



Institute  
and Faculty  
of Actuaries

# Volunteer Information Pack (VIP)

June 2025



Institute  
and Faculty  
of Actuaries

## Welcome to your Volunteer Information Pack

**Volunteer:** At the Institute and Faculty of Actuaries (IFoA) the term ‘volunteer’ includes volunteers (members and non-members: lay), Office Holders, and Self Employed Contractors (paid roles). This pack has been designed for all of you, collectively known as our volunteers.

### Contents

<b>1.</b>	<b>Letter from the President – 2024</b>	<b>3</b>
<b>2</b>	<b>What you need to know</b>	<b>4</b>
2.1	For all volunteers: Volunteer norms	4
2.2	For members of the IFoA	5
2.3	For non-member (lay) volunteers and those undertaking paid roles	5
2.4	How best to use the Volunteer Information Pack (VIP)	5
2.5	The IFoA values are	5
<b>3</b>	<b>Useful information</b>	<b>6</b>
3.1	Role/task descriptions	6
3.2	Terms of reference	6
3.3	Structure	7
3.4	Key contacts within the Executive team	8
3.5	Involving your employer	11
3.6	Involving student members	11
<b>4</b>	<b>Working in partnership - volunteers and IFoA staff</b>	<b>13</b>
4.1	Working together: who does what?	13
<b>5</b>	<b>Protecting you and the IFoA</b>	<b>15</b>
5.1	Representing the IFoA - speaking out and how we can support you	15
5.2	Information on our policies	19
5.3	Legal considerations	19
<b>6</b>	<b>Sharing best practice</b>	<b>24</b>
6.1	Learning from others - opportunities to develop	24
6.2	How to request additional resources	24
6.3	Widen the discussion in IFoA communities	25
6.4	The IFoA Foundation – how to get involved	25
6.5	The IFoA Mentoring programme	25

<b>7</b>	<b>Recognition and reimbursement</b>	<b>26</b>
	7.1 Volunteer recognition pins	26
	7.2 Volunteer expenses policy	26
	7.3 CPD opportunities for volunteers	27
<b>8</b>	<b>The Governance Manual</b>	<b>28</b>
	8.1 VIP risk management	28
<b>9</b>	<b>Different types of volunteering: examples to consider</b>	<b>29</b>



Institute  
and Faculty  
of Actuaries

## Welcome to your Volunteer Information Pack

This Volunteer Information Pack (VIP) is an online resource created as a 'one-stop shop' to assist and guide every individual who supports the Institute and Faculty of Actuaries (IFoA), be that as a volunteer (member or non-member), paid office holder, or in any other role.

You are one of more than 4,000 individuals around the globe who has committed to sharing your time and talent with the IFoA. Whether you are a valued member or one of the many other committed professionals who bring independent and complementary expertise, we are extremely grateful for everything you do to advance the global actuarial profession. As we navigate a rapidly changing world and help to address some of society's biggest challenges, our volunteer community is at the heart of ensuring the actuarial profession is sustainable, influential and sought-after, both as a career and as a source of insight, today and into the future; so once again, my sincere appreciation to you all.

One of the most important elements of the volunteer dynamic is the partnership between volunteers and the IFoA's Executive team, as you work in tandem to drive forward the profession. During your time as an IFoA volunteer, you will have regular engagement with at least one member of our staff and, through this relationship, receive the support you need to carry out your role effectively.

For our members, everything you do is guided by the [Actuaries' Code](#). For all our volunteers, you embody the notion that IFoA membership – or service – is relevant at all stages of career and life. As you review the contents of this VIP, we trust you will find rich information (and answers to many of your questions) about the IFoA's current priorities and future direction.

The VIP is a constantly evolving resource, so please take every opportunity to provide us with your feedback. If you find certain content particularly useful – or identify something that is not included, but would be helpful to have during the course of your term – please let us know. We are always keen to hear what you enjoy most about your volunteer experience and how we can continue to strengthen it.

Please contact our [Engagement team](#) to share your thoughts.

With grateful thanks from everyone at the IFoA.



*"I am a long-time volunteer of the IFoA and the wider actuarial profession, from being in working parties to being a Council member. I appreciate first hand, how rewarding volunteering can be. The IFoA relies on the generosity and passion of its volunteers. You are invaluable and crucial to the organisation, and your work is central to the vision and mission we have to serve our current and future members, society and other stakeholders. As the IFoA President, I aim to refocus the support for our volunteers and celebrate their achievements by providing a volunteering ecosystem that we can all thrive and add value in."*

**Kartina Tahir Thomson**  
President



Institute  
and Faculty  
of Actuaries

## 2 What you need to know

**Firstly, thank you....** We are extremely grateful to you for giving your time and expertise to support the Institute and Faculty of Actuaries (IFoA). You will be allocated at least one member of the IFoA staff to work with you. This person will guide and support you.

In delivering your role, best practice has been written up in our Governance Manual and in this Volunteer Information Pack (VIP). In taking on your appointment you agree to comply with the principles, policies and requirements set out in the Governance Manual and VIP. Specifically, you confirm your acceptance of the terms contained in the following sections:

- **Volunteer Norms (2.1)**
- **Legal Considerations (5.3)** which sets out your responsibilities and undertakings regarding confidentiality, Intellectual property, competition law, Data Protection, criminal convictions and the Bribery Act 2010
- **Volunteer Expenses policy (7.2)**

If you have any questions, please speak to your IFoA staff contact, your Chair, or email our **Engagement Team**

### 2.1 For all volunteers: Volunteer norms

When undertaking IFoA business, all volunteers and office holders are expected to uphold the IFoA's values. These are reflected in our volunteer norms:

