THE FUTURE IS PRESENT

2025

INTEGRATED ANNUAL REPORT

ACTUARIAL SOCIETY OF SOUTH AFRICA

THE FUTURE IS PRESENT

2025

INTEGRATED ANNUAL REPORT

CONTENTS

Year ended 31 December 2024*

*Data in this report reflects the 2024 financial year

OUR COUNCIL


Melusi Baloyi


Costa Economou


Mohamed Kolia


Anja Kuys


Janette Larney


Katleho Paballo Makupu


Matthew Peters


Ndivhuwo Manyonga


Nalen Naidoo


Christoff Raath


Louis Rossouw


Michael Tichareva


Jasmin van Schalkwyk


Lara Wayburne

Highlights in 2024

Thank you to all volunteers who helped to move ASSA forward with quality and integrity in 2024.

Healthy growth

From 2023, the Society saw a 10% increase in the number of student members and 4% in the number of Fellows, with overall membership increasing by 6.5%.

Enhancing actuaries' professionalism

We initiated a comprehensive review of our governance, Code of Conduct and disciplinary procedure to ensure we remain relevant in a changing world.

Actuarial brand positioning

A strategic review clarified the essence of what we do and how we communicate this to actuaries, stakeholders and the public at large.

Website feature for the public good

We unveiled a public interest section on our website to improve access to material relating to common welfare.

Employer roadshows

We held several discussions with key employers about strengthening actuarial education and professional development.

New subject examined

Thirteen candidates passed the first examination of F108 (Health, Social and Employee Benefits).

Student grant doubled

The Insurance Sector Training Authority (INSETA) substantially increased funding for actuarial education.

Pilot leadership programme

This ASSA Personal Development Programme focused on building negotation skills for senior leaders and Fellows.

Strengthening data science

Material on artificial intelligence (AI) and data analytics was included in fellowship professionalism courses.

Innovative short courses

To help students prepare for the examinations of A212 (Risk Modelling and Survival Analysis) and A214 (Actuarial economic modelling), we ran revision-focused compact courses.

Helping our world navigate uncertainty

The Actuarial Society of South Africa (ASSA or the Society) develops and supports actuaries while promoting the interest of the profession and the public in various practice areas.

Our vision is to ensure actuaries are the primary source of authoritative advice and thought leadership in the understanding, modelling and management of financial and other measurable risk. Through data-driven insights, we make complex scenarios clearer to the benefit of society – we create clarity amid uncertainty.

IN 2024*

5 631 members

2 251 Fellows and Associates

15 practice area and standing committees

42 actuarial tuition courses offered

55 practising certificates awarded

63 examination sittings

*As at 31 December 2024

Our goals: Advancing Actuarial Excellence

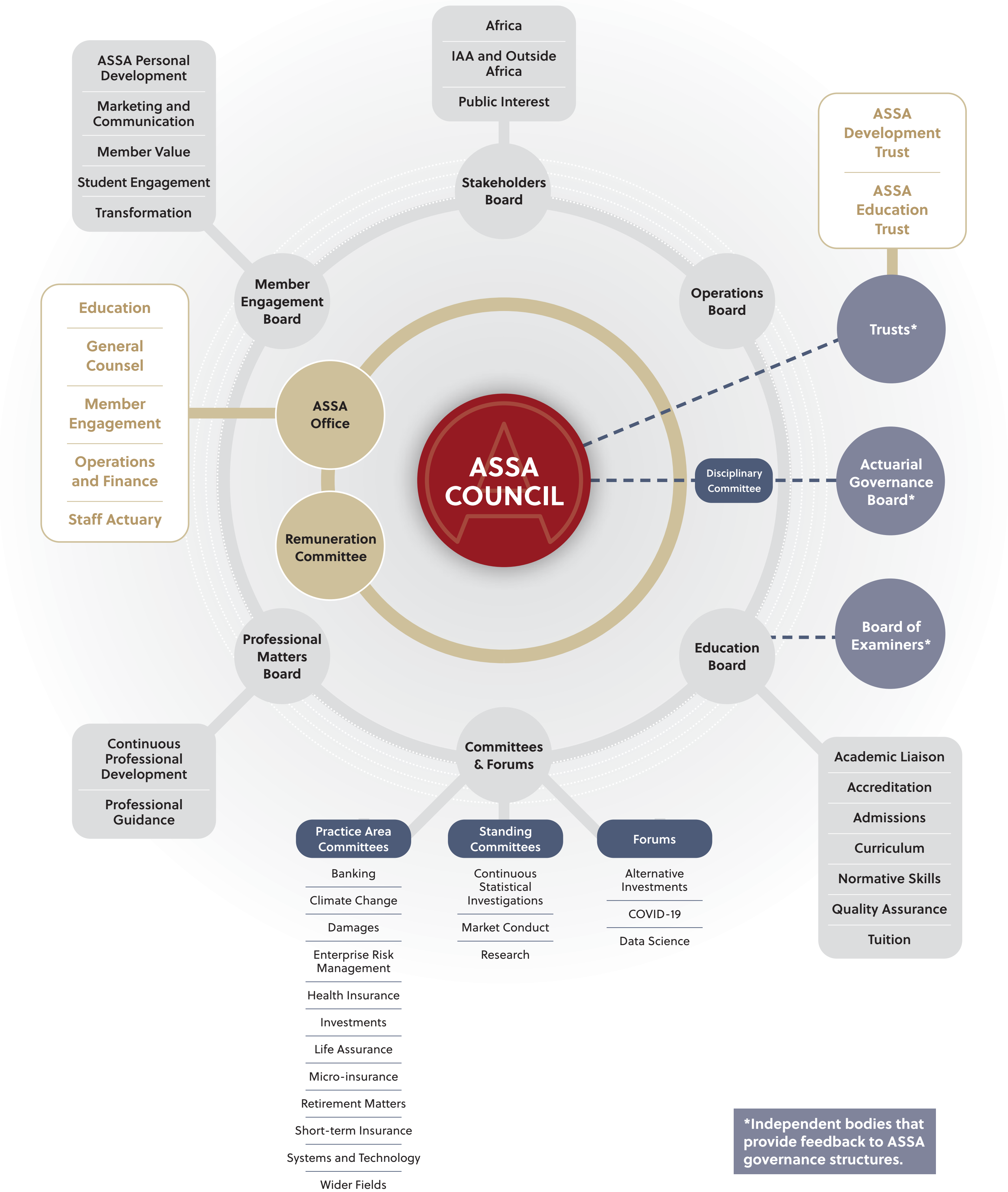
- Grow the reputation of the actuarial profession
- Develop the knowledge, expertise and skills of members
- Ensure actuaries meet the highest standards of professional conduct
- Deliver professional member services
- Develop the profession's diversity to support transformation

What we do:

Educate | Develop | Uphold

- Providing world-class education to actuarial students
- Establishing and monitoring standards of practice
- Maintaining a rigorous disciplinary process
- Advancing actuarial skills and knowledge
- Contributing to public policy by engaging decision-makers
- Making complex issues requiring actuarial insight accessible to the public
- Looking for practice opportunities both at home and abroad

The Society is governed by a Council of thirteen members, with the President elected every two years.



Future-fit through intent

The theme of this year's Annual Report, "The Future is Present", is both timely and apt. It reminds us that the choices we make today, in how we educate, engage, govern and grow, are already shaping the landscape of tomorrow. The future is not a destination we are preparing for. It is here, unfolding in real time, demanding action and clarity.

The Actuarial Society of South Africa has spent the past year focused on being fully present – as a voice in public interest debates, as a leader in transformation and education, and as a collaborative partner to businesses, regulators, international actuarial associations and South African society. We have been deliberate in aligning our strategy with relevance and sustainability, recognising that our profession's value lies not only in technical skill but in its ability to contribute meaningfully to the challenges of our time.

The future is not a destination we are preparing for. It is here, unfolding in real time, demanding action and clarity.

Relevance and engagement

In 2024, we launched a series of employer roadshows, engaging with senior leaders across a wide spectrum of industries. These conversations have been illuminating. While they have reinforced our profession's strengths, they have also identified areas for further development and challenged us to evolve further. We heard clearly that actuaries are valued not just for technical rigour, but for their judgement, leadership, professionalism and ability to navigate complexity.

We will continue these engagements into 2025 and will also be extending our engagements to public sector and government departments, with focused sessions involving the Financial Sector Conduct Authority (FSCA), the Prudential Authority and other national stakeholders. These dialogues are no longer once-offs. They are becoming part of how we listen, learn and remain relevant, with a view to reinforcing our role in the public interest.

Transformation and inclusion

Our commitment to transformation remains central to everything we do. ASSA continues to become more demographically representative: 47% of members are Indian, Asian, coloured or black, and 34% are women.

Costa Economou
ASSA President 2024–2025

While I do not believe that AI will ever replace the role of actuaries, the actuaries that use AI will replace those that do not!

The average age of our membership is just 34, making it one of the youngest professional populations in South Africa and indeed one of the youngest actuarial professional associations in the world. These numbers matter. They speak to a profession that is changing, growing and opening up to reflect the country it serves.

And yet, as with many things, transformation is not instant – nor is it linear. I often think of it like a bath filling up with running cold water. If you suddenly turn on the hot tap, but leave the cold tap running too, the temperature doesn't change immediately. It takes time, balance and intent. While we have turned on the "hot tap" of transformation – through partnerships, outreach, development programmes, various interventions and new pathways – the effect is gradual, not because of failure, but because of the scale and complexity of the system we are working in.

A dedicated Council task team is investigating the persistent gap in examination progression among black South African students. This work is serious, multidisciplinary, data driven and focused on finding solutions. With our partners, who include the Association of South African Black Actuarial Professionals (ASABA), South African Actuaries Development Programme (SAADP), Actuaries Without Frontiers (AWF), universities and employers, we remain committed to ensuring that the pipeline into and through the profession is not only open, but supportive and enabling at every stage.

Transformation is not just about equity. It is also about resilience, sustainability and relevance in a changing world. Unless we are appropriately transformed, our objective of being relevant becomes an impossibility.

Education for the road ahead

Our education strategy is evolving to meet the demands of the present and the future. The integration of data science, analytics and artificial intelligence (AI) into our curriculum is underway, as is the redesign of work-based learning (WBL), which takes into account the feedback received from employers around practical exposure and workplace readiness, while having regard to some additional constraints and challenges like the Protection of Personal Information Act.

This is not about reinventing the actuarial profession, but about recognising that its scope is expanding. From sustainability to banking, from public health to fintech, from data analytics to AI, actuaries are stepping into new roles and we must equip them accordingly. While I do not believe that AI will ever replace the role of actuaries, the actuaries that use AI will replace those that do not!

Research as a pillar of leadership

We have made deliberate strides in strengthening ASSA's research capability, guided by a commitment to public interest and thought leadership. From demographic models and poverty research to retirement reform and mortality modelling, our members are contributing insights that matter.

This year saw further investment into research infrastructure and governance, expanding the space for original thought, publication and influence. Research is how we engage with the present and anticipate the future, not in theory, but in application.

Our development of a South African Climate Change Index strengthens the profession's voice in shaping climate risk frameworks and ensures we are not observers, but contributors to long-term sustainability.

A global voice

ASSA's international visibility continues to grow. Our relationships with peer societies, bilateral initiatives and representation in the International Actuarial Association (IAA) have been a source of pride and impact. We have a strong foundation to build on, especially across Africa, as we prepare to play an active role in shaping the 2029 International Congress of Actuaries (ICA) in Kenya and beyond.

South Africa's position as an actuarial centre of excellence, especially in banking and risk, is increasingly recognised. It is up to us to lead with humility, collaboration and purpose.

Strengthening our foundations

Upholding the integrity of the actuarial profession is at the heart of what we do. Over the past year, we have deepened our focus on professional conduct and governance to ensure that our internal frameworks remain fit for purpose in a changing world.

THE PEOPLE THAT MAKE ASSA TICK

500+ volunteer roles in total

279 honoraria roles

873 WBL supervisors

33 staff members

7 contractors

A dedicated task team of the Professional Matters Board (PMB) has been reviewing our Code of Conduct, which has remained largely unchanged for over a decade. The profession has evolved: there are new fields of work and new technologies while additional challenges and constraints have emerged. Our intent is to move towards a principles-based approach, one that reinforces professional judgement, reflects our broader reach beyond traditional actuarial roles and remains relevant in the context of contemporary ethical challenges, including those amplified by social media and digital conduct.

At the same time, the Actuarial Governance Board (AGB) has undertaken significant work to enhance our disciplinary framework. Some of our most complex recent cases have tested the boundaries of our existing processes and have revealed areas where improvements are necessary. These cases, even when difficult, have provided valuable lessons, not only in substance but in process. Council has engaged meaningfully with the AGB and the Disciplinary Committee on these matters. While there have been moments of divergence in perspective, these engagements have strengthened our collective understanding and reaffirmed our shared commitment to fairness, transparency and professional accountability.

In parallel, Council also initiated a comprehensive review of ASSA's governance framework and procedures, the most extensive such review undertaken in over 20 years. In a world where the expectations on professional bodies continue to rise, and where various sectors are embedding global governance principles such as those set out in the King IV report (and soon the King V report, which is already out for comment), this work is both necessary and timely. The review will ensure that ASSA's structures remain aligned with best practice and that our systems of accountability, oversight and decision-making are equipped for the future.

> **We are not preparing to be relevant; we are already making a difference.**

Taken together, these initiatives reflect a clear message: we are committed not only to high standards, but to continuous improvement. Professionalism is not static – neither is our approach to upholding it.

Closing reflections

The theme, "The Future is Present", reminds us that what we do today already echoes into the systems, policies and lives of tomorrow. This is true in our transformation work, public engagements, educational reforms, research contributions and important work in ethics, discipline and governance. We are not preparing to be relevant; we are already making a difference.

I would like to thank my fellow Council members for their dedication, thoughtful and considerate leadership, respectful debate and seriousness with which they approached every matter before us in 2024. I also remain deeply grateful to every ASSA member who contributed as a volunteer, mentor, educator, examiner, speaker, researcher, committee or board member this past year. Your work continues to elevate the profession.

To our CEO, Imran Mahomed, his executive leadership and the incredible ASSA Office, thank you for your quiet resilience and deep professionalism. This organisation runs because of your commitment.

Finally, as someone whose heritage is shaped by the values of an old Greek culture, one that revered logic, discourse and the pursuit of knowledge, I find deep meaning in serving a profession that carries those ideals forward into modern South Africa. There is something powerful in combining ancient values with future-facing purpose.

ASSA's work is ongoing and our challenges are real. But we are moving forward, thoughtfully, deliberately and together, providing clarity amid uncertainty.

Costa Economou
ASSA President 2024–2025
April 2025

The impact of climate change on retirement savings

While global warming is accelerating at a record-breaking speed, few South African retirement funds have climate policies in place.

The World Meteorological Organisation declared 2024 the hottest year on record. Yet, despite the evident signs of climate change, only 7% of South African retirement funds had climate change policies in 2020, according to an FSCA survey. Only 2% were committed to green, climate, social or sustainability-focused investments. Furthermore, a recent review of ESG reporting among global pension plans found that South African retirement funds score only 11% in terms of climate-related disclosure and reporting versus an ideal score of 80%.

Concerned that South African retirement fund trustees are not factoring the risks and opportunities presented by climate change into their investment strategies, the Society has released a Climate Change Toolkit. It was compiled by a joint working group, consisting of actuaries from our Climate Change, Retirement Matters and Investments committees, under the leadership of retirement fund and investments actuary John Anderson.

The toolkit provides actuaries and trustees with guidance on integrating climate risk management into their strategies to ensure the provision of sustainable retirement incomes while contributing positively to society and the environment.

Actuarial projections and reserving assumptions often do not explicitly include allowances or considerations to account for the long-term implications of climate change.

"Current research indicates a significant gap in the integration of climate-related risks in the strategy and management of retirement funds. The Climate Change Toolkit aims to bridge this gap and encourage the integration of climate change into the actuarial work related to retirement funds," says John.

The toolkit identifies key climate change-related risks and the range of impacts on economic growth, mortality, employment patterns and investment returns. These factors ultimately influence the long-term expected outcomes that defined contribution funds can achieve and the funding levels of defined benefit funds.

Retirement funds exist to provide lasting retirement income for their members. "Given the long-term nature of retirement savings and later the drawing of an income, it is important to consider to what extent external factors such as those created by climate change are priced into the investment portfolios underlying the pension promise."

At the same time, there are opportunities that retirement funds should be consciously pursuing, such as investments in clean energy, innovation in energy storage, green and climate-change resilient infrastructure and sustainable agriculture.

"There are regions, asset classes, sectors and companies that will benefit from the transition to a low-carbon economy, and there are those that will be negatively affected. Also, there are regions, asset classes, sectors and companies that will benefit from the adaptation that will be necessary to be resilient on a warmer planet. The key with investment strategies is to identify how best to mitigate the risk and benefit from the opportunities."

Retirement fund actuaries can play a much more significant role in helping retirement fund trustees identify the risks and opportunities that come with climate change.

"Retirement funds are important and influential asset owners. By prioritising responsible investment opportunities, retirement funds are well placed to drive meaningful adoption of environmentally and socially conscious practices, enabling sustainable returns for beneficiaries," concludes John.

INSIDE THE CLIMATE CHANGE TOOLKIT

The Toolkit highlights implications of climate change for the funding of defined benefit funds, the outcomes for members of defined contribution funds, investment strategies for retirement, and the mortality and health of retirement fund members. Qualitative and quantitative frameworks empower actuaries to perform scenario analyses that can guide responses to risks and opportunities.

