



Society of Actuaries in Ireland

Strategy Plan 2020 - 2023

June 2020

Society of Actuaries in Ireland

Strategy Plan 2020-2023

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Message from the President

I am pleased to present, on behalf of Council, the Society of Actuaries in Ireland Strategy Plan for 2020 – 2023.

The Plan reflects the Society's ***Vision for the actuarial profession in Ireland***, as follows:

Actuaries are trusted as experts in evaluating risk and financial uncertainty.

This is a shorter and simpler articulation of the Society's previous Vision statement that had been in place for over 10 years. It recognises the trust that our stakeholders place in us, which is underpinned by the principles in our Code of Professional Conduct, as well as the technical skills that are core to the profession, and it places no boundaries on the spheres within which actuaries may work.

With this Vision in mind, our ***Mission*** is:

1. To support actuaries throughout their career so that they have the skills, attributes and knowledge appropriate to their roles and the current and future needs of actuarial practice;
2. To develop, maintain and enforce actuarial standards that require actuaries to advise their clients with integrity, professionalism and objectivity;
3. To serve the public interest by promoting thought leadership and contributing as an independent voice on matters where an actuarial perspective can add value.

Compared with the previous Mission, the statements have been reordered and the last statement amended to more explicitly reflect what Council perceives to be the Society's remit on matters of public interest.

In developing the current plan, a number of key themes emerged. These evolved following consideration of our current strengths, the opportunities to improve how we serve our various stakeholders, and the internal and external risks we face as a profession and a professional body.

The environments in which actuaries are working are changing, influenced for example by the COVID-19 pandemic, technological, regulatory and cultural factors. The profession is changing too, and becoming more diverse as it grows. The Society needs to be able to support members in maintaining professionalism and relevant expertise, so that they can have rewarding careers in traditional and emerging areas of practice. Council will monitor progress in achieving the objectives and aspirations set out in the Strategy Plan, with this context in mind.

A significant amount of work has gone into producing the current plan and I would like to thank everybody involved for their time, energy and commitment. A new theme in the current plan focuses on employer engagement. In light of the rapid changes we have experienced, it is more important than ever to demonstrate the value of actuaries to a wide range of employers. If you are not already involved in the Society, I would strongly encourage you to get involved, when you can. Volunteering in the Society is highly rewarding. It puts you in a great position to receive the professional supports you need, to anticipate new challenges and new opportunities that lie ahead.

Sean Casey, President

Vision, Mission and Strategy Themes

Vision

The Society's Vision for the actuarial profession in Ireland is that:

Actuaries are trusted as experts in evaluating risk and financial uncertainty.

Mission

With this Vision in mind, our **Mission** is:

1. To support actuaries throughout their career so that they have the skills, attributes and knowledge appropriate to their roles and the current and future needs of actuarial practice;
2. To develop, maintain and enforce actuarial standards that require actuaries to advise their clients with integrity, professionalism and objectivity;
3. To serve the public interest by promoting thought leadership and contributing as an independent voice on matters where an actuarial perspective can add value.

Strategy Themes

The Strategy themes are:

- Member Proposition
- Employer Proposition
- Professionalism and Standards
- Thought Leadership

Background to each Strategy Theme

Member Proposition

The value of the Society to its members comprises tangible elements of the services we provide (such as professional development opportunities and technical knowledge sharing) and more intangible elements (such as being part of a well-regarded profession). As the Society and resources available to it have grown, the member proposition has developed and expanded. It is vital that we continue to evaluate and refine the overall proposition and that members are engaged and aware of the available services and the opportunities to contribute through volunteering.

Council also recognises the importance of attracting new talent into the profession, and that it will be beneficial to draw from a broad pool of potential candidates with a lens on several aspects of diversity, and to promote the profession as one that is inclusive and adaptable.

Employer Proposition

Employment opportunities for actuaries working in Ireland have seen consistent growth over the years, largely due to the expansion of the International Financial Services sector here. However, the Society recognises that the employment prospects of its members may change at any time, not least following the COVID-19 pandemic, as well as ongoing technology developments such as data analytics and machine learning.

