

**AAE**ACTUARIAL  
ASSOCIATION  
OF EUROPE

# Progress Journal

**TOM TF #3 - 2025 May**

Providing a transparent view of the ongoing efforts and activities within the AAE, this journal will highlight the progress of the Target Operating Model Task Force (TOM TF).

By doing so, we intend to actively illustrate that the AAE is an engaged organization, constantly working behind the scenes to meet its strategic goals, with the available resources.

## TOM TF progress report

In TOM Progress Journal #2 we informed you about the progress made by the TOM Task Force and the discussion points at hand. We also listed the milestones, and you will again find them at the end of this report.

If you wish to refresh your memory please click on the following links for:

- the [AAE's Strategic Objectives](#)
- the [Terms of Reference](#) of TOM.

## In March and April work on the TOM Options continued

As mentioned in TOM Progress Journal #2 the Task Force met on March 7 and identified the following actions:

- Collate all the work done by the subgroups and finalize the presentation for Edinburgh, ensuring it includes the key dimensions and differences between options.
- Develop a clear narrative to explain the benefits and outputs of each option, focusing on what each option will allow the AAE to achieve in terms of activities and engagements.

During the month of March, the leadership of the Task Force worked on preparing presentation material for the meetings scheduled in Edinburgh on 11 April 2025.



The discussions held in the TOM Progress Meeting in the morning and the AAE Presidents' Meeting in the afternoon focused on the various scenarios:

- Scenario 1: Optimizing the current organization
- Scenario 2a: Target Operating Model to achieving our Strategic Objectives (without MA support)
- Scenario 2b: Target Operating Model to achieving our Strategic Objectives (with MA support)

Acknowledgement was given to the work done by the TaskForce, and also that the AAE is in need of a new Target Operating Model.

Acknowledgement was given that scenario 1 is not one to pursue and the main focus points were the trade off between a fee increase or getting support from Member Associations.

The Task Force will work on updating the material based on the feedback.

A follow-up meeting of the TF was scheduled on 9 May: The TOM TF met to finalize the exchange on the deliverables to the AAE Board and a straw vote was initiated to understand the preferences of the Member Associations and the red lines. The TOM TF submitted the deliverables to the AAE Board with some TOM TF volunteers currently finalizing the proposal for the consultation.

## Milestones identified

- DONE: 6 December 2024 – Kick-off meeting TOM TF
- DONE: 10 January 2025 – meeting TOM TF
- DONE: Until 30 January 2025 –work in progress in the 3 Working Groups
- DONE: 31 January 2025 – meeting TOM TF where the 3 Working Groups present their findings
- DONE: Until 7 March 2025 – work in progress in the 3 groups working on Options A, B and C.
- DONE: 7 March 2025 –meeting TOM TF where the 3 groups working on the options present their findings
- DONE: March 2025: Work expected to continue to prepare for the 11th of April meeting
- DONE: 11 April 2025 – TOM TF Progress Meeting scheduled
- DONE: 11 April 2025 – TOM TF Progress will be disclosed for MAs' presidents
- DONE: 9 May 2025 – meeting TOM TF
- 26 May 2025 - extra Board meeting to discuss the TOM TF proposal
- Consultation period MAs
- 26 September 2025 – TOM TF proposal to be presented to the General Assembly for approval



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