On a positive trajectory

The past year has been a period of transition, growth and strategic focus for ASSA. Taking over from Mike McDougall, who served for 11 years, I have been privileged to build on the strong foundation he laid. I am grateful for his support and the guidance from the ASSA executive team, Council and our dedicated volunteers during this changeover.

In 2024, we focused on strengthening governance, modernising education, enhancing stakeholder engagement and positioning ASSA for the future through strategic initiatives in AI, data analytics and public interest actuarial work. These efforts ensure that the profession remains future-fit, relevant and impactful in a rapidly evolving global landscape.

Growth and transformation

Membership growth and professional development

ASSA continues to grow, both in membership numbers and in the scale of services we provide. In 2024, we recorded a net growth of 343 members, bringing our total membership to 5 631. This growth reflects a strong interest in actuarial science and the continued trust in our Fellowship designation.

Professional development remains at the heart of our mission. Examination registrations increased again, with more candidates taking examinations than in any previous year. Pass rates have remained consistent with recent years. We also saw greater participation in professionalism courses, ensuring that newly qualified actuaries enter the workforce with enhanced practical skills and a deep understanding of ethical and professional responsibilities.

Topics related to AI and data analytics were incorporated into the Fellowship professionalism courses. Going forward, we will explore how actuaries can refine their communication skills in response to societal shifts, including the increasing role of technology in the course of work.

Diversity and transformation

A diverse and inclusive actuarial profession is critical for its long-term sustainability and relevance. In 2024, we initiated an update to our demographic model and will soon commission mixed-methods research to better understand the causes of demographic trends within the profession. This research will inform targeted initiatives aimed at improving diversity and inclusion in 2025 and beyond.

Our partnership with ASABA remains strong, with their members playing an active role in ASSA's governance structures and practice committees. We also continued to support bursary programmes and mentorship initiatives aimed at increasing the number of actuaries from underrepresented backgrounds.

Education

Curriculum enhancements and work-based learning

As the profession evolves, so must our curriculum, assessment and delivery mechanisms. Some of the key changes in 2024 included:

- Introduction of open-book examinations: The Fellowship Applications (F2) examinations transitioned to an open-book format, with refinements planned based on candidate and examiner feedback.

Members of ASSA produced globally recognised research in various fields, including climate change and AI.

- **New subject:** Candidates wrote the new F108 (Health, Social and Employee Benefits) examination, with initial pass rates aligning with expectations.
- **Short courses:** This structured offering bridges the gap between content practice examinations and full tuition, providing members with flexible, targeted learning opportunities.
- **Banking specialisation:** A university integrated the Banking subject into its actuarial programme, strengthening this practice area.

Integration of AI and data analytics

One of the most significant changes on the horizon is the incorporation of AI and data analytics into the actuarial syllabus. ASSA is actively engaging with international partners, including the Institute and Faculty of Actuaries (IFoA), to finalise the content for the A215 subject that will focus on data analytics. Additionally, discussions are underway about establishing a dedicated data analytics and AI practice area within ASSA.

To complement these efforts, we are exploring the introduction of certificate courses and masterclasses to help members upskill in areas such as AI and data science.

Advancing the profession

The Society remains committed to fostering actuarial research and thought leadership. In 2024, we advanced several initiatives that will have long-term impacts on the profession:

- **Research process and member contribution:** Our Research Committee progressed a framework for commissioning research and advanced with research activities, with additional proposals being considered. Members of ASSA, in their individual capacities, produced globally recognised research in various fields, including climate change and AI.
- **South African Climate Change Index:** This project, conceived in 2023 and formally launched in 2024, progressed well and is expected to be completed by the second half of 2025. The index will serve as a key tool for actuaries and policymakers in quantifying and mitigating climate-related risks.
- **Public interest initiatives:** ASSA members played a key role in developing actuarial insights into areas such as National Health Insurance (NHI), higher education funding, the two-pot retirement reform and medical negligence claims. In the years ahead we plan to focus further on social security, healthcare, Mathematics education and infrastructure financing. These contributions position actuaries as essential advisors in public policy and financial decision-making.

In 2024, we moreover undertook a strategic brand refresh to reinforce the value of actuaries in an increasingly complex world (read more on page 20).

ASSA's Peter Withey received an IAA Presidential Award for his years of service to the body and the significant contribution he has made to the profession globally.

Imran Mahomed
ASSA CEO

> **"The Future is Present" is a commitment to ensuring actuaries remain at the forefront of shaping economies, businesses and societies.**

Financial and operational performance

ASSA continues to maintain a strong financial position, balancing growth with prudent financial management. In 2024, we recorded a small surplus, reflecting careful cost management alongside the building of reserves in line with a newly approved reserve policy. The Society remains committed to limiting cost increases and, as a result, was able to avoid significant increases in subscription fees and charges.

Operationally, ASSA successfully processed larger transaction volumes than in previous years, ensuring the continued professionalisation of the Society. A major milestone was the implementation of a new finance system, which was completed by our existing internal team while maintaining business-as-usual financial processes. This achievement highlights the Society's ability to adapt and improve efficiency without disruption.

Looking ahead, our focus will remain on ensuring financial sustainability, enhancing operational efficiencies and exploring opportunities to reinvest in member services and invest in key strategic initiatives.

Governance

Sound governance and professional integrity are foundational to the actuarial profession. In 2024, the PMB initiated a comprehensive review of ASSA's Code of Professional Conduct.

A record 480 members participated in the recent Code of Conduct survey, providing invaluable insights that will shape the revised framework. We anticipate finalising and implementing the updated code in 2025 or 2026.

At the same time, ASSA's Disciplinary Committee remained active, addressing a growing number of cases. The introduction of a zero-tolerance policy on examination misconduct was a critical step in preserving the integrity of our qualifications. Looking ahead, we will continue refining our disciplinary processes to uphold the highest professional standards.

To ensure ASSA structures remain fit for purpose, Council has initiated a proactive Governance Review for 2025. This review will incorporate insights from various areas, including office operations, board and committee deliberations, engagements with other actuarial associations and learnings from disciplinary processes.

Closing thoughts

The actuarial profession stands at a pivotal moment, where technological advancements, regulatory changes and evolving societal needs require us to adapt swiftly. "The Future is Present" is not merely a theme – it is a commitment to ensuring actuaries remain at the forefront of shaping economies, businesses and societies. By strengthening our professional foundations today, we secure a more impactful tomorrow.

I am deeply grateful to our Council, staff, volunteers and members for their dedication and contributions. As we move forward, I am confident that ASSA will continue to lead with innovation, integrity and impact.

Imran Mahomed
ASSA CEO
April 2025

Leading ASSA into the future

On 1 July 2024, Imran Mahomed took over as ASSA CEO. We get to know the man behind the leadership role.

Imran's journey into actuarial science happened almost by chance. A school psychometric test suggested it as a career option and a job-shadowing experience with a CEO who was an actuary solidified his interest. What stood out about the profession was not just the technical challenge but also the impact actuaries have in shaping financial security and risk management.

"Qualifying was a tough but rewarding experience", he says. Facing setbacks, including failed communication examinations, forced him to improve his ability to explain complex concepts, a skill that has been invaluable. The process moreover taught him to balance studies, work and family life. "It also taught me when to trust judgement over excessive analysis. Perhaps most importantly, it made me deeply empathetic to different perspectives," shares Imran.

A noteworthy career

Imran's career spans multiple industries, including life, health, short-term insurance, pensions, banking and investments. Highlights include:

- **Technical problem-solving:** Early in his career, he developed automated quoting models that improved efficiency and revenue.
- **Leadership and mentorship:** Managing teams showed him the value of empowering others. Some of his proudest moments have come from seeing colleagues grow in their careers.
- **High-stakes decision-making:** Structuring large annuity deals early in his career reinforced the responsibility actuaries carry.
- **Starting and growing a business:** Co-founding and scaling a successful insurtech business that reached millions of previously uninsured clients in Africa was a defining experience.
- **Education:** Teaching and mentoring actuarial science students have been rewarding.
- **ASSA CEO:** Working with a range of stakeholders to make a significant contribution.

Outside of work, Imran focuses on faith, family and personal growth. He enjoys reading about history, technology and social trends, and is interested in how people think and make decisions. He also loves to travel, meet new people and experience different cultures.

A commitment to ASSA

His ties with ASSA started before 2010 when he helped coordinate the professionalism course in Johannesburg. Volunteering was his way of giving back to a profession that had given him so much.

"ASSA's success is largely driven by committed volunteers. Contributing even in a small way works towards ensuring that future actuaries will be well equipped to drive meaningful change," he says.

His first six months as CEO proved both demanding and rewarding. Some of Imran's key observations include:

- **Strong volunteer engagement:** The level of commitment from all – from senior leaders to newly qualified actuaries – is impressive.
- **ASSA Convention:** Addressing members was a highlight and the event reinforced the importance of collaboration.
- **Balancing priorities:** ASSA's work covers education, governance, public interest and global collaboration. Managing different stakeholder needs while advancing meaningful initiatives requires careful planning.
- **Collaboration with key players:** Engaging with regulators, actuarial associations, employers and universities is crucial for alignment across the profession.

Imran sees the theme for 2024 as a call to action. "We cannot afford to wait for change, we must lead it."

Strongly placed to lead

The Operations Board is responsible for the Society's financial stability and oversees the implementation of strategy, operational delivery and organisational development within the risk parameters established by Council.

The operational strategy focuses on maintaining a relevant and well-resourced organisational structure, modernising technologies to ensure they are fit for purpose, developing our people to lead effectively in service of members, leveraging information to support decision-making and providing continuous assurance of key processes.

Over the past decade, we have significantly professionalised our services and elevated the status of actuarial education and the profession both locally and globally. Localised examinations have resulted in a substantial insourcing of services, with 83% of education revenue now serviced locally.

Operational performance highlights

Notable achievements in strategic execution and operational implementation in 2024 include:

- Successful transitions in the executive team, with the appointment of Imran Mahomed as CEO and Siobhain O'Mahony as Education Executive
- The development and launch of the Society's foundational strategic brand positioning, appealing to a broad stakeholder base and defining the South African actuary
- The implementation of a new cloud-based finance system, enhancing reporting capabilities and internal financial controls
- Progress toward a data warehouse and data analytics capability to better measure, monitor and manage key strategic metrics
- Increase of the INSETA grant award from R5 000 to R10 000 per learner, benefitting over 400 learners
- Increased research capacity to support standardisation of foundational capabilities, with several expressions of interest underway under the guidance of our Research Committee
- A strong social media presence, with the Society's reach and engagement performing well compared with similar local and global organisations

"The highlight of 2024 was the successful implementation of a new finance system. Overall project and operational delivery remained unaffected by changes in the executive team as the transition was smooth and well executed."

JASMIN VAN SCHALKWYK,
CHAIR OF THE OPERATIONS BOARD

Human capital and organisational development

- Members play a pivotal role in the Society, occupying over 1 000 roles across governance structures, practice areas, and operational development and delivery.
- The Society's office comprised 33 staff members at year end, with all positions filled.
- Staff attrition for the year was 3%, with most new staff members successfully integrated.
- Staff development and organisational design remain key focus areas to future-proof the ASSA Office's ability to operationally deliver the Society's strategy.

Operational risk and governance

- Data management policies and practices: Independent vulnerability assessments and penetration testing of critical information systems are conducted periodically. The member privacy policy was revised and implemented in 2024 to form part of the 2025 renewal cycle, and membership verification is now available via the Society's website.
- Key person dependency: The continuity of critical roles is managed well across volunteers and office staff to sustain short-term operations. Retention of key staff is actively overseen through blended retention strategies.
- Effectiveness of the governance framework: A review is underway to evaluate the effectiveness of the Society's governance framework, which

extends to the Code of Conduct review in progress.
- Financial resilience: Council approved a reserving policy to ensure the Society's financial stability, aiming to achieve a target reserve level over the medium to long term.

Looking forward

- The CEO has initiated a culture conversation with staff to build adaptable organisation committed to continuous improvement.
- We will implement and embed the strategic brand positioning across key stakeholders through a relevant marketing and communication plan that includes the Society's website undergoing redevelopment, with improved navigation and content search capabilities planned.
- Following an evaluation of proctoring solutions for virtual examinations, a new platform has been selected for implementation in the first semester of 2025.
- We will start the development of a volunteer management system to enable volunteer communication, streamline internal processes where applicable, monitor continuity risk and demographics, and manage resource considerations sustainably in the longer term.

Financial overview

The Society maintained a robust financial position in the past year, with reserves and retained income totalling R52 million, as of 31 December 2024. The new reserving policy shifts from covering fixed expenditure to a percentage of total expenditure – calibration of the reserving targets will be finalised during 2025.

The attributed surplus for 2024 stands at R2.7 million, a 22% increase from the previous year. Total income rose by 14% to R122 million, primarily driven by membership growth, increased examination registrations and the Convention.

Assets increased by 30% to R98 million, with invested assets growing by R10 million. The increase was amplified by a once-off material improvement in collections of outstanding debt.

Expenditure increased by 14% to R119 million, largely due to a rise in venue hire and logistics costs, which reached R34 million, reflecting a higher number of attendees and growth of in-person events. Even though rates of increases were set around the level of inflation, employee costs rose by 9% to R30 million and honoraria expenses increased by 10% to R21 million. This reflects a lower vacancy rate for staff, which has strengthened operational resilience, as well as higher levels of education delivery and development required for finalising the F108 (Health, Social and Employee Benefits) notes, setting an extra examination paper to mitigate risk and undertaking additional marking due to the higher volumes. The Society allocated R8 million to support accredited South African universities, which is the same proportion of revenue as in the previous year.

Education contributes to 47% of ASSA's revenue, up from 46% the previous year. Examination revenue increased by 27%, compared with the previous year. Normative skills, education support initiatives and exemption revenues remained at similar levels to the previous year. Overall, the margin from transactional services across education and continuous professional development (CPD) events remained largely consistent with the previous year albeit with changes to the underlying margins, which continue to be managed in line with the pricing strategy.

Project expenditure included repositioning the Society's brand and developing a data warehouse to enhance data analytics for monitoring and evaluating the effectiveness of education initiatives. Disciplinary costs were 45% lower than the previous year, with the resolution of complex complaints. Debt management remained strong, with a 9% decrease in the R3 million provision for bad and doubtful debts, despite revenue growth. Management continues to exercise prudence in expenditure, with R1 million in cost savings achieved in 2024.

Audit assurance

The Society is independently audited by PKF South Africa. No material matters were raised in the previous audit. A summary of the audited financial statements for the current reporting period is available on page 55.

In conclusion, we remain committed to operational resilience and financial prudence to serve our members and the profession.

Maryvonne Palanduz
Executive: Operations and Finance, April 2025

Council approved a reserving policy to ensure the Society's financial stability.

The next generation

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The number of new members who joined our ranks in 2024

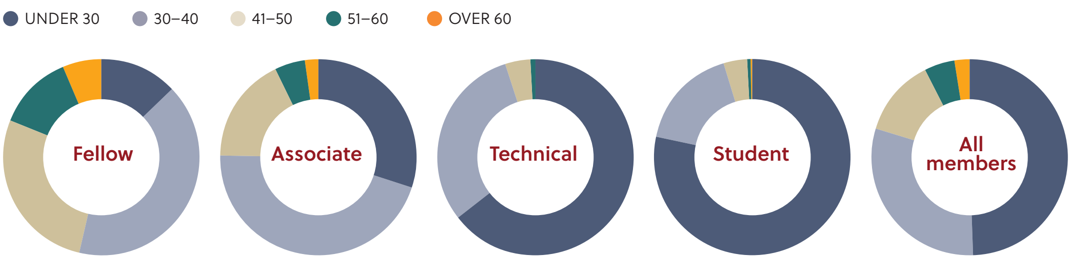
The Actuarial Society is well positioned for the future, thanks to a young demographic profile, with 80% of all members under 40 years of age. Of all Fellow and Associate actuaries, 56% are below the age of 40.

Transformation of the profession has been slower than expected (see page 21 for more on our transformation efforts). It is nevertheless encouraging to report that 61% of the members that have not yet qualified – i.e. student and technical members – are black, Asian, coloured and Indian. Of these student members, 38% are black.

Female members continue to represent 34% of total membership. However, female Associate membership grew by 13%, compared with overall member growth of 6.5%.

The member growth rate is likely to be impacted favourably by the earlier processing of new admission applications. We continue to focus our efforts on increasing representation across ethnic groups and to grow the number of female actuaries. The figures and graphs on these pages reflect membership as at the end of 2024.

