

# Strategic Plan 2025–2027

Reach and Impact in the Age of AI



**Actuaries  
Institute.**

Purpose:

# **Actuaries Institute:** **we shape the future**

Mission:

**We ensure actuaries have the skills,  
standards and opportunities to  
use data for good.**

**Learning:** We expand actuaries' knowledge to meet the changing needs of our clients and our communities at every career stage.

**Profiling:** We create opportunities for actuaries to excel wherever their actuarial strengths can unlock key solutions.

**Advocating:** We look to shape public policy on major societal issues, amplifying the voice of actuaries.

**Connecting:** We create a supportive and vibrant community across Australia and overseas.



**“We are a profession with deep roots, strong ethics and high standards. We thrive on a challenge and embrace change. We are poised to be at the forefront of data and AI.”**

**Win-Li Toh**  
President 2025,  
Actuaries Institute



**From the CEO and the President**

**“This is an exciting time for the profession. In the age of AI, actuaries are well positioned with our analytical and strategic thinking to help business, government and society thrive. We see the many possibilities and opportunities it brings for our profession and more broadly.”**

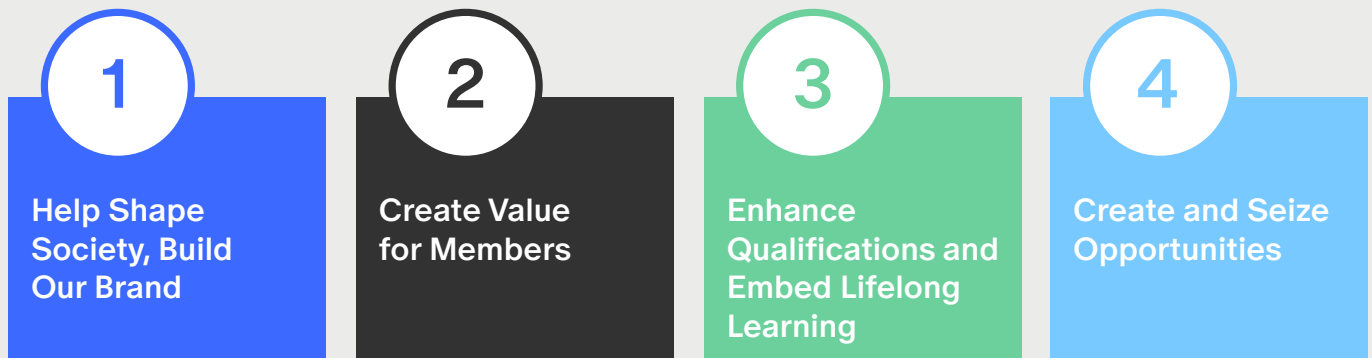
**Elayne Grace**  
CEO, Actuaries Institute

# Strategy Snapshot 2025-2027

## Our Future: Expand Our Reach and Impact in the Age of AI

The age of AI and data is the age of the actuary. To seize our moment, we need to do more than build on our strengths. We must extend our ambitions.

### Strategic Priorities



Our public policy positions and brand will amplify our voice and expand opportunities.

Our focus is to provide value to members across ages, career stages and interests, including a tailored digital experience.

Our priority is to ensure that actuaries' skills and knowledge meet the changing needs of organisations and our communities.

Promote the Data Science/ AI Actuary brand and explore partnerships and offerings to a wider data profession.

### Key Drivers and Actions

- Strengthen our public policy voice through constructive thought leadership
- Amplify the profession's voice via media
- Expand engagement with relevant partners
- Create strong, targeted brand campaigns

- Provide tailored engagement offerings
- Be at the forefront in lifelong learning, events and communications
- Increase employer engagement
- Enhance the digital experience — new website and member portal

- Continually improve the Qualifications Program
- Roll out member-curated content
- Refresh and expand lifelong learning offerings to future-proof actuaries

- Promote actuaries in broad growth areas and the Data Science/AI Actuary brand
- Expand Data Science/AI network
- Explore offerings for Data Science/AI professionals
- Extend our presence in the Data Science/AI sectors

# Our Future: Expand Our Reach and Impact in the Age of AI

It is an exciting and challenging time to be an actuary. AI and the age of data are altering the global and local economic landscape, disrupting every aspect of the businesses we work with and the society we live in. The societal issues that challenge leaders around the globe – such as climate change, affordability and inequality – are areas to which actuaries can make important contributions.

