



Kirsten Armstrong

[LinkedIn](#) | [Email](#)

FIAA

Deputy Chair, icare NSW

Chair, The Northcott Society

Chair, Dust Diseases Board

Board Member, Cancer Institute NSW

Audit & Risk C'tee Chair, NSW Biodiversity Conservation Trust

Nominated by (alphabetical order)

Sarah Johnson, Christa Marjoribanks, Win-Li Toh

Nominee Statement

I am standing for election to the Actuaries Institute Council because I believe the actuarial profession has an extraordinary breadth of skills that can contribute to some of society's most important challenges and I would like to help the Institute realise more of that potential.

Across three decades as a Fellow of the Institute I have deliberately built a career that has taken actuarial thinking well beyond traditional actuarial practice. I have:

- Advised governments, insurers, businesses and not-for-profit organisations in Australia through consulting and leadership roles at PwC, Taylor Fry and Three Rivers Consulting, applying actuarial and analytical skills across health, disability, injury compensation, insurance and social policy.
- Helped governments in countries such as Hong Kong, Russia, Mongolia and New Zealand to build and strengthen health, insurance and retirement income systems.
- In executive roles at The Fred Hollows Foundation and Social Ventures Australia, used new approaches and innovative financing to help alleviate disadvantage and deliver healthcare for some of the poorest communities in Australia and globally. In 2019, this work led to recognition as one of the AFR's 100 Women of Influence.

This has given me a different perspective on our profession. I have seen the value of actuarial thinking not just in managing financial risk, but in helping governments, businesses and society make better decisions where the future is uncertain, resources are constrained and the consequences are significant.

Today, I hold non-executive director and other governance roles for organisations in insurance, disability, healthcare, environment and research. These roles give me a practical perspective on strategy, risk and stewardship, and on how different sectors are responding to opportunities and risks from AI and other emerging technologies.

There are three key areas where I would like to contribute through Council:

- **Expanding the profession's impact.** I would bring experience of applying actuarial thinking in non-traditional settings and help identify opportunities for actuaries in new sectors and emerging areas of work.
- **Strengthening our contribution to public debate.** The Institute is well positioned to bring rigorous, independent and evidence-based thinking to complex policy questions where long-term consequences and uncertainty matter.
- **Building a profession that is open, relevant and adaptable.** I would support embracing data science, AI and new analytical tools while retaining the judgement, ethics and professional standards that distinguish actuarial practice.

I am not standing simply to represent my own area of practice. I am standing because my career has shown me how much actuarial thinking can contribute when it is taken into new environments and combined with other disciplines and perspectives. I care deeply about our profession and would bring to Council experience, curiosity, networks and a strong commitment to building a technically excellent, outward-looking profession that makes a difference to society.

Service to the Institute

- Organising Committee member, 2027 All-Actuaries Summit Plenary, 2026-2027
- Chief Editor, Actuaries Digital, 2021-2023
- Member, Health Practice Committee, 2019-2021
- Lecturer, Health, Commercial Actuarial Practice (CAP) course, 2011-2016
- Chair, Micro-insurance working party, 2011-2014

Papers, Books, Publications, Presentations

- We Are Actuaries podcast by Guardian Actuarial, [Episode 21: Actuaries in Social Impact with Kirsten Armstrong](#), 2023
- [The Power of Activism](#), feature length documentary by Director Steve Pasvolsky, 2023.
- Co-author, COVID-19 Weekly roundup, newsletter to the actuarial profession, 2020-21
- Co-author with Sophie Dyson, Who Will Fund Our Health?, Actuaries Institute green paper, 2014
- Multiple Actuaries Digital articles and conference presentations on health, injury compensation and microfinance