- In all dealings, uphold the principles of the **Actuaries' Code** and adhere to relevant IFoA policies and procedures.
- Treat all colleagues, including volunteers and employees, with professionalism, dignity and respect.
- Be collaborative and constructive in all dealings with volunteers, employees, and other stakeholders.
- Remain curious and open-minded, respecting the expertise and differences in perspectives that all participants will bring to a conversation.
- Listen actively to all perspectives and contribute in a way that furthers the discussion and enables effective decision-making.
- Be open to challenge and empowered to challenge back appropriately and respectfully.
- Respect and uphold the agreed position once a decision is taken.
- Respect the authority granted to other volunteers and employees, even where their decisions may not be ones you would have taken yourself.
- Promptly declare possible conflicts of interest, both actual and perceived, prior to agenda items and decisions to which they might apply.
- Aim to be fully engaged and present in all duties related to your IFoA role, fulfilling it to the best of your ability.
- Act in the best interests of the IFoA, recognising its obligation to the public interest.
- Model and promote **the IFoA's values** and a culture of 'one IFoA'.

*Material and/or repeated infringement upon these norms may result in warnings given, removal from role, and in very significant cases and where the Actuaries' Code may have been breached by a member, referral to the Disciplinary Scheme*

## 2.2 For members of the IFoA

As you access sections of this VIP, we trust you will find rich information about the IFoA's governance, guidance, current priorities and future direction, as well as helpful tips and answers to many of your questions. For our members, this VIP should be read as being consistent with your regulatory obligations in the [Actuaries' Code](#); the ethical code of conduct for all members of the IFoA.

## 2.3 For non-member (lay) volunteers and those undertaking paid roles

The VIP, and all associated IFoA governance and best practice documents, are primarily written to support volunteers who are members of the IFoA. However, the IFoA use the terminology 'volunteer' to refer broadly to a wide range of individuals who give time to the IFoA. As such, the support, recognition, guidance, policies and requirements detailed in this VIP are also applicable to all lay volunteers; paid office holders; and self-employed contractors (collectively referred to as 'volunteers') appointed by the IFoA to fulfil a particular role.

For us the term '**lay**' means someone who is not a member of the IFoA. This can refer to other actuaries (who are not members of the IFoA) and also to the many other committed professionals who bring their independent and complementary expertise to the role. In addition to any specific contractual arrangements issued at the time of your appointment, and of course any professional obligations applicable to your own profession, we also ask you to abide by the principles of our governance and best practice as set out in this VIP. All relevant sections of the VIP will be highlighted to you, by the member of the IFoA staff who is supporting you.

## 2.4 How best to use the Volunteer Information Pack (VIP)

We hope you will find the VIP a helpful information resource, especially for members volunteering for the first time.

It provides you with access to all the information you need to effectively undertake your role and we would encourage you to continue to refer to the VIP throughout your time as a volunteer.

### 2.4 The IFoA values are:

- **Member-focused:** We put members at the heart of everything we do
- **Action-oriented:** We work hard, we work smart, and we take pride in getting things done, valuing action over perfection
- **Forward- and outward-looking:** We're always looking to be bold and improve, innovate and take the next step
- **Team-driven:** We work in partnership, advancing together as one IFoA.



Institute  
and Faculty  
of Actuaries

### 3 Useful information

Part of the IFoA's strategy is to *"provide members with appropriate opportunities for volunteering"*. Since 2012, all new volunteer opportunities, which are open to all members, are advertised on the [volunteer vacancies](#) section of our website. This is in accordance with section 1.59 of the Governance Manual.

We aim to enable members to match their skills and experience with the task in hand.

Where possible, each volunteer vacancy provides details of what is involved, any timescales, a guide to the type of time commitment which might be involved, and a note of whether this volunteer role/task can be carried out from any location or at a specific venue.

In this section, we have highlighted in one place examples of some of the documents which are used to help members identify the best volunteer role/task for them and to help boards, committees and working parties gain support from members with the key skills, experience and attributes which they are seeking.

If you would like to find out more about any of the following, please speak to your Chair or key IFoA staff contact, or contact the [Engagement Team](#).

#### 3.1 Role/task descriptions

We have created task/role descriptions, plus person specifications. These task and person specifications appear on a volunteer vacancy advert to help interested members see what is involved.

#### 3.2 Terms of reference

All boards and committees have Terms of Reference which are approved in accordance with the governance structure. You can view the Terms of Reference for all IFoA boards in the [Governance Manual](#).

If you are a member of an IFoA committee and would like to see the Terms of Reference for your committee, please speak to your Chair or key IFoA staff contact, or [‘ask a question’](#) or [‘make a suggestion’ using this link](#).

### 3.3 Structure

[View information on the Governance Structure of the IFoA](#)

The IFoA staff sit within six Groups, which are:

- Chief Executive's Office
- General Counsel
- Learning
- Membership
- Strategy
- Operations





Institute  
and Faculty  
of Actuaries

### 3.4 Key contacts within the Executive team

If you are unsure whom to contact, please [‘ask a question’ or ‘make a suggestion’ using this link](#) and we will field your query to the appropriate member of the Executive team.



