

# Making it happen



**John Neal**

**Group Chief Executive Officer**

Age 50

John Neal joined QBE in 2003 and was appointed Group Chief Executive Officer in August 2012. Prior to his current role, John held the position of Chief Executive Officer of Global Underwriting Operations and previously held several leadership positions in QBE's European Operations, most recently as Chief Underwriting Officer.

John has over 26 years' experience in the insurance industry and, before joining QBE, John was the Chief Executive Officer of Ensign, a Lloyd's managing agent. John developed Ensign to become the UK's leading commercial motor insurance brand. QBE acquired Ensign in 2003.



**Jason Brown**

B ECON ACA

**Group Chief Risk Officer**

Age 45

Jason Brown joined QBE in 2002 and was appointed Group Chief Risk Officer in March 2014. Prior to his current role, Jason was Chief Risk Officer for QBE's Australian & New Zealand Operations and previously held the role of Executive General Manager, Technical & Operations with responsibility for national underwriting, national claims, reinsurance, actuarial, legal, and mergers and acquisitions.

Jason has been involved in the financial services industry for over 20 years, including in consulting, audit and senior executive roles. Prior to joining QBE, Jason was a Principal at Ernst & Young.



**David Duclos**

BSBA

**Chief Executive Officer, North American Operations**

Age 57

David Duclos was appointed Chief Executive Officer of QBE's North American Operations in 2013. Prior to joining QBE, David held various management positions at XL, most notably as Chief Executive of Insurance in which he was responsible for all global insurance operations.

David has more than 35 years' experience in the insurance industry. He began his career at INA/CIGNA as an underwriter, where he spent 21 years, rising to a variety of regional and national management roles. David also worked in senior level positions at Kemper Insurance for three years before joining XL.



**Mike Emmett**

B COM, CA

**Group Executive Officer, Operations**

Age 48

Mike Emmett joined QBE in 2011 and was appointed Group Executive Officer, Operations in February 2014. Mike previously held the position of Group Head of Operational Transformation and prior to that was the Chief Information Officer for Australian & New Zealand Operations and Asia Pacific Operations.

Before joining QBE, Mike was a partner at Ernst and Young in Australia where he led the Financial Services Advisory Practice. Mike has also worked for PwC, Accenture and IBM where he assisted major insurers and retail banks to improve operations and technology.



**Colin Fagen**

B COM, MBA

**Chief Executive Officer, Australian & New Zealand Operations**

Age 47

Colin Fagen joined QBE in 1998 and was appointed Chief Executive Officer, Australian Operations in 2011. This was expanded to include New Zealand Operations in 2012. Prior to his current role, Colin was the Executive General Manager, Intermediary Distribution for Australian Operations.

Colin has 24 years' experience in the general insurance industry, having held a variety of operational roles. Colin is Vice President of the Insurance Council of Australia and a director of the Australian and New Zealand Institute of Insurance and Finance.

## Corporate governance overview

QBE places importance on robust corporate governance and being a good corporate citizen. The Group has a vision and six ONE QBE values that recognise its customers, people, shareholders and the community. QBE believes that a culture which rewards transparency, integrity and performance will promote its long-term sustainability and the ongoing success of its business.

QBE has prepared a corporate governance statement that aims to disclose in summary form as clearly and objectively as possible QBE's corporate governance standards and practices so that they can be readily understood by our shareholders, policyholders and other stakeholders.



## David Fried

ECON/ POL. SCIENCE

### Chief Executive Officer, Emerging Markets

Age 53

David Fried joined QBE in 2013 as Chief Executive Officer, Asia Pacific Operations and was later appointed Chief Executive Officer, Emerging Markets in August 2014. Prior to joining QBE, David was the Regional Chief Executive Officer of Allianz Asia Pacific, where he was responsible for the insurer's life and non-life business across 14 countries.

David was previously at HSBC for 27 years, where he worked in numerous senior management and global strategic roles, including as the Group Head of Insurance where he managed HSBC's insurance operations across 54 countries.



## Richard Pryce

B HIS (HONS)

### Chief Executive Officer, European Operations

Age 55

Richard joined QBE in 2012 and was appointed Chief Executive Officer, European Operations in 2013.

Richard began his underwriting career with R.W Sturge syndicate in Lloyd's where he became Claims Director. In 1996, Richard moved to Ockham (which was subsequently acquired by ACE) as Professional Lines Class Underwriter for Syndicate 204.

Richard went on to run ACE's Financial Lines business in London before becoming President of ACE Global Markets in 2003 and ACE UK in 2007. Richard has worked in the London insurance market for 30 years.



## Patrick Regan

BSc, ACA

### Group Chief Financial Officer

Age 48

Patrick Regan joined QBE in June 2014 when he was appointed Group Chief Financial Officer and became an executive director in October 2014. Prior to joining QBE, Patrick was the Chief Financial Officer at Aviva plc in London from 2010 to 2014 with responsibility for finance, strategy, investor relations and mergers & acquisitions.

Patrick has more than 25 years' experience as a practicing chartered accountant and nearly 20 years' experience in insurance and financial services globally. Patrick was also the CFO/COO of Willis and has held several roles at RSA and AXA.



## Jenni Smith

MBA

### Group Executive Officer, People and Communications

Age 52

Jenni Smith joined QBE in 2003 and holds the role of Group Executive Officer, People and Communications. Jenni is also the Chair of the QBE Foundation.

Jenni has substantial international experience, having held executive roles in the UK advertising and television industry. Before joining QBE, Jenni held the position of General Manager Human Resources, International at Telstra Corporation.

A copy of that corporate governance statement accompanies the Annual Report, and is also available along with the Annual Report on QBE's website at [www.group.qbe.com/investor-centre/reports-presentations](http://www.group.qbe.com/investor-centre/reports-presentations). In particular, that corporate governance statement addresses the 30 recommendations made by the ASX Corporate Governance Council as part of its Corporate Governance Principles and Recommendations (2nd Edition with 2010 Amendments).