Actuaries are adapting quickly, leveraging our long experience and specialised training in interrogating data. Our members are already prominent in the fields of AI and data science, deploying the power of these emerging technologies to solve the challenges of our time.

Yet it is more than our skills alone that will enable actuaries to contribute to the data revolution. It is our independence, professionalism and adherence to an important code of ethics that have made us trusted partners to government, business and society in the past. These are essential elements of who we are, and they will underpin our success in the future.

As ever, the Institute is working to ensure the success of all actuaries – whatever their age, experience, speciality or geography. We are establishing partnerships with aligned institutions, promoting thought leadership and harnessing the unique strengths of our brand and professional community.

Our qualification and lifelong learning programs have been rapidly updated to equip actuaries with the necessary skills and knowledge to succeed in the world of data, however it evolves. It is already clear that the disruption of this still-unfolding era is creating new areas of growth for our profession and more variety, stimulation and rewards for many of our members.

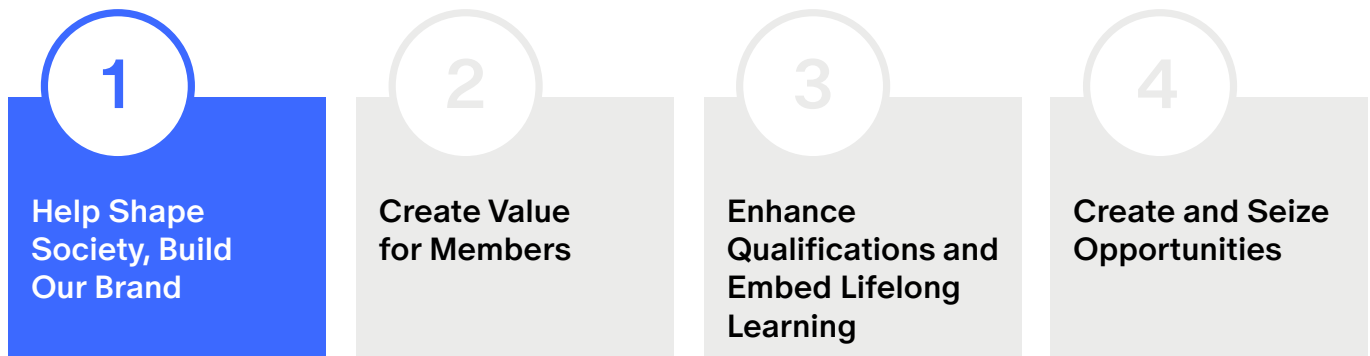
Crucially, the combination of our training, heritage, professionalism and independence enables us to do more than simply succeed in the AI era. It gives us influence – the ability to shape how AI and data science are deployed in our society so that they are forces for good.

The age of AI and data is the age of the actuary, but to seize our moment, we need to do more than build on our strengths. We must extend our ambitions – to develop the executive and soft skills required to lead multidisciplinary teams, take global opportunities and deliver change at the highest level. Now is the time to be fearless in our career choices, generous in our partnerships, bold in our decisions and ready to lead.





# Strategic Priorities



The actuarial profession has a strong reputation that has evolved and strengthened over 125 years. Our commitment to serving the public interest and making a positive impact on business and society has always driven our purpose – and has always been reflected in our brand.

Our recent rebrand allowed us to create a reinvigorated Actuaries Institute brand identity that reflects our forward-thinking actuaries, young membership, unique skills and professionalism. This brand – built on years of exemplary professional conduct – will shape the future of the profession and the Institute.

## A strong brand means:

- We can attract the best and brightest and increase diversity.
- We can expand the roles and industries for actuaries.
- We're able to have influence on important social issues.
- We're ready to contribute to the societal and commercial changes driven by AI and data science.