The Society wants to engage with employers to promote Society membership and to ensure that the membership proposition remains attractive to them. This includes both traditional employers (for example insurers, reinsurers, consultancies) in addition to 'wider fields' employers (for example in the banking sector, aviation leasing sector, fintech). This is a new initiative which will explore how we can best meet the needs of employers and remain relevant to the differing roles of our members.

Professionalism and Standards

The Society is a self-regulated profession without formal external oversight from any public sector body and this Strategy Plan does not envisage any change in this status. The Society has a well established framework for professional regulation, the purpose of which is to protect the reputation of the profession and maintain standards of actuarial work. Consistent with the last Strategy Plan, we will keep this framework under review to ensure it remains fit for purpose. We will also maintain a focus on regulatory awareness to ensure that members understand their professional obligations.

Thought Leadership

The Society can play an important role in public interest matters through its engagement with relevant policymakers and supervisory authorities and by publishing position statements on matters where actuarial skills and knowledge can add value. To do this effectively, we need to be well informed and open to different perspectives. We can achieve this through collaboration with relevant stakeholders, by being alert to potential conflicts of interest and by promoting and supporting research activities.

The following diagram shows how the Strategy Themes and some of the key objectives align with the Society's Vision and Mission.



Aspirations

The Society has articulated its long term aspirations in relation to each of the Strategy themes. These represent the values and principles which should guide the Society's activities over the Plan period.

Member Proposition

- A career as an actuary is an attractive proposition to a diverse range of students.
- The Society is recognised as an inclusive organisation that supports its members throughout their careers.
- Members are engaged, have a good understanding of the work of the Society and value the range of support and development opportunities provided.
- Members are enabled to reach out into new areas of work (including wider fields).
- Members are open to volunteering for Society work and value the personal rewards of this activity.

Employer Proposition

- The Society and its members adapt to meet the needs of a changing environment.
- Employers have a good understanding of the work of the Society and place a value on the FSAI designation as a mark of quality.
- Employers are supportive of their employees' volunteering commitments to the Society.