**Paul Lewis**  
Chief Executive Officer  
[Paul.Lewis@actuaries.org.uk](mailto:Paul.Lewis@actuaries.org.uk)

*Working with Council and the IFoA Board, I'm proud to lead an organisation where strategic leadership is a shared commitment — shaped through partnership with our many volunteers worldwide. By combining professional expertise and diverse perspectives, we ensure the IFoA leads with clarity, purpose, and a strong, forward-looking voice for the actuarial profession.*



**Mike McDougall**  
Director of Learning  
[Mike.McDougall@actuaries.org.uk](mailto:Mike.McDougall@actuaries.org.uk)

*“Our volunteers enable us to deliver globally leading actuarial education, qualifications and lifelong learning. We also work with volunteers and stakeholders across the globe to grow and develop our profession.”*



**Ben Kemp**  
General Counsel  
[Ben.Kemp@actuaries.org.uk](mailto:Ben.Kemp@actuaries.org.uk)

*“We work with the IFoA Boards, leadership and volunteers to regulate our members in such a way as to assure public trust and to support business and innovation.”*



**Anne Moore**

Chief Operating Officer

**Anne.Moore@actuaries.org.uk**

*"We work together to ensure everything at the IFoA operates efficiently and to provide excellent customer service. The teams within our Group work with IFoA volunteers to support the effective and efficient delivery of IFoA objectives."*



**Peter Walker**

Director of Membership

**Peter.Walker@actuaries.org.uk**

*"We work in partnership with IFoA volunteers to produce research and analysis on topical issues of importance to the actuarial community and the public interest, and use this to let the world know about the work of actuaries through communications, marketing and digital campaigns."*



**Kate Shasha**

Director of Strategy

**Kate.Shasha@actuaries.org.uk**

*"We partner with the IFoA's boards, committees, volunteers and members to ensure the IFoA 'is the voice of actuaries': advancing our collective strategic aims, delivering our annual Corporate Plan, promoting effective governance, and aligning all the IFoA does with our shared purpose and values."*

The following may also be helpful:

Communities Engagement	Name	Email Address
Head of Communities Engagement Team	Joanne Davis	<a href="mailto:joanne.davis@actuaries.org.uk">joanne.davis@actuaries.org.uk</a>
Finance and Investment	Dawn McIntosh	<a href="mailto:Professional.communities@actuaries.org.uk">Professional.communities@actuaries.org.uk</a>
General Insurance		
Health and Care		
Life		
Pensions		
Sustainability		
Risk Management		
Regional Communities	Terri Myers	<a href="mailto:Regional.Engagement@actuaries.org.uk">Regional.Engagement@actuaries.org.uk</a>
Volunteer Recruitment and Engagement		<a href="mailto:Engagement.team@actuaries.org.uk">Engagement.team@actuaries.org.uk</a>
Communities Research Manager	Mairi Russell	<a href="mailto:Professional.communities@actuaries.org.uk">Professional.communities@actuaries.org.uk</a>

Other Areas	Name	Email Address
Consultations		<a href="mailto:policy@actuaries.org.uk">policy@actuaries.org.uk</a>
Mentoring	Terri Myers	<a href="mailto:mentoring@actuaries.org.uk">mentoring@actuaries.org.uk</a>
CPD Compliance	Caoimhe McDonagh	<a href="mailto:caoimhe.mcdonagh@actuaries.org.uk">caoimhe.mcdonagh@actuaries.org.uk</a>
Disciplinary		<a href="mailto:disciplinary.enquiries@actuaries.org.uk">disciplinary.enquiries@actuaries.org.uk</a>
Education and Exams	Karen Brocklesby	<a href="mailto:karen.brocklesby@actuaries.org.uk">karen.brocklesby@actuaries.org.uk</a>
Events Team	Amanda Davey	<a href="mailto:amanda.davey@actuaries.org.uk">amanda.davey@actuaries.org.uk</a>
Head of Learning Content & Partnerships	Matt Newcombe	<a href="mailto:matt.newcombe@actuaries.org.uk">matt.newcombe@actuaries.org.uk</a>
Library Services		<a href="mailto:libraries@actuaries.org.uk">libraries@actuaries.org.uk</a>
Lifelong Learning	Patrina Effer	<a href="mailto:patrina.effer@actuaries.org.uk">patrina.effer@actuaries.org.uk</a>
International Associations		<a href="mailto:public.affairs@actuaries.org.uk">public.affairs@actuaries.org.uk</a>
Marketing, Communications and Digital	Neil Smith	<a href="mailto:neil.smith@actuaries.org.uk">neil.smith@actuaries.org.uk</a>
Markets Development		<a href="mailto:markets.development@actuaries.org.uk">markets.development@actuaries.org.uk</a>
Media Relations	Sonia Sequeira	<a href="mailto:sonia.sequeira@actuaries.org.uk">sonia.sequeira@actuaries.org.uk</a>

Other Areas	Name	Email Address
Policy		<a href="mailto:policy@actuaries.org.uk">policy@actuaries.org.uk</a>
Professionalism		<a href="mailto:professional.skills@actuaries.org.uk">professional.skills@actuaries.org.uk</a>
Public Affairs		<a href="mailto:public.affairs@actuaries.org.uk">public.affairs@actuaries.org.uk</a>
Quality Assurance Scheme	Emma Gilpin	<a href="mailto:emma.gilpin@actuaries.org.uk">emma.gilpin@actuaries.org.uk</a>
Regulation		
Member-led and Other Research	Mairi Russell	<a href="mailto:professional.communities@actuaries.org.uk">professional.communities@actuaries.org.uk</a>

### 3.5 Involving your employer

Many employers actively encourage our members to volunteer for the IFoA. Noted below are comments extracted from two of our volunteer experiences which reflect that position.

- “My employer recognises the benefits that active involvement in the profession brings ... and encourages me and my colleagues to get involved.”
- “My employers past and present have clearly seen the benefits to them of having their staff volunteer, as it brings increased exposure, a higher profile and fresh ideas.”

In addition, as a volunteer, if you would like the IFoA to deliver a talk to highlight the benefits of volunteering and encourage colleagues to get involved, please let us know. We could deliver the talk in your office by video conference, or at your own company’s annual CPD conference. Please contact the [Engagement Team](#) to discuss arrangements. The following describes a talk which we have delivered and we would be delighted to do so for you. This can be for students and qualified members or tailored to one group.

### 3.6 Involving student members

It is recognised that student time is mainly focused on passing exams, however, many student members are involved in volunteering for the IFoA.

