



Institute and Faculty of Actuaries

Strategy
2026–2029



Introduction from our leaders



Paul Sweeting
President



Lord David Currie
Board Chair



Paul Lewis
Chief Executive Officer

In an era of disruptive global transformation, the actuarial profession – and indeed, the Institute and Faculty of Actuaries (IFoA) – has an essential role to play in shaping the future, from addressing global issues facing the profession to navigating complex risks, to embracing new opportunities such as AI. Our profession and its members seek to influence how society approaches current and future challenges and to demonstrate a strong commitment to the public interest. It is clear that now is the time for the IFoA to take its next bold steps forward.

In 2024, the IFoA Council announced its vision: to be the leading global professional body qualifying, supporting and championing actuaries, serving the public interest, and advancing actuarial science.

This ambitious vision builds on the work delivered in our 2020-2024 strategy, which focused on repositioning the profession, transforming member experiences and fostering a vibrant global community, as well as our 2025-2026 bridging strategy, which focused on continuing to deliver for our members and laying the foundations for future success.

With a deep commitment to bringing this vision to life, it is with pride and optimism that we introduce the IFoA's next multi-year strategy. While we fully acknowledge there have been challenges with our services to members in the past, we will ensure this strategy focuses on building a high performing organisation by strengthening our foundations, particularly those underpinning our learning and assessment offer and amplifying the voice and influence of actuaries.

This strategy aims to reflect our ambition to empower current and future actuaries, and to ensure our members feel connected to, and proud to be part of, a leading professional body. It is built on the belief that our members' expertise, insights and guidance will help us achieve this vision. Actuaries have always been trusted advisors, well-positioned to effect positive change, and our strategy is designed to ensure the IFoA continues to be a hub of innovation, professional excellence, and relevance.

Our intent is to provide a proposition which provides actuaries, wherever they may be and irrespective of their area of practice, with the tools and capabilities to prosper professionally and adapt effectively to the changing environment and its demands, bearing in mind their responsibility to the public interest.

With our members at the centre, we will strengthen the profession's ability to respond to an increasingly volatile, uncertain, complex and ambiguous world, and influence for the better. With stakeholder feedback and clear outcomes, we will assess how well we are achieving our strategic goals and advancing our ambitious vision. Accountability to our members will be reinforced and upheld through member consultation, feedback, and general oversight from both IFoA Board and Council.

As we embark on the implementation of this strategy, we want to express our thanks to our members, volunteers, partners, colleagues, and all those who support the IFoA. It is your dedication and passion that help us shape the IFoA, ensuring that we continue to champion the values, resilience, and expertise of the actuarial profession long into the future.

Our strategy on a page

Our members are at the heart of our strategy. This strategy will provide firm foundations to advance the actuarial sciences through learning and assessment excellence, valued member services, a dynamic and sustainable organisation and a strong independent voice.

The actuarial profession faces a number of challenges including increased competition, the introduction of AI and other fast-moving technologies, and changing demographics and consumer behaviours. To lead the response to these challenges, and to ensure our plans are ambitious but

grounded in reality, we worked closely with members, volunteers, employers and regulators to understand their aims and aspirations.

Our work will help us to shape a profession that's ready for the future and thrives in an evolving world. By focusing on educational excellence, improving member experiences, and increasing our voice and influence, we will ensure the IFoA continues to be a modern, trusted, and influential voice for actuaries around the world.

Our 2026–2029 strategy



<h3 style="margin: 0;">Vision</h3> 	<p>Our vision is to be the leading global professional body qualifying, supporting, and championing actuaries, serving the public interest, and advancing actuarial science</p>
<h3 style="margin: 0;">Purpose</h3> 	<p>Our purpose is to support, develop and be the voice of our members and the actuarial profession</p>
<h3 style="margin: 0;">Objectives</h3> 	<p>Our strategic objectives are:</p> <ul style="list-style-type: none"> <li style="margin-bottom: 10px;">Learning and assessment excellence Developing a forward-looking curriculum and inclusive assessment model supporting a lifelong learning experience that equips actuaries, wherever they are, for the future <li style="margin-bottom: 10px;">Valued member and volunteer experience Enhancing the ways we support, promote, and collaborate with our members and volunteers globally throughout their careers <li style="margin-bottom: 10px;">Amplifying voice and influence Strengthening global actuarial influence on public policy through elevated thought leadership, enhanced regulatory engagement and professional standards, and a reinforced reputation as a trusted profession Securing organisational sustainability Modernising systems and ways of working to be more agile, efficient, and future-proofed, while also considering the use of new technologies
<h3 style="margin: 0;">Enablers</h3> 	<p>Our strategic enablers are: Digital transformation, member and volunteer activism, brand enhancement, strengthened capabilities, culture and behaviours</p>

Our vision, guiding principles and ways of working

The IFoA is the UK's only chartered professional body dedicated to educating, developing, and regulating actuaries both in the UK and globally. Since its inception, the organisation has evolved and grown considerably. Our members remain united by a desire to amplify the voice of actuaries and ensure their skills and expertise contribute to addressing the biggest challenges facing society today.