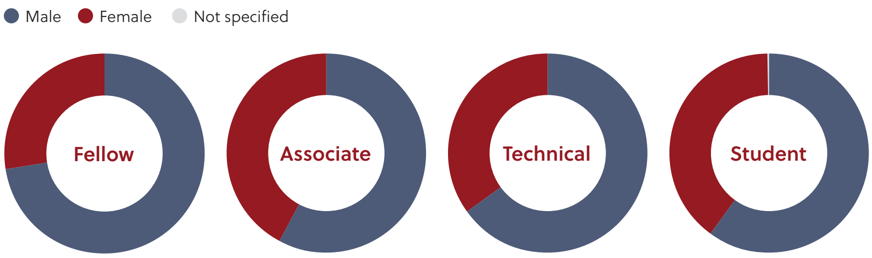
Distribution of members by age



Members by race

	Fellow	Associate	Technical	Student	2024 Total
Black	187	55	367	904	1 513
Indian	276	45	249	338	908
Coloured	36	12	71	66	185
Asian	12	4	26	26	68
White	1 431	161	709	602	2 903
Not specified	28	4	10	12	54
Total	**1 970**	**281**	**1 432**	**1 948**	**5 631**

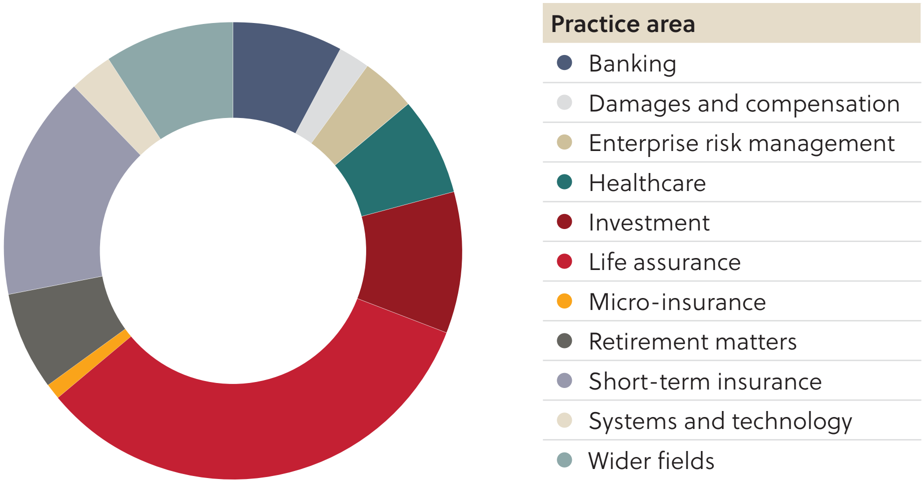
Members by gender



Fellows by university since 2010

University	Not specified	Asian Coloured Indian	Black	White	Total
North-West University	-	-	-	39	39
Stellenbosch University	-	9	3	162	174
University of Cape Town	5	89	49	118	261
University of the Free State	-	-	4	32	36
University of Pretoria	1	15	21	124	161
Wits University	3	66	26	109	204
Total	**9**	**179**	**103**	**584**	**875**

Members in each practice area



Our Society's vibrant heart

"The Member Engagement Board (MEB) oversees strategic items to enhance brand engagement. In 2024, ASSA focused its energies strongly on this work, culminating in an exciting launch of the refined brand for the profession and the Society at the Convention (see page 20). As a volunteer-centric organisation, our members are at the heart of what we do and we must look to enhancing the standing and contribution of the actuarial profession, while adapting to rapid societal and technological change."

MELISSA RAMSAMY-AGAPITUS,
CHAIR OF THE MEMBER ENGAGEMENT BOARD

We have made significant strides in strengthening our connection with members, enhancing member value and reinforcing the Society's role as a professional home for actuaries. The past year saw meaningful progress in branding, communication, stakeholder engagement and internal team development, laying a strong foundation for the strategic priorities of 2025.

In 2024, our member engagement efforts were guided by a commitment to enhancing member value, connectivity and experience. The approach centred on driving member retention, strengthening communication and marketing, and optimising key touchpoints where members interact and progress within the ASSA ecosystem.

Member value research

During November and December 2024, we conducted a member engagement survey (see highlights of member feedback opposite). The results show overall satisfaction with ASSA and its offerings, strong communication ratings and a positive perception of ASSA's personal development initiatives. Active volunteer participation demonstrates member engagement and commitment to the profession. The survey also helped to identify areas for improvement, such as the website, which some members find challenging to navigate.

Members also reported challenges with the Normative Skills registration process, including barriers and limited availability. While the survey captured responses from approximately 50% of our Student and Technical member community, it is important to note that this is not our only channel of engagement. We have had several other meaningful touchpoints – most notably, the Education Sessional held on 29 April 2024, which saw attendance from over 200 members. In addition, our frontline team continues to provide direct support, handling thousands of queries from the ASSA community, offering us valuable, real-time insight into member experiences.

Communication and marketing

Engagement remained strong across key channels, reinforcing our position as a leader among actuarial associations.

Email

- In 2024, 300 000 emails were sent to members, with an impressive delivery rate of 99%. This continued success highlights the effectiveness of our email targeting and infrastructure.
- Open rate: A slight increase in the open rate reflected growing interest and relevance in the Society's content.

Social media

- LinkedIn: This platform continued to be our fastest-growing channel, reaching almost 10 000 followers, with an increase of 8% from Q2 to Q3 and 6% from Q3 to Q4. This places us in second position among actuarial associations for follower growth.
- Instagram: Follower growth reached 5% by Q3 and 16% by Q4, with an impressive 199% increase in total reach, highlighting enhanced visibility and effective content strategies.

The continued high performance of email campaigns and the sustained growth across social media platforms showcase the effectiveness of our current strategies.

Publications

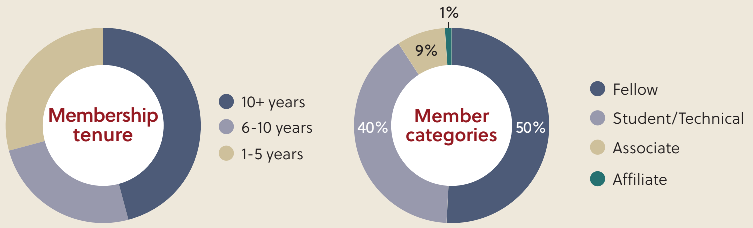
SA Actuary magazine published three successful issues in 2024, seeing growth in readership and social media engagement with every issue. The *South African Actuarial Journal* appeared for the first time under two new editors, Rob Rusconi and Ron Richman. In 2025, ASSA's Communications and Marketing Manager will join the publishing team to assist in maintaining a similar framework and result as the magazine.

Throughout the year, the MEB also undertook various activities to strengthen ASSA's visibility through a more structured external communications approach. This included:

- Media releases on key industry topics, such as:
  - » Actively managed exchange traded funds – published by News24.com and Moonstone.co.za
  - » The evolving role of actuaries – featured on FAnews.co.za
  - » Shaping financial security for all South Africans – appeared on Cover.co.za
- Brand manual preview and discussions on communicating the rollout
- Continued refinement of messaging to align with ASSA's strategic goals
- Development of ASSA's social media guidelines
- Monthly media planning meetings to align spokespeople and topics
- Ongoing efforts to integrate communication with broader member engagement strategies

MEMBER SURVEY FEEDBACK

About the respondents



Overall satisfaction

60% rate their experience as "Extremely satisfied" or "Satisfied"

61% are "Extremely likely" or "Likely" to recommend ASSA to a colleague

Communication and member support

79% rate ASSA communication (newsletters, emails) as "Effective" or "Very effective"

59% find the website "Easy" or "Very easy" to navigate

59% are "Extremely satisfied" or "Satisfied" with the ASSA office staff

Personal development and engagement

66% are aware of personal development initiatives (e.g. Induction, Winter Programme)

52% rate them as "Valuable" or "Very valuable"

34% volunteer in roles such as:

- Committee members
- Board members
- Course leaders
- Examination markers/ scrutineers

CPD event attendance in 2024

BUILDING BONDS IN NUMBERS

1
ASSA Convention

9
actuarial seminars

13
practice area sessional meetings

24
personal development workshops

Education administration

The past year saw the member engagement team engage and transact on a continuous basis, with more members participating in education activities than in 2023. However, most queries and registrations still occurred in the final two weeks before registration deadlines.

Key statistics

Education activity	Number of participants
Counselling	159
Courses	1 619
Content practice examinations (CPE)	633
Full tuition courses	384
Examinations	4 885
Exemptions	2 204
Short courses	13
Total	**9 897**

Challenges included delays in CPE results impacting education support initiative eligibility, late course structure submissions affecting registrations, and venue capacity constraints for courses and certain examinations. System improvements for Normative Skills registrations will be reviewed in 2025.

Events

The Events Department had a productive 2024, with a total of 4 947 attendees recorded across various events hosted. The team successfully executed 34 events and various social gatherings. Attendance rates averaged 62% (compared with registrations), with seminar attendance reaching 83%. Key milestones included the introduction of structured practice area committee (PAC) event management and improved coordination with the International Committee.

Challenges in venue logistics were addressed through process standardisation, with Memorandums of Understanding being considered for preferred venues. Cross-team collaboration with the Marketing Department enhanced event visibility and financial prudence ensured budgets were met.

Looking ahead to 2025, seminars will continue to take a mix of in-person, hybrid and online formats. Strategic focus areas include changing the Africa Seminar to the PAC standard delivery model, digital check-in systems, industry engagement, cost optimisation and post-event strategies to enhance attendee engagement and long-term impact.

Membership update

Member renewals

The 2024 membership renewal cycle opened on 15 November 2023, with 5 326 renewals received by 31 October 2024 – an increase of 293 compared with the previous year. In October 2024, targeted reminders and direct follow-ups engaged 1 376 non-renewed members, with a particular focus on Fellows.

Resignations remained stable compared with 2023, with some members seeking reactivation to continue their examinations. As of 31 October 2024, 78 resignations had been approved – a decrease of 21 compared to the 99 resignations of 2023.

Financial constraints and career shifts remained the primary reasons for resignations. The follow-up process included appreciation emails, financial support options and direct outreach from the Member Engagement Executive for Fellow resignations.

Transfers and admissions

By year end 2024, 170 membership designation transfers (103 Fellows, 67 Associates) were processed, reflecting a rise in Associate transfers. Fellows who transfer in the second half of the year are invited to the February New Fellows Dinner in Johannesburg and Cape Town.

Student membership saw 459 new applications between 1 December 2023 and 31 January 2024, with a notable increase in members from the University of the Witwatersrand.

Lifelong learning

CPD compliance

The adoption of outcomes-based CPD requires members to compile and submit portfolios based on the past year, so the process naturally runs into the following year. We have been proactive in engaging with our members for CPD compliance in 2024 and by March 2025 already had 81% compliance. The 2022 CPD compliance rate reached 99%, with 61% of members adopting outcomes-based CPD. For 2023, compliance stood at 95%, with 57% outcomes-based adoption.

Work-based learning

The MEB onboarded four new work-based learning (WBL) assessors and the turnaround time for final programme signoff remained two weeks.

WBL application sign-offs

	Core / Associate Applications	Fellowship Applications
2024	172	108

Personal development

ASSA Personal Development (APD) is a value proposition for members; it identifies their needs as professionals, provides interventions that create awareness of barriers to success and establishes frameworks of support to ensure long-term benefit. These are free, elective events which count towards CPD hours for AMASSA, FASSA and TASSA designations and personal development within the WBL framework.

APD in 2024 included a variety of activities:

- Advancing Actuaries mentorship programme (AA)
- ASSA Leadership Programme (ALP)
- Master classes on selected topics that speak to member wellbeing and the challenges of the workplace
- Sessions on study and examination techniques
- Induction for new graduates followed by an in-person networking event in Cape Town and Johannesburg
- Winter Programme complete with panel, keynote speaker, negotiation challenge and an online networking event

Across two formal programmes, four Masterclasses and 11 study and examination technique sessions over the year, there were 1 514 members who registered, 856 who attended and a total of 419 views of the recordings. These are very good indicators of appreciation for, and utility of, the APD offering. Thank you to all attendees for their valuable feedback.

In addition to these numbers, the AA had 211 participants – 126 mentees and 85 mentors – over the two semesters. The total number of contact hours with executive coaches was more than 40 per semester with two coaches facilitating 90% of the sessions. Mentors offer up to 18 hours of their time, which includes mentor training and mentee sessions, and mentees typically spend 12 hours on the programme.

The ALP was a pilot leadership programme which was held in May and June 2024, providing direction as to which skills the APD should target with workshops. Twenty-nine participants unanimously agreed that negotiation and conflict management were core skills that members would benefit from learning. Intense personal development followed for four FASSA members. They volunteered to participate in the Winter Programme online negotiation challenge; The Negotiation Challenge, a global professional negotiation competition; and the in-person negotiation skills challenge at the 2024 Convention.

In as much as APD offers members value, it is also the mentors and negotiation skills participants who are bringing much needed skills into the APD support framework and ASSA curriculum. Thank you to all our mentors for 2024 and our negotiation skills participants who have pledged to pay it forward in 2025!

To enhance lifelong learning, we are planning website updates, including improved CPD pages and a new Personal Development section. A succession plan for Billy Enderstein as outgoing head of the APD is in progress, and the Lifelong Learning Coordinator will expand their role in supporting professional development initiatives.

Looking ahead, member engagement remains central to our commitment to foster a strong, connected and thriving actuarial community. As we continue to strengthen our brand, enhance member retention and deepen engagement, 2025 presents new opportunities to build on our momentum. With a renewed focus on delivering value-driven experiences, we are excited to create even more meaningful connections and support our members at every stage of their journey.

MEMBER MAKING NEWS

Nicolas Pieter du Preez, actuary and paracyclist, won bronze at the 2024 Paralympic Games in Paris.

Defining clarity in an uncertain world

In an increasingly complex world, actuaries play an indispensable role in transforming information and data into clear, actionable insights that empower businesses, industries, governments and communities to make confidently informed decisions.

Recognising this, we undertook a strategic initiative to strengthen how the profession is viewed – both within the actuarial community and by external stakeholders. To ensure our brand positioning accurately reflects ASSA's purpose, values and impact, we had to refine our own role.

A refreshed and relevant role

Over the past year, through extensive engagement with members across various practice areas, industry leaders and policymakers, a clear theme emerged: actuaries are not merely experts in risk assessment; they are also trusted advisors who help to navigate uncertain situations and turn these into opportunities.

This insight led to a clearer definition of the profession's role and impact, reinforcing the essence of our work: as actuaries we provide **"Clarity Amid Uncertainty"**. This principle defines how actuaries simplify complexity, enabling informed decision-making even in the most unpredictable scenarios.

Alongside this, we introduced a new tagline that emphasises ASSA's role in fostering excellence and supporting actuaries in their professional journey. The statement, **"Advancing Actuarial Excellence"**, underpins our commitment to the profession and reflects how ASSA equips actuaries with world-class education, CPD opportunities and the highest ethical standards. It also underscores our commitment to maintaining the profession's relevance by driving innovation and expanding actuarial influence in emerging fields.

To ensure that our message resonates internally with members and externally with stakeholders, we have aligned our organisational, marketing and communication efforts around three key focus areas:

- **Educate**: We provide world-class actuarial education, professional development, continuous learning opportunities and cutting-edge resources that ensure every member is well prepared to tackle the emerging challenges of their areas of expertise.
- **Develop**: We nurture industry innovation, supporting and empowering actuaries as they grow to apply their expertise and extend their influence into new and evolving fields such as climate risk, data science and beyond.
- **Uphold**: We maintain rigorous professional and ethical standards to safeguard the integrity and trustworthiness of the actuarial profession.

A stronger future

This brand positioning project is more than a refinement of how actuaries are presented or recognised; it is a strategic effort to strengthen the profession's impact, influence and relevance. It is intended to enhance actuaries' visibility, credibility and contribution to business and society, while also driving professional growth.

By articulating and demonstrating the profession's value, we reinforce the importance of actuarial insights in shaping sound public policy, effective business strategies and societal resilience. And by aligning our internal culture with these values, we ensure that every ASSA actuary is equipped to contribute meaningfully to the profession and the sectors or communities they serve.

With the updated brand positioning, we reiterate our commitment to empowering our members to lead in their respective fields. Our goal remains to contribute meaningfully to shaping a more informed and resilient world.

WATCH NOW

The launch video illustrates the importance and relevance of the actuarial profession.

A more inclusive profession

"I am deeply committed to the transformation of the actuarial profession in South Africa and to fixing the systems that have held back so many people for so many years. In a world where diversity, equity and inclusion initiatives are being increasingly questioned, the Transformation Committee is proud to champion ASSA's goal of building a truly inclusive profession, empowering all members to fulfil their professional promise."

NALEN NAIDOO,
CHAIR OF THE TRANSFORMATION COMMITTEE

Transformation remains a core strategic objective for us as we seek to ensure the actuarial profession remains relevant and reflective of South Africa's broader society.

In 2024, our Transformation Committee took a deliberate approach to understanding the profession's demographic landscape and identifying key areas for development to address challenges faced by underrepresented groups. At the ASSA Convention in November 2024, the Committee hosted vital discussions and presented a significant project: the ASSA Demographic and Qualification Rate Investigation (2011–2024). This initiative, with future work focused on modelling demographic projections for the profession, aims to provide valuable insights into trends shaping the actuarial workforce.

Actuaries in the Making

We continue to play a pivotal role in the success and growth of the Actuaries in the Making (AIM) virtual vacation work programme, which is a crucial initiative in developing future actuarial talent. AIM has now facilitated over 400 student interventions, supervised by more than 80 actuaries, reinforcing its impact on aspiring professionals. At the 2024 Convention, AIM's engagement in the ASSA transformation hub resulted in more than 30 actuaries signing up to learn more or participate as business owners, demonstrating strong industry interest.

In 2024, AIM saw 27 business owners supervising 72 students in the summer programme and 29 business owners supervising 79 students in the winter programme. These students came from seven universities and the work they performed spanned a variety of practice areas, according to Soshan Soobramoney, one of AIM's founders. The inclusive nature of the programme is illustrated in its transformation impact among actuarial students: 79% of AIM participants were black, coloured or Indian. In recognition of their invaluable contribution, AIM's volunteer business owners are now officially acknowledged as ASSA volunteers. This growing partnership between AIM and ASSA is a testament to our shared commitment to broadening access to actuarial experience, fostering diversity and ensuring a robust pipeline of future actuaries.

Looking ahead, the Transformation Committee remains committed to driving meaningful change, fostering a more inclusive profession and ensuring that ASSA's transformation efforts continue to create lasting impact.

