



Executive Committee Hybrid Meeting Part II Minutes
The Grand Hyatt São Paulo Hotel, Room: Liberdade
São Paulo, Brazil – May 25, from 13:45 – 17:40 BRT

Chairperson: Bozenna Hinton

Secretary: Mathieu Langelier

1. Welcome

The Chair welcomed everyone to the meeting.

2. Adjustments to the agenda - Agenda Approved.

Business Agenda

3. ASC modus operandi

The ASC is facing challenges due to the departure of prior experienced members, lack of proper onboarding, language skills and commitment. Members need strong technical skills, active engagement, and a clear understanding of the IAA's standards work. The Committee is functional but could improve, with a suggestion of reminding the Nominations Committee on ideal member profiles/competencies. Additionally, a concern was raised about the ISAP 1 definition of actuarial services, prompting a call for clearer scope and responsibility.

Action: The ASC Committee to follow up with inactive members, confirm engagement and encourage participation. The Chair plans to work on an onboarding process over the next year or two.

4. Advance Committee – Report to EC by the Advance Committee Chair

The Advance Committee (AC) Chair reported that the AC workshop held in Sao Paulo generated 25 potential actions, with timelines of 3 to 24 months. Next steps include discussions within relevant Forums, the AC, FMAs, Sections, and relevant groups like the AI Task Force and the Climate and Sustainability Committee and consolidating of FMA feedback to understand its implications for the IAA and its strategic planning.

A theme-based follow-up meeting is planned for late August, likely on climate, with future sessions to cover topics like AI. Coordination with the Supranational Relationship Subcommittee and focus on key priorities were emphasized. The Advance Committee plans to request permission to hold a meeting in Marrakesh. It will also update the EC and SPC on progress in Marrakesh.

Actions: Clemens Frey (as EC rep) and Charles Cowling will monitor AC progress and coordination, reporting monthly to the EC with a review of the AC to occur in three months.

5. Education Committee – Report to EC by the Education Committee Chair

There is strong support to continue work on a principles-based Continuing Professional Development (CPD) framework, emphasizing accountability, monitoring, and appropriate exemptions. Positive feedback from the Education Committee was received on the new education assessment tool. While most FMAs have CPD requirements, eight opposed making it mandatory for IAA membership, notably citing limitations in local legislations. A draft proposal will be circulated before Q3, with FMA consultation to occur ahead of any Council decision in Marrakesh. The Education Committee's future role and work plan also need clarification.

Actions: The Education Committee to prepare a comprehensive draft proposal on mandatory CPD requirements before the end of Q3. The Education Committee is also to respond to the Executive Committee on its work plan for the rest of the year.

6. Membership Assistance Committee – Report to EC from co-Chairs

a. Update

The Membership Assistance Committee (MAC), formed by merging the Membership and Advice & Assistance Committees, now oversees admissions, application reviews, dues monitoring, and associate member engagement. While the integration's purpose and governance roles have been clarified, limited active members remains a key challenge. To address this, another call to delegate members will be launched to all FMAs.

Emphasis was placed on raising awareness with committee members of MAC's dual roles and increasing volunteer participation, with only 13 members currently supporting over 60 FMAs.

Actions: MAC will present EC a report of the advance they have made with the Engagement Agreements for Associate Members by Q4, 2025.

b. Late Membership Fees – [Termination](#)

The EC reviewed the status of three associate members; Associação dos Actuários de Moçambique, Association Tunisienne des Actuaires, and the Actuarial Association of Uganda who have been unresponsive and in arrears for over three years despite repeated outreach. To enable timely action, the following motion was prepared in advance and circulated at the time the Secretariat issued the final notice.

Motion: Should the IAA Secretariat not receive a response by the end of the 15- day period on May 24, that EC proceeds with the administrative termination of the Associate Members listed above at its May 25 meeting.

Mover: Edward Pudlowski Second: Simon Curtis Motion Approved.