Professionalism and Standards

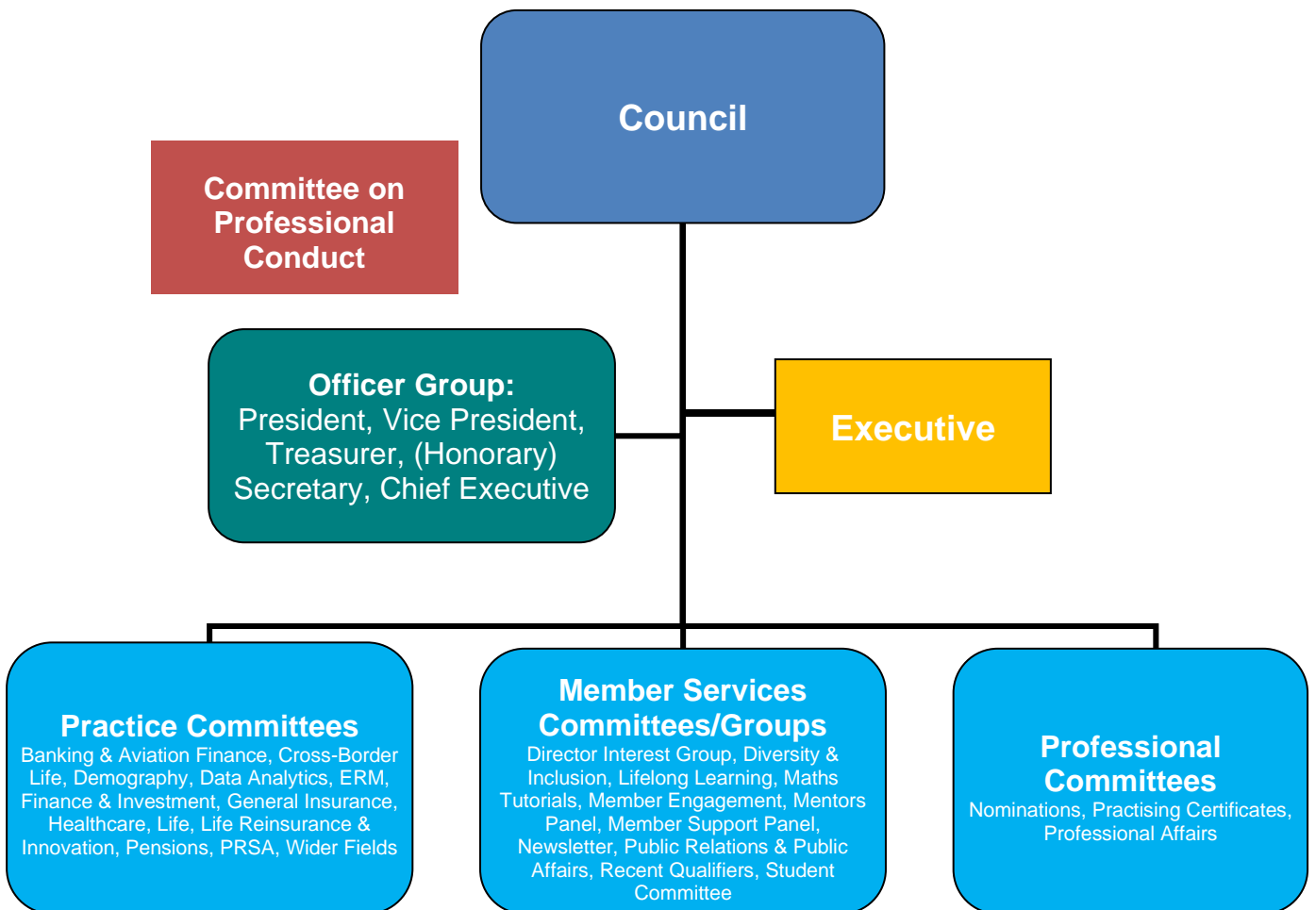
- The Society's framework of professional standards and supports is fit for purpose.
- Members have a good understanding of their professional obligations.
- Members are willing to act on their concerns in regard to unethical practices or poor work standards.

Thought Leadership

- The Society retains the trust and respect of policymakers and relevant industry supervisors and is seen as having an independent voice.
- The insights and expertise of the Society and its members are welcomed by other professional bodies and industry sectors.
- The Society provides informed and objective position statements on matters of public interest.
- The Society promotes the benefits of, and actively supports, new actuarial research.

Delivering the Strategy – Governance and Organisational Structure

The following is an illustrative representation of the Society’s governance structure:



In addition:

- *The Treasurer is supported by the Finance Group, who provide advice and assistance in budgeting and financial management processes.*
- *In February 2020, Council approved Terms of Reference for a Sustainability and Climate Change Steering Group, reporting to Council, to provide a focal point within the Society for expertise on sustainability and climate change.*
- *In April 2020, a COVID-19 Action Group was established to collate and share relevant information on the implications of COVID-19 for Ireland and consider what actions the Society can take to contribute to the response in the public interest and across all practice areas.*
- *Council also established an IT Steering Group this year, to help ensure that sound decisions are made about the IT infrastructure.*

Roles and Responsibilities

Council is the Society's governing body and members of Council are directors of the Society. Council is responsible for setting strategy, providing policy direction, deciding on policy decisions, deciding on criteria for membership of the Society, making and enforcing new or amended rules, regulations, codes and standards relating to professional conduct and professional disciplinary, overseeing risk management activities, and setting budgets and membership subscription rates.

The Society's **President** acts as the organisation's leading ambassador, representing the Society in Ireland and abroad, articulating the Society's vision and presenting Council's views to government, regulators, other key stakeholders and the public (with support from Committee Chairs and the Executive – the Society's staff - as appropriate). The President also represents Council's views to the membership and ensures that members' views are taken into account in the development of the Society's strategy and policies.

