDL also does not receive any profit share, volume bonuses or any other indirect commissions to avoid revenue disclosures.

In any serious Incident our only focus is to achieve the best solution and outcome for our clients.

No Limitations of Liability

As a professional advisory organisation, HDL does not limit its liability in respect to our advice or services and HDL stands by its advice.

Our Clients can rest assured that in the event of an error or omission on our behalf HDL purchases more than \$100m in Professional Indemnity insurance to provide this assurance.

Sustainable Development Goals



As an internationally focused insurance advisory firm HDL supports where possible the 17 Sustainable Development Goals set out by the United Nations in 2015. We do what we can to promote these core values.

Particularly in respect to HDL we promote:

- Equal Opportunity for women and Gender Equality and look for partners who promote or demonstrate these similar ideals.
- Sustainable Consumption through a paper free office environment and Low energy consumption.
- A Modern Slavery Policy rejecting all its various forms, such as servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

HDL has a zero-tolerance approach to modern slavery, and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

- HDL Recently Sponsored the women in logistics for International Women's Day 2021 held March 8th 2021.

Licenses and Qualifications

- Horsell Duffy Langley Pty Ltd is a Licensed Insurance Broker with ASIC AFSL No. 422018 and voluntarily subscribes to a biannual Licence Compliance Audit.
- Is a member of National Insurance Brokers Association (NIBA) and Australian Financial Complaints authority (AFCA).
- Has ratified and complies with the Insurance Brokers Code of Conduct.

Use of Contractors

HDL is not locked into any fixed service agreements with contractors. Where necessary, our preference is to only engage outsourced suppliers who are market leaders in their field of operation wherever in the world.

In doing this we can ensure that our clients receive the best practice services for any work that may be required to be completed. This may include:

1. Replacement cost analysis and valuations,
2. Risk Surveys,
3. Overseas operations where countries do not permit external policies,
4. Lloyds Wholesale Broking Services.

Insurer Security

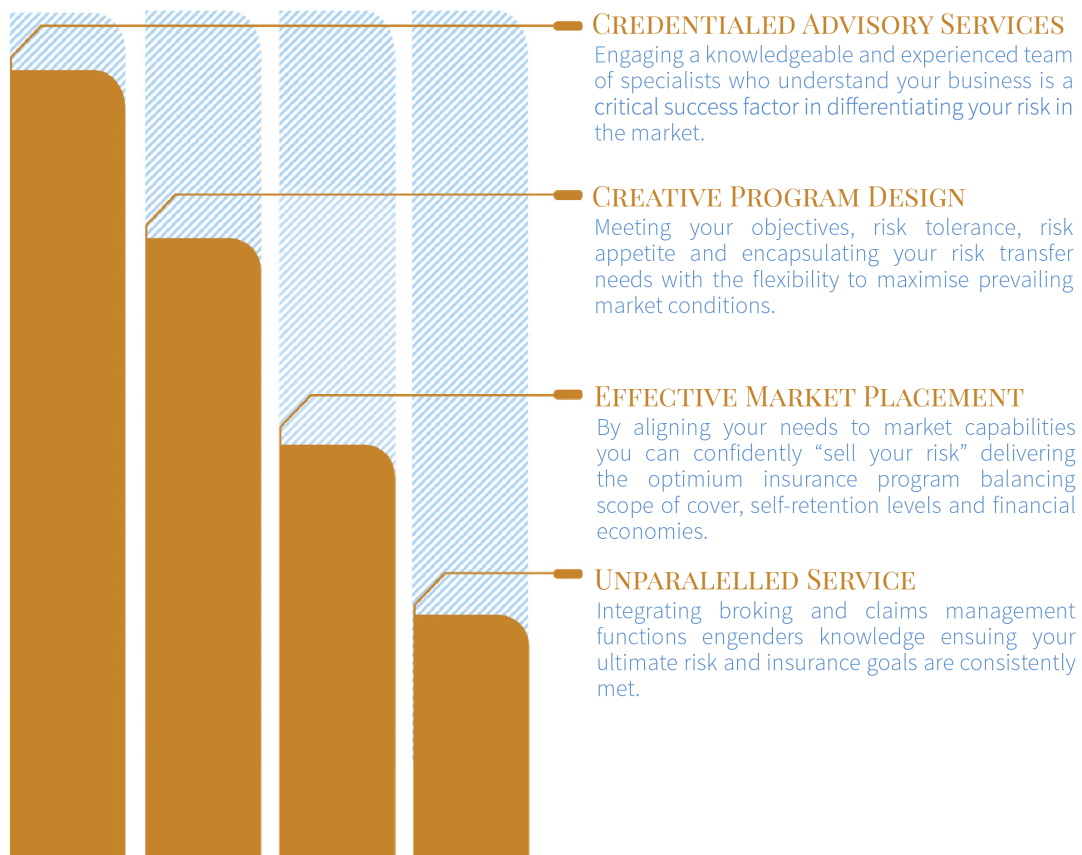
We maintain a minimum insurer security rating of S&P (A) unless otherwise agreed with the insured.