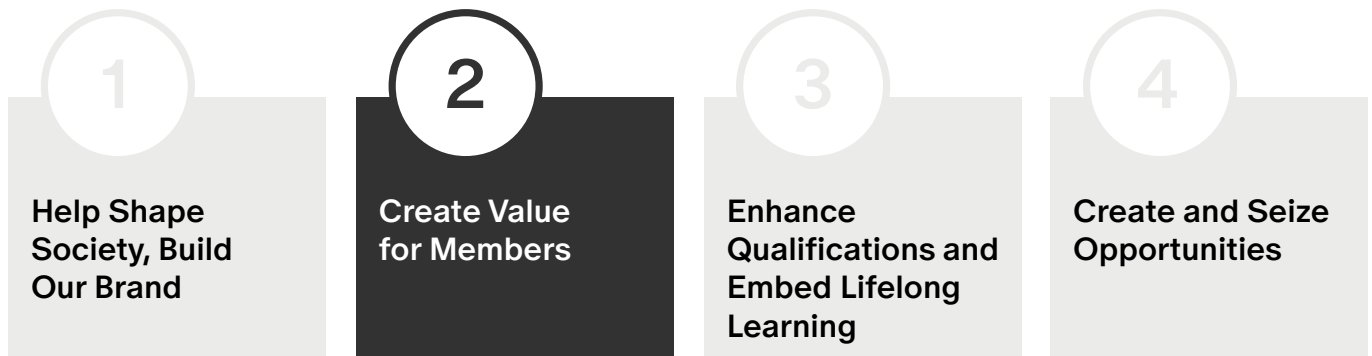
Our public policy positions look to shape society in the areas of sustainable community outcomes, climate change, technology transformations and societal challenges. They are guided by the principles of promoting public well-being, considering the impact on equity, being evidence-based, and supporting effectively regulated systems.

By voicing these positions based on insights gleaned from data, our strategic expertise and our integrity, we help shape public policy and create more opportunities for our profession. This helps us stay relevant in a rapidly changing world and allows us to use data for good.

## Key Strategic Drivers and Actions

- **Strengthen the Institute's public policy voice** through objective, constructive and unique thought leadership, with an increased focus on AI and data science topics.
- **Amplify the voice of the profession** and the Institute through credible media coverage of relevant issues, and profile actuaries and relevant data professionals through professional social media and speaking opportunities.
- **Expand engagement** with policymakers, business, aligned institutions, universities and schools to improve opportunities for actuaries and the Institute.
- **Create strong, targeted brand campaigns** that profile the value and impact actuaries have and the societal and commercial value they deliver.

# Strategic Priorities



Actuaries today are facing a changing career landscape, with new opportunities continually arising. The Institute is here to help our members adapt and thrive through these changes, enhancing the global recognition of Australian-trained actuaries.

Our focus is to bring value to members across ages, career stages or interests. We do this by providing support and opportunities through mentoring, events, employer engagement and other resources to help members achieve their career goals.

Our ongoing commitment to excellence in lifelong learning, post-qualification training and practice enabled by our committees ensures that members stay updated about the latest developments, insights and tools in their field. The spirit of volunteerism that has significantly shaped our past will continue to be an integral part of our future. We will provide quality practice guidance and maintain and enforce professional standards.

Our website project will improve the digital experience, tailoring it to members' preferences. We will look to nurture a connected, diverse and supportive community that encourages members to share their experiences and challenges and support each other. It will help support a community that celebrates and promotes members' achievements and contributions to the profession.

## Key Strategic Drivers and Actions

- **Provide tailored engagement offerings** that include professional development and participation within the community.
- **Meet member needs** by being at the forefront in lifelong learning, events and communications through the Practice Committees and Working Groups.
- **Drive member value through increased employer engagement.**
- **Enhance the member digital experience** through improved access, quality and convenience of information with the rollout of the new website and member portal.

# Strategic Priorities

1

**Help Shape  
Society, Build  
Our Brand**

2

**Create Value  
for Members**

3

**Enhance  
Qualifications and  
Embed Lifelong  
Learning**

4

**Create and Seize  
Opportunities**

In a dynamic and increasingly complex world, the role of actuaries is crucial. Our knowledge and skills need to evolve with it. The actuary's unique strengths are curiosity and a love of learning and continual improvement, and the Institute's programs strive to support these strengths.

As a global leader in actuarial qualifications and lifelong learning, we will continue to integrate new approaches, issues and technologies into all our programs and constantly update our thinking in these fields.

Our priority is to ensure that actuaries' skills and knowledge are ready to meet the changing needs of our organisations and our communities – whether that's in AI and data science or our core fields.

Lifelong learning is integral to the actuarial profession and the value we bring to all our stakeholders. We want this to be embedded in the culture of our profession. We provide a significant body of learning material, and it's now our goal to enhance our offerings by delivering curated content that meets our members' requirements when they need it.

We will increase access to offerings that train actuaries in softer executive skills, like leadership and influence. We will build the skills actuaries need to own their personal brand, thrive in multidisciplinary teams, harness opportunities and deliver change at the highest level.