The **Chief Executive** is responsible for the day to day management of the Executive. The role involves supporting the development of strategy and creating and implementing operational plans to deliver it. The Chief Executive reports to the President and attends all Council meetings. In addition to the Chief Executive, the Society has seven staff: Head of Actuarial Practice; Head of Professional Affairs; Head of Engagement & Communications; Member Services and Office Manager; and three Member Services Coordinators, with one each focusing on Finance, IT and Events.

The **Officer Group** consists of the Officers – President, Vice President, (Honorary) Secretary and Treasurer – and the Chief Executive. Responsibilities include reviewing progress against the Strategy Plan and submitting progress reports to Council, carrying out oversight of operational and risk management activities, deciding on HR policies, reviewing yearly budgets and financial statements before they are submitted to Council, and periodically reviewing governance arrangements.

The **Committee on Professional Conduct** is responsible for oversight of the operation of the Society's Disciplinary Scheme. It has six members, including at least three persons who are not members of the Society – one of whom acts as Chair – and at least two Fellows of the Society.

The Society has a wide range of **Practice, Member Services and Professional Committees** who play a vital role in implementing the Society's strategy, delivering member services and supporting the execution of governance. The Committees, and their Sub-Committees and Working Groups, are made up of members who carry out this work on a voluntary basis on top of their usual day job. Often this is with the support of their employers, who allow them to devote some working time to advancing the Society's aims.

We are indebted to all our volunteers, who bring tremendous commitment and enthusiasm to the role, and to their employers for their support.

Proposed Changes

The Society's governance structure is reviewed at least every 5 years. The last review was in 2019 and considered the views of Council, the Executive and a wide range of Committee members. Additionally, the Society conducts regular effectiveness reviews of its Committees by surveying Committee members.

Given the number of Society Committees, the reliance on volunteers and the many areas of overlap or shared responsibilities (e.g. Practice Committee support for Lifelong Learning objectives, Professionalism Standards and the Public Affairs Agenda) as well as the recently formed Groups with a Cross-Practice remit (i.e. the Sustainability and Climate Change Steering Group and the Covid-19 Action Group), it is vital that the overall governance structure remains effective. The Society's Executive team has been strengthened in recent years and plays a key role in ensuring that each Committee is adequately informed of relevant activities within the Society.

To support the objective that volunteering is attractive and accessible to all members, this Strategy Plan includes an action to review Committee structures. The following new Groups will also be established initially:

- Employer Proposition Working Group (reporting to Council)
- Research Committee (sub-committee of the Public Relations and Public Affairs Committee).

Membership Numbers (*as at July 2020*)

Over the 3-year period of the last Strategy Plan, the Society's membership has grown by 12% to 1,967 members:

Fellows	1,260
Associates	31
Retired Fellows/Associate	27
Students	610
Affiliates	29
Honorary Fellows	10
Total	1,967

The Covid-19 pandemic is expected to have a profound economic impact globally and this, alongside other factors such as technological and regulatory changes, could potentially limit further growth or lead to a decline in our membership. As we implement this Strategy Plan 2020 – 2023, our ambition is to further develop our member proposition and strengthen our relationships with both members and their employers. We will also work to ensure that the actuarial profession has high visibility among a diverse range of potential entrants.

Finances

The Society's finances are managed with the aim of delivering modest surpluses over the long term with a view to maintaining reserves in the range 100% to 140% of income. All expenditure is carefully managed, recognising the potential impact on member subscription levels, to ensure that we get value for money. Copies of the yearly [financial statements](#) are available to members on the Society's website.

Member Proposition

Background and Key Issues

The value of the Society to its members comprises tangible elements of the services we provide (such as professional development opportunities and technical knowledge sharing) and more intangible elements (such as being part of a well-regarded profession). As the Society and resources available to it have grown, the member proposition has developed and expanded. It is vital that we continue to evaluate and refine the overall proposition and that members are engaged, aware of the available services and the opportunities to contribute through volunteering.