South African Actuarial Development Programme

ASSA is a key collaborator in SAADP's mission to foster an inclusive and diverse actuarial landscape. In 2024, this included:

- **ASSA's representation on the SAADP Board, influencing strategic decisions that shape the future of actuarial education in South Africa**
- **Hosting SAADP at the ASSA Convention as a recognised transformation partner, providing the programme with a platform to engage with industry leaders and stakeholders**

"As SAADP continues to evolve beyond two decades of impactful work, we value ASSA's ongoing support in advancing our objectives, such as:

- Expanding SAADP's reach to students across additional ASSA-accredited universities
- Strengthening and diversifying the pipeline of black and coloured actuarial students
- Enhancing the transition from actuarial graduates to fully qualified Fellows

"Additionally, we appreciate ASSA's support in supplying career guidance booklets, which serve as a crucial resource in inspiring and informing the next generation of actuaries.

"We remain grateful for ASSA's continued commitment to transformation and look forward to furthering our collaboration in the years ahead."

- Nthato Selebi, SAADP Executive Director

South African Mathematics Foundation (SAMF)

SAMF is a main partner and beneficiary of the ASSA Education Trust (ASET) in the development of Mathematics in South Africa. ASSA sponsorship towards the South African Mathematics Team Competition (SAMTC) plays a crucial role in fostering a passion for the subject among high school learners across the country.

"Each year, ASSA's commitment enables over 120 teams from diverse backgrounds to participate in SAMTC, comprising both Junior (Grades 8–9) and Senior (Grades 10–12) categories. This support goes beyond financial assistance, providing essential resources such as team T-shirts, refreshments on competition day and certificates of participation. These contributions not only enhance the competition experience but also encourage teamwork, critical thinking and mathematical problem-solving skills among participants.

"Through ASSA's sponsorship, SAMF continues to empower young mathematicians, nurturing a future generation equipped with the skills necessary to excel in Mathematics and beyond.

"Our heartfelt gratitude to ASSA for their unwavering support and partnership in advancing Mathematics education and inspiring young minds to reach their full potential."

- Herman Bosman, SAMF Project Manager



WeSolve4X

ASET funding supports WeSolve4X initiatives to promote the profession in schools attended by underrepresented population groups. Through nutrition, Mathematics support and parental engagement, WeSolve4X encourages strong Mathematics learners to pursue a career in the field, aligning with ASET's key strategic outcome of Mathematics development in schools.

"ASSA support for the #BecomeAnActuary Mathematics programme in 2024 impacted Grade 4 to 12 learners as we inspired the next generation of actuaries in our adopted schools across South Africa. Thanks to ASSA's assistance, top achievers of our matric class of 2024 are now studying Actuarial Science in universities across South Africa, like Mangoba Siphesishle from Phumulani Secondary School who is at the University of Cape Town. We thank ASSA for its continued support."

- Tsietsie Ngobese, WeSolve4X CEO

Christel House School

As a beneficiary of ASET, Christel House School receives funding towards Mathematics programmes at the school, enabling careers as actuaries and in financial industry roles that support actuaries in the workplace.

"ASSA continues to provide tremendous stability and support for all that we do at Christel House South Africa. Their keen interest in supporting Mathematics in our curriculum is allowing us to find creative ways of supporting both teachers and students to ultimately produce students with a greater love for the subject and to strengthen the pass rates achieved by all.

"Their fun-loving staff are always ready to help. Be it making sandwiches or reading stories to our children, the ASSA team is ever happy to lend a hand.

"Their loyal support has meant that we have been empowered to do what we do best – teach and support children from underserved communities – using quality education and lasting support to help our students break free from the bonds of poverty and find true prosperity in their lives. Thank you, ASSA, for helping us make this dream a reality!"

- Adri Marais, Christel House CEO

Association of South African Black Actuarial Professionals

ASABA's vision is to realise a South African actuarial profession that represents the country's demographics. The association supports the journey to qualification of black actuaries at every stage – from high school outreach to university mentorship, vacation work, examination support initiatives and ongoing professional development.

"ASSA's support to ASABA has been multifaceted, reflecting their commitment to transformation within the actuarial profession and alignment with strategic goals. This support goes beyond financial contributions and includes paving the way for ASABA's integration into ASSA structures such as Council and PACs, stakeholder engagement and event collaboration. These efforts are essential in helping us implement our initiatives and drive ASABA's mission forward."

- Muhammad Kolia, ASABA President

Shaping actuaries for the future

"This past year has seen significant progress in evolving many parts of ASSA's education system into a best-in-class offering. My sincere thanks go to the many hundreds of volunteers that form the backbone of our system. To the recently transitioned new leaders of the Education Board and Executive, I wish you all the best for the coming years."

NALEN NAIDOO,
CHAIR OF THE EDUCATION BOARD

Our Education Board is responsible for the world-class education system that the Society offers to members, covering both pre- and post-qualification requirements. In 2024, the Education Board focused on curriculum development for continued relevance and tuition support to improve examination outcomes. The Board also continued to expand ASSA's presence in Banking and to strengthen its engagement in countries outside South Africa, ensuring our profession remains responsive to global developments. Governance enhancements and quality assurance continued to support the integrity and credibility of the education system.

The Board actively fosters relationships with key stakeholders, including accredited universities, the South African Qualifications Authority, the IAA Education Committee and actuarial bodies across Africa, to strengthen the actuarial pipeline and expand professional opportunities for students.

By maintaining high academic and professional standards, the Board ensures that an ASSA education not only meets the needs of the profession today but also equips actuaries to lead in emerging fields and evolving risk landscapes.

BOARD RESPONSIBILITIES

The Education Board provides strategic oversight of ASSA's education framework, ensuring that it remains rigorous, relevant and aligned with the evolving needs of the profession. The Board plays a crucial role in safeguarding the quality and integrity of the qualification process while supporting transformation and accessibility within actuarial education.

The Board's key responsibilities include:

- Measuring and monitoring key aspects of the ASSA qualification process, including student take-up levels, pass rates, exemption applications and the effectiveness of tuition support
- Monitoring the quality of education to ensure professional examinations are conducted appropriately, tuition materials are of a high standard and accreditation processes uphold academic benchmarks at universities
- Ensuring curriculum relevance and development through ongoing assessment
- Monitoring the financial viability of the education system to ensure ASSA's education processes are delivered in a cost-effective and sustainable manner
- Managing education outreach activities to broaden the profession's impact, in particular in Banking and across Africa
- Managing key education stakeholder relationships and monitoring stakeholder satisfaction
- Ensuring effective governance of the education process, drawing on input from the Board of Examiners

Board composition

The Education Board is composed of a chair and deputy chair, experienced actuarial educators, representatives from the ASSA Council, committee members and executive staff. The chair and deputy chair provide strategic oversight and leadership to the Board. Actuarial educators, from various Level 3-accredited universities, contribute expertise based on their professional and academic experience rather than institutional affiliation. At least two members of the Board are members of the ASSA Council. Each Education Board committee is represented at Board meetings, usually by its chair. Executive staff members who play a key role in education delivery also participate in Board discussions, with the CEO and Education Executive serving as voting members and the Finance and Operations Executive and Member Engagement Executive as non-voting members. The chair of the Board of Examiners also contributes to the Board's deliberations. The Education Board meets at least four times per year to ensure effective governance and oversight of education.

Changes in 2024

Jeanine Wilson, previously Deputy Chair, took over as Chair from Nalen Naidoo (ASSA President-Elect) in November 2024, ensuring a seamless continuation of the Board's strategic direction. The Board expresses its sincere appreciation to Nalen for his 10 years of dedicated service, four of which as Chair, during which he played a significant role in advancing actuarial education in South Africa. Nalen will continue to serve on the Board as a Council member.

Siobhain O'Mahony assumed the role of Education Executive on 1 November 2024, taking over from Imran Mahomed who was appointed ASSA CEO. The Education Board extends its gratitude to Conrad Backeberg for serving as Acting Education Executive from 1 August 2024 until 31 October 2024.

As part of a broader governance review, the Education Board's composition and terms of reference will be reviewed in 2025 to ensure alignment with ASSA's strategic objectives and governance best practices.

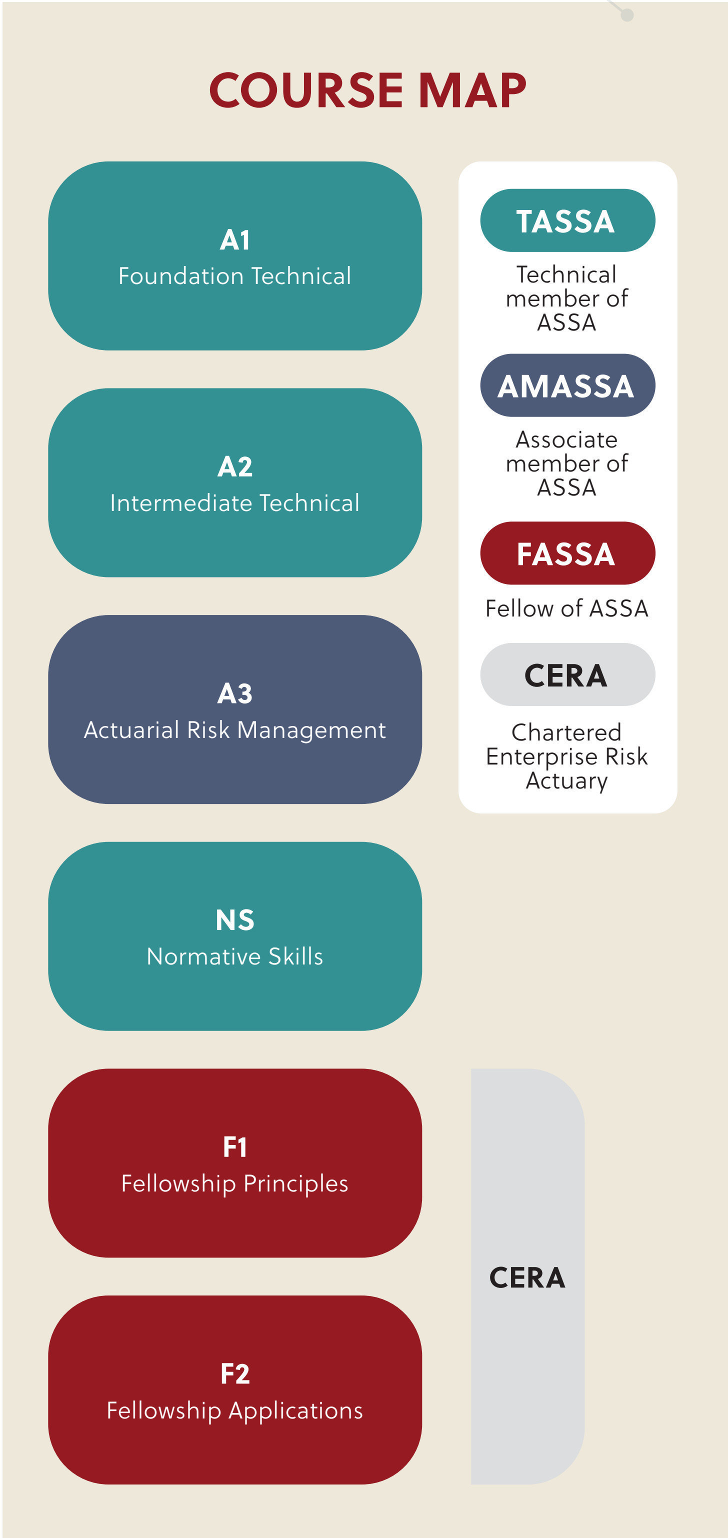
Strategic matters

In addition to the regular meetings, which covered matters such as progress on ASSA's transformation agenda, curriculum development, examination integrity and performance, and outreach to the rest of Africa, a strategic Education Board planning meeting also considered the following:

- Tuition support and learning platforms: The Board deliberated on the development of a digital learning platform to enhance tuition support for actuarial students. A business case will be presented to determine the feasibility of such a platform, including whether certain tuition support initiatives should be phased out. The discussion also considered the ongoing relevance of ASSA-provided tuition for A2-level subjects and the need for a structured transition should any changes be made.

Regular meetings covered matters such as curriculum development, examination integrity and performance.

- **Expansion of certificate courses and masterclasses:** The Board explored the introduction of professional development certificate courses and masterclasses beyond the traditional qualification pathway.
  A framework will be developed to govern their accreditation, delivery and market positioning to avoid confusion with formal actuarial designations.
- **Insourcing and outsourcing of examinations:** The Board assessed the viability of continuing to outsource certain actuarial examinations to the IFoA while also exploring opportunities to insource examinations from actuarial bodies in Ghana and Kenya. The decision will be guided by governance requirements, alignment with ASSA's strategic priorities and the potential impact on students. A decision on the future examination structure is expected in 2025.
- **Embedding data science in the curriculum:** The Board reaffirmed its commitment to launching A215 (focused on data analytics) at the Intermediate Technical level by the first semester of 2026. This initiative requires substantial preparatory work, including syllabus development, assessment format design and adjustments to related subjects. Due consideration must be given to insourcing and/or outsourcing selected content and/or assessments.
- **Transformation of the actuarial talent pipeline in South Africa:** The Board initiated a research process to provide insights into examination trends, student progression from university to professional qualification and potential enhancements to the qualification pathway. This research will help shape future examination policies and guide decisions on assessment formats, tuition support and learning resources.



The pilot short-course programme for A212 and A214 covered examination techniques, worked solutions and a targeted content review.

Curriculum development

The Education Board continued to refine and enhance the actuarial curriculum in 2024 to ensure alignment with international standards, the evolving needs of the profession and technological advancements.

- The Board approved the IAA Curriculum, Guidelines and Self-Assessment Tool. ASSA is already compliant with the proposed changes and supported their adoption when the matter was put to vote at the IAA meeting in Seoul in May 2024.
- ASSA members participated in two of the four workstreams of the IAA AI Task Force.
- The Board approved curriculum updates introduced by the IFoA, as reviewed by the Curriculum Committee. While the IFoA's broader curriculum review remains in its early stages, ASSA continues to engage strategically while ensuring our own curriculum remains adaptable and forward-looking.
- The Board approved syllabus changes for ASSA subjects A213 (Contingencies) and A214 (Actuarial Economic Modelling).
- The syllabus content and study material for F108 (Health, Social and Employee Benefits) were successfully completed, and the first assessment took place in the second semester of 2024.
- The Board approved the syllabus and implementation plan for the new subject on data analytics, marking a key milestone in modernising the curriculum. While engagement with the IFoA on data analytics continues, ASSA is proceeding independently with a detailed rollout plan, ensuring flexibility to align with potential IFoA developments while maintaining autonomy to proceed if necessary. The introduction of A215 will require updates to A212 (Risk Modelling and Survival Analysis) and A214, which will be finalised accordingly. The potential introduction of an F1 data analytics-focused subject will be revisited once A215 is successfully established.
- The Communications Task Force reviewed the N211 (Communications) curriculum and proposed several updates to reflect contemporary communication practices.

Tuition support

To improve examination outcomes, the Education Board continued to focus on enhancing tuition support in 2024. This included piloting a new tuition model, refining existing education support initiatives (ESI) and evaluating future enhancements to tuition delivery.

A pilot short-course programme was launched for A212 and A214 in the second semester of 2024. These short courses provide a structured revision-focused approach, covering examination techniques, worked solutions and a targeted content review. The short courses are more comprehensive than the content practice examination (CPE) option but do not include the complete syllabus content offered in the full tuition model. The short-course model enables students to register early for full tuition while allowing those who do not pass in the first semester to access additional support in the second semester. This flexible structure was endorsed by the Actuarial Training Office and is expected to improve student preparation and performance.

The current ESI offerings, including full tuition, CPE and counselling support for FA or FB fail grades, remain in place. The experience and outcomes of the short-course pilot will be carefully analysed and reviewed. This review will form part of a comprehensive assessment of all tuition support initiatives, ensuring alignment with ASSA's long-term education strategy.

Investigations into a potential platform-based tuition support solution could involve collaboration with select partners for certain ASSA subjects, ensuring scalability and sustainability in tuition offerings.

ACCREDITED UNIVERSITIES

Professional development

The ASSA normative skills and lifelong learning initiatives are crucial in fostering the professional development of actuaries. Following an initial round of engagements between the ASSA President, CEO and Education Executive with major actuarial employers, a workshop with selected employer representatives discussed potential changes to the work-based learning (WBL) programme. All major employers consulted expressed strong support for the proposed enhancements. Building on these discussions, ASSA will develop a structured WBL framework to ensure consistency across employers while supporting students in acquiring essential workplace competencies. After Paul Lewis, the long-standing Fellowship and Associate Professionalism course leader, formally indicated that he would step down in 2025, replacement coordinators were identified and a structured handover undertaken.

Accreditation

The Education Board approved several key accreditation renewals and policy amendments in 2024:

- Full-term accreditation renewals were issued for Stellenbosch University, the University of Cape Town, the University of the Witwatersrand (Wits), the University of Pretoria, the University of the Free State and North-West University.
- Amendments were made to the ASSA accreditation policy to differentiate between universities with long-established Accreditation Actuaries and universities seeking accreditation but facing challenges in appointing full-time Fellowship-level actuaries. These updates aim to provide pathways to securing Level 2 accreditation for institutions without a full-time Accreditation Actuary, subject to additional reporting and oversight requirements.

Examinations

Several key developments in examination delivery and governance occurred in 2024.