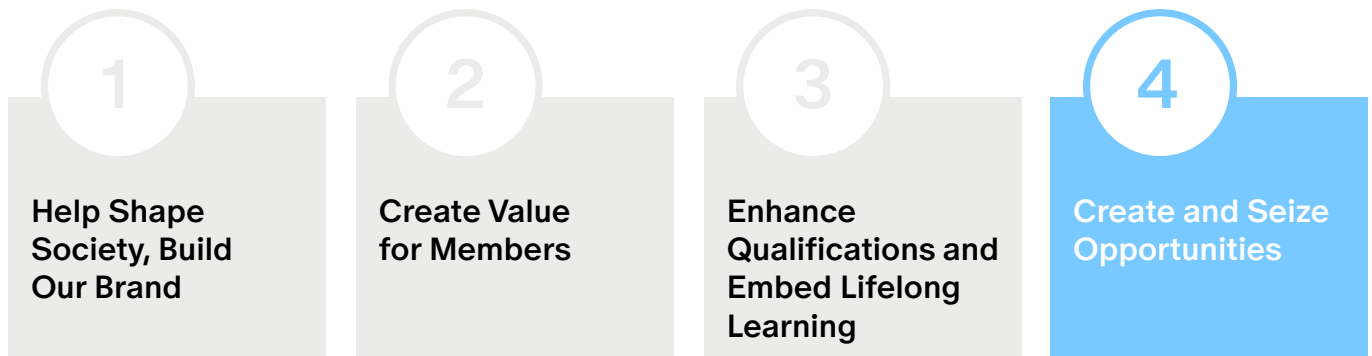
## Key Strategic Drivers and Actions

- **Continue to improve the Qualifications Program.**
- **Roll out member-curated content** on the latest analytical tools and techniques, emerging policy and actuarial practices.
- **Refresh and expand our lifelong learning offerings** to future-proof actuaries, providing soft skills and career development content.





# Strategic Priorities



The rapid adoption of AI across all sectors within the economy presents both a strategic opportunity and threat to the profession and the Institute.

We will see a rise in task automation, increased job market competition from data graduates and increased use of multidisciplinary teams, leading to a decline in some roles. Nonetheless, this shift presents increased opportunities for professionals who can provide meaningful insights and value through analytics and oversight, reaffirming our core value proposition.

A strategic opportunity also exists for the Institute to explore the viability of expanding its focus and offerings of qualifications, training and thought leadership to encapsulate the wider data professions.

If viable, this could enhance the long-term success of the Institute in achieving its mission of arming people with the skills, standards and opportunities to use data for good while ensuring the Institute remains at the forefront of technological progress and maintains its ability to be a positive force in society.

Additionally, we look to build partnerships and collaborations with other organisations to identify and expand upon potential opportunities. This includes helping to shape the ethical and governance aspects of these technologies. If we succeed, we can broaden our reach and become trusted by government and industry for advice on AI and data-related issues.

It's also important that we work towards greater growth in areas such as climate action, health and social services, investments, banking and the development of public policies. Through ongoing contribution to these fields and building partnerships, we can open more opportunities for our members and the Institute.

## Key Strategic Drivers and Actions

- **Enhance our foundational Data Science / AI Actuary brand and seek to promote actuarial skillsets in broad growth areas.**
- **Expand our Data Science / AI network and understand the core needs of key employers in the wider data professions.**
- **Understand whether industry would welcome increased offerings and accreditation pathways for these professions and whether the Institute could evolve to provide greater governance and support.**
- **Extend the presence of the Institute in the AI and data science sectors through events, networking, thought leadership and public policy.**

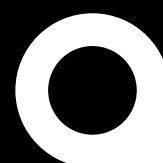
As the peak professional body in Australia, the Actuaries Institute represents the profession to government, business and the community, and serves the public interest by using data for good. Actuaries use data for good by harnessing the evidence to navigate into the future and make a positive impact. They think deeply about the issue at hand, whether it's advising on commercial strategy, influencing policy, or designing new products. Actuaries are adept at balancing interests of stakeholders, clients, and communities. They're called upon to give insight on complex problems, they'll look at the full picture. Actuaries analyse the data and model scenarios to form robust and outcome-centred advice.

The Actuaries Institute acknowledges the traditional custodians of the lands and waters where we live and work, travel and trade. We pay our respect to the members of those communities, Elders past and present, and recognise and celebrate their continuing custodianship and culture.

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