The Society first formed a Diversity working group in 2016 (now the Diversity and Inclusion Committee) and Council has recently adopted a Diversity and Inclusion Mission Statement proposed by the Committee. The Society and its members are not immune from the behavioural biases that can limit diversity and inclusion. Council also recognises the importance of attracting new talent into the profession, and that it will be beneficial to draw from a broad pool of potential candidates with a lens on several aspects of diversity, and to promote the profession as one that is inclusive and adaptable.

Effective two-way communications are fundamental to the Member Proposition, so that members are informed and engaged and have access to simple feedback mechanisms. This is a focus area within the Strategy Plan and, where practicable, will have regard to the preferences and needs of different cohorts of members.

For most members, Continuing Professional Development (CPD) events are the core of the proposition. To be effective, the design of our CPD programme must meet the differing needs of our membership, whose roles and stages of career development vary significantly. Equally, it must keep abreast of changes in technology and the environments in which actuaries are working, so that members can maintain a skill set that is up to date and relevant. In 2019, the Society launched a Competency Framework suitable for use by all members regardless of career stage, role or industry sector and we will continue to promote the importance to members of using this tool to evaluate their competencies relative to the demands of current and future roles. The Lifelong Learning Committee will also review how mentoring services are offered by the Society, with a view to increasing usage and ensuring their effectiveness.

We envisage that the Wider Fields Committee will continue to play an important role in ensuring that the Member Proposition meets the needs of those in non-traditional roles, in encouraging members to explore a broader range of opportunities and in showcasing the capabilities of actuaries.

The Society recognises its high reliance on volunteers to meet its objectives and wishes to ensure that volunteering is attractive and accessible to all members, and that the efforts of volunteers are appropriately recognised. There may also be an opportunity for volunteers to make a broader social contribution by expanding our corporate social responsibility remit.

Member Proposition (continued)

Our Aspirations:

- A career as an actuary is an attractive proposition to a diverse range of students.
- The Society is recognised as an inclusive organisation that supports its members throughout their careers.
- Members are engaged, have a good understanding of the work of the Society and value the range of support and development opportunities provided.
- Members are enabled to reach out into new areas of work (including wider fields).
- Members are open to volunteering for Society work and value the personal rewards of this activity.

Main Objectives for the next 3 years

Objectives	Actions Planned	Committee Ownership
<p>PIPELINE Ensure that the profession has high visibility among and is attractive to a diverse range of potential entrants.</p>	<ul style="list-style-type: none"> • Develop a structured plan for promoting the profession among secondary school and university students. Some considerations: <ul style="list-style-type: none"> ▪ Diversity of gender and beyond, to include backgrounds, beliefs, disability and sexuality; ▪ Merits of partnership with organisations aligned in terms of objectives; ▪ Review how the established SAI Maths Tutorial initiative might contribute to this objective; ▪ Leverage of supports from the Institute and Faculty of Actuaries. 	<p>Diversity & Inclusion/ Recent Qualifiers Committee</p>
<p>INCLUSION Bring the SAI Diversity & Inclusion Mission Statement to life, influencing actions and behaviours in a positive way.</p>	<ul style="list-style-type: none"> • Develop a structured plan to encourage behaviours, processes and practices that create a culture promoting equality, diversity and inclusion for all members, to include: <ul style="list-style-type: none"> ▪ Establishment of processes for measuring and monitoring diversity and inclusion across Council, committees and working groups. ▪ Consideration of the suitability and accessibility of member services. ▪ Review of the current volunteering and Council nomination/election processes to ensure that they are accessible and inclusive. ▪ Strategy to encourage participation from cohorts identified as currently under-represented. ▪ Regular engagement with members on the Diversity and Inclusion business case, the work of the Committee and member experience of the Society. 	<p>Diversity & Inclusion</p>