Why HDL is the right Partner

Pillars for Success

It all starts with listening to our client to understand their specific goals and objectives.

Supported through HDL’s credentialed advisory services, creative program design, effective market placement and unparalleled service to successfully deliver risk and insurance solutions that address these needs.



We continuously deliver:

Specialist strength and experience through our:

- Deep functional knowledge of your business, industry risk factors and goals.
- Market leadership by continuing as an innovator of risk and insurance.
- Proven track record of delivering solutions.
- Global representation in all countries where our clients have operations.

Financial security and confidence through:

- A competitively priced insurance program that is suitable for your stakeholders; is compliant; sustainable and provides certainty.
- Bespoke Policy Coverage where appropriate for your industry across your insurance program.
- Economies that flow from creative transfer structures incorporating controls on future pricing that you can influence.

Above all else, we provide consistency, stability and considered advice, which you can rely on enabling you to focus on the core needs of your business.

Services+

Our servicing model

All clients have particular needs in regard to their risk and insurance. HDL will provide an informed decision-making process including an appropriate delivery model ensuring all solutions address your needs in respect to the placement design and advice in respect to your insurance program.

Risk Scoping and Analysis

You will benefit from our consultative approach to advanced risk solutions and analysis. We assess the cost efficiency of each risk financing solution and provide the guidance required to make informed decisions.

Through demystifying the process, you are able to appreciate the options available in delivering an optimal risk financing solution that meets your objectives, risk tolerance and risk appetite.

Program Design and Placement

Following our risk scoping and analysis a bespoke program encapsulating your risk transfer needs is designed and presented to the market through an engaging risk and insurance prospectus.

By aligning your needs to market capabilities HDL “sells” risk maximising the scope of cover to achieve the optimum insurance program.

Risk Control and Education

Through collaboration with internal risk managers, insurance carriers and other external risk experts, HDL provides proactive risk control guidance incorporating prevention, avoidance, transfer and separation strategies aimed at reducing client risk, maintaining risk transfer cost and ultimately protecting our client’s balance sheet.

Integrated Service and Claims

Service and claims management are the day-to-day elements that should follow smoothly if the initial risk scoping, design and placement has been successfully achieved. This is especially true for companies with adverse loss records or those that have evolved in structure; company buyouts, mergers and acquisitions all create a new dimension that requires an independent program review.

Delivery of services

Our approach to the services that are provided to our clients are based on a Professional, Personal and Efficient service method that will not be compromised.

All servicing requirements will be centralised through your dedicated service team. This centralised structure facilitates a beneficial team environment for the delivery of all services.

Advantages of our service structure offered include:

- Consistent delivery of the services and risk management messages that are broadcast to all of your operations.
- Direct access to an executive director responsible for the management of the program and the provision of services at all times.
- Quality control of support personnel delivering the services.
- General program information, policy documentation, advice, risk management and claims support is provided in a consistent manner.

