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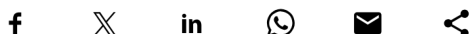
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Asia: QBE's strategies for winning the war for talent



By Sarah Si | 20 Jun 2025



Asia C-Suite People

People and culture are part of QBE Asia's strategic priorities, the company's CEO Rob Kosova said, outlining how it plans to continue to attract and retain top talent.

"Without people, we do not achieve any underwriting success," Mr Kosova told *Asia Insurance Review*. He delved quickly into this statement, stressing that every person has the ability to create a new idea or a new opportunity.

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“We want to make sure we are realising that potential. If we can unlock that, the executive team does not have to come up with all the ideas,” he said.

“But everyone in the business needs to know that it is our number one core capability.”

When engaged, enabled and passionate employees are involved, he said, all other core capabilities will be unlocked, from managing risk, compliance, innovation and even knowledge of tools and systems at the company’s disposal.

Allowing innovation and creativity

Mr Kosova also highlighted that after employees are empowered to do their jobs, they should stay “constantly on the lookout for rules that no longer make sense” so that the redundant rules are changed or removed.

“I do not like hearing that people have stopped doing something that might be innovative, creative, or new, just because a rule says that we should not do that.”

Promoting from within

According to Mr Kosova, the restructuring of QBE Asia’s operating model has been “geared around using our existing capability and just giving people more opportunity to realise their potential”. For instance, he pointed out that C-suite appointments in his company were all internal promotions.

As companies tap their internal talent capabilities first, employees would “see real career progression opportunities”, he said.

“Once we allow people to stay, and given the authority to do what they do, they enjoy their job more,” he said.

Making sure employees are at their best

Lastly, Mr Kosova indicated insurers would want to “make sure employees are at their best”.

“If people are healthy and happy, they are more engaged and more productive,” he said, citing this as a lesson taken from the global COVID-19 pandemic.

“Healthy people equals healthy business and a healthy economy.”

This also translates into giving employees “the time and opportunity to support and enhance their own well-being”, he said, pointing to a new parental leave programme in QBE Asia as an example.

“I think it is key to employ people, recognise that they are talented, let them use that talent and give them the opportunity to develop their career,” he said.

“And while they are doing all that — support and enhance their wellbeing.”

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