Objectives	Actions Planned	Committee Ownership
<p>COMMUNICATIONS Ensure that there are effective 2-way systems of communication in place between the Society and members.</p>	<ul style="list-style-type: none"> • Carry out a root and branch review of current communications, including <i>feedback processes</i> and <i>the website as a source of information</i>. Make proposals for improvement. Where practicable, have regard to the needs of different cohorts of members, including those in non-traditional roles/fields. • Develop simple but effective methods of regularly measuring (i) effectiveness of communications and (ii) member engagement and satisfaction. Consider the implications of any lessons learnt. 	Member Engagement
<p>LEARNING & DEVELOPMENT Through the CPD programme in particular, and taking into account developments in traditional and emerging areas of practice, deliver learning opportunities that help members to keep their skill set up to date and relevant.</p>	<ul style="list-style-type: none"> • Competency Framework: promote the importance of evaluating competencies relative to the evolving demands of current and future roles. Help members to embed use of the Competency Framework. • Actively manage the overall composition of the CPD programme so as to achieve a wide range of content – incl. “deep dive” technical material, professionalism skills, personal development, emerging areas of practice, non-traditional roles, etc. Where necessary, consider how to outsource or incentivise the creation of content; also consider how to re-use content to derive further value. • Continue to improve the accessibility of CPD offerings, e.g. by providing more online CPD and by collaborating with other parties to improve regional proposition. • Engage with universities / other education providers to explore the feasibility of providing education / certification in subjects such as pensions legislation and banking. 	Lifelong Learning/ Practice Committees
<p>SUPPORTS Increase usage of the range of mentoring services currently branded as the Member Support Service.</p>	<ul style="list-style-type: none"> • Mentoring services: make and implement proposals for improved accessibility and effectiveness. 	Lifelong Learning
<p>WIDER FIELDS Ensure actuaries working in non-traditional roles and in wider fields are engaged with the Society</p>	<ul style="list-style-type: none"> • Promote the profession, for example in universities and across relevant professions and employers, showcasing actuaries’ capability in wider fields. • Encourage actuaries to be broad based business professionals and support those seeking a change of direction. • Consider how members in non-traditional roles / areas of practice might usefully get involved in Society work. 	Wider Fields

Objectives	Actions Planned	Committee Ownership
<p>VOLUNTEERING Ensure volunteering is attractive and effective and that volunteer work is appropriately recognised.</p>	<ul style="list-style-type: none"> • Review the current volunteering processes, make proposals for improvement and promote the benefits of volunteering. • Consider whether the Outstanding Contribution Awards should be replaced, or augmented, by other forms of public recognition of volunteer input. • Review Committee structures to ensure that they are fit for purpose and support effectiveness and agility. 	<p>Member Engagement Council</p>
<p>CORPORATE SOCIAL RESPONSIBILITY Expand the Society’s corporate social responsibility remit, within the constraints of resources available</p>	<ul style="list-style-type: none"> • Explore how the Society can make a greater social contribution, including through charitable activities where the actuarial skillset could add value. • Advocate for diversity and inclusion in the business environment in which our members work. 	<p>Member Engagement Diversity & Inclusion</p>

Employer Proposition

Background and Key Issues

Employment opportunities for actuaries working in Ireland have seen consistent growth over the years, largely due to the expansion of the International Financial Services sector here. However, the Society recognises that the employment prospects of its members may change at any time, not least following the COVID-19 pandemic, as well as ongoing technology developments such as data analytics and machine learning.

The Society wants to engage with employers to promote SAI membership and to ensure that the membership proposition remains attractive to them. This includes both traditional employers (for example insurers, reinsurers, consultancies) in addition to 'wider fields' employers (for example in the banking sector, aviation leasing sector, fintech).

As part of this action, the Society aims to ensure that the CPD program remains relevant (for different employer types), that membership and event fees are not considered excessive, that the Society's regulatory framework is fit for purpose across different roles performed by members and that employers have an adequate understanding of member professional obligations.

