


Robert (Bob) George Glading

14 December 1932 - 18 May 2012



Bob was the Institute President in 1994 and Actuary of the Year in 1997. He was also a very active member of the Institute and amongst other roles, was Convenor of the Professional Standards Committee and a member of the Education Council Committee. Bob was honoured with Life Membership of the Institute in 2007. Amongst other roles, he has been Deputy Commissioner, Life Insurance of the Insurance and Superannuation Commission (ISC) – now APRA.

In 2000, Bob was awarded an AM for his service to the insurance industry and the actuarial profession, particularly in the development of legislation and support for the application of new techniques in actuarial practice.

Many members and some staff in the Institute HQ have had the pleasure of working with Bob. Gracious and learned, he was a great pleasure to work with, we are certain he will be sorely missed by his numerous friends and colleagues.

Here, three colleagues and friends – Mike Barker, Rod Atfield and Tom Karp – pay tribute to Bob and talk about their individual memories of their time spent with him.

Bob moved to Australia in the mid 1960s to take up a position of Actuary at Northern Life. In 1968 he accepted a position of Actuary at P & C Life just after it was acquired by US-based Aetna Life and Casualty. This position only lasted a couple of months, as Northern Life offered Bob the opportunity to return to his old company as Chief Executive. I had just arrived in Australia from the UK as Assistant Actuary at P & C Life and although Bob's time at P & C was brief, he left a lasting impact on the organisation.

In the 1970's, a rift developed between the large life offices, represented by the Life Offices Association, and the smaller and newer companies, who formed their own representative body. Bob was heavily involved, and chaired the new organisation. Whilst clearly not part of the old establishment, he had the respect of his actuarial contemporaries at the larger companies, and the two organisations managed to co-exist for some years without declaring war on each other.

Bob's background of leadership amongst the smaller life companies, and the sense of fairness that he had exhibited, were important to his appointment to the ISC as Deputy Commissioner, Life Insurance.

As regulator, Bob had some challenging moments, such as the 1987 stock market crash, which could easily have developed into a crisis of confidence in the industry without Bob's steady hand, and the collapse of Occidental Life. Overall he took a very progressive stance, innovating in such areas as monitoring of derivative positions, which was a world-leading initiative. Most important was his leadership in the major revision of the Life Insurance Act, which placed the Australian industry on a sound footing for many years ahead, and for which he will certainly be remembered.

Following his retirement from the ISC in early 1998, Bob continued his service to the life insurance industry in a consulting capacity by providing education to regulators in a number of emerging countries. At the same time he served on the Boards of Gerling Global Reinsurance and Citicorp Life, which later became MetLife Insurance. He chaired MetLife for six years until he fell ill in May 2011 just before his planned retirement, he is very fondly

remembered by MetLife's management and staff.

Bob will be remembered by all who worked with him for his dedication to maintaining standards and integrity in the life insurance industry, and for his service to the profession.

Mike Barker

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I have been privileged to have known and worked with Bob Glading for many years. He was always very amiable with a ready and warm smile. We worked together on many committees, he was a valuable contributor as a Council Member in my Presidential year, and we were together for a number of years on the Macquarie University Actuarial Foundation where his keen interest in educational matters was clearly evident. His only lament was that so few people studied Latin as, in his view, without such a background, no one could fully appreciate languages.

Bob's term as Deputy Commissioner, Life Insurance of the Insurance and Superannuation Commission was a very significant one. He was approachable and helpful whilst always maintaining an objective and professional attitude that was appropriate to his position. His greatest achievement was the introduction of the *Margin on Services* accounting for life insurance that resulted in legislation and him being awarded the AM, an award that was well deserved.

Bob was indeed an 'ornament to his profession' and the profession has been deeply enriched by his presence and his contributions.

Rod Atfield

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I joined the ISC in March 1989 as Assistant Commissioner, Life Insurance, becoming the deputy to Bob, who was then Deputy Commissioner, Life Insurance.

Bob was a delight to work for because he himself was a hard worker who made sure he was across the issues, but he was also open-minded and ready to listen to other views before he decided which action he would take. With his substantial life insurance industry experience he was a pragmatic regulator, but not 'captured by industry' as he well knew of the industry's not so good practices and at times self-serving approach. While his office was in Canberra, where all his small team of staff were, he spent about 50% of his time in Sydney or Melbourne keeping in close touch with senior people in the life insurance

companies and the actuarial and auditing professions, so that he was well attuned to the latest industry issues and practices.

When he joined the ISC in late 1987 Bob was well aware that the life industry practice of selling investment account contracts with strong guarantees was not sustainable and highlighted a major weakness in the life insurance regulatory regime. Relatively quickly he moved to have qualified industry professionals help him develop reserving requirements for such products which were introduced via ISC Circular 273, while he pursued his other objective of reforming the whole life insurance regime.

I was fortunate enough to work closely with Bob on a number of major regulatory issues, including;

- Circular 273 reserves;
- the review of the Life Insurance Act 1945 leading to the new Life Insurance Act 1995, including the establishing of the Life Insurance Actuarial Standards Board (which Bob was a member of from 1995 to about 2000);
- ISC requirements to disclose early termination values for life insurance products which led to major changes towards more consumer-friendly life products;
- the collapse of the Occidental and Regal life insurance companies which resulted in the first, lengthy and complicated judicial management under the Life Insurance Act, and which helped shape much of the new Life Insurance Act 1995; and
- the demutualisation of the major life insurance mutuals, partly due to the new Life Insurance Act 1995.

I became Commissioner of the ISC in late 1997, in the lead up to the formation of the Australian Prudential Regulation Authority (APRA), and Bob's boss as he had to retire in early 1998. This did not faze him in the slightest.

Bob was always good to be with because he had an infectious enthusiasm for his work, the actuarial profession and life in general. He had little ego, but knew his own mind. He was humorous with an impish style and he liked his food and red wine!

A rare individual who I and many others will sadly miss. **A**

Tom Karp

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