

CIA Strategic Plan 2023-2026:

Foundations for the future



Canadian
Institute
of Actuaries

Institut
canadien
des actuaires





The CIA is entering the post-pandemic period with an ongoing commitment to ensuring the financial security of Canadians, which is more pressing than ever as Canada and the world are facing unprecedented disruptions and challenges in areas like climate change, health and technology. Looking ahead to the next three years, the Institute will focus on building up its foundations in education and technology, ensure that members are engaged and feel part of the CIA community and increase the visibility of the Institute through high-quality outputs and relationship-building.

Our vision

Financial security for all Canadians.

Our mission

As the qualifying and governing body of the actuarial profession in Canada, we develop and uphold rigorous standards, share our risk management expertise and advance actuarial science for the financial well-being of society.

Our values

- ▶ We care about principles. Professionalism defines us. We are trustworthy and accountable, and we uphold strict ethical principles.
- ▶ We care about people. We foster a diverse and inclusive environment. We put the public interest ahead of our own.
- ▶ We care about the future. Foresight is our strength. We anticipate risk to evolve with our changing environment.



The CIA has five strategic priorities for 2023-2026

I. Build the CIA brand

The CIA will build trust in the Institute's competent, objective and independent authority over the Canadian actuarial profession and the value of our professional designations in Canada and abroad.

II. Cultivate member engagement

The CIA will inspire current and future members to see the Institute as their lifelong career partner by offering them unique and relevant benefits and the resources necessary to carry out their professional responsibilities.

III. Be a technology-savvy organization

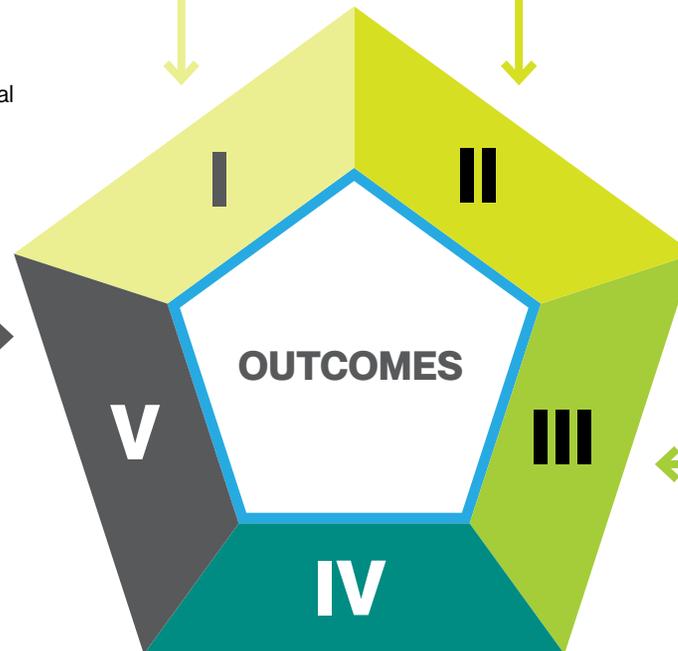
The CIA will optimize the Institute's use of technology to deliver programs and services tailored to the needs of our members.

IV. Provide knowledge-based services and products

The CIA will enhance the skills, knowledge and competence of the Institute's members through responsive educational offerings, research and guidance material that help them respond to the evolving needs and expectations of the market.

V. Serve the public interest

The CIA will, in carrying out our activities and programs, follow our first guiding principle to hold the duty of the profession to the public above the needs of the profession and our members, to ensure our members act honestly, with integrity and competence, and in a manner to fulfil the profession's responsibility to the public.