The kinds of roles/tasks these members undertake for the IFoA include:

- becoming a member of the Student Consultative Forums
- becoming Career Ambassadors
- taking on an ‘early career’ role
- some student members are also members of working parties.

### 3.6.1 Tips for those wishing to join a working party (applicable to students and qualified actuaries)

If you specialise in a particular area and feel you could add value to a working party be sure to highlight this experience when expressing an interest and responding to the volunteer vacancy.

Demonstrate your enthusiasm for being involved and demonstrate your knowledge of the subject.

For some volunteer roles/tasks, we do require a volunteer with specific knowledge and experience which has been gained over a number of years working in a particular role. However, a student may be able to volunteer to undertake support work for that member and in return may gain valuable experience in doing so.

Think about how you could offer support to the more experienced members of the working party and make that suggestion in your email. For example, all working parties require to keep an attendance record of their meetings and a minute of action points/decisions taken. You could offer to perform this task, or you may wish to offer to do a literature review, if that is appropriate, which may be helpful to the group. Also be sure to give examples of relevant research which you have already carried out, or been involved in.



Institute  
and Faculty  
of Actuaries

## 4 Working in partnership - volunteers and IFoA staff

For established boards/committees/working parties etc. there are established methods of working and support which will be explained to newly appointed volunteers as they join a particular group.

However, in line with our values and behaviours, please feel free to suggest new ways of looking at things. Fresh ideas are always welcome. Your ideas and suggestions will always be appreciated and considered.

### 4.1 Working together: who does what?

Each volunteer committee or group is supported, to a greater or lesser degree, by at least one member of the IFoA staff; this person is your group's key contact.

When a volunteer is appointed, they will receive key information from this member of staff. This will include a note of any key dates, materials, and an outline of who does what and how the group interact together.

If, as yet, you have not received this induction and you would find it helpful, please contact your Chair or key IFoA staff contact to request this information. Alternatively, if you prefer, or are unsure who to contact, please feel free to **'ask a question'** or **'make a suggestion'** using the icons below.

#### 4.1.1 The partnership between volunteers and staff

As a membership organisation, the IFoA is run in partnership between its members, who volunteer, and the permanent IFoA staff. The synergy created by our dedicated volunteers and staff working together in a professional partnership is powerful.

The backgrounds and operational styles of volunteers and staff are wide ranging and this diversity and multi-disciplinary approach is a strength. The vision is:



*An effective partnership between volunteers and staff based on mutual respect.*

*The members of the partnership all make a valuable contribution, reflecting their different roles and responsibilities."*

#### 4.1.2 Appointment of volunteers

Appointments are made on merit and confirmation of the appointment will be made by a member of the IFoA's staff. The Engagement team are also happy to assist.

Appointments are usually for a set period of time. Some appointments are for short term, project-based tasks. Recommendations about length of tenure can be found in the Governance Manual in section 1.59.



Institute  
and Faculty  
of Actuaries

## 5 Protecting you and the IFoA

This section includes information to help volunteers when they are undertaking public affairs activity on behalf of the IFoA.

### 5.1 Representing the IFoA - speaking out and how we can support you

As part of our efforts to support our volunteers, we have identified some important things for volunteers to observe in order to protect your own reputation and the reputation of the IFoA.

If you have any questions, or wish to get involved in any of our public affairs activity, please contact the [Policy Team](#).

#### 5.1.1 The IFoA's public policy priorities

The Policy and Public Affairs team, in consultation with the practice boards, has developed the following three key policy priorities:



These policy themes:

- represent significant economic and social challenges for policy makers at the domestic and international level
- are long term issues that transcend the duration of a Parliamentary term
- are areas where there are different perspectives on how the policy dilemma might be resolved i.e. an optimum policy solution has not been identified.

As a membership body we focus on those policy challenges that:

- are of cross practice interest
- most importantly, are issues on which actuarial expertise can add significant value, and where opportunities exist for the actuarial professional to provide an evidence-based contribution to the policy making process.

The Policy and Public Affairs team seek to inform policy debate in the public interest by drawing on the range of expertise of our members, to tackle some of the biggest public policy issues facing society.



### 5.1.2 Getting our message out there

The Public Affairs team are here to support volunteers in promoting the IFoA's message. They can support engagement with external stakeholders by:

- identifying the right people
- setting up meetings
- providing briefing packs and guidance notes in preparation of meetings
- arranging media and presentation skills training
- producing communications for external stakeholders.

It is important for the IFoA to be able to co-ordinate all our external engagement. Please help us by considering the following if you are representing the IFoA:

When opportunities arise to represent the IFoA at an external event or meeting, the Public Affairs team will make contact with relevant members/member groups to ask for volunteers. The Public Affairs team will support members when representing the IFoA externally by providing, as appropriate, a briefing note providing background information and agreed IFoA positions, media training and one-to-one guidance.

If the opportunity comes to you directly, through your own network of contacts, please consider in what capacity you are responding. Any volunteer is free to speak publicly or engage with any stakeholder where it is on behalf of their employer or in a personal capacity. However, if you are proposing to speak in the name of the IFoA, you must notify the Public Affairs team and adopt the IFoA line. If you are engaging as a technical expert, you should work with the Public Affairs team to agree a technical position, speak in the public interest and know the IFoA policy position for the relevant area. The Public Affairs team will be able to provide assistance in preparation for the meeting and it allows us to ensure we have a co-ordinated approach and consistent message.

From time to time we require experienced members to volunteer to take on public affairs/media roles for us. These opportunities are advertised on the [volunteer vacancies](#) section of the website.

### 5.1.3 Why we need you to keep us informed

If any member (or member of staff) intends to speak to the media, regulators or government bodies etc., as a representative of the IFoA, they must alert the Public Affairs team for the following reasons:

With over 32,000 members and over 3,000 volunteers it is impossible for volunteers to remain up to date with the breadth of work and engagement that is undertaken by others. To protect and enhance the reputation of the IFoA and the profession, it is important that the IFoA always adopts coherent and consistent positions to the outside world.