Risk Management

Risk management services are included within our broking services as we believe broking and risk management issues for organisations are indivisible as there is a direct correlation between risk management, claims management and the cost of insuring your risks.

1. Appropriate risk management can assist in the prevention of incidents, ultimately reducing claims costs. From our experience, risk management practices form an important education and training tool for all aspects of the business.
2. Proactive claims management can identify trends and areas of concern where corrective action can be taken. It is fundamental that you access to detailed incident and claims reports.

Ultimately, if you are able to reduce incidents and resultant claims, this will be reflected in the costs incurred in transferring risk, e.g. policy premiums.

Summary of services

The following page graphically depicts our servicing model.

Our servicing model



Enhanced Services

Acquisitions & Due Diligence

Our services include integration and due diligence on acquisitions and we currently perform this role for a number of our clients around the world, including cross country legislation and policy requirements, as well as complying with local insurance laws and insurance tax.

Upon notification of a potential acquisition we perform the following function:

1. Advise the Insured on the relevant information required to perform a review of the target risk profile including:
2. Copies of all policies including schedules and endorsements
3. Historical Claims, minimum last 5 years
4. Significant contracts / supplier agreements
5. An insurance risk review table and gap analysis is provided to the Insured, along with relevant risk identifiers in any particular location, including Flood and/or Bushfire risks.
6. A timetable for the acquisition and transfer of policies, and improvements to cover recommended (or new policies).
7. We may also recommend Warranty and Indemnity insurance over the sale to protect the insured for omissions or misstatements by the vendor in the sale agreement.

Bespoke Policy Wordings

There are numerous industries where we have not been satisfied with the generic and limited market for insurance policies available that provides no point of difference between our competitors and us. Accordingly, we negotiate with underwriters to develop bespoke policy wordings that are flexible, scalable and transferable to practically any country in the world.

Claims Management

Your service team will be responsible for the management of claims as they are the operatives who know your insurance program best and can provide advice as to how the policy may respond and recommend the best strategy in dealing with certain claims that may occur over time. However, not all claims are the same, many claims will be routine such as motor vehicle, domestic travel and some property claims which will follow a set process. Even so, they do require to be monitored.

Our General practice is to split claims into two categories.

1. Electronic Claim transactions, including:

- a. **Motor Vehicle:** Where claims are directly lodged with the insurer.
- b. **Travel:** Excluding overseas repatriation & emergency.
- c. **Small property claims:** Excluding loss over \$20,000 or with Business interruption component.

Although these claims tend to follow a set process with insurers and adjusters they still need to be monitored, and form part of our regular claim review and monitoring.

2. Large or Technical losses including;

- Business Interruption;
- Directors and Officers Liability,
- Medical Malpractice
- Public Liability;
- Property Losses over \$20,000 or where Business Interruption is involved.

Our process is for Directors & Officers Liability, Medical Malpractice and Liability claims to have a set panel of defense for you, agreed to by the Insured and Insurer, who will act in the best interest of both parties and who will have a good understanding of your business. Objective is to ensure efficiency and reduce claims cost by not having to re-educate a stock appointed law firm each time, and whose interest may not always be aligned with your interest.

Large property losses are handled individually by the Account Director and Account Manager, including calculations for increased cost of working and loss of gross revenue. Should the claim require specialised forensic accounting we may appoint a specialist accountant to assist in the preparation of the claim, whose costs will be included with in the claims preparation costs of the policy.

Claims Reporting

Incident Reporting

Should you choose, Incident Reporting can be managed via the client portal and be directly uploaded to HDL for review and passing on to insurers. The system will create a formal register of incident notification records. Upon completion of a portal incident reporting, you will receive a confirmation email from the portal confirming lodgment of the incident to HDL.

Our Incident reporting template can be tailored to the same data that is currently used by you. We will make suggestions as to appropriate changes.