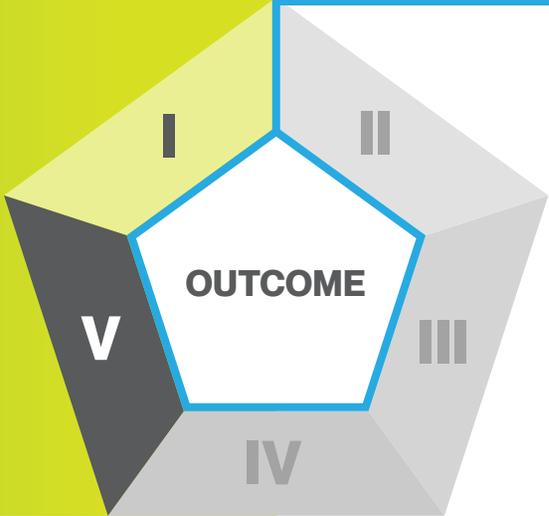


Strategic priorities

Operational initiatives

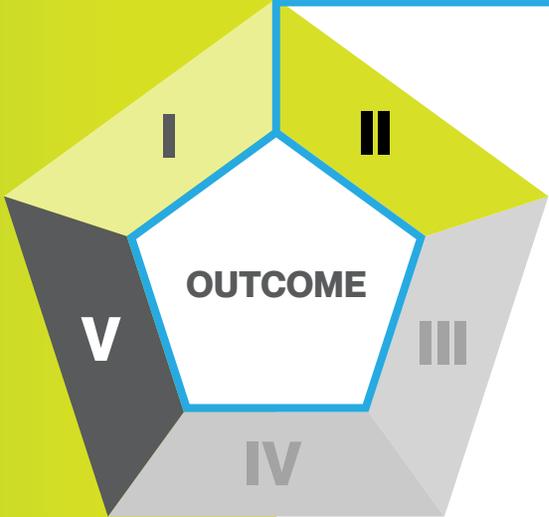
Operational initiatives

1. Review the CIA's *Rules of Professional Conduct* to better align with the evolving profession



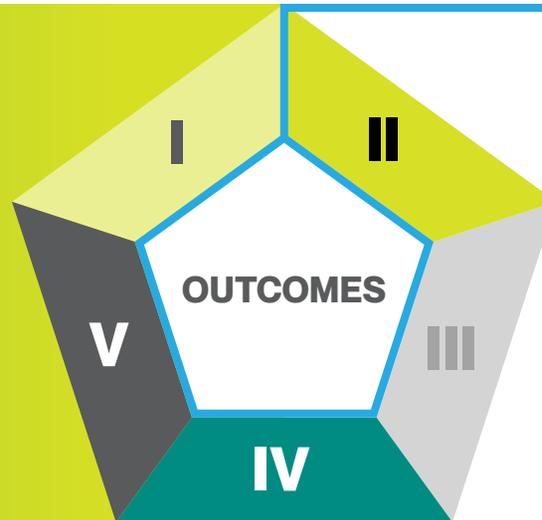
Revised rules are representative of the current professional environment and general conduct of actuaries expected by the public, and are consistent with other professional organizations' rules of professional conduct as appropriate

2. Publish timely and noteworthy public statements to raise the profile of the Institute



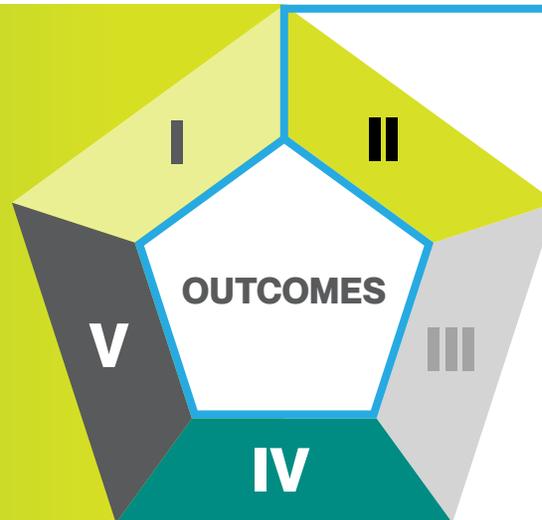
Public releases result in relevant action or contact by government, media or other external stakeholders

3. Support the development of noteworthy research to raise the profile of the Institute



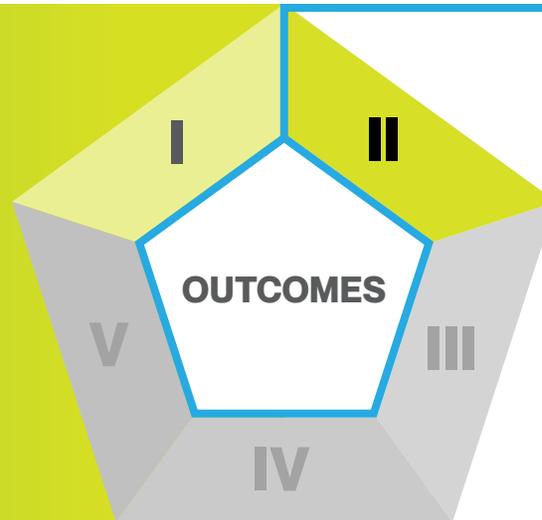
- Research projects are developed in accordance with CIA research program principles and policies
- Research meets the needs of members
- Research leads to development of public statements, education and guidance materials

4. Advance the profession in the areas of climate change risk and predictive analytics, define and promote the role of the actuary in these areas and coordinate efforts across the Institute with respect to education, professional development, guidance, research and public statements



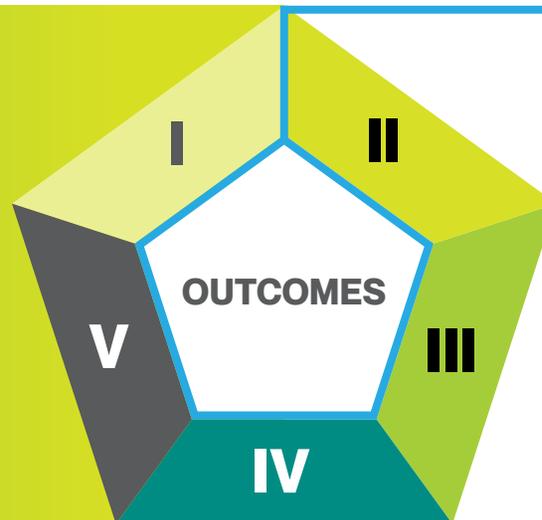
- The role of actuaries is expanded in the area of climate change and sustainability
- The role of actuaries is expanded in the area of predictive analytics