Our Aspirations:

- The Society and its members adapt to meet the needs of a changing environment.
- Employers have a good understanding of the work of the Society and place a value on the FSAI designation as a mark of quality.
- Employers are supportive of their employees' volunteering commitments to the Society.

Main Objectives for the next 3 years

Objectives	Actions Planned	Committee Ownership
Assess the best way to engage with employers and what further actions are needed	<ul style="list-style-type: none">• Convene a working group to engage with employers (senior actuaries / business leaders across various employer types), to understand how best to achieve these aspirations.• Based on the outcome of the working group, the next step to support this initiative would be to develop an Employer Engagement Strategy based on:<ul style="list-style-type: none">- Consideration of different employer profiles- Previous stakeholder research and new research- Facility for employers to provide feedback- Emerging technological, societal, regulatory and cultural factors.	Employer Proposition Working Group

Professionalism and Standards

Background and Key Issues

The Society is a self-regulated profession without formal external oversight from any public sector body and this Strategy Plan does not envisage any change in this status. The Society has a well established framework for professional regulation, the purpose of which is to protect the reputation of the profession and maintain standards of actuarial work. This incorporates:

- A Code of Professional Conduct
- Actuarial Standards of Practice (ASPs) which set requirements relating to:
 - Different aspects of actuarial work
 - Continuing Professional Development
 - Professionalism Training, and
 - Compliance monitoring, for Scheme Actuary work
- Practising Certificates for specific roles
- A Disciplinary Scheme.

The circumstances within which we operate are continuously changing. Regulatory developments can change the role of the actuary, the internationalisation of standards creates new expectations and the nature and breadth of work that our members do continues to evolve. Consistent with the last Strategy Plan, we will keep this framework under review to ensure it remains fit for purpose.

We will also maintain a focus on regulatory awareness to ensure that members understand their professional obligations and on having appropriate supports in place so that members are willing to act if they have concerns about another member's work or behaviour.

Our Aspirations:

- The Society's framework of professional standards and its support services are fit for purpose.
- Members have a good understanding of their professional obligations.
- Members are willing to act on any concerns regarding unprofessional or unethical practices or poor work standards.

Main Objectives for the next 3 years

Objectives	Actions Planned	Committee Ownership
<p>REGULATORY FRAMEWORK Ensure that the Society's framework for professional standards remains relevant in an evolving environment</p>	<ul style="list-style-type: none"> • Keep the framework for professional standards under continuous review and update it where appropriate to take account of developments in professional regulation within the global actuarial community. • Carry out a substantive review of the CPD scheme, to ensure it remains fit for purpose. • Maintain our relationship with the Institute and Faculty of Actuaries in order to leverage synergies in areas of common ground such as education and professional standards. 	Professional Affairs
<p>AWARENESS Ensure members have a clear understanding of their professional obligations</p>	<ul style="list-style-type: none"> • Maintain appropriate mechanisms to inform members of their professional obligations, such as a combination of events, webinars, circulars, etc. • Provide education sessions aimed at both new joiners and more experienced members to ensure that members understand their professional responsibilities. 	Lifelong Learning/ Practice Committees
<p>SUPPORTS Encourage and support members to act on their concerns regarding unprofessional or unethical practices or poor work standards</p>	<ul style="list-style-type: none"> • Promote a culture of speaking up and calling out unacceptable behaviour. • Ensure that the right supports and procedures are in place to help members to address ethical dilemmas and to voice concerns, and that members are aware of them. • Consider whether and if so how the Disciplinary Scheme should be amended, reflecting the nature or severity of a disciplinary breach. 	Professional Affairs

Thought Leadership

Background and Key Issues

The Society can play an important role in public interest matters through its engagement with relevant policymakers and supervisory authorities and by publishing position statements on matters where actuarial skills and knowledge can add value. To do this effectively, we need to be well informed and open to different perspectives. We can achieve this through collaboration with relevant stakeholders, by being alert to potential conflicts of interest and by promoting and supporting research activities.

