

# New Zealand Society of Actuaries Strategy 2026-2027



## Foreword from the President

Kia ora koutou

I'm pleased to present the New Zealand Society of Actuaries Strategy and Strategic Priorities for 2026–2027.

The New Zealand Society of Actuaries (NZSA) is the professional body for actuaries practising in Aotearoa. We promote high standards of actuarial practice, support the development of our members, and enhance the value actuaries bring to organisations, policy and regulatory environments through insight, risk expertise and long-term decision-making.

Our strategy continues to be anchored in the Society's core pillars of **Excellence, Influence and Community**, ensuring actuaries remain trusted for their expertise and valued for their contribution to organisations, industry, and society. Actuaries continue to play an important role in shaping the insurance and financial services sectors, contributing to public sector decision-making, and providing insight on major policy issues such as retirement income, risk management, and long-term financial sustainability.

Over the past year, the NZSA has strengthened its engagement with regulators and industry, embedded and actively engaged via the **Appointed Actuary Forum**, and contributed thought leadership on retirement income, climate impacts, and risk management. These initiatives reflect our commitment to supporting members and contributing constructively to important discussions across the sector.

Looking ahead, we will focus on strengthening the profession's influence and supporting actuaries to adapt and thrive in a rapidly changing professional landscape. We will continue engaging with employers, industry, government, and regulators; broaden the diversity of skills and perspectives on NZSA's Council; and ensure our members are equipped to add value as technology, regulation, and stakeholder expectations evolve.

We will also continue to enhance the member experience and support the future pipeline of the profession through deeper engagement with students, universities, and employers; expanded professional development opportunities; and stronger member input through initiatives such as the **Insurance Affordability & Accessibility Working Group** and the **Data Science & AI Interest Group**.

The NZSA's work is made possible by our [Council](#), our [Chief Executive](#) and secretariat, and the many members who contribute their time and expertise through [Committees](#). I thank them for their ongoing commitment to the profession.

I look forward to working with our members and partners over the year ahead as we deliver on these priorities together.

Lee-Ann du Toit  
President

## Our Vision

Actuaries are recognised, engaged, influential, and energised—confident in their roles and thriving in their work, shaping organisations, policy, and decision-making through insight, expertise, and trusted advice. They contribute to professional forums, thought leadership, and mentoring, strengthening a connected actuarial community that attracts new talent, supports professional growth, and ensures the actuarial voice is sought and valued where it can make the greatest impact.

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## Our Purpose:

### Actuaries make financial sense of the future

Our strategy is based on three pillars:

### Excellence, Influence and Community

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## Strategic Issues

**Professional influence and regulatory engagement** – Strengthening the profession’s influence with regulators, government, employers and industry, including regulatory change, the role of appointed actuaries alongside CROs, and maintaining influence during IPSA legislation changes.

**Constantly evolving to changing demand and workforce capability** – Leading and responding to evolving needs in traditional roles and the growing impact of AI, automation, and data science on work, workforce, and member capabilities, to remain in demand and relevant as a profession.

**Policy impact and visibility** – Increasing the visibility and voice of actuaries in public policy and industry, contributing actuarial expertise to major policy issues, and supporting public trust, ethical standards, and management of emerging and environmental sector risks, including affordability, climate change, natural hazards, and health insurance pressures.

**Sustainable membership, engagement, and governance** – Supporting the student and volunteer pipeline, committee succession planning, member engagement/availability for NZSA activities and thought leadership, and ensuring a seamless, inclusive, and connected member experience.

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## **Our Strategic Outcomes**

### **Excellence: *Actuaries work to the highest standards***

1. New Zealand's actuarial Professional Standards are robust
2. Actuaries in New Zealand follow exacting standards of actuarial competence and conduct
3. The NZSA is a well-governed, effective, and sustainable organisation
4. Convenors and committee members are highly engaged and deliver NZSA strategic priorities

### **Influence: *Actuaries are sought after for objective advice***

1. The actuarial profession provides a respected view to NZ regulators and NZSA makes well-respected submissions on standards and regulations in core actuarial areas
2. We use our voice selectively in public policy with research-based thought leadership and make an impact through active links with New Zealand public interest bodies
3. Actuaries are influential within their organisations and evolve to ensure ongoing relevance