This also applies when a committee or group intends to make a form of external communication, including responding to a consultation or issuing any kind of press statements

and/or publication. The Public Affairs team is there to ensure co-ordination and coherence in all such activity by arming volunteers with the holistic view from the IFoA.

By alerting the Public Affairs team we will be able to ensure there is a single co-ordinated IFoA voice.

If you are planning to do any of the above please notify [Policy@actuaries.org.uk](mailto:Policy@actuaries.org.uk) in advance.

#### 5.1.4 Political engagement in Scotland

The IFoA is a chartered body so from time to time will engage with politicians in pursuit of our public interest and policy work. However, in Scotland there is a specific legal requirement to register this activity so we try to ensure we do this from the centre with support from members in Scotland or members who engage with the public groups as set out below so please keep the IFoA public affairs team informed and/or to ask for advice on whether a particular contact is reportable.

The Lobbying (Scotland) 2016 Act, passed by the Scottish Parliament in April 2016, aims to increase the level of transparency in relation to face-to-face contact made between organisations and the Scottish Parliament. This is called 'regulated lobbying', and the Act establishes a Register of Lobbyists. The IFoA is required by law to register all representatives who undertake 'regulated lobbying' on behalf of the organisation, and you should familiarise yourself fully with what constitutes registerable activity, and how to register such activity internally with the IFoA's Public Affairs Team.

Please note that this register applies only to activity that takes place with Members of the Scottish Parliament (MSPs) and their staff in Scotland. Although there is a Westminster-based lobbying register, the IFoA is exempt from having to register any activity with this. Also, be aware of the distinction between representing the IFoA, another organisation, or your own views, as your registration requirements will differ for each.

In simple terms, the Lobbying (Scotland) Act 2016 requires organisations such as businesses, charities, trade bodies and professional associations to record, on a publicly viewable register, details of any face-to-face meetings held with:

- MSPs
- Scottish Government Ministers
- Special Advisers
- The Scottish Government's Permanent Secretary.

When representing the IFoA to Scottish Policymakers, to assess whether your activity should be registered, the Scottish Government has outlined the 'Five Tests' which may be applied to a situation to determine whether it meets the definition of 'regulated lobbying'. These can be found on the [Scottish Government website](#).

If you have carried out 'regulated lobbying', then you need to alert the [Public Affairs team](#) via email, as soon as possible. The email should contain: your name and role, the names and roles of the people you met with, whether it was face-to-face or a video call, the time and date of your contact, the location, a description of what was discussed at the meeting, and the names and roles of any other IFoA representatives.

Failure to register or providing inaccurate information on regulated lobbying activity to the Scottish Government, is a criminal offence, which carries serious penalties for those involved. These include parliamentary censure, fines and custodial sentences. All queries on the IFoA's registration process should be directed towards the [Public Affairs team](#). If in doubt, let us know!

### 5.1.5 The value of media engagement for the IFoA

The media is just one of many communication channels that the IFoA utilises to help disseminate information effectively and to raise the profile of actuarial expertise. Public visibility in the media raises awareness of new research, of your expertise and of relevant issues, with policy-makers and employers as well as the broader actuarial community.

To utilise the media effectively you must package the information that you wish to broadcast in such a way that it is attractive to journalists and be aware that they can add their own interpretation.

The team can draft strategies for audience engagement to ensure the target audience is reached, with the right message, thereby maximising the impact of your work and ensuring that the IFoA's reputation is protected. We do this by:

- drafting and issuing media releases
- contacting journalists
- arranging and attending briefing meetings with you
- providing media training and fielding questions.

In addition, we review media coverage of our key policy priorities as this can offer insight into perceptions and help to inform new research ideas, engagement approaches, and comment.

### 5.1.6 Joining an external committee

Many members sit on external committees and speak at events on behalf of their own organisations and in their own name, however, sometimes members who take on these roles can be viewed by the external body as representing the IFoA and our collective views. It is really important for members to ask the question as to which 'hat' they are being asked to wear.

If you are being asked to share the IFoA's views please contact the [Public Affairs team](#). As above, this will allow the Public Affairs team to provide you with support and to co-ordinate opportunities.

### 5.1.7 Social media guidelines

The IFoA encourages volunteers to help build communities online (especially within [IFoA communities](#)). This can help volunteers deliver their role for the IFoA and also encourage others to get involved themselves.

If you are a social media user, we'd encourage you to share your experiences of IFoA volunteering with your social network. But there are considerations to bear in mind.

- as an IFoA volunteer, you need to be mindful that your own words and actions will reflect on both the organisation and the profession. When posting material, stating your views or opinions, please be polite, respectful, relevant, accurate where stating facts and civil to others and the IFoA, even if your views differ
- please make sure that your personal social media outputs are clearly your own and do not appear to be official productions of the IFoA. You can work with the executive to get outputs supporting your project published through our official channels

- as an IFoA volunteer, you will be privy to information that should be treated as confidential and you'll need to be seen to be exercising your judgement in this as a regulated professional. Remember that you are still bound by the Actuaries' Code in relation to your conduct
- show consideration to your fellow volunteers; it's usually best to agree with your colleagues what will be shared around your IFoA projects. And it's also good practice to get their support online, sharing and liking your posts.

You should familiarise yourself with our [social media terms and conditions of engagement](#). Further information on how to boost your professional network using social media can also be found on the [IFoA website](#).

## 5.2 Information on our policies

### 5.2.1 General policies

All volunteers are required to abide by and observe the IFoA's policies and procedures.

Our HR team review the IFoA policies on a regular basis and, whilst the majority of policies are primarily for staff, volunteers are expected to adhere to and be protected by our general policies as noted below. If you would like to have sight of any further specific policies, please contact the [Engagement Team](#).

