



EXAMPLE - FULL RENEWAL PRACTISING CERTIFICATE (PC) APPLICATION FORM

PLEASE NOTE

Read the [PC Handbook](#) and the relevant Competency Framework for the PC(s) which you are renewing before completing this section.

Under each of the competencies, you should provide details to explain how you continue to meet each of the competencies set out in the relevant Competency Framework.

If you are applying for more than one PC, please ensure you provide information relevant to each PC type by indicating which PC the information relates to.

This section of your application may be shared with the Practising Certificates Committee. It would therefore be helpful if you could try to avoid providing details that could allow you, your employer or the entity/syndicate/scheme you are describing to be identified.

3.1 Communication

I am the Group Chief Actuary for a large organisation and continue to be a member of various Committee's within the organisation, including the Executive Risk Committee. As a member or attendee of these committees, I regularly prepare and present papers on assumption updates, reinsurance, capital topics and underwriting risk topics including pricing. All papers include a clear summary. For example, I regularly work with business units to ensure assumption update papers are clear and understandable for the board members highlighting the key expert judgements and the choices made.

I facilitate discussions on key methodology topics ensuring that 1st and 2nd line views are shared and I also provide risk reviews on key topics to ensure my opinion as a key function holder is clearly communicated to the committee.

When presenting to the Board and Committees, I need to ensure that technical topics are clearly explained as not all members are actuaries or accountants. In discussions my aim is to ensure that Board members understand the proposals, the risks and uncertainties involved and any expert judgements made.

An example of communication included the assumption unlocking from one of our units. To help the decision making I prepared a preliminary presentation to go to the Board for discussion a month earlier than planned for formal governance setting out the key expert judgements that I thought were being taken in the recommendations for two contentious assumptions made by the unit. I used a summary of the relevant information rather than the full presentation from the units and set out the alternatives that I believed could be made instead recognising the uncertainty in the assumptions together with challenges from regulators and investors together with external benchmarking. I walked the Board through the judgements enabling a discussion on the key issues and for the Board to provide a clear steer on their views allowing us to finalise the proposals and reduce the risk of non-approval at a late stage in the process.

3.2 Leadership/Accountability

I am directly responsible for the Group Underwriting Risk Management Team and I am also the Head of the Group Actuarial Function with a Functional Reporting line to all Actuarial Function Holders and Heads of Underwriting Risk management across the Group.

I am an active participant in Finance and Risk Leadership team meetings building relationships with all key stakeholders in those Group departments and with the CFOs and CROs across the business. I hold regular meetings with local Actuarial Function Holders including arranging a Monthly Actuarial Call to build an Actuarial Community. Regular meetings are held with other organisations to discuss actuarial matters on a quarterly basis or annual basis as well as ad-hoc meetings on specific topics.

I regularly attend Board meetings to present and discuss Actuarial matters and Capital initiatives, which ensures the Board is clearly informed of my opinion as Actuarial Function Holder when considering these matters.

Through regular presentation of Underwriting Risks, Reinsurance updates, assumption updates and the AFR to the Board, I am able to build my relationship with the Board members.

Annually I present the AFR to the Board and also take ownership of presenting the material assumption updates on behalf of the Business Units.

I regularly use Risk Reviews on material actuarial and capital topics to ensure that the views of the Actuarial Function are clearly presented through governance.

3.3 Professionalism

As a member of the Executive Risk Committee, I provide a Risk Review on Capital and Reinsurance proposals that presented to the Board by 1st line giving an independent opinion on the proposals and the key risks that are involved to support the governance process.

On a recent proposal on management actions for tax planning, I initially provided an opinion that did not support the proposals as they were contrary to previous actions taken, but following further discussion with the relevant experts I was able to satisfy myself that my concerns were mitigated and therefore amended my opinion.

Over the last year, I have updated the Group Actuarial Function Charter to address concerns expressed between the specified roles of Chief Actuary in Finance and the role of Head of Underwriting Risk which depending on the business unit location is the actuarial function holder for that unit. This followed discussions on potential conflicts of interest in carrying out the Actuarial Function Holder Role and the importance of being able to provide an independent opinion. In addition, the previous definition of the roles which were all specified in one charter caused confusion internally. I resolved this by creating separate charters for the Actuarial Function Holder, moving Underwriting Risk into the Risk Function Charter and moving 1st line actuarial work into the Finance Charter. This approach was received positively by the Board.

Through the role of Chair on one Committee and as member on others, I will regularly challenge proposals from units coming through governance. Through discussions in Finance and Risk Leadership meetings I also proactively share my views on topics with the Group CFO and CRO.

Through risk reviews and membership or attendance in Governance, I pro-actively ensure that the independent view of the proposals is shared and discussed before decisions are made.

3.4 Knowledge, awareness and understanding

I have more than 20 years' experience in the industry working in a range of roles covering pricing, ALM, With Profits Actuary, Capital Management, Chief Actuary and Head of Underwriting Risk in both 1st and 2nd line roles.

I have more than five years' experience working in product pricing which gave me a solid understanding of the key products sold in the UK market, this has been maintained through membership of pricing committees while a Business Unit Chief Actuary and through ownership of the Pricing and Product development and Underwriting policies as Group Chief Actuary.

As a Business Unit Chief Actuary, I oversaw the implementation of SII in 2015/16, leading the application process for the SII PIM, MA, VA and transitional measures.

Through interaction with the Business Unit Chief Actuaries over the last 3 years, I have built a solid understanding of the different Capital regimes in the markets in which we operate, allowing me to challenge the local business units on proposals and potential impacts.

Through CPD, regular interaction with consultants and reinsurers, work on the ORSA, participation in discussion on regulatory developments with internal experts and membership of various Committees, I keep fully aware of material developments on the risks affecting the business and how they may develop. I regularly lead discussion at the Risk Committee on actuarial topics.

To improve the knowledge of myself and the team on our newer markets I have organised a series of deep dives over the last year into each new market working with the local teams to build our understanding of the products sold and the use of reinsurance in each market.

3.5 Technical skills

I draft and present the Actuarial Function Report to the Board and the Risk Committee on an annual basis setting out my opinion of the adequacy and reliability of the technical provisions, the adequacy of the underwriting policy and sufficiency of premiums and the adequacy of the reinsurance arrangements.

I lead the Group Review and challenge process of the non-economic assumption proposals and review and provide non-objection to all material methodology changes. I am a member of the Design authority on IFRS 17 considering all methodology proposals for IFRS 17.

I own the Pricing Policy and lead the review and challenge on pricing products which do not meet pricing requirements. I have prepared and presented a paper on Pricing Risks facing the business to the Risk Committee explaining how they arise and how we manage the risks that are outside of risk appetite.

I lead the Group reinsurance relationships and provide risk reviews of all material reinsurance. I own the Reinsurance policy and co-ordinate annual review of retention limits and reinsurance counterparty risk. In addition to the AFR, I prepare annual updates on reinsurance for the Risk Committees.

I am Head of Underwriting Risk for the group, overseeing compliance with Underwriting risk appetite and highlighting key underwriting risks to the EB and SB RC.

I review and provide non-objection to all material changes to the Internal Model. As member of the Model Validation Committee, I review and approve all model validations for Group owned models.

I own the Group Underwriting Policy, overseeing the policy attestation process on compliance with key requirements in the business units.

I own the Underwriting Risk sections of the ORSA, I act as one of the key reviewers of the ORSA and draft the CRO assessment of the ORSA.