Action: Secretariat to notify the concerned associations of their termination following the EC decision.

c. Update from the President-Elect

The new Membership Assistance Committee faces challenges due to new leadership and members unfamiliar with procedures. Despite initial disruptions, Subcommittees functioned well. It's recommended they shift focus from detailed reporting to supporting leadership in assessing progress and needs. Efforts are underway to improve oversight and communication.

The Committee requires close monitoring and support to enhance its effectiveness. Improved coordination among key officers is needed.

Action: Mike Lombardi and Jill Hoffman will report monthly to the EC, with Mike attending all future Committee meetings for oversight. Leadership will consider temporarily re-engaging former members to restore institutional knowledge. EC to address concerns regarding the disruptive member's participation and determine the next steps.

7. Statement of Intent: [IAA Activities on Global Health Sustainability](#)

The Chair of the drafting group stated that the Statement of Intent on Global Health Sustainability received strong support from the Health Forum, with additional input from the Advance Committee, and interest from the OECD, aligning with their health policy priorities. The Statement of Intent emphasizes the need for a shift in perspective encouraging governments to view certain health-related expenditures as long-term investments rather than short-term costs, acknowledging the challenge that benefits may accrue to future administrations.

Although the Statement of Intent had been shared with relevant forums, concerns were raised within the SPC about limited circulation. To address this, input will be sought from FMAs via their Advance representatives. Based on the feedback received, it will be determined whether the final paper will proceed to Council for approval.

Questions were raised about overlap of a new Health Task force with existing groups like the Health Section or Forum. The Health Task Force's purpose would be different than these other entities, thus clarifying the Task Force's scope and target audience is recommended to ensure focus and impact.

Motion: That the SOI be sent to the Advance Committee for discussion, review, and recommendation to the EC as to the next step.

Mover: Mike Lombardi Second: Clemens Frey Motion Approved.

Action: The SOI be sent to the Advance Committee for discussion, review and recommendation to the EC as to the next step.

8. Section Review Update – Follow up

Getting agreement from all Sections on their future within the IAA, especially those with strong established identities, has proven difficult. Additionally, the fact that while the Section Chairs may agree, their Boards may not, thus causing challenges. The SPC emphasized that action is needed on all identified items notably fees and reserves but remains willing to allow the Sections time to develop a workable solution before considering more assertive measures.

9. New Marketing Staff Position

The proposed new marketing staff position was discussed. The Marketing staff will focus on leveraging IAA efforts and content to engage external Supranational audiences like the UN and OECD and will not duplicate FMA efforts. The marketing staff member would bring needed skills in audience targeting, strategy, and messaging areas where current staff have limited expertise.

Clarification was sought on how the staff cost would be allocated in the IAA budget.

It was noted that it would be helpful to see a detailed chart with Secretariat staff reporting lines, as well as the current staff list.

Motion: That the EC approves the creation of a full-time communications and marketing position, recognizing its strategic importance and the organization's capacity to fund it responsibly.

Mover: Edward Pudlowski Second: Mike Lombardi Motion approved.

Actions: The Secretariat will initiate the hiring process for the marketing role. The Secretariat will prepare a detailed organizational chart showing reporting lines and share the current staff list through secure member access.

10. AI Taskforce Update

The 2024 interim report of the AI Task Force is now available in the logged-in part of the website and the AI Task Force is seeking EC approval to inform FMAs of its availability.

There was a suggestion that the “Expanding the Message” section, which focuses on financial risk modeling, was too narrow. EC members recommended broadening the message to reflect actuaries’ broader modeling capabilities, including areas like customer behavior, and emphasized the importance of a forward-looking and adaptable narrative to maintain the IAA’s ongoing relevance.

The EC proposed that Peter Withey bring to the next EC meeting a formal proposal of what to do with the code of conduct and the marketing effectiveness documents.

Action: Peter will present at the next EC meeting a revised version of the *Consideration of Codes of Conduct* document, along with a proposed course of action, as well as a specific proposal on the *Message to Externals* document addressing its two key aspects.