- The Board approved the implementation plan to support candidates requiring special concessions. This initiative ensures that examination processes remain inclusive while maintaining rigorous assessment standards.
- Open-book examinations were introduced for F2 level subjects across both virtual and in-venue formats.
- The Board reaffirmed its zero-tolerance policy on cheating and engaged with Council and the Actuarial Governance Board on strengthening disciplinary measures.
- The IFoA announced significant changes to its examination delivery model, effective from the first semester of 2025, which will impact outsourced ASSA examinations. ASSA will assist the IFoA with managing these examinations within South Africa for ASSA students. To enhance integrity, the examinations will be closed book and closed web, restricting access to unauthorised resources. Additionally, all IFoA examinations will be written simultaneously worldwide in a single examination cohort.
- The Board approved the ongoing efforts to ensure integrity and security for all ASSA examinations.

Governance

The Education Board completed a self-assessment evaluation and quality assurance survey as part of its ongoing governance and oversight responsibilities. The findings from the survey have been analysed and will inform strategic improvements in 2025.

Engaging with key employers

In 2024, the Society engaged with senior executives from key employers to strengthen industry collaboration, address professional development needs and enhance actuarial education. Key takeaways from these discussions included:

- Employers and ASSA share a common goal of improving transformation within the actuarial profession. There was concern over the slow progress of some previously disadvantaged candidates, and discussions explored outreach initiatives and research to better understand and address these challenges. Concerns were also raised about declining Mathematics proficiency in schools, which may impact the pipeline of future actuarial students.
- Employers strongly supported the integration of data analytics into the syllabus and the planned implementation timeline.

- Employers highlighted the need for additional professional guidance, particularly in areas such as IFRS 17, to support actuaries in navigating complex regulatory and reporting standards.
- Concerns were raised about performance in certain subjects, particularly A212 (Risk Modelling and Survival Analysis). Some employers offered to share data to assist in evaluating factors impacting examination success rates.
- Several employers expressed interest in how ASSA can better support students across Africa. The discussion included potential strategies to improve accessibility and engagement for students based outside South Africa.

Broadening our influence

The Society continued to expand collaboration with partners across Africa and beyond in 2024.

Collaboration on Banking

- Engagement with the Institute of Actuaries of India (IAI) is ongoing, with discussions on potential use of ASSA's Banking courses. While initial volumes are expected to be small, the IAI has expressed strong interest in collaborating on certificate courses, potentially reusing content from ASSA's core Banking syllabus. The IAI also inquired about consuming ASSA's Banking subject under similar terms to the existing IFoA arrangement, which the Society supports.
- Discussions with the Casualty Actuarial Society (CAS) continued regarding the integration of ASSA's Banking subjects into their platform.
- A formal arrangement was reached between Wits and ASSA to allow Wits Honours students to write the ASSA F107 (Banking Principles) examination until the university gains sufficient teaching experience to be accredited for F107. The first cohort of Wits students sat for F107 as non-members in the second semester of 2024.

Outreach and accreditation across Africa

- Engagements have progressed with Ghanaian universities to explore formal accreditation, following the increasing number of their students sitting ASSA examinations.
- ASSA began formal engagement, in April 2024, with the newly appointed President of the Actuarial Society of Zimbabwe to strengthen collaboration and accreditation efforts.
- The Actuarial Society of Kenya (TASK) initiated discussions regarding the use of ASSA examinations and the potential accreditation of Kenyan universities. TASK seeks a strategic partnership with ASSA to accelerate accreditation efforts and expand examination offerings.

OUTLOOK FOR 2025

The Education Board will focus on the following during 2025:

- Embedding data science in the curriculum pathway
- Conducting a feasibility study into expanding post-qualification certifications and masterclasses, with a particular focus on data analytics
- Implementing a new tuition support platform to enhance learning for selected subjects
- Improving understanding of examination performance
- Optimising WBL by integrating employer-led initiatives and improving communication of requirements
- Enhancing accreditation governance, reviewing the University of Nairobi's accreditation renewal and considering Makerere University in Uganda for Level 1 accreditation
- Strengthening examination governance by reviewing and refining sanctions and appeals policies
- Improving the development process for study materials and notes
- Evaluating actuarial talent pipeline transformation through formal research
- Assessing the role of short courses in ESI
- Actioning quality assurance survey results
- Leveraging ASSA's data set to improve the provision of education
- Assessing insource/outsource considerations for actuarial examinations

Staying ahead of change

To see to it that ASSA produces actuaries with the knowledge and skills to perform professionally, our Board of Examiners ensures the overall integrity, standard and quality of ASSA examinations.

The past year saw two significant developments in our examinations: the first sitting of the F200 series written as open-book examinations, and the first sitting of the new F108 (Health, Social and Employee Benefits) subject, which combines, and replaces, F101 (Health and Care Principles) and F104 (Retirement and Related Benefits Principles).

The implementation of these new examinations was successful, although the F200 open-book examinations resulted in additional operational and marking complexity.

BOARD RESPONSIBILITIES

The Board of Examiners, appointed by Council, operates independently and reports to it while keeping the Education Board informed.

Responsibilities include:

- Maintaining examination standards across sessions and subjects
- Ensuring consistency in the examination process
- Verifying syllabus coverage in ASSA examinations
- Defining roles to minimise conflicts of interest between examiners and course leaders
- Benchmarking ASSA standards against international bodies (where agreements exist)

Examination incidents

Through the Board of Examiners, the Society continued to address the operational and examination integrity issues that have emerged due to online examination delivery and advances in AI technology. Since the implementation of the live proctor service, the number of serious incidents has reduced.

The Board of Examiners again urges candidates to be aware of the examination rules and not to disadvantage themselves by breaking these rules unintentionally. Every year incidents related to uninvigilated examination time are reported for candidates writing the examinations virtually. Virtual examinations do still pose a greater risk to candidates than physically invigilated examinations.

There were several issues related to candidates in the open-book F200 examinations copying and pasting large amounts of text into their scripts, which was expressly prohibited.

This has led to a revised format for open-book examinations, where candidates will no longer be permitted to bring their own reference materials. Instead, ASSA will provide all prescribed reference materials, including core reading notes, applicable guidance and examiner-approved reference documents. This change aims to standardise assessment conditions and emphasise conceptual understanding rather than reliance on pre-prepared content.

Despite the Board of Examiners' best attempts to prevent cheating, cases of potential infringements still occur. These candidates are subject to an intense review and a potential disciplinary process depending on the outcome of the review. In 2024, 0.5% of candidates faced sanctions for non-compliance with examination rules.

OUTLOOK FOR 2025

As a result of learnings from the first F200 open-book examinations, the 2025 examinations will remain open-book, but with prescribed content provided to candidates.

We continue to promote our Banking subjects with the IFoA and other international associations and an increasing number of external candidates are writing the Banking examinations every year. One of our examinations will also continue to be written by registered candidates of the Actuarial Society of Ghana.

The Board of Examiners operates in a rapidly evolving environment, ranging from the content being examined to the practicalities of the examination sittings. The Board is active in managing the impacts of these changes on the papers and the examination process. It moreover identifies emerging risks to the examination process and keeps abreast of changes to the examination process of other actuarial societies such as the IFoA.

ROADMAP TO ASSA EXAMINATIONS

2020

- Due to the COVID-19 pandemic, virtual examinations implemented, with ASSA providing laptops where needed
- Better governance for virtual examinations: updated rules, self-reporting incident system and clarification of sanctions and appeals
- Full end-to-end test examinations implemented and candidate communications improved

2021

- New proctoring tool with easier user interface introduced
- Fellow invigilation at employers before easing COVID-19 restrictions enable larger examination venues
- Ongoing virtual examination improvements like countdown clock and ASSA back-office examination review processes

2022

- Opt-out option for candidates not ready to write examinations
- ASSA offers F1 and F2 Banking examinations to IFoA candidates
- Internet connection monitoring during examinations for candidates to proactively act or self-report problems

2023

- To discourage cheating, live proctoring introduced and Board of Examiners mandate on sanctions extended
- Introduction of similarity and integrity testing to prevent copying from known sources and the use of AI
- Panel established to review special concession applications
- First ASSA examinations written by the Actuarial Society of Ghana candidates

2024

- Last sitting of F101 and F104 examinations in first semester of 2024 – F108 introduced from second semester
- More candidates return to examination venues due to risks associated with virtual examinations
- Open-book examinations launched for F200 subjects, with expanded rules for 2025
- Wits university writes Banking examinations through ASSA

Examination results in 2024

73% of candidates wrote in venue in 2024

Technical

	Passed	FA	FB	FC	FD	Total assessed
A111 Actuarial Statistics*	104	20	34	11	19	188
A112 Business Economics*	24	9	22	6	2	63
A113 Business Finance*	22	4	15	9	2	52
A211 Financial Mathematics	156	13	81	40	26	316
A212 Risk Modelling and Survival Analysis*	68	24	89	46	56	283
A213 Contingencies	127	33	54	27	19	260
A214 Actuarial Economic Modelling*	124	44	133	70	35	406
TOTAL	**625**	**147**	**428**	**209**	**159**	**1 568**

Core

	Passed	FA	FB	FC	FD	Total assessed
A311 Actuarial Risk Management	140	62	105	26	8	341
N311.03.E Core Actuarial Professional Practice	146	68	67	34	7	322
N211 Communications	141	134	134	30	3	442
TOTAL	**427**	**264**	**306**	**90**	**18**	**1 105**

F1 Series

	Passed	FA	FB	FC	FD	Total assessed
F101 Health and Care Principles†	42	31	28	6		107
F102 Life Insurance Principles	113	85	140	38	9	385
F103 General Insurance Principles	50	26	45	12	1	134
F104 Retirement and Related Benefits Principles†	1	2				3
F105 Finance and Investment Principles	42	28	37	16	2	125
F106 Enterprise Risk Management*	54	33	45	11	5	148
F107 Banking Principles	27	11	21	4	3	66
F108 Health, Social and Employee Benefits#	13	6	12	1	1	33
TOTAL	**342**	**222**	**328**	**88**	**21**	**1 001**

F2 Series

	Passed	FA	FB	FC	FD	Total assessed
F201 Health and Care Applications	16	4	17	8		45
F202 Life Insurance Applications	97	71	103	16	1	288
F203 General Insurance Applications	28	32	52	19	1	132
F204 Retirement and Related Benefits Applications		1	4	1		6
F205 Investment Applications	9	7	30	8		54
F207 Banking Applications	10	10	13	6		39
TOTAL	**160**	**125**	**219**	**58**	**2**	**564**
TOTAL	**1 554**	**758**	**1 281**	**445**	**200**	**4 238**

*Outsourced examinations
†In the first semester only
#In the second semester only

Advancing actuarial science

The Actuarial Society Development Trust (ASDT) is mandated to support individuals, institutions and third parties that study, teach or research actuarial science and/or to fund the advancement of actuarial science and the profession at large. The current Trustees are Thabo Gamedze, Willie Lategan, Paul Lewis and Emile Stipp.

The ASDT was initially established in 2010 to provide financial support to sustain accredited actuarial programmes at South African universities. Donor funding came primarily from large corporates that employed actuaries. However, from 2018 onwards, contributions began to decline for various reasons, among other:

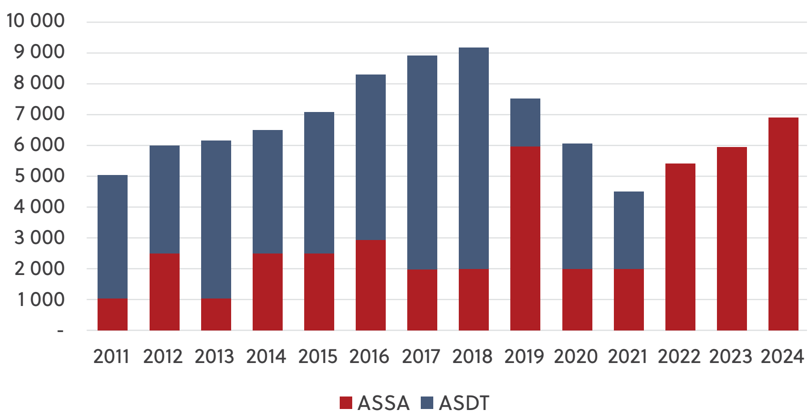
- Funds being provided directly to the respective institutions
- Donor fatigue, particularly given the legal framework within which corporates operate
- A subdued global economy

During this period, ASSA became a substantial donor to the ASDT, with only a few corporate donors continuing to contribute. The donations were approved annually by the ASSA Council, subject to the availability of surplus funds.

Since the ASDT's inception, the profile of accredited universities has evolved, with more universities gaining accreditation and four of the seven accredited institutions now operating at scale. By the time donor funding began to decline, the undergraduate programmes at most universities were financially self-sustaining, although additional investment was still required to support honours programmes.

Strategically, ASSA and accredited universities are aligned in their commitment to advancing actuarial education for the benefit of the country. There are operational dependencies between them in terms of the resources required to deliver actuarial education. Considering this, the ASDT Trustees requested ASSA to integrate financial support for universities into its broader financial framework. This would ensure a more predictable and sustainable flow of funds to accredited universities in support of strategically aligned objectives. Over the past three years, ASSA has wholly funded university financial support, embedding this commitment within its operating, financial and governance models as directed by the ASSA Council.

Financial support provided to universities through the ASDT and ASSA



This has enabled the ASDT to shift its focus. Currently, the Trust provides financial support to students who are unable to afford ASSA actuarial education and who have no other funding options. Additionally, the Trustees are exploring opportunities to support research, as the demand for funding exceeds what ASSA can sustainably provide. The Research Committee is well established, with ASSA having invested in research capabilities over several years to capitalise on such opportunities. A progress report will be provided to members in the next annual report.

The Trust mandate remains strategically relevant. Members and corporate donors are encouraged to donate generously in support of work that transforms the profession. The level of sponsorship and programme support will materially direct the ASDT's impact.

The ASDT is a registered public benefit organisation. Donations made are:

- Tax deductible in the hands of the donor in terms of and subject to the limitations prescribed in section 18A of the Income Tax Act
- Exempt from Donations Tax in terms of section 56(1)(h) of the Income Tax Act
- Exempt from Estate Duty in terms of section 4(h) of the Estate Duty Act no.45 of 1955

The ASDT is a Level One Broad-Based Black Economic Empowerment contributor with more than 75% black beneficiaries.

ASDT Trustees
April 2025

Members and corporate donors are encouraged to donate generously in support of work that transforms the profession.

Impact across the board

PRACTICE AREA COMMITTEES

Banking Committee

Chair: Michael Tichareva

The Committee's year began with a leadership transition, as Christiaan Opperman stepped down as Chair, with Michael Tichareva taking over. As part of succession planning, Jerome Mahadeo retained the position of Deputy Chair and will continue to lead the education workstream, with Esmerelda Oberholzer appointed as the second Deputy Chair. Jerome and Esmerelda are valuable contributors to the Committee and are expected to serve as Chairs in the future.

At its first meeting of 2024, the Committee reviewed its terms of reference and reaffirmed its key objectives:

- To consider and provide input from an actuarial perspective on banking matters both locally and internationally
- To advise the actuarial profession on all matters relating to banking activities locally and internationally
- To lead in the development of education material and professional guidance for actuaries
- To promote the involvement of actuaries in banking, both locally and internationally, through various initiatives

In view of these objectives, the Committee continued to collaborate with the IAA Banking Virtual Forum to encourage the participation of actuaries in the industry. The Committee supported the IAA in holding five webinars for local and international audiences on market risk, resolution and recovery planning, and interest rate risk in the banking book. These are topics that have been in the limelight in the past few years due to regulatory changes that require banks around the world to implement strengthened risk management frameworks.

The Committee organised and held a sessional meeting where Rob Rusconi presented on "Network models of systemic risk in banking – findings for consideration". This is an area where actuaries can add significant value both within banks and at regulatory level due to the need to construct complex stress-testing models where data and choice of appropriate assumptions and methodologies are critical elements.

The Banking Seminar in August 2024 drew greater attendance than initially anticipated, with the Committee having skipped the seminar in 2023 due to poor registrations. The theme of the seminar was "Ensuring a sound banking system through effective risk management". An impressive line-up of practising actuaries from both local and international jurisdictions volunteered as speakers, presenting on topics such as balance sheet management, liquidity risk and asset liability management, interest rate risk in the banking book, resolution and recovery planning, the use of AI in banking, scorecard development and model risk management. These topics point to the expanding work of actuaries in banking.

The Committee will continue its work into 2025, hosting webinars, sessional meetings and its annual seminar and, where required, providing tuition support and updating educational material for the ASSA Banking subjects that have been offered internationally since 2022.

There is no question that in this field the future is present. Banking remains an expanding area of actuarial practice where actuaries are expected to add significant value in the management of banking risks today and into the future. This is critical as banks are exposed to a wide range of vulnerabilities that require modelling and understanding of risks as well as application of judgement. The Committee will, therefore, remain committed to promoting banking practice for actuaries around the world as the practice area matures.

Damages and Compensation Committee
Chair: Ndumiso Mavimbela

The past year saw the first full calendar year since the approval of APN 702, which pertains to minimum disclosure and recommended earnings information for damages reports. This actuarial practice note (APN) has proven to be extremely useful in assisting actuaries with the quantification of damages claims.

At the annual Convention, the Committee presented on topical issues such as the incorporation of divorce on living annuities and the sharing of the latest case law rulings which impact actuarial work.

A paper on damages work appeared in the latest *South African Actuarial Journal*, with work underway to encourage more research and publications.

This year started with the Committee having to deliberate on a proposed fundamental change by the Road Accident Fund (RAF). The proposed change entails a web-based standard calculation for all RAF claims. The Committee drafted and sent a response to the RAF and the matter will be continuously monitored. The Committee also noted developments in the medico-legal space, specifically Proclamation R74 of 2022 which authorises the Special Investigating Unit to investigate allegations of corruption, fraud and maladministration related to medico-legal matters in provincial departments.