### **Community: *Actuaries build collaborative relationships***

1. The Society has mutually beneficial relationships with international actuarial bodies
2. New Zealand actuaries learn from each other and enjoy the fellowship of our local community
3. We encourage participation and are inclusive within our membership and with prospective members
4. Members are supported with their studies and continuing professional development

# 2026-2027 Strategic Priorities

## Excellence

- 1. New Zealand's actuarial Professional Standards are robust**
    - a. Continue to maintain robust Professional Standards ensuring appropriate alignment between practice areas, specifically PS10, PS21 and PS90, with active oversight by the Professional Standards Committee
    - b. Review, engage, and finalise updates to the Code of Conduct and Disciplinary Procedures
  - 2. Actuaries in New Zealand follow exacting standards of actuarial competence and conduct**
    - a. Increase awareness of member CPD and conduct obligations, and the Senior Fellow Panel through communications and sessionals
    - b. Consider special NZSA reviews as required
  - 3. The NZSA is a well-governed, effective and sustainable organisation**
    - a. Maintain and monitor financial sustainability
    - b. Co-opt Independent and Student Members to Council; ensure Council succession planning
    - c. Modernise membership systems, communications, and website
  - 4. Convenors and committee members are highly engaged and deliver NZSA strategic priorities**
    - a. Attract engaged convenors, target succession, and embed 'what good looks like' for convenors and committees
    - b. Align committees' focus with NZSA strategy including annual committee work plans and delivery of identified initiatives
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## Influence

- 1. The actuarial profession provides a respected view to NZ regulators and NZSA makes well-respected submissions on standards and regulations in core actuarial areas**
  - a. Participate actively in IPSA, Insurance Affordability review, and climate-related disclosures
  - b. Appointed Actuaries Forum is the focal point of AA issues and opportunities
  - c. Actively monitor regulation, engage with regulators, form working groups to respond to key issues
- 2. We use our voice selectively in public policy with research-based thought leadership, and make an impact through active links with New Zealand public interest bodies**
  - a. Build a portfolio of relevant opportunities where we would be seen as having expertise including:
    - RIIG (update papers: savings targets for Kiwisaver 6%+6% environment and rule of thumb)
    - Insurance affordability and accessibility (papers, thought leadership, policy)
    - Climate-related disclosures and anticipated financial impacts
    - SIG (guidance and education on sustainability, embed Climate Action Plan)
    - Life Committee (undertake a mortality investigation and standard tables)
- 3. Actuaries are influential within their organisations and evolve to ensure ongoing relevance**
  - a. Understand gaps and emerging needs to increase actuarial influence, industry exposure, and engagement with key employers, CEOs, and industry bodies
  - b. Engage with the membership to identify and provide opportunities to develop and improve skills with a particular focus on AI, technical, influence and communication skills, working with training offered through consultancies, universities and other international bodies
  - c. Showcase influential senior actuaries and students as examples for others through mentorship, Career/Future Pathways, and internal/external communications

## Community

- 1. The Society has mutually beneficial relationships with international actuarial bodies**
  - a. Identify and implement opportunities to work more closely with the Actuaries Institute where this will improve outcomes for members including CPD, training opportunities, Data Science/AI practice committee and joint thought leadership
  - b. Strengthen links with IFoA and other international bodies and advocate for our membership (ensuring students are well-supported with their exams)
  - c. Ensure IAA participation adds value to our members, aligning ourselves with Actuaries Institute and other IAA members where it makes sense
  
- 2. New Zealand actuaries learn from each other and enjoy the fellowship of our local community**
  - a. Continue to embed the AA Forum and events; and deliver a successful 2026 NZSA Conference
  - b. Enable a greater range of events, learning, and development opportunities
  - c. Establish and foster a connected and forward-looking community of actuaries with an interest in Data Science and AI, enabling members to learn from each other, support professional development, and strengthen engagement with current, early-career stage and prospective members
  
- 3. We encourage participation and are inclusive within our membership and with prospective members**
  - a. Analyse, segment, and contact prospective and current members to encourage them to join/engage, focusing on student members and developing the student value proposition
  - b. Build our student pipeline through Tertiary student membership, affiliation with universities, actuarial clubs, Talk to an Actuary initiative, career expos, collateral
  - c. Run successful Future Pathways and Career Pathways events
  - d. Continue to strengthen relationships with key employers to understand and support needs and seek full membership
  
- 4. Members are supported with their studies and continuing professional development.**
  - a. Complete review of PS10, ensuring alignment with new categories and coherence with other professional bodies