FMAs are to be notified of the availability of the AI Taskforce interim report on the logged-in part of the IAA website.

10. Board Performance Evaluation

- a. Board skillsets
- b. Exit interviews

A regular Board evaluation was proposed reflecting IAA’s maturity and governance structure. Previous self-evaluations were noted as ineffective, so this initiative aims to be different and to foster a Board mindset, clarify roles, improve meetings, strengthen accountability, and surface issues early. It was suggested to evaluate the Board as a whole rather than focusing on individuals, as the Board operates as a whole. Interviews with all Board members and the Executive Director, led by the Chair, using pre-agreed questions, along with a separate survey for Committee Chairs about their experience with the EC. Results could then inform an action plan and be shared with staff and stakeholders. Pending agreement, the evaluation would begin around September, possibly starting with in-person discussions in Marrakesh.

Action: The Secretariat will share the presentation on Board evaluation with EC members. EC members are to review the Board evaluation material and provide written feedback to the secretariat by 20 June. EC to agree to the next steps on the Board Evaluation process at its next meeting. This could include agreeing questions to guide the Board evaluation discussions.

11. Diversity and Inclusion: The Future of the Task Force

The D&I Task Force shared recent efforts in member engagement, global observance recognition, and workshops on allyship and growth mindset. They proposed embedding D&I into IAA structures through a new strategy focused on inclusive leadership, including onboarding for new leaders and optional development support for current ones. These programs would run once or twice a year and help address leadership challenges. A new EC or Nominations Subcommittee could potentially oversee this initiative, if needed.

The D&I’s Task Force’s evolution and eventual conclusion were discussed, with a need for clear next steps, especially ahead of ICA 2026. Concerns about FMA nomination practices affecting diversity in IAA roles were noted, with a call to encourage broader representation from FMAs. The EC agreed to ‘transform’ rather than dissolve the D&I Task Force, to maintain positive momentum.

Action: Lisa Wade will draft a detailed proposal on D&I leadership development for EC’s consideration. Mathieu Langelier will prepare motion wording to support transforming, the Task Force, integrating its work into the IAA’s regular structures and operations.

The EC will finalize the transition approach of the D&I Taskforce at a future EC meeting, once it receives the two items above.

12. Other Business

Review of the São Paulo Meetings.

Participants reflected positively on the week’s meetings, noting strong engagement, especially from underrepresented regions and younger actuaries, with networking supported by a suitable venue.

Some sessions ended early, prompting suggestions to better use in-person time and improve agenda planning.

Confusion during the IAA Services Annual Meeting led to recommendations for a consent agenda or handling such items outside of Council.

The dinner timing was criticized; future events will ensure it occurs before Council. Overall, the meetings were productive with valuable takeaways for future improvements.

13. Review of meeting effectiveness

The team reflected positively on the meetings, highlighting effective discussions, productive decision-making, and strong collaboration. In-person interaction and informal time were appreciated, while the remote participant felt included. Suggestions for improvement included clearer motions and outcomes, better agenda tracking, and avoiding substantive items under “Any Other Business.” Members also noted the value of using guests’ time more efficiently. Overall, the meetings were seen as constructive, with respectful debate and good progress.

14. Next EC meeting: July 17 at 07:00 EDT

2025 EC Attendance list (X - present; R – Regrets)

Names	Jan	March	April	May Pt. 1	May Pt. 2
Bozenna Hinton	x	x	x	x	x
Mike Lombardi	x	x	x	x	x
Charles Cowling	x	x	R	x	x
Gunn Albertsen	x	R	x	x	x
Ralph Blanchard	x	x	x	x	x
Simon Curtis	x	x	x	x	x
Clemens Frey	x	R	R	x	x
Jill Hoffman	x	x	x	R	R
Edward Pudlowski	x	x	x	x	x
Barbara D'Ambrogi-Ola	x	x	R	x	x
Peter Withey	x	x	x	x	x