



AAE

ACTUARIAL
ASSOCIATION
OF EUROPE

AAE Strategic Plan

Priorities and tasks for 2026





Strategic Objectives

1 Enhance Relations with European Institutions

Establish and maintain relationships with key European institutions, so that the AAE can effectively provide them with high quality professional advice to improve the soundness of decisions from an actuarial perspective.

- Play a prominent role in shaping the development of new European legislation, and in the review and refinement of existing legislation, affecting the work of actuaries in traditional areas and in wider fields as actuaries extend their areas of involvement;
- Reinforce existing relationships with the European Commission and EIOPA;
- Build and enhance relationships with the European Parliament and the Council of the EU; and
- Maintain contact with other European organisations such as industry and consumer protection bodies.

2 Promote Professionalism

Promote consistent standards of education and professionalism among actuaries in Europe.

- prescribe minimum requirements for the education of actuaries to be applied by member associations;
- facilitate continuing professional development of actuaries;
- ensure that all member associations have a code of professional conduct which reflects at least the requirements of the AAE's Code of Professional Conduct, and an appropriate disciplinary process;
- develop and maintain model standards of actuarial practice for work undertaken by actuaries in relation to EU regulatory requirements;
- maintain a mutual recognition agreement which is consistent with the requirements of the EU Recognition of Professional Qualifications Directive;
- support the development and recognition of individual member associations;
- help to ensure that regulated actuarial work is performed by those properly qualified to undertake it and subject to relevant professional and technical actuarial standards; and
- support the development and recognition of actuarial work in wider fields as actuaries extend their areas of involvement.

3 Promote a European Community of Actuaries

Promote a European community of actuaries between AAE member associations, their members and the AAE.

- encourage the exchange of information and ideas;
- facilitate networking between actuaries, especially in wider fields;
- strengthen awareness among member associations and their members of the work of the AAE; and
- facilitate mutual assistance between member associations.

Objectives : definition of our priorities for 2026 by completing the following dashboard:

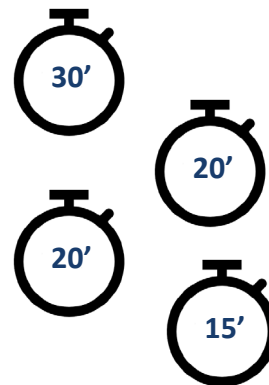
Strategic objective	Action	Risk	Priority	Due date	Commentaires
SO1					
SO2					
SO3					

Tools:

- *Risk Assessment*
- *Strategic plan actions identified in 2025*
- *Committees priorities*

Instructions

1. Phase 1 : first version of actions – group split by SO
2. Phase 2: development/ enhancement – split by SO
3. Phase 3 : prioritisation – group split by SO
4. Plenary session -> presentation by SO



GROUPE 1	GROUPE 2	GROUPE 3
Siegbert	Lourdes	Malcolm
Lauri	Matthias	Rafael
Inga	Birgit	Tatiana
Philippe		Susanna

Tools:

- Risk Assessment
- Strategic plan actions identified in 2025
- Committees priorities

Strategic objective	Support / speaker	Room	Phase 1	Phase 2	Phase 3
SO1	Stephanos	The Chamber	Groupe 1	Groupe 3	Groupe 2
SO2	Monique	Bud	Groupe 2	Groupe 1	Groupe 3
SO3	Annette	Scarlett	Groupe 3	Groupe 2	Groupe 1

Appendix

Maiden Speech Matthias Pillaudin



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The social and economic landscape is highly complex: geopolitical risks, pandemic risk, social medias, Artificial Intelligence, etc.

European Atuaries



The contribution of the actuarial profession is crucial in analyzing and addressing challenges.

→ Together, in our diversity, we can move forward.

Key principles :

- Enhancing collaboration and constructive feedback
- Increasing the value of AAE's work and encouraging volunteer engagement

From your constructive feedback...

Relationships with European Stakeholders

- Developing Level 2 meeting with key ESs
- “Opening the doors” of European stakeholders thanks to the CE in support of board members

Communication & Relationship with MAs

- Increasing the impact of AAE communication to MAs / volunteers / Actuaries
- Newcomers : Arrival plan / Mentoring
- Reinforcing the role of board members on AAE promotion
- Placing the Value for Money in the first line of our communication with MAs

Cross-sectorial issues

- Fostering Artificial Intelligence
- Attracting more volunteers to address issues

...To main challenges

Enhancing our relationships with European Authorities. Eg: thanks to the implementation of the Target Operating Model

Improving the impact of AAE communication to MAs and volunteers

Rethinking the architecture of the Committees and Meetings by promoting cross-sectorial issues and exchange of ideas

«Seul on va plus vite. Ensemble on va plus loin». Proverbe Ubuntu

« If you want to go fast, go alone. If you want to go far, go together.» Ubuntu proverb