- [Diversity and Inclusion Policy](#)
- [Dignity at Work Policy](#)
- [Information Management Policy \(GDPR\)](#)
- [Whistleblowing Policy](#)
- [Putting Things Right Policy](#)
- [Anti-Bribery and Corruption Policy](#)
- [Anti-Fraud Policy](#)

Although volunteer office holders are not legally protected by discrimination law; the IFoA will nonetheless treat those individuals fairly and in a non-discriminatory manner.

### 5.2.2 Insurance policy

It may give members comfort to know that we have in place Professional Indemnity cover, Directors and Officers cover, and Travel Insurance cover. Volunteers will be covered by these policies when acting for and on the IFoA's behalf e.g. on a working party, speaking at a sessional meeting, travelling on IFoA business etc.

Please note that any member who is travelling overseas, as a representative of the IFoA, must first complete a risk assessment before insurance cover can be confirmed. Your key IFoA staff contact will be able to help you with this or speak to the [Engagement Team](#).

However, please also note that insurance cover may not apply if volunteers are acting outside their authority or if a risk assessment has not been completed.

## 5.3 Legal considerations

### 5.3.1 Competition law

For all individuals engaged in activities for or on behalf of the IFoA, including volunteers (members and lay) and office holders (collectively referred to as ‘volunteers’) and especially those involved in member led research, it is vital that you are aware of the importance and issues involved in complying with Competition Law.

Volunteers are required to read and observe the following guidance:

[View the IFoA Volunteer Information Pack Competition Law Guidance for volunteer groups](#). This includes a decision tree.

Simon Stokes, *Partner in Blake Morgan, London*, has created this competition law decision tree and guidance note as part of a one hour Professional Skills Training webinar which he presented with *Sarah Mathieson*, IFoA’s former Head of Research and Knowledge, and *Jill Chipchase*, IFoA’s former Head of Professional Communities, to support you in your activities with the IFoA. The webinar: ***What you need to know about competition law as a volunteer***. This was broadcast on 17 October 2018, and we recorded it. The video is now available to view via the IFoA [website](#). If you experience any problems accessing the video, then please contact [VLE.admin@actuaries.org.uk](mailto:VLE.admin@actuaries.org.uk)

### 5.3.2 Respecting confidentiality

By the very nature of your role, whether you are an individual who supports the IFoA as a volunteer (member or non-member), or in any other role, you will have access to information and material which is confidential.

Your respect for the confidential nature of this information and material, and the fact that it has been shared with you, is important to protect the integrity of the IFoA.

We ask that you keep this in the forefront of your mind when carrying out your role/task, ensuring that all confidential material and information is treated with the utmost care. Those who are members will be aware of their obligations of confidentiality under the [Actuaries’ Code](#).

Click on the icon to view the code.



[The Actuaries' Code](#)

Some members may also be doing work which is covered by non-disclosure agreements, and in such a case your key IFoA staff contact will be able to provide you with the necessary documentation.

### 5.3.3 Intellectual property issues

One of the most important public interest functions of the IFoA is as a learned society, committed to open source material. This means that it is necessary that, once a paper has been presented or other form of publication made by an IFoA working party or group, the IFoA has free and unrestricted rights to publish it. Normally this will be achieved by making it freely available via the website. This means that authors can be confident that their work will remain in the public domain.

By your acceptance of the terms of this Volunteer Induction Pack, you, as a volunteer, and in consideration of the opportunities offered to you by the IFoA in your capacity as volunteer, assign to the IFoA your whole right, title and interest in the copyright which will exist in any work developed by you, in connection with your role as volunteer, and in which you have a legal right of copyright. This includes any materials, presentations and outputs (for example, sessional meeting papers) which are produced or developed as a result of the volunteer task/role being undertaken for the IFoA by this group. If you wish to use any such material, presentations and/or outputs, please contact your IFoA staff representative who will discuss with you the measures which may require to be put in place.

For the avoidance of doubt, if you volunteer to present at an IFoA conference or event and the material presented by you is created independently by you, not in your capacity as an IFoA volunteer, the intellectual property in this presentation material shall not be owned by the IFoA.

#### Using existing data and obtaining necessary permissions

We recognise the support many organisations or third parties give in terms of allowing our members to use data and presentations which have been produced by that organisation/third party. Sometimes members bring this to an IFoA working party for use by the group. To ensure appropriate credit is given to those bodies and to respect their intellectual property rights, any member providing access to such information, or using it to deliver a presentation, is asked to ensure that the particular body is happy with this use, and that the source is properly credited.

The IFoA takes the issue of plagiarism extremely seriously. It is individual members' responsibility to ensure that they take the appropriate steps to ensure any data or information which is shared with a working party or other group is properly referenced and/or attributed to the source and all necessary permissions have been obtained.

[View more information please contact the Communities Research Manager](#)

[For guidance on setting up new Working Parties, please contact the Engagement Team.](#)

### 5.3.4 Conflicts of interest

Volunteer members of boards, committees and working parties must abide by the Conflicts of Interest provisions in the Actuaries' Code; and should consider the guidance produced by the IFoA in its Conflicts of Interest guide for members.

Please also note that Chairs must ask the members of their group if they have any interests which they need to declare and members must speak up if there is anything which may cause an issue.

[View the IFoA's Conflicts of Interest Guide for Members](#)

### 5.3.5 Handling Third Party Data as a volunteer

The following sets out guidelines for members who require to use Third Party Data as part of their working party research.

IFoA working parties occasionally use Third Party Data to support the evidence base and analysis of their research. Sometimes this involves the IFoA acquiring data on behalf of the working party and it may or may not involve the payment of a licence or administration fee. In most cases, the third party usually requires the IFoA to enter into a contract which covers data security, including handling, retention and destruction, even when no monetary consideration is involved. The liability of the IFoA can sometimes be unlimited.