5. Modernize and strengthen the CIA brand and relationships, broaden our audiences and become more understood, approachable and relevant



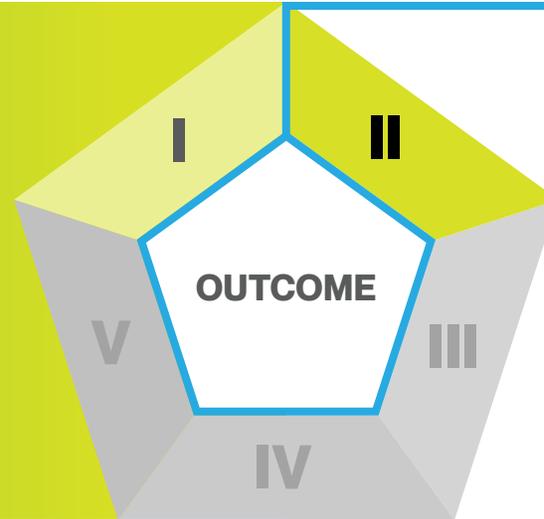
- Increased public awareness of the actuarial profession, with CIA actuaries seen as key contributors to broad business challenges
- Increased engagement and collaboration with other actuarial organizations

6. Implement a standalone education system that meets stakeholder needs and positions the CIA as the qualifying body for actuaries in Canada



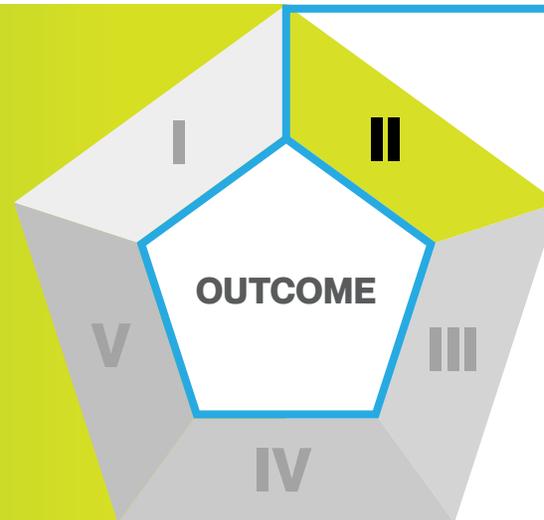
- Increased participation in Pathway 1 and Pathway 2 over the next three years
- Employers are increasingly satisfied with the candidates that the CIA education system produces, in terms of both technical and business acumen
- The CIA education system is well functioning and sustainable

7. Develop and implement relevant diversity, equity and inclusion principles and strategies throughout the Institute



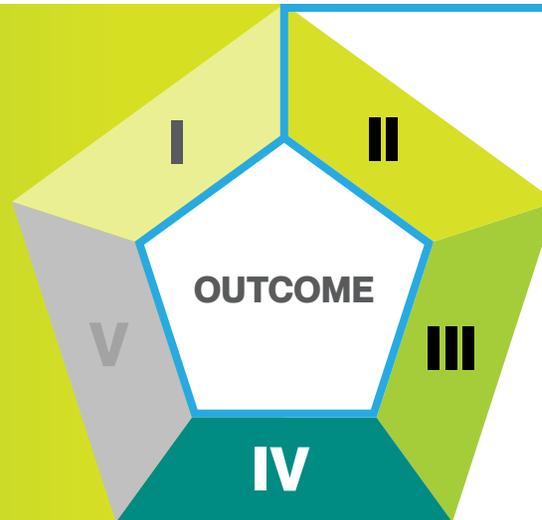
Members, volunteers, staff and other stakeholders feel welcomed, connected and valued as part of the CIA community

8. Define and establish baseline measures for membership engagement



The CIA has established a definition of membership engagement, with key areas of engagement identified and a baseline set from which we can improve

9. Modernize the CIA's information technology infrastructure to support the evolving needs of the Institute and its members



Members find the website easy to use and easy to access information, with full self-service for the things that matter most

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The Canadian Institute of Actuaries (CIA) is the qualifying and governing body of the actuarial profession in Canada. We develop and uphold rigorous standards, share our risk management expertise, and advance actuarial science to improve lives in Canada and around the world. Our more than 6,000 members apply their knowledge of math, statistics, data analytics, and business in providing services and advice of the highest quality to help Canadian people and organizations face the future with confidence.