Enterprise Risk Management Committee
Chair: Idelia Hoberg

In August 2024, the Committee hosted the annual ERM Seminar, which covered a variety of topics and included two panel discussions. Featuring the chief revenue officers from Discovery Group, Swiss Re and Capitec, the first panel discussed what was keeping them up at night. The second one unpacked risk qualifications to help fellow ERM enthusiasts consider what to pursue next. The seminar featured a session by the one and only Paul Sweeting, professor of Actuarial Science at the University of Kent, on balancing complexity and parsimony in models, as well as an insightful economic update by the esteemed Isaah Mhlanga of Rand Merchant Bank once again.

Other interesting topics included a banking perspective on sovereign credit risk modelling, managing AI risks from an actuarial perspective, actuaries in financial crime and prioritising consumer demand over risk management when considering product guarantees.

The ERM Committee's working group, launched in 2023, continued its efforts to provide guidance for insurers assessing the appropriateness of the Standard Formula as part of the Own Risk and Solvency Assessment (ORSA). The Committee also presented on this topic at the ASSA Convention.

Healthcare Committee
Chair: Alex Brownlee

Throughout 2024, the Committee was actively working to support healthcare actuaries.

Many conversations concerned IFRS 17, the new financial reporting standard relating to insurance contracts. The Committee shared concerns regarding the complexity of IFRS 17 and how it affects the clarity of medical schemes' financial statements. The Committee is considering a simplified reporting framework to provide a clearer depiction to the public. An update and refinement in the health-related APNs is also expected this year, especially in the context of IFRS.

Healthcare seminars have always been a significant part of the Committee's agenda. The 2024 seminar was a great success, with positive feedback from attendees. To maximise attendance and engagement, the Committee planned the 2025 seminar to coincide with the Board of Healthcare Funders Conference in Cape Town in May.

The regulatory exemption status of Low-Cost Benefit Options (LCBO) and primary care insurance products continues to be a hot topic. Keeping this issue in the spotlight is the fact that an industry player is taking the regulators to court. LCBO is particularly interesting because of the link to the prescribed minimum benefits that medical schemes must all offer, and also its role as a potential transitionary step towards the NHI system.

Despite the slow progress since the Health Market Inquiry, there has been a surge of interest in the draft regulations proposed by the Minister of Trade, Industry and Competition. These regulations aim to use a block exemption to establish a framework for

Seminars have always been a significant part of the Healthcare Committee's agenda. The 2024 seminar was a great success, with positive feedback from attendees.

healthcare practitioners and medical schemes to collectively determine tariffs for healthcare services, a development the Committee will watch closely.

With Sarika Besesar taking over as Chair of the NHI Subcommittee, the Healthcare Committee would like to express its gratitude to Daniel Shapiro for his many years of technical work and leadership in chairing this Subcommittee.

This report's theme of "The Future is Present" resonates especially in healthcare. Although the NHI may seem far off, there is a pressing need for actuaries to play a more significant role in providing technical support to ensure that NHI debates are grounded in solid technical foundations. The future of the NHI is being shaped now, partly in court by other stakeholders, and the Committee has identified key areas for further research, including updating the NHI costing, demand and supply model. The recent call for new actuaries to join the NHI Subcommittee received an overwhelming response, indicating a promising year ahead with enthusiastic new peers driving innovative technical work.

The focus for 2025 will be on addressing the areas mentioned above in order to contribute meaningfully to the improvement of healthcare in South Africa.

The Life Assurance Committee engaged the prudential regulator on several topics and continues to issue guidance to actuaries practising in this space to create consistency in practice.

Investments Committee

Chair: Andrew Davison

In 2024, investment assets demonstrated strong performance, led by global equities driven primarily by US economic conditions. Geopolitical risks, such as conflicts in the Middle East and the Russia-Ukraine war, were significant concerns. The greylisting of South Africa impacted its business environment considerably throughout the year. Despite market volatility and high debt-to-GDP levels, the International Monetary Fund revised growth forecasts upward for both the US and South Africa.

Key areas of discussion included fiscal risks in South Africa and their impact on investors and pension funds. Additionally, there was a debate on the shrinking JSE, examining whether this decline is cyclical or indicative of a longer-term trend and the growing shift towards unlisted investments. The future of investments in South Africa was explored, particularly contrasting passive and active management and the role of unlisted assets in pension funds.

The Committee actively contributes to thought leadership by producing articles and participating in panel discussions on emerging topics such as the two-pot system, high interest rates, global investment trends, data analytics, shifts in annuity landscapes and derivatives. Furthermore, the Investments Committee collaborates with organisations such as the CFA Institute for chartered financial analysts to offer masterclasses on relevant subjects. The Committee also stays informed about regulatory changes and provides feedback on proposed regulations to ensure that actuaries can adapt to new regulatory requirements.

Life Assurance Committee

Chair: Peter Tripe

The highlight of 2024 for the Life Assurance Committee (LAC) was the well-attended annual seminar, which provided valuable continuous development for life assurance actuaries and productive discussion on topical matters in this practice area. In line with the LAC's objective to contribute to regulatory developments, the Committee continued its contributions to the drafting of tax laws for insurance companies following the implementation of IFRS 17. The Committee had previously provided input on this topic to the National Treasury and continues to conduct surveys across the insurance industry to contribute further.

The Committee also engaged the prudential regulator on several topics within the prudential standards and continues to issue guidance to actuaries practising in this space to create consistency in practice. One of the key focus areas has been ensuring the LAC contributes positively to discussions on market conduct and issues relevant guidance to members. A key output from work in this area in 2024 was guidance issued to actuaries on reviews of premiums on life insurance contracts. The Committee contributed to the discussion of market conduct considerations in the structuring of insurance loyalty schemes through panel discussions and debates at the LAC Seminar as well as the Convention. Committee members look forward to another year of contributing to the future of this profession and the Society.

Micro-insurance Committee
Chair: Nabeelah Kolia

The Committee had an eventful 2024, with several sessionals and a presentation at the Convention – members who missed out can catch up by visiting the ASSA website.

The Research Subcommittee focused on Solvency and Asset Management (SAM) Phase II and IFRS 17 as applicable to micro-insurance over the year. In addition, the Subcommittee continued to work with ASSA's education team to integrate micro-insurance in the actuarial examination syllabi.

The Professional Matters Subcommittee welcomed new Practising Certificate (PC) applicants, with the first set of PC renewals being processed in 2024. This Subcommittee is also working to align the PC requirements with the Prudential Authority's Head of Actuarial Function (HAF) requirements.

Actuaries working in the micro-insurance space are reminded of their professional responsibilities:

- Micro-insurance HAFs are required to adhere to APN 106/403 (Head of actuarial function for South African insurers) in their roles.
- HAFs at micro-insurers require a Micro-insurance PC. Actuaries with a Life or Short-term Insurance PC are still required to apply for a Micro-insurance PC, though a streamlined application process applies.

The Committee continues to encourage more applications for the Micro-insurance PC, particularly from underrepresented groups such as women and people of colour. New members are invited to submit their applications to Mcebisi Dhlamini.

The Market Conduct Subcommittee leveraged work done by the LAC's Market Conduct Subcommittee to supplement APN 114 with a micro-insurance-specific approach.

Access to the Micro-insurance Committee's microsite, which houses more information about this practice area, can be requested. Members are also invited to visit the Committee's page on the ASSA website.

Members interested in contributing to the Committee or assisting with research may contact Peru Govindasamy or Melusi Baloyi.

Retirement Matters Committee
Chair: Stephen Walker

It was another busy year for the Retirement Matters Committee (RMC) due to the implementation of retirement reform, specifically the two-pot system. From the outset, the RMC has been involved through the provision of input to National Treasury, in public discussion forums and in separate discussions. After multiple delays, implementation took place on 1 September 2024. The RMC arranged panel discussions to cover actuarially important issues at a special sessional meeting on these reforms in May 2024. The Committee provided further updates at the RMC's Pensions Seminar in July and at the annual ASSA Convention in November. Though the first round of two-pot reforms is complete, there is the possibility that members may be allowed to access their retirement pots when retrenched. The RMC will keep an eye on these developments and provide input to assist in decision-making.

Through participation in the Social Security and Retirement Reform Working Group, the RMC participated in the ASSA Public Interest Seminar. The Committee continues to strive to engage with more stakeholders, including government departments and non-governmental organisations. An exciting development for 2025 is the presentation of South African topics by several RMC members at the Joint Colloquium of IAA Sections in Brazil.

An exciting development for 2025 is the presentation of South African topics by several Retirement Matters Committee members at the Joint Colloquium of IAA Sections in Brazil.

The RMC is working to increase collaboration with other ASSA PACs and grow pensions-related research.

Short-term Insurance Committee

Chair: Sias Esterhuizen

The Short-term Insurance Committee (STIC) actively advanced the practice area in the past year. The Committee hosted a seminar and participated in the ASSA Convention, fostering CPD and driving thought-provoking research. The short-term insurance industry faces significant challenges that threaten insurers' balance sheets. Emerging risks such as potential grid failure and climate change, alongside persistent risks like fraud and inflation, highlight the need for strong risk management and mitigation strategies.

The Short-term Insurance Committee examined price walking and its impact on consumers.

Subcommittees focused on the following:

- Reviewing the non-life risk margin Advisory Practice Note
- Addressing SAM audit concerns and seeking clarity on quantitative reporting template (QRT) completion during the IFRS 17 transition
- Updating APN 401 (Valuation and Calculation of Technical Provisions Using Non-life)
- Considering a recalibration of parameters for Non-Life Underwriting Risk capital requirements based on industry survey results
- Contributing to the ASTIN IFRS 17 industry survey

The Committee also supported ASABA by mentoring and offering vacation work to qualifying actuaries to align the profession with South Africa's demographics. Additionally, the STIC examined price walking – the practice of incremental insurance premium increases – and its impact on consumers. By reviewing regulatory responses in other jurisdictions, the Committee aims to ensure fair outcomes.

Through collaboration, research and advocacy, the STIC continues to elevate standards and address emerging risks in the short-term insurance landscape.

COUNCIL STANDING COMMITTEES

Climate Change Committee

Chair: Ronald Richman

The Committee made significant progress in 2024. Key achievements include the continued development of the ASSA Climate Change Index, the publication of a Climate Change Toolkit for retirement fund trustees, and discussions on uninsurability and resilience from a sustainability perspective. These efforts help actuaries address climate risks in their work. Looking ahead to 2025, the Committee will focus on leveraging actuarial expertise to integrate climate risk into financial models and promote industry awareness. The Committee remains committed to enhancing resilience and sustainability in the face of climate change.

Continuous Statistical Investigation Committee

Chair: Brice Salence

In 2024, the Continuous Statistical Investigation (CSI) Committee made significant strides with the New-Generation Mortality study, presenting key findings at the ASSA Convention.

Despite delays due to data-related issues, the Data Subcommittee focused on engaging with contributors to streamline the data collation process. This effort aims to launch more integrated data analytics dashboards, enhancing ASSA's analytical capabilities.

Work continued on the Critical Illness, Lump Sum Disability and Annuitant Mortality studies, which are currently in the data consolidation phase. This phase involves capturing, cleaning, querying and model coding to ensure accurate and comprehensive results.

The CSI Committee collaborated with a working party of the Climate Change Committee, sharing anonymised, aggregated industry data. This collaboration aimed to accelerate analyses by leveraging work already completed by the CSI Committee.

In 2025, the Committee looks forward to the release of the New-Generation Mortality Study and continued engagement with potential contributing companies to enhance industry representation. The goal is to broaden investigations by conducting an industry-wide funeral study, further expanding the CSI Committee's research scope.

Market Conduct Committee
Chair: Nicolette Patchett

Market conduct is an area in which actuaries are not the dominant professionals but are nonetheless involved in many aspects which influence market conduct outcomes for customers. The Market Conduct Committee spans all practice areas with representatives from most of the various PACs. In 2024, the Committee compiled an information note (IN 012) which looked at the differences between professional conduct and market conduct. The Committee also revised APN 904 (Market Conduct Considerations) to include a section on surpluses arising and responded to the FSCA's paper on consumer vulnerability.

Market conduct activities in ASSA:

- The Retirement Matters and Life Assurance committees engaged with the Deputy Adjudicator and Long-Term Insurance Ombud to discuss complaints and issues which either require actuarial input or are a result of product design by actuaries.
- The Long-term Insurance Poverty Premium Working Group reported back on the work they had done at the LAC Seminar and subsequently sent out a research request regarding the assessment of a national funeral insurance scheme.
- The COVID-19 Task Team reported back on their findings related to market conduct, which were shared with the relevant PACs for further consideration.
- The STIC published an article on price walking, outlining its principles and impact on consumers, particularly its potential to lead to unfair outcomes. The article also discussed possible regulatory measures and industry initiatives to enhance pricing transparency and fairness.

The Committee would like to thank Felicia Sibaya for her work as Secretary and welcome Delisha Perumal as the new Secretary.

During 2025, the Committee will be looking at how climate change might affect market conduct outcomes.

COUNCIL FORUMS
Alternative Investments Forum
Chair: Peru Govindasamy

This asset class remained relatively stable on the regulatory front throughout the year, following a few notable changes (particularly to retirement funds) that were implemented in 2023.

The annual hedge fund figures from the Association for Savings and Investment South Africa (ASISA) show that assets under management grew by 34% to R185.1 billion (excluding fund of funds) over the year ended December 2024. This was up from R138 billion the previous year, marking 2024 as a record year for inflows. South African long-short equity hedge funds were the most popular among retail and qualified investors in 2024.

In terms of private equity (PE), fundraising in South Africa reached a 13-year high, despite a challenging macro-economic environment. PE fundraising in the country increased by 43% in 2024, reaching R28.1 billion with 59% of funds raised coming from investors outside of South Africa. Exit proceeds increased to R21.3 billion, the highest level since 2011. PE managers attracted substantial foreign capital, particularly from European development finance institutions (DFIs), while private debt continued to gain traction as an asset class.

The Forum enters 2025 with a renewed focus on its events strategy and is actively seeking a new Secretary as well as new members to join its asset class subcommittees. Interested actuaries can get in touch with Peru Govindasamy.

Data Science Forum
Chair: Ashleigh Theophanides

In 2024, the Data Science Forum held various discussions to build on the impact of data science in the actuarial profession.

A working group published and released the 2024 Data Science Survey, which garnered nearly 300 responses, the highest response rate in the five surveys that have been run to date. The aims of the survey were to:

- Evaluate the inroads data science is making among actuaries and the organisations they work for
- Assess the role and responsibility of the actuary in data science
- Examine organisational approaches to data science
- Identify techniques and tools being used by actuaries within their daily work
- Highlight key perceptions held by the actuarial profession about data science
- Determine the biggest contributors to data science success and failure

The results of the survey were unpacked during a panel discussion led by Ashleigh Theophanides at the ASSA Convention.

In addition, the working group played an active role in conversations on incorporating AI into the Data Science Forum.

A celebration of excellence

1 889
registrations, the highest number in ASSA Convention history

Held in November 2024, the ASSA Convention underscored our profession's commitment to innovation, collaboration and societal impact. With 1 889 registrations, the highest number in ASSA Convention history, the event showcased the vibrant and engaged nature of the actuarial community.

The post-event survey results reinforced the Convention's success, with overwhelmingly positive feedback from attendees. A significant majority found the programme content relevant and insightful, highlighting the high quality of presentations and discussions. Delegates particularly valued the networking opportunities, with many noting that the Convention facilitated meaningful professional connections. The event logistics, including venue and organisation, were also well received. Overall, the survey reflected a Convention that not only met but, in many cases, exceeded participants' expectations, underscoring its role as a key platform for actuarial growth and engagement.

Diverse and engaging programme

Over two days, participants could explore an industry exhibition and attend 44 sessions, including four plenaries, covering a wide range of topics. The Convention had received 97 submissions in response to the call for papers and speakers, a sign of the profession's dedication to knowledge sharing. The exhibition space featured 10 exhibitors in addition to the 17 sponsors who had taken exhibition stands.

> **Actuachella, the Convention's social highlight, made for an evening of festive networking.**

Day one highlights

The Convention opened with a plenary session, "From Darkness to Dawn: Navigating Opportunities in a Recovering South Africa", presented by Jeremy Gardiner from Ninety One. Key themes explored during day one of the Convention included:

- **Wider fields**: Actuaries' evolving role in climate change
- **Life insurance:** Strategic hedging and risk management
- **Healthcare**: Integrating public and private healthcare funding
- **Professional natters:** Addressing conflicts in the public interest

Day two highlights

Sessions on day two explored:

- **Retirement matters:** Insights into the two-pot experience
- **Short-term insurance:** Ensuring an insurable South Africa
- **Data science:** The role of actuaries in responsible AI

International collaboration and networking

The International Committee's Africa Seminar attracted 282 attendees, fostering regional dialogue. Actuachella, the Convention's social highlight, drew 998 registered guests and made for an evening of festive networking. The event featured a live performance by GoodLuck, a South African music group known for its unique blend of electronic pop, indie and dance music. The festival-style setup, complete with thematic decorations and lighting, enhanced the mood. Attendees shared their enjoyment on social media, posting photos and videos of the lively performances and interactions – testament to Actuachella's success in blending professional engagement with spirited entertainment.

SCENES FROM THE 2024 ASSA CONVENTION

Moments of pride

We celebrate actuarial excellence at the annual ASSA Convention, with prizes for the best papers and speakers as well as special awards for members who elevate the profession. Around this time, we also announce academic prizes for the previous year and the top academic achievers in the specialist application subjects (F2 level) receive their awards at the Convention itself.