The purpose of the recently established Sustainability and Climate Change Steering Group is to provide a focal point within the Society for expertise on sustainability and climate change. Similarly a COVID-19 Action Group has been established to collate and share relevant information on the implications of COVID-19 for Ireland and consider what actions the Society can take to contribute to the response in the public interest and across all practice areas.

A particular focus of this Strategy Plan is to promote and support research, both through member activity and by improving our connection with and support for actuarial research within universities.

Our Aspirations:

- The Society retains the trust and respect of policymakers and relevant industry supervisors and is seen as having an independent voice.
- The insights and expertise of the Society and its members are welcomed by other professional bodies and industry sectors.
- The Society provides informed and objective position statements on matters of public interest.
- The Society promotes the benefits of, and actively supports, new actuarial research.

Main Objectives for the next 3 years

Objectives	Actions Planned	Committee Ownership
STAKEHOLDER ENGAGEMENT Retain the trust and attentiveness of our key stakeholders	<ul style="list-style-type: none">• Maintain regular touchpoints with relevant policymakers and industry supervisors.• Remain proactive in advising stakeholders of the potential short, medium and long-term consequences of the COVID-19 pandemic.• Explore how the Society might develop a more prominent consumer advocacy or support role, e.g. through engagement with consumer representative bodies.	Practice Committees/ Public Relations and Public Affairs/ COVID-19 Action Group

Objectives	Actions Planned	Committee Ownership
<p>COLLABORATION Further develop and improve constructive and mutually supportive relationships with kindred organisations</p>	<ul style="list-style-type: none"> Expand the range of organisations with whom we regularly collaborate with a view to becoming more visible as well as gaining broader insights. Contribute to the work of the Actuarial Association of Europe, and to a lesser extent the International Actuarial Association, while also seeking to benefit from their scale and influence. 	<p>Practice Committees/ Public Relations and Public Affairs</p>
<p>PUBLIC INTEREST Increase the Society's engagement in public policy matters where actuarial skills and knowledge can add value</p>	<ul style="list-style-type: none"> Review the processes and governance around identifying and responding to public policy issues with a view to being more proactive and agile. Actively contribute, in the public interest, to the response to the COVID-19 pandemic. Continue to respond to relevant consultation requests. 	<p>Public Relations and Public Affairs/ COVID-19 Action Group</p>
<p>SUSTAINABILITY & CLIMATE CHANGE Ensure that a coherent and well-informed approach is applied across all practice areas in relation to sustainability and climate change</p>	<ul style="list-style-type: none"> Explore the work done by other organisations and engage with relevant experts. Foster engagement on this topic among members and support their learning needs. Explore how actuaries can help align with the financial system to address sustainability and climate change. 	<p>Sustainability and Climate Change Steering Group/ Practice Committees</p>
<p>MEMBER RESEARCH Develop and promote the value of the Society's research activities</p>	<ul style="list-style-type: none"> Identify specific research topics that could usefully be explored in depth by Society working parties, including those where we could leverage the work of other bodies. Facilitate and support members who wish to conduct research or get involved in research projects being undertaken by other bodies. Provide recognition for members who publish or present the results of new research. 	<p>Public Relations and Public Affairs/ Research Committee</p>
<p>ACADEMIC RESEARCH Support universities with a view to expanding the volume and range of actuarial research opportunities</p>	<ul style="list-style-type: none"> Maintain regular touchpoints with relevant universities. Explore the extent to which data limitations are restricting the opportunities for actuarial research and advocate for open access of relevant public data and/or facilitated access mechanisms. Provide support, where appropriate, to universities and academics seeking to avail of research funding opportunities or potential research appointments. 	<p>Public Relations and Public Affairs/ Research Committee</p>



Society of Actuaries in Ireland

Clanwilliam House,

Clanwilliam Place,

Dublin 2, Ireland

Tel: +353 1 634 0020

Fax: +353 1 634 0039

Email: info@actuaries.ie

Website: www.actuaries.ie

LinkedIn: [society-of-actuaries-in-ireland](https://www.linkedin.com/company/society-of-actuaries-in-ireland)