Vision



Our vision is to be the leading global professional body qualifying, supporting, and championing actuaries, serving the public interest, and advancing actuarial science.

The vision is supported by nine principles which guide our strategy. These principles are:

Professional standards and regulation

The IFoA upholds high professional standards, ethics, and regulatory integrity to sustain the IFoA's position as the leading global professional body for actuaries.

Qualification and lifelong learning

The IFoA is a learned society dedicated to advancing actuarial knowledge and equipping actuaries with the skills and expertise needed to succeed at every stage of their careers.

Global presence and influence

The IFoA is a respected global professional body with a strong presence in key markets, ensuring its qualifications and professional standing remain valued worldwide.

Technology and innovation

The IFoA leads the way in using technology to support actuaries and enhance their work.

Member engagement and value

Members are at the heart of everything the IFoA does. The IFoA fosters a strong and connected actuarial community, delivering meaningful engagement and professional support.

Research and thought leadership

The IFoA advances actuarial knowledge by driving research and fostering thought leadership, ensuring the profession remains relevant and innovative.

Public interest and impact

The IFoA advocates in the public interest, ensuring actuarial expertise informs policy, regulation, and decision-making on key societal challenges.

Financial and operational resilience

The IFoA ensures financial sustainability and operational efficiency.

Culture and governance

The IFoA's culture drives strong governance, fostering collaboration, trust, ethical leadership and professionalism to achieve its vision.

Purpose



To support, develop and be the voice of our members and the actuarial profession.

Our commitment to achieving our purpose is unequivocal and is delivered through clear strategic goals, our strong culture and organisational values, our collaborative ways of working, and our ongoing commitment to diversity, equity and inclusion.

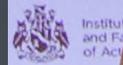
To effectively operationalise our strategy, we will also develop annual business plans and supporting success measures. These plans and success measures will be reviewed quarterly and reported on annually.



The skills that actuaries need are constantly changing. Change brings with it opportunities. During my sessional term, a priority for me will be making sure that we are equipping all actuaries with the skills to respond to these changes and access the opportunities they afford.

Paul Sweeting
IFoA President

Town Hall



Institute
and Faculty
of Actuaries

Build connections | Grow with us | Act with integrity



Our impact

Our strategy is more than a list of goals. It's a series of actions that will have meaningful impact on our members.

At the same time, it ensures we have a clear focus and deliberate direction of travel, but also makes sure we can be flexible and agile in adapting to evolving needs, experiences and environments.

By the end of the strategy period, we will have made impact for members in the following areas:

- Delivering a new curriculum, exam delivery platform and overall assessment model for students
- Driving key market growth to benefit members and working in partnership with other associations
- Growing our voice and influence across sectors, ensuring members have appropriate and proportionate regulation
- Ensuring the IFoA remains a relevant, inclusive and sustainable organisation for its members

Our strategy has been designed to be dynamic and responsive. As such, our strategic plans will be adjusted as required, based on insights gained from regular performance reviews, external trends, member feedback and the broader operating environment. Any adjustments will be considered by the Board and will help ensure the strategy remains relevant, focused, and responsive.

By the end of this strategy period, success will mean that the IFoA is a modern, globally trusted professional body that equips actuaries for the future and delivers clear value at every stage of their careers. The impact we will have achieved in these areas includes:

- Our learning offer will be powered by a modern assessment model, a fit-for-purpose curriculum, and a lifelong learning experience that ensures IFoA actuaries are future-ready.
- Our members and volunteers will feel valued and supported through a clearer proposition with improved onboarding, targeted growth in key markets, and stronger partnerships with employers.
- Our voice and influence will support greater visibility of the profession and its insights, strengthening actuarial influence on public policy. We also have appropriate and proportionate professional standards and constructive relationships with regulators.
- We operate as a financially resilient and digitally enabled organisation. We have modern systems, a refreshed subscription model and a diversified income and estates strategy that delivers long-term value.
- We have a high-performing culture that encourages accountability, collaboration and empowerment with stronger business planning, continuous improvement practices and change management capabilities.

Moreover, to ensure the successful delivery of our strategy, we have established robust frameworks for monitoring progress, reviewing outcomes, and adjusting direction as needed. This approach will ensure transparency, accountability, and agility throughout implementation.



We need people to know they can trust us and that they can demand a high degree of quality. Chartered status is what our profession needs to maintain that trust.

Jake Iveson
Chartered Actuary (Fellow)



That feeling of completion, of meeting client needs, and of them valuing what you do – that’s the key thing for me.

Amrita Pattni
Chartered Actuary (Fellow)



I’m proud of being able to translate the complex work we do into something that helps inform decisions.

Madhur Gera
Actuary (Associate)





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