CONVENTION PRIZES

Swiss Re Prize for Best Paper on Risk or Reinsurance
Salvatore Scognamiglio, **Ronald Richman** and **Mario Wüthrich**: "The Credibility transformer"

RGA Prize for Best Convention Paper and Best Paper by First-time Authors
Mahdi Marcus and **Mayuresh Kulkarni**: "A quantitative framework for testing macro-economic and financial indicators"

Best Paper Prize
Atiyya Ally, **Adel Drew**, **Ernst Louw**, **Kelving Massingham**, **Neha Junglee**, **Savannah Reay**, **Ronica Chabalala** and **Ronald Richman**: "Actuarial Adaptation: Exploring new roles for actuaries in climate change"

Green Award
SA3

Murray Medal Since its introduction in 1972, ASSA's most prestigious honour had been awarded to only 20 individuals. **Professor Stephen Jurisich** (above left), the 21st recipient of the Murray Medal, deservedly joined this elite group. As Director of Actuarial Studies at Wits University, he has guided a significant number of students towards qualification, generously investing in their professional and personal development. He is a founding member of ASSA's Education Board, playing a key role in accreditation, curriculum development and the establishment of the F100 series examinations. He has made a notable contribution to the transformation of the Society through his work and his involvement in the SAADP.

President's Award For his role as pioneer, leader and torchbearer for transformation within the Society, **Themba Gamedze** (above right) was honoured with the President's Award, an accolade not bestowed annually, but at the President's discretion. After qualifying in the UK and becoming the first black South African fellow of the IFoA, Themba returned to South Africa, where he held various executive roles in the life assurance sector. He has served as President of ASSA and was the founding president of ASABA, playing a crucial role in enhancing representation. He serves as a trustee for the JumpStart Foundation, which focuses on Mathematics education in disadvantaged communities.

ACADEMIC ACHIEVERS

- A111 (Actuarial Statistics): George Kusche
- A112 (Business Economics): Mateen Abdulsamad Farat
- A113 (Business Finance): Elisha Timothy Perumal
- A211 (Financial Mathematics): Gavriel Aaron Burgin
- A212 (Risk Modelling and Survival Analysis): Imraan Feizal Khan
- A213 (Contingencies): Amy Jessica Randelhoff
- A214 (Loss Reserving and Financial Engineering): Dylan Durant
- A311 (Actuarial Risk Management): Jacqueline Louisa Charlton
- N211 (Communications): Thabang Karabo Masuku
- N311.03 (Model Documentation, Analysis and Reporting): Jared Beukes
- F101 (Health and Care Principles): Tashin Patrick
- F102 (Life Insurance Principles): Ronald Elliott
- F103 (General Insurance Principles): Kishalin Naidoo
- F104 (Retirement and Related Benefits Principles): David Mark Dodkins
- F105 (Finance and Investment Principles): Stephanus van Jaarsveld
- F106 (Enterprise Risk Management): Daniel Hugo
- F107 (Banking Principles): Claire Marie Berzen
- F201 (Health and Care Applications): Louie Gerber
- F202 (Life Insurance Applications): Nathan Wylie
- F203 (General Insurance Applications): Nicholas Anthony Levendis
- F207 (Banking Applications): Claire Marie Berzen

Developing our Code for tomorrow

"The past year marked the start of the challenging but exciting review of the Code of Professional Conduct. Even at this early stage, the level of engagement and feedback we have received from members has been very encouraging, and we look forward to further discussions as we develop our initial proposals."

HANTIE VAN HEERDEN,
CHAIR OF THE PROFESSIONAL MATTERS BOARD

The Professional Matters Board (PMB) is responsible for ensuring members' conduct and quality of work meet the highest professional standards. Reviewing the ASSA Code of Conduct is an essential step in this regard.

The last review took place in 2015 and the PMB felt that it was appropriate to perform a comprehensive review, especially in light of rapid developments in the global arena and actuarial domain. There was also a need to clarify certain aspects of the Code's application.

The working party formed in 2023 began its review in early 2024. Over the past year, five major aspects were assessed:

1. The purpose and scope of the current Code and how it fits into ASSA governance
2. The key aspects underlying professionalism, including research on public interest aspects of professionalism
3. The external legal environment in which the Code operates
4. How the current Code compares to other codes of conduct from actuarial and other professional bodies globally
5. Any areas of uncertainty in the Code and its application

Based on this initial assessment, the working party, in conjunction with the PMB, defined the following initial design principles:

- The Code should be principles-based and avoid rules as far as possible.
- It should be aspirational, rather than prescriptive.
- A short, succinct Code is preferred, with a style and format that is easy to read, understand and apply to a wide range of situations.
- The Code should be flexible enough to remain relevant, especially as new fields develop and the external environment evolves.

During 2025, the second phase of the project to draft a proposed Code will commence. The draft will be subject to extensive stakeholder engagement during the year. It is not envisaged that the new Code will be ready before the first half of 2026 – the implementation date will be determined at that time.

We encourage all our members to actively engage and participate in this process to ensure that the Society develops a Code that remains relevant in an evolving world.

GUIDANCE CHANGES IMPLEMENTED DURING THE YEAR

GUIDANCE NOTES

APN 116: Incurred but not reported provisions – Guidance for calculating technical provisions and Solvency Capital Requirements on life insurance obligations
Approved (New)
EFFECTIVE DATE REPORTING DATES STARTING ON OR AFTER 31 MARCH 2024

APN 105: Minimum requirements for deriving AIDS extra mortality rates
Withdrawn
EFFECTIVE DATE APRIL 2024

APN 501: HIV/AIDS – Actuarial advice and reports
Withdrawn
EFFECTIVE DATE APRIL 2024

APN 904: Market Conduct Considerations
Amended
EFFECTIVE DATE DECEMBER 2024

INFORMATION NOTES

IN 012: Market Conduct and Professional Conduct
Approved (New)
EFFECTIVE DATE MAY 2024

IN 013: Medical Scheme Benefit Comparisons
Approved (New)
EFFECTIVE DATE OCTOBER 2024

Keeping actuaries accountable

As part of ASSA's constitution, the Society established the Actuarial Governance Board (AGB) to provide independent oversight. The AGB is charged with enhancing the reputation of the actuarial profession and furthering the Society's objectives. The body's independence is crucial in this regard.

The AGB is required to:

- determine the disciplinary procedure the Society applies to its members
- monitor the effectiveness of that process
- approve the Society's Code of Professional Conduct
- review and, where appropriate, make recommendations regarding the Society's governance

The AGB may also review and make recommendations on post-qualification training, professional guidance notes and matters affecting the reputation of the Society and its members.

Membership

The AGB is made up of at least four members who are senior professionals, with the majority being drawn from outside the Society. The current members, with the appointing entities indicated in brackets, are:

- Mickey Lowther (ASSA) – Chair
- Nazrien Kader (South African Institute of Chartered Accountants)
- Jonathan Mort (FSCA)
- Adv. Lindelani Sigogo (General Council of the Bar)

Overview of activities

The AGB meets at least quarterly to review the latest determinations of the Society's Disciplinary Committee with representatives of that committee. The AGB has only limited authority to intervene in specific matters. However, the AGB has satisfied itself with the way the current disciplinary procedure is being applied by the Society and the Disciplinary Committee, which consists of respected actuaries and independent lawyers, is to be commended for its dedicated work.

The following tables summarise the cases that came before the Disciplinary Committee over the four years ended 31 December 2024. Note that the reporting format has changed from the 2024 ASSA Annual Report to better reflect the work of the Disciplinary Committee during the year on complaints received in the previous year.

An exposure draft of a **revised disciplinary procedure** will be presented to members for comment during 2025.

Number of valid complaints received and processed

Year	Number of complaints			
	New	Finalised*	Referred to tribunal	Referred to mediation
2021	6	4	2	0
2022	7	3	1	1
2023	7	4	0	1
2024	1	9	0	1
TOTAL	21	20	3	3

* Finalised complaints may have been received in previous years.

Findings of the Disciplinary Committee

Year	Findings						
	Complaint withdrawn	Dismissed	Evidence of unprofessional conduct	Evidence of unacceptable conduct	Terminated by AGB	Successful mediation	Decision pending
2021	0	3	1	0	0	0	0
2022	0	3	0	0	0	0	0
2023	1	0	1	2	0	0	1
2024	0	3	3	0	2	1	1
TOTAL	1	9	5	2	2	1	2

Sanctions imposed

Year	Sanctions (no. of instances**)			
	Expulsion from ASSA	Suspended membership (conditional)	Reprimand	Attendance at professionalism course
2021	0	0	0	0
2022	0	1	2	2
2023	2	0	0	0
2024	1	2	0	0
TOTAL	3	3	2	2

** Multiple sanctions may be imposed.

Various issues emerge from time to time due to specific disciplinary matters. To address these, the AGB launched a review of the Society's disciplinary procedure. The Board researched contemporary professional codes and canvassed views from structures within the Society. An exposure draft of a revised disciplinary procedure will be presented to members for comment during 2025.

Since the disciplinary procedure goes hand in hand with the Society's Code of Conduct, the AGB is engaging with the PMB in its review of that code. The AGB also supports the governance review of the Society being led by Council.

The Chair of the AGB and the President of the Society regularly meet to enhance communication between the AGB and Council. To carry out its broader oversight of governance within the Society, the AGB met with the President and President-Elect, the new ASSA CEO and the chairs of the Professional Matters, Education and Stakeholders boards about the work of their respective committees.

Mickey Lowther
Chair
April 2025

Spotlight on pressing issues

In 2024, we made significant strides in strengthening research governance, prioritising thought leadership and enhancing the agility of our research processes. Additionally, the backlog with regards to prize adjudication has been nearly cleared. The successful completion of this endeavour not only enables us to honour member achievements but also streamlines our prize adjudication processes for the future.

A framework for research

Our Research Committee successfully developed and implemented a robust Research Governance Framework, which was formally approved by Council. This framework is designed to oversee public interest research and other commissioned projects while ensuring transparency and accountability. It also allows for urgent and emerging topics to be addressed swiftly without compromising governance standards.

> We have commissioned the creation of a **Climate Change Index**, with the first deliverable due in 2025.

Key research areas

Core research

While our research in 2023 concentrated around AIDS and its implication for insured lives mortality, in 2024 we focused on the creation of population mortality tables. Work is still ongoing to review the appropriateness of the identified model, and the Research Committee is in the process of determining the next steps for 2025.

Public interest

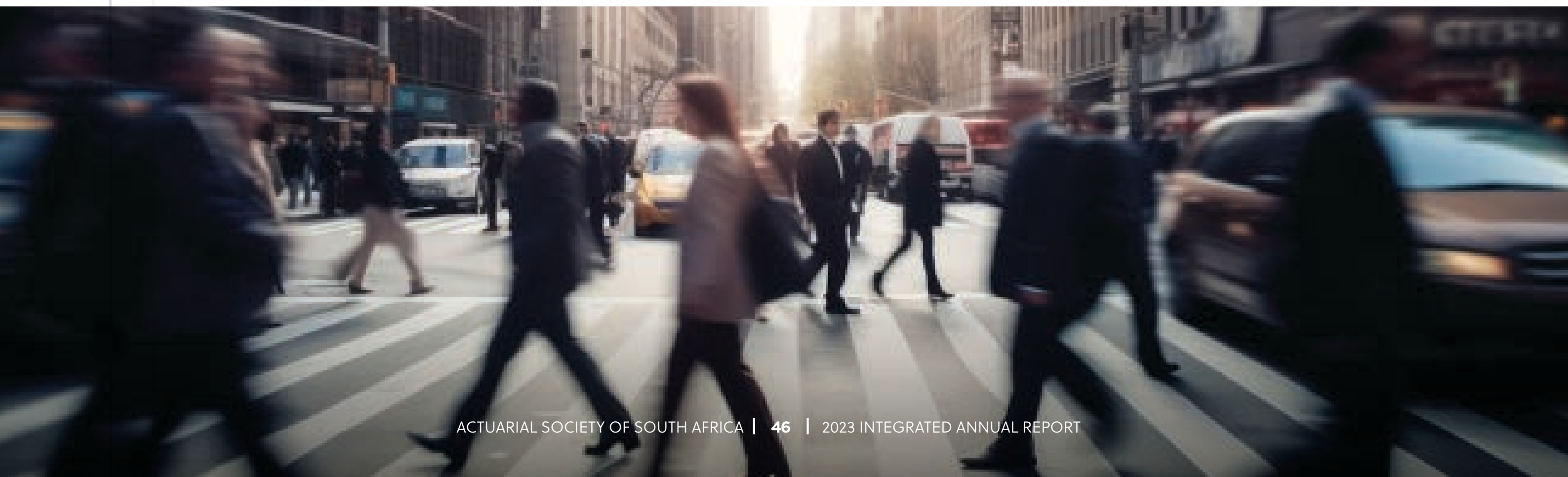
We continued our efforts in the public interest space by putting out calls for expression of interest on three topics. The research, which considers healthcare and tertiary funding issues faced in South Africa, is expected to be completed in 2025.

Thought leadership

Until the end of 2023, our focus was on finalising the research agenda and implementing processes for core research and public interest work. In 2024, we shifted our attention to thought leadership.

A prime concern was developing a process to prioritise topics, as the ASSA research radar had accumulated more than 30 topics, most of them received from PACs.

To support the prioritisation process, our Research Committee developed a thought leadership scorecard, approved by Council, to evaluate and prioritise research topics in alignment with ASSA objectives. Using this tool, we identified the following four topics, for which

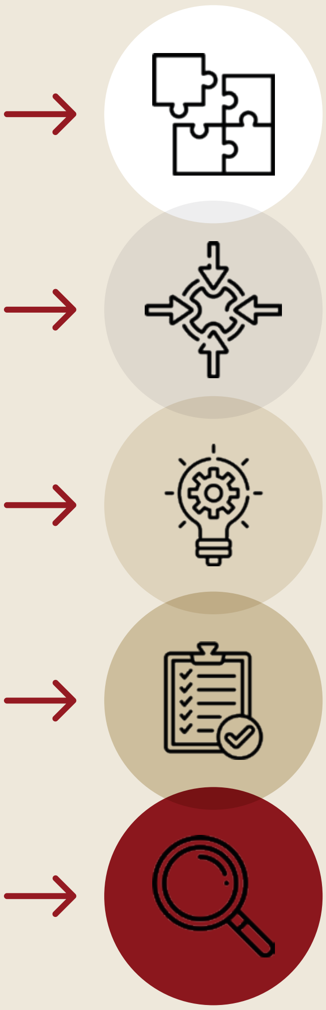


calls for expression of interest were issued at the end of 2024:

- The introduction of a national funeral insurance scheme for South Africa
- Compulsory third-party insurance as a complement or RAF replacement
- The effectiveness of measurement by Statistics South Africa of employment and economic activity in the informal sector
- The impact of climate change and natural catastrophes on non-life insurers in South Africa

THE THOUGHT LEADERSHIP SCORECARD

To choose thought leadership topics, we consider the following criteria:



- **Relevance to the actuarial profession or contribution to social good**
- **Potential impact**
- **Innovation and originality**
- **Feasibility**
- **Clarity and definition**

We also commissioned an education research project to help drive our transformation strategy.

Given the pressing need to address climate-related risks, we have commissioned the creation of a Climate Change Index. Our goal is to develop a single composite index that tracks the temporal evolution of several key climate-related parameters over South Africa. Our Research Committee has assisted in appointing researchers and managing the project. The first deliverable is expected by the end of Q2 2025.

Looking ahead

We remain committed to advancing our research agenda with a strong strategic focus on growth, impact and sustainability.

Our Research Committee has drafted the Research Strategy 2025–2027 aimed at strengthening the ASSA research culture, impact and funding. The plan includes fostering research recognition within the Society, increasing engagement with stakeholders and expanding external research networks.

The key outcomes are:

- ASSA being recognised for a strong research culture among members and stakeholders, fostering a more vibrant and engaged research community
- ASSA research being widely communicated and impactful, positioning the Society as a thought leader in at least two key actuarial and public interest themes
- ASSA research being supported by strong and sustainable funding with initiatives for securing long-term financial support

By adhering to this well-defined strategy, we are confident that the Research Committee will enable us to meet our research objectives and nurture a resilient, informed and forward-thinking actuarial community.

The *South African Actuarial Journal* has overcome recent operational challenges and a decline in the number of submissions and is now back on track to showcase high-quality, impactful actuarial research, supported by the appointment of two temporary editors, Rob Rusconi and Ron Richman. A long-term strategic plan to further enhance the journal's stature will be presented to Council in 2025.

Amplifying our influence

"Through our continuous engagement with other actuarial societies and key stakeholders, we further strengthened ASSA's position in 2024."

ANJA KUYS,
CHAIR OF THE STAKEHOLDERS BOARD

Our Stakeholders Board (SHB) is in charge of overseeing, guiding and advising on the overall reputation of the profession as well as relationships and interactions with external stakeholders.

It was yet another fruitful year for the SHB, which collaborated with the executive team to raise the profession's prominence locally and to strengthen ASSA's standing internationally. One of the important projects was a refresh of the ASSA brand essence – read more on page 20.

BOARD RESPONSIBILITIES

The SHB is accountable to Council and has the following duties:

- To ensure effective stakeholder relationships through accountable governance structures
- To ensure impactful stakeholder engagement by
  - aligning external stakeholder interactions with ASSA's overall strategy
  - identifying industry themes that may impact current and future relations
  - annually reviewing the ASSA brand framework and related activities
  - overseeing and reviewing the ASSA media strategy, including social media (in collaboration with the Member Engagement Board [MEB])
- To advance public understanding of broader financial issues by providing support and insights to financial journalists
- To give strategic input on engagements and touchpoints between ASSA and the IAA

Some stakeholder relationships are held by other ASSA structures, such as the Education Board (in the case of universities), Operations Board, Transformation Committee and MEB. PACs comprise experts in their respective fields and engage directly with their stakeholders on technical matters. Where the SHB is not directly involved, it will have sight of the relationships. The Board also reviews the activities of the Public Interest Actuary, Public Interest Governance Committee and International Committee: Africa.

