

# Anne O'Keefe



A senior Human Resources leader with a successful track record working with CEOs and Boards in Financial Services and Telecommunications in both Australia and Asia

Experienced in managing HR and business transformation; developing HR strategy aligned to business plans; developing leadership capability and talent pipelines; establishing commercially focused HR functions; and building high performance cultures

Commercially focused and experienced in aligning HR strategy and delivery to successful business outcomes including organisational restructures, mergers and acquisitions and developing outcome-based cultures

## CAREER SUMMARY

2015 - 2018

BERKSHIRE HATHAWAY SPECIALITY INSURANCE  
+ Head of Human Resources

2012 - 2014

ASURION AUSTRALIA PTY LTD  
+ Director, Human Resources

Jan to Aug 2012

GE Australia (Contract Role)  
+ Human Resources Leader – Change Program

2006 - 2011

ZURICH FINANCIAL SERVICES (AUSTRALIA)  
+ Head of Human Resources

2003 - 2006

TOWER GROUP (AUSTRALIA)  
+ Head of People and Change

1996 - 2002

DEUTSCHE BANK (SINGAPORE)  
+ Regional Head of Human Resources - Corporate Centre and South East Asia

1996 and Prior

Human Resources Manager, Fidelity Investment Management (Hong Kong); Senior HR management and specialist roles in SBC Dominguez Barry (now UBS), Westpac, Jones Lang Wootton (Now Jones Lang LaSalle), American Express and NCR in Australia)

## CAREER HIGHLIGHTS

A contributing member of successful executive/leadership teams  
Managed major business change initiatives and restructures – mergers and acquisitions, divestments, operational transformations, and established regional operating centers

Developed talent management capability to resources for business growth and sustainability

Led successful regional HR teams supporting businesses spanning different regulatory and cultural environments

Achieved high employee engagement through volatile economic and business cycles; mergers and acquisitions and developing outcome-based cultures

## QUALIFICATIONS

Bsc (Hons) Psychology University of NSW

Graduate Diploma in Human Resources and Industrial Relations

University of Technology

**2015 – 2018: Head of Human Resources, Berkshire Hathaway Specialty Insurance**

An integral part of setting up the Australasian operation of a global corporate insurer. The focus was on attracting the best talent and building a positive, enabling and ethical culture. Established offices in 4 states and New Zealand and grew the team to over 100 professionals. Established the HR infrastructure and helped implement successful attraction and engagement strategies

**Key achievements:**

- Built a highly regarded team of professionals through direct sourcing
- Developed and implemented an HR strategy supporting entrepreneurial business growth and a highly engaged culture
- Coached a new and young leadership and management team

**2012 – 2014: Human Resources Director, Asurion**

Provided HR leadership for a start-up operation. Asurion is a privately-owned U.S. based technology company that entered the Australian Telecommunications market in 2012. Involved in hiring the management team, establishing HR processes and building organisational capability for a successful launch in Australia and for the future growth in Asia

**Key achievements:**

- Hired a management team and resourced the business for launch and subsequent growth
- Established HR processes including payroll, HR policies, and cost-effective recruitment capability
- Supported launch and growth initiatives in other regional locations, including hiring key staff

**2012 - 2012: Human Resources Leader – Change Program, GE Australia (Contract role)**

Project managing the restructure of the Human Resources function from a divisionally based structure to a group function providing Centre of Expertise and HR Business Partner support. Developed and gained approval for the project plan, engaged relevant stakeholders, reported to the steering committee and managed the change and communications elements of the project

**2006 – 2011: Head of Human Resources, Zurich Financial Services Australia**

Key member of the senior leadership team managing a general insurance, life insurance and investments business employing 1400 people across Australia and New Zealand. Provided alignment of the HR strategy and function to business strategy. Worked closely with CEO and local Board to advise on People issues and initiatives. Responsible for talent acquisition and management, employee engagement, leadership development, compensation and benefits and employee relations. Worked with global colleagues to implement global systems, programs and initiatives. Co-ordinated the Board Remuneration Committee

**Key achievements:**

- Worked with CEO to recruit and build a leadership team and culture focused on business performance and high employee engagement through volatile economic cycles
- Developed a high-performance HR team capable of supporting significant business transformation
- Implemented a Talent Management framework and strategies to recruit, retain and develop talent in both technical and leadership roles across the business
- Integrated a major subsidiary
- Introduced change management capability across the organisation in recognition of the significant and ongoing program of organisational transformation taking place in the business

**2003 - 2006: Head of Human Resources, Tower Group**

Key member of a new leadership team tasked with rebuilding a damaged life insurance and wealth management business in Australia and returning it to profitability. Recruited and helped build a new leadership team, restructured the business to reduce costs and staff numbers. Introduced HR programs to support a new corporate culture and the drivers of business performance (customer service, teamwork and creativity). HR responsibility for the Australian and New Zealand businesses. Managed the Project Office and Facilities Management in Australia

**Key achievements:**

- Recruited and built a leadership team with the capability to transform a distressed business
- Championed major change initiatives at the executive level
- Managed the HR issues resulting from purchasing a competitor company, from pre-sale due diligence through to integration
- Introduced a remuneration strategy, including a new sales incentive plan and a bonus scheme for general staff linked to individual and company performance
- Redesigned the Leadership model and the supporting management development programs and tools
- Redefined, the corporation culture and implemented initiatives to support the business drivers of performance, customer service, teamwork and creativity

**1996 – 2002: Head of Human Resources, Deutsche Bank (Singapore)**

Member of the regional HR team providing HR strategy and leadership across Asia/Pacific. Directly managed HR for South-east Asia and had full responsibility for HR support for the Corporate Centre functions (Finance, Marketing, Legal & Compliance, Credit, Human Resources, Information Technology and Operations). Key contributor to developing a client focused HR strategy and culture across the region and developing the capability of the HR team to support that strategy. Managed a globally mobile workforce with considerable movement of expatriate staff

**Key achievements:**

- Integrated the support functions through two major bank mergers
- Considerable rationalisation and downsizing of support functions across the region including consolidation of decentralised operations functions into a regional operations centre in Singapore

**Previous senior Human Resource management and individual contributor roles with:**

- Fidelity Investments, Hong Kong
- SBC Warburg (now UBS Group AG)
- Westpac Banking Corporation
- Jones Lang Wootton (now Jones Lang LaSalle)
- American Express
- NCR Corporation