Formal claims reporting & continuous disclosure

Claims Reports will be provided quarterly or as agreed. This will cover all claims however large. Technical and sensitive losses will be handled on a continuous disclosure basis, where any material change or development in a claim is notified to the insured, for review and to reassess liability and strategy for management of the claim.

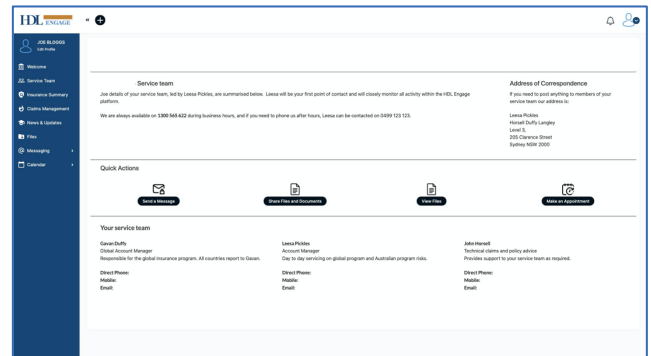
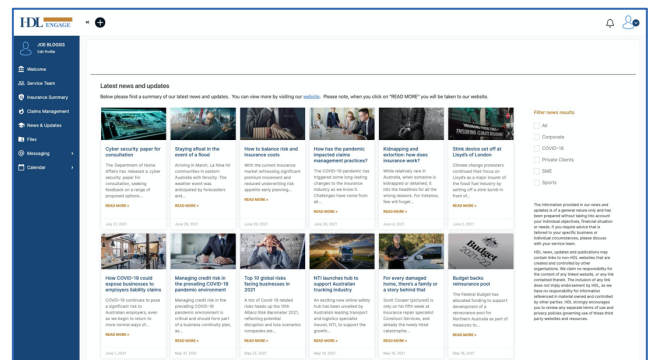
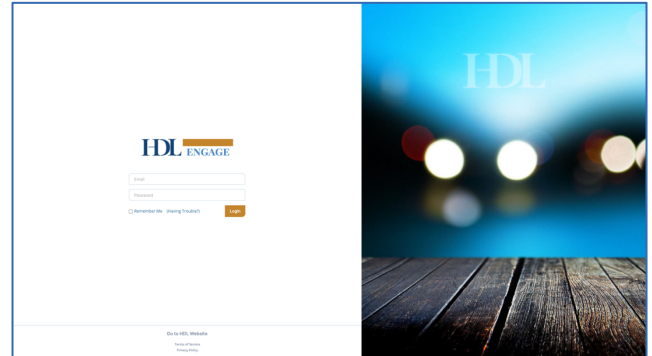
Account Management Tools

HDL Engage

HDL Engage provides a secure area for team collaboration, communication and information that connects you with your HDL service team.

Benefits provided by HDL Engage include:

- Enhanced collaborative working community, regardless of whether team members are centralised or geographically dispersed.
- Greater efficiency in the collection, management and distribution of risk and insurance data using document management capabilities.
- On-demand access to your company's proprietary risk and insurance data.
- Access to HDL subject matter experts facilitating informed and collective decision making.





HDL HORSELL
INSURANCE BROKERS DUFFY
LANGLEY

Horsell Duffy Langley Pty Limited
ABN 12 155 940 604 AFSL 422018

www.HDLbrokers.com.au

Head Office
Level 6, 31 Market Street
Sydney NSW 2000

QLD Office
Level 27, Queen Street
Brisbane QLD 4000

Phone: 1300 565 622

Email: gduffy@HDLbrokers.com.au

All Contents © Copyright Horsell Duffy Langley Pty Limited

This proposal is prepared for the sole and exclusive use of the party or organisation to which it is addressed. Therefore, this document is considered proprietary to Horsell Duffy Langley Pty Ltd and may not be made available to anyone other than the addressee or person within the addressee's organisation who are designated to evaluate or implement the proposal. Horsell Duffy Langley Pty Ltd proposals may be made available to other persons or organisations only with written permission of Horsell Duffy Langley Pty Ltd.