The IFoA is able to facilitate requests for such data. The following guidelines have been compiled to ensure the volunteers are supported as part of this process:

- any contractual agreement must be entered into by an IFoA staff member and not volunteers
- volunteers will be asked to observe any conditions around the handling of the data

Conditions can typically include:

- members only being permitted to access the data on named IFoA premises
  - IFoA IT equipment being used
  - no rights to copy or transfer the data
  - tight controls on retention timelines for the data
  - strict requirements around the method of data destruction, for example secure file shredding software
  - prescribed wording in quoting data or analysis in written publications
- volunteers may sometimes be asked to sign an agreement to acknowledge any conditions in place. This in itself can often act as a useful guide to volunteers
  - the working party should inform IFoA staff if the named members are to change
  - volunteers may be required to provide any relevant evidence over the handling of the data, if subject to an audit at a later date
  - relevant laws must be adhered to at all times (for example, the General Data Protection Regulation).

The IFoA staff will be able to advise on the practicalities relating to the points above at the time of a data request. If you have already embarked on using Third Party Data and wish to check the terms of the contractual arrangements, please get in touch with your key IFoA staff contact, or email the [Research and Knowledge team](#).

### 5.3.6 Complying with the Bribery Act 2010

The Bribery Act 2010 is an Act of the Parliament of the United Kingdom that covers the criminal law relating to bribery. It was introduced to Parliament in the Queen's Speech in 2009 and received the Royal Assent on 8 April 2010.

As the IFoA is registered in the UK all volunteers acting on behalf of the IFoA must comply with the provisions of this Act and the IFoA Anti-Bribery and Corruption Policy, no matter where they are located. This is especially important for anyone undertaking the marking and setting of the IFoA's exams.

Please note that any form of "financial or other advantage" is a bribe under the Act. "Financial or other advantage" has a broad meaning and could include payments, awards of contracts and non-monetary gifts. Hospitality is not prohibited by the Act but any hospitality which is offered to any individual in their capacity as an IFoA volunteer, or if you think it could be seen to be offered in that way, requires you to record that offer of hospitality in the IFoA's gifts register. This will protect both you and the IFoA if there was ever a challenge to the nature of the offer.

### **Details of how to deal with offers of hospitality or gifts can be found in our Gifts and Hospitality Policy.**

If you have any questions about the Bribery Act please contact the IFoA's [Head of Legal Services](#) and if you wish to record something in the gifts register contact the [IFoA's Corporate Secretary](#).

#### **5.3.7 Disciplinary proceedings and criminal convictions**

Every individual who supports the Institute and Faculty of Actuaries (IFoA), be that as a volunteer (member or non-member), or in any other role, needs to be aware of how formal proceedings impact on their role or potential role.

We recognise that this will only be applicable to a very small number of individuals, however, it is important you read the policy and ensure you disclose any relevant information in a timely manner.

[View the Disciplinary proceedings and criminal convictions policy](#)

#### **5.3.8 Ethical considerations**

Research that involves human data can be subject to a number of ethical as well as legal considerations. From a legal perspective, the handling of data/information relating to, and capable of identifying, living individuals must only be done in compliance with the Data Protection Act. Examples of research which has implications requiring ethical approval, as well as requiring compliance with the General Data Protection Requirements (GDPR), may include interviews, questionnaires and surveys, observation of human behaviour or any research involving data relating to individuals.

If you think that the work you are undertaking as a volunteer involves the processing or use of human or personal data capable of identifying a living individual, please contact the [Communities Research Manager](#).





Institute  
and Faculty  
of Actuaries

## 6 Sharing best practice

In this section, we aim to build up a resource which allows volunteers to learn from each other and to share examples of best practice. We hope this section will be especially helpful to members who are volunteering for the first time.

If you have any suggestions, please [‘ask a question’ or ‘make a suggestion’ using this link](#). We are keen to hear your views and to understand what you would find helpful.

### 6.1 Making use of our Professional Support Service

In the course of your volunteer role/task please remember you can call upon the support of our Professional Support Service. This service offers you the opportunity to submit questions to a panel of experienced practitioners on the application of the following professional and technical standards:

- [The Actuaries' Code](#)
- IFoA Standards (APs) (GNs)
- Technical Actuarial Standards (TASs) issued by the Financial Reporting Council (the FRC).

Queries are anonymised by the IFoA's staff before being issued to the relevant panel for consideration.

If you have a query, you can submit it using the [online portal](#) on our website, where you can also find more [information](#) about the process.

### 6.2 How to request additional resources

If your committee or working party/research group requires additional resources, you should speak with your key IFoA staff contact and he or she will guide you in how best to seek that support.

The following will also provide you with information on the available options.

#### 6.2.1 Extra volunteer support

If, at any time, you find you need extra input from another volunteer, please speak to your key IFoA staff contact or contact the [Engagement Team](#), who will help you put a call out to members via our [volunteer vacancies webpage](#). Once the advert is on our website you can highlight it to anyone you regard as ideal for the role and encourage them to volunteer. The Engagement team, working with colleagues, will also:

- collate all expressions of interest and share this information with you
- provide you with information to allow you to make contact with potential volunteers to allow you to decide who best to appoint

### 6.2.2 Extra IFoA staff support

If you feel you require additional IFoA staff support, to assist you with a specific project or to help with an area of expertise, contact your key IFoA staff contact to discuss this with them.

### 6.2.3 Funding

From time to time, you may find that your research working party/group requires additional input that comes at a cost. For example, purchasing Third Party Data or engaging a research assistant. The IFoA can sometimes provide some funding to support this. If your group requires funding for a research related activity, please get in touch with [Communities Research Manager](#), who will be happy to guide you through the process.

In short, a business case for this expenditure, and any other necessary expenditure, will be required and you will be provided with an application form to complete.

Please also note that, once approved, any contractual agreement must be entered into by a member of the IFoA's staff and not by a volunteer themselves.

## 6.3 Widen the discussion in IFoA communities

IFoA communities offers an exciting opportunity to connect globally, discuss emerging topics, learn from experts, meet your peers, and collaborate in a more organic, easy to navigate environment. It's led by members for members.

As a volunteer, IFoA communities can be used to support you to:

- Keep IFoA members up-to-date with your volunteering activities
- Keep informed of other activities across the IFoA
- Gain insight from members by creating discussion within forums and/or use simple polling
- Promote your activities, webinars and sessionals
- Signpost to interesting articles and content

[Find out more on IFoA website](#) or contact our [Digital Communities Manager](#)

## 6.4 The IFoA Foundation – how to get involved

The IFoA Foundation aims to support the encouragement and advancement of Education, Research and Study in Actuarial Science and related subjects, around the globe. If, as a volunteer/volunteer group, you would like to get involved in fundraising and/or have ideas or activities which you feel progress the purpose of the Foundation, please [contact the Foundation](#) to find out how to get involved. [Read more about the IFoA Foundation and how to contact the Trustees](#)

## 6.5 The IFoA Mentoring Programme

The IFoA mentoring programme is a new member benefit, open to all members and intended to offer guidance for all career stages. Designed to help individuals develop and enhance skills, gain greater career clarity, and build confidence, this is a structured but flexible programme, where mentors and mentees match according to expertise offered and requested.

To find out more, contact the [Mentoring Inbox](#) or log on to the [Mentoring Platform](#).



Institute  
and Faculty  
of Actuaries

## 7 Recognition and reimbursement

In this section we highlight some of the ways we show our appreciation for your help and support. This section also includes a link to the expenses policy and information on how and when you can claim CPD for volunteering.

### 7.1 Volunteer recognition pins

We at the IFoA want our volunteers to know that we recognise the time commitment and support which is given to the IFoA by our volunteers. We want to ensure we say thank you to you, but also say thank you in a tangible way. Some of the ways include:

#### 7.1.2 A digital volunteer recognition pin

As a result of a suggestion from an IFoA volunteer we have created digital volunteer recognition pins for use on email signatures and sharing on social media, so that you can display your commitment to the profession and encourage colleagues and peers to volunteer. There are three designs to select from.

*“The silver volunteer recognition pins were launched back in 2012 and with the new digital pins members can promote the importance of volunteering through their network more frequently.” Ben Stroud*

Anyone who is an IFoA volunteer and would like to receive a digital pin should contact the [Engagement Team](#).



### 7.2 About our volunteer expenses policy

The IFoA has a Volunteer Expenses Policy, in place since 2016, the newest version was published in October 2024. You can view this policy on the [volunteer expenses policy webpage](#). This policy is a principle based approach. At the heart of this policy is the following:

*We ask our volunteers (and all who support the IFoA, including IFoA staff) to stop and consider the following before agreeing to incur a charge: **“does the expense represent value for money for members and is there a budget from which this can be taken”**.*

All expenses must be approved **before** they are incurred, to allow for effective budgeting.

**Please remember to contact your IFoA staff contact before booking travel, to ensure it is covered under the policy.**

In line with our diversity strategy we want to continue to move away from volunteers meeting round a table in one of our offices. We want to widen our opportunities to all members and to encourage more interaction and engagement to take place using collaborative tools, including

secure file sharing, video conferencing, and of course email. This not only allows more members to get involved but saves members time – avoiding unnecessary travelling time. Of course, we recognise there are times when someone physically has to be in a location to undertake their volunteer role/task, and that is absolutely fine and justifiable. The policy is flexible. We also recognise the merits in meeting face to face and building rapport but we ask you to keep this to a minimum (perhaps once a year).

If you would like to find out more about this policy and how to use it, you can do so in a number of ways:

- visit the volunteer [expenses policy webpage](#)
- speak with your key IFoA staff contact, or Chair
- **‘ask a question’ or ‘make a suggestion’ using this link.**

### 7.3 CPD opportunities for volunteers

Many volunteer positions may offer members the opportunity to gain CPD. These opportunities can be part of a member’s lifelong learning, offering a chance for professional and personal development.

Any activity undertaken in a volunteer role can be counted towards your CPD requirement if you consider that it meets the definition of CPD:

*“Activities that involve development and learning relevant to a Member’s Actuarial Work (current or future) or professional development, which address a personal development need and have an identifiable Learning Outcome”.*

A Learning Outcome is knowledge or skills gained as a result of taking part in the activity.

For more information, you should check the terms of the [CPD Scheme](#) to find out how this will apply to you.



Institute  
and Faculty  
of Actuaries

## 8 The Governance Manual

The current Governance Manual was approved by Council.

[View the Governance Manual](#)

If you have a query relating to the Governance Manual please contact [the Corporate Secretary](#).

### 8.1 VIP risk management

If any volunteer identifies any potential or significant risk please contact our Head of Risk, [Serrina Galleymore](#) at any time, to discuss any issues or concerns which they may have in relation to risk management.



## 9. The different types of volunteering: examples to consider

Some volunteers have asked if we could briefly highlight some of the different ways in which they could become more involved in volunteering for the IFoA. This initial list focuses on the generic types of activity:

- online feedback group
- writing articles and research papers
- carrying out a book review
- speaking at events, making a presentation, or attending a career fair
- becoming a CPD Co-ordinator or Student Employer Contact for your organisation
- taking up a role to support our qualifications
- representing the IFoA at external meetings or events
- putting yourself forward for election to Council
- peer reviewer for research papers or articles
- putting yourself forward to join a board, committee, working party, or editorial or review panel