International Committee: Africa

During the year, the Committee actively engaged with actuarial societies in various African countries. The Africa Seminar, held on the day preceding the ASSA Convention, had excellent topic coverage. Although this seminar has long been a key feature of the Convention, in 2025, the International Committee: Africa will present it as a standalone hybrid event for the first time. The Africa Seminar is planned for July 2025 and a call for papers has already been issued. Participants are encouraged to attend in person and to take advantage of valuable networking opportunities with industry professionals. An online streaming option will be available for those joining from outside South Africa.

REACHING OUT IN NUMBERS

68 major employers

8 accredited universities

13 mutual recognition agreements

8 transfor-mation partners

3 key financial services regulators

International Committee: IAA and Outside Africa

ASSA continues to play a prominent role in the global actuarial community through mutual recognition agreements with other actuarial associations and through our involvement in the IAA. The maintenance of our mutual recognition agreements adds value to ASSA membership through the reputation and portability of our designations. Within the IAA, the Society has a reputation for making an impact, particularly given our size. We participate in the IAA through attendance at IAA Council meetings and through our delegates' involvement in IAA committees. Several of our members serve in leadership positions, elevating ASSA's standing in the community. We seek to increase ASSA's activity and involvement in IAA committees and to raise the profile of a new generation of individuals to replace those whose terms of office expire in the next few years.

Media

In 2024, media releases issued on behalf of ASSA resulted in coverage in the mainstream news media (print, online and broadcast) with a potential reach of just over 27.6 million.

View a complete overview of coverage received.

The following media releases had the highest news appeal and resulted in significant coverage:

- **RAF loses around R3 billion annually in opportunistic loss of income claims**
  Research by actuary and damages expert Gregory Whittaker showed that the beleaguered RAF could save around R3 billion a year by rejecting opportunistic loss of income claims from individuals who suffered only minor injuries in a motor vehicle accident.
- **Living annuities require dynamic management to preserve your capital**
  Andrew Davison, Chair of our Investments Committee, explained that a living annuity is not a set-and-forget product but requires dynamic management.
- **Prepare for the two-pot system by sourcing and checking your retirement benefit statement**
  Natasha Huggett-Henchie, consulting actuary and member of our Retirement Matters Committee, encouraged retirement fund members to prepare for the implementation of the two-pot system by ensuring they can access their most recent retirement benefit statements.
- **Retirement savings under threat from criminals using AI**
  Gregory Whittaker described the emergence of FraudGPT as particularly bad news for retirees, who are already at significant risk of losing their retirement savings to cybercriminals.

Public interest

It was also a productive year for the Public Interest Actuary and the Public Interest Governance Committee, whose work the SHB oversees. Read more about the significant progress being made in serving the public interest on page 50.

Major themes

The SHB's discussions continued to centre on several recurring themes:

- **Employer relationships:** We have to build good relationships with employers of actuaries. As they are important stakeholders across a wide range of dimensions, the SHB retains primary holistic oversight of the relationship while various ASSA parties interact with employers in their functional areas.
- **ASSA's voice:** We need to establish the profession's voice as distinct, where relevant, from that of the companies that employ many of our members. This is especially important in policy and public interest matters.
- **Authority:** We have to amplify ASSA's stature and credibility in offering an opinion on topics that matter to South Africa – this is the work of the Public Interest Actuary. We must ensure that our opinion is backed by robust and open-minded research that recognises inherent complexity – this is the responsibility of the Research Committee.
- **Intellectual rigour:** We must foster robust debate and provide multidimensional insights on the complex topics that involve actuaries. This includes members disagreeing with each other in public forums with respect and professionalism.

In 2024, we saw the voice of our profession rising more strongly and contributing to the debate on complex issues in our country. We look forward to continuing on this path in 2025.

For the greater good

The past four years saw 10 papers published that guided conversations between policymakers and actuaries.

Since 2019 the Public Interest Actuary has been promoting matters of public import within the actuarial profession and enabling the Society's proactive participation in public policy discussions.

Our Public Interest Strategy 2021–2024 focused primarily on building successful co-creation projects with government officials and researchers from other public interest organisations. The second pillar included initiatives to encourage our members to conduct research in the public's interest. The third pillar focused on conducting professional development seminars for members and disseminating material related to public policy.

Significant progress has been made over the past four years. We commissioned several research projects and saw 10 papers published that guided conversations between policymakers and actuaries on public interest topics. Our members also published papers on public interest topics out of their own accord, which helped us to achieve the Public Interest Strategy 2021–2024 objectives.

The review of our Public Interest Strategy commenced in the second half of 2024. As part of this process, we conducted a survey to get member views on several strategic questions. The presentation of two position papers at the Convention allowed members to discuss key issues such as engaging constructively in public interest matters and integrating actuarial expertise in the government.

The 2024 Public Interest Seminar received excellent reviews from attendees for its balanced programme and insightful presentations. These seminars have been a useful platform for dialogue between our members and policymakers. The 2024 seminar included a 90-minute discussion on the NHI with Dr Anban Pillay, Deputy Director General at the National Department of Health, who also answered member questions.

The Public Interest Actuary served on two Department of Higher Education task teams that deal with student funding and the regulation of university fees. To support this work, we commissioned a research project to investigate higher education funding structures in South Africa. The report is expected to be published in the second half of 2025. Two further research projects, which are NHI-related, were advertised but have not yet commenced.

The Public Interest Actuary's term of office serving on the Independent Commission for the Remuneration of Public Office Bearers came to an end. The commission values the input of actuaries in its work and has consistently included our members as commissioners over the past 15 years. Involvement at this level enables appreciation of the various spheres of the South African state, including Parliament, the judiciary and the executive branch. The role of an actuary in this commission is mainly to give input on the pension and medical scheme benefits of public office bearers.

We created a dedicated public interest section on our website to make it easier for researchers to access public interest papers. The section includes eight papers funded by the Society in the period 2021–2023, two papers presented by ASSA members at the ICA in Australia and two articles published in the ASSA research newsletter.

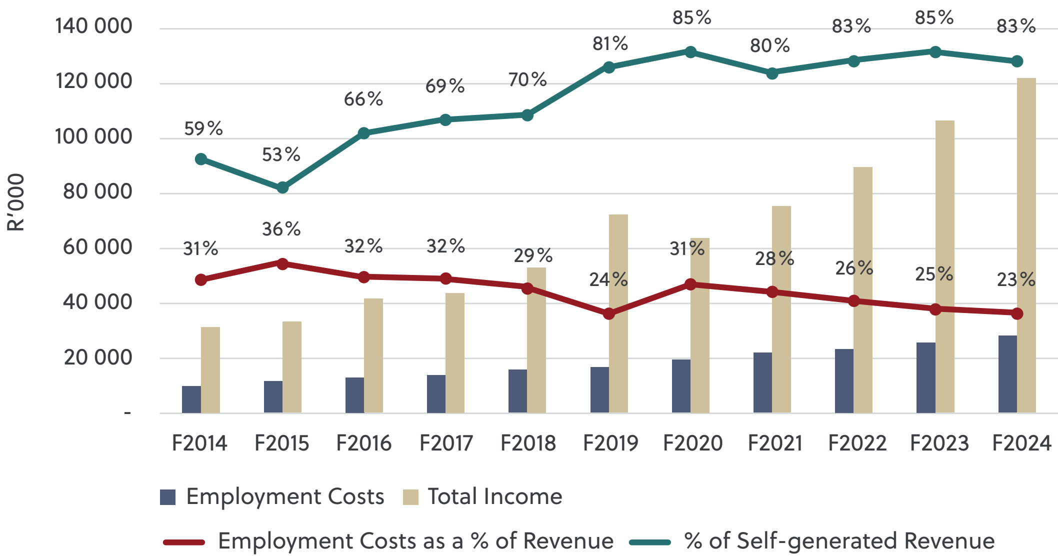
The Public Interest Strategy 2025–2028 has been drafted and, following discussions with key stakeholders, will be presented to Council for final adoption.

Financial stability amid economic uncertainty

Total income has grown on average by 15% over the past decade, reaching R122 million in 2024. The growth is driven by an expanded education programme, net member growth and increased investment returns. The Society operates with a high variable cost base, as evidenced by an 11% increase in employee costs over this same period. Fellow subscription fees have risen by an average of 5.5% annually. As a non-profit entity, the Society aims to maintain a breakeven position. Any surplus is utilised toward strategic projects, to build reserves in line with the reserving policy or to allow for reduced increases in charges for member services in future years.

The accompanying graph illustrates a decade of income growth, momentarily disrupted by the COVID-19 pandemic. Notably the employment cost-to-revenue ratio has declined despite the insourcing of services.

Operational Delivery



Strategic initiatives over this period reflected in the cost base include:

- The localisation of examinations, increasing self-generated revenue from 59% to 83%
- Education support, which initially focused solely on Fellowship Application subjects but now covers the curriculum to a greater extent
- Implementation of a public interest portfolio guided by an extensive research agenda
- Execution of a member-focused strategy to transition from a transaction-based mindset, recognising ASSA's role in members' experience of their professional journey
- Establishment of a more predictable and equitable financial support grant to accredited South African universities
- Strengthening continuity across most key roles to mitigate operational risk

These initiatives provide the context for this financial review.

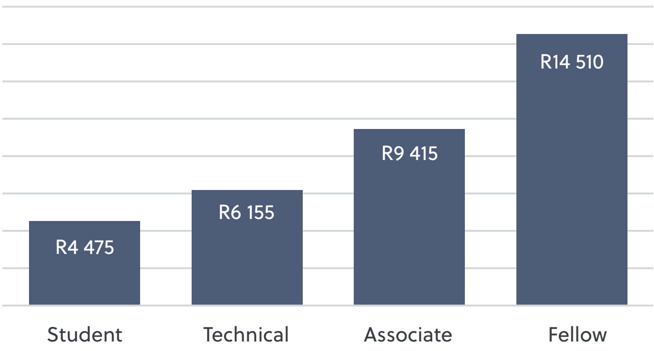
Financial review

Overview

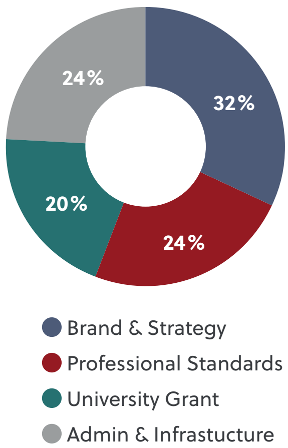
The Society remains in a sound financial position, ensuring the continued advancement and integrity of the profession. This stability is largely attributed to members who volunteer in areas of governance, actuarial education, professional standards and the advancement of the profession.

For 2024, the Society reported a surplus of R2.7 million, a 22% increase compared with the prior year (R2.2 million), with education and member-funded activities contributing equally. Revenues from education and CPD positively impacted overhead costs. Subscription fees supported branding and strategic initiatives including, but not limited to, research and public interest, assurance of professional standards, financial support to universities and member-related operational expenses.

2024 Subscription fees including VAT



What does your subscription fund?



Key financial highlights for 2024

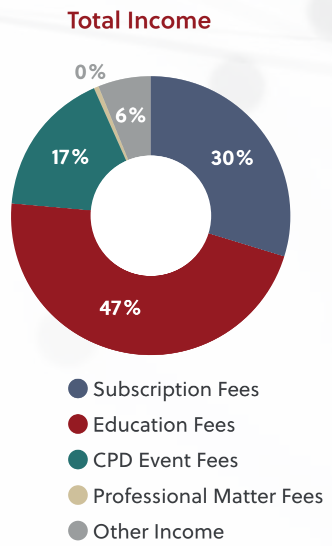
- **Record attendance:** ASSA recorded the highest-ever number of examination and annual Convention registrations.
- **Improved income mix:** Income was distributed across member subscriptions (30%), Convention and seminar revenue (17%), education revenue (47%) and other income (6%), primarily from investment returns.
- **Sustained member growth:** Membership increased by 6.5%, despite some member resignations due to emigration.
- **Good investment yields:** Investment income rose by 3% to R6.5 million.
- **University partnerships:** R8 million was allocated to financially support universities, representing 7.5% of self-generated revenue.
- **Investment in education development:** R1 million was allocated to the development of new education notes, mostly on F108 (Health, Social and Employee Benefits), a similar investment to the year before.
- **Reduction in disciplinary and related expenses:** These costs decreased by R0.5 million to R1.3 million, reflecting less time spent investigating complex complaints than the prior year.
- **Improved arrear collections:** The provision for doubtful debt remained unchanged, despite a 14% increase in revenue.

The implementation of a new financial system has enhanced internal financial control processes and reporting capabilities. Year-on-year comparability has been restated in segmental reporting.

Revenue

Total income increased by 14% year on year to R122 million.

R million	F2024	F2023	% Change
Total Revenue	**115 446**	**100 872**	**14%**
Subscription Fees	36 265	33 286	9%
Education Fees	57 180	49 496	15%
CPD Event Fees	21 223	17 156	23%
Professional Matter Fees	778	934	-17%
Other Income	**6 461**	**6 346**	**2%**
TOTAL INCOME	**121 907**	**107 218**	**14%**

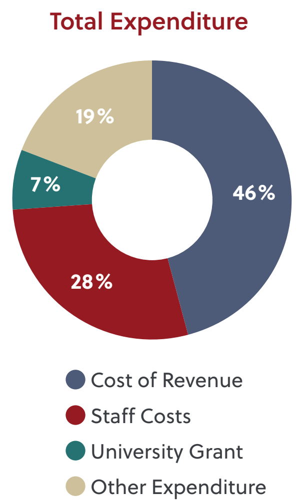


Subscription revenue grew by 9% to R36 million, driven by a 5% increase in membership fees and 6.5% growth in membership, partially offset by a 2% negative subscription mix. Education revenue increased by 15% to R57 million, largely due to a 27% increase in examination revenue. CPD revenue grew by 23%, reflecting strong event attendance. Other income increased by 2% to R6.5 million, due to investment income rising. Seminar sponsorship income of R0.7 million, previously offset against expenditure, is now included in income.

Expenditure analysis

Total expenditure increased by 14% year on year to R119 million, with attributable surplus rising by 22% to R2.7 million.

R million	F2024	F2023	% Change
Member Expenses	42 891	38 642	11%
Education Expenses	55 721	47 645	17%
CPD Event Expenses	19 000	16 417	16%
Professional Matters Expenses	1 626	2 018	-19%
Total Expenditure	**119 239**	**104 722**	**14%**
Attributable Surplus	**2 681**	**2 076**	**29%**



The Society has a high variable cost base with 46% of expenditure directly contributing to revenue. Staff costs contribute to 28% of expenditure and include employee and contractor costs where such roles assume operational responsibility.

Key drivers of expenditure variances to the prior year were:

- **Member expenses:** Brand and strategy, including the university grant, accounted for R18 million of the R43 million expenditure. This increased by 8% due to expanded research capacity, developing the brand strategy and progressing a data warehouse capability. Staff costs increased by 11% to R18 million. New roles approved in the manpower plan were operational for the full year, with a low vacancy factor. The APD programme continued to grow, now costing R2 million; the new finance system was implemented, with associated costs of about R0.5 million; and there were higher travel costs of around R0.6 million due to more in-person events.
- **Education expenses:** Costs increased by 17% to R56 million, including R1 million for development of notes, R0.5 million for the setting of an additional examination paper and additional assessment marking fees because of volume growth. The increase aligns with revenue growth of 15%, excluding the notes. The contribution from the growth in examination revenue was utilised to subsidise education support initiatives. Staff costs increased by 8% to R16 million for the same reason noted above. Costs are allocated on an activity basis between member operations and education.
- **CPD event expenses:** Costs increased by 16% to R19 million, compared with revenue growth of 20%. Collection of prior-year Convention arrears, provided for as doubtful debt, resulted in cost relief in 2024.
- **Professional matters expenses:** Costs decreased by 19% to R1.6 million, compared with the prior-year expenses, which included complex disciplinary investigations.

Growth in examination revenue subsidised education support initiatives.

Accumulated income and reserves

The current level of retained income and reserves held is 43% of operating expenditure. Reserve funds have been established from the accumulated surplus for use on targeted initiatives over time, with no liabilities backing these funds. The value of retained income and reserves is summarised as:

R million	F2024	F2023
Research Fund	6.8	5.6
Tribunal Reserve	3.5	3.5
Education Development Fund	3.0	3.0
Membership Fund	0.9	0.9
Other Funds	0.6	0.6
Reserves	**14.8**	**13.5**
Retained income	37.0	34.4
Equity	**51.8**	**47.9**

The research fund increased by R1.2 million through an annual allocation from qualified members' subscription fees, with minimal expenditure incurred in 2024. Several research projects are scheduled to be commissioned in 2025 to promote thought leadership, actuarial education and public interest matters.

Assets and financial position

Assets increased by R23 million or 30% to R98 million, with R16 million being a once-off increase. There is a matching liability due to changes in the accounting disclosure of subscription fees under the new financial architecture, which is in line with generally accepted accounting principles. Invested assets grew by R10 million to R69 million with an improvement in working capital. Investments were held in low-risk, moderate-growth portfolios, providing investment income of R6.5 million, with liquidity maintained for accessibility within three working days. A once-off material improvement in collections of outstanding debt also aided the growth of assets.

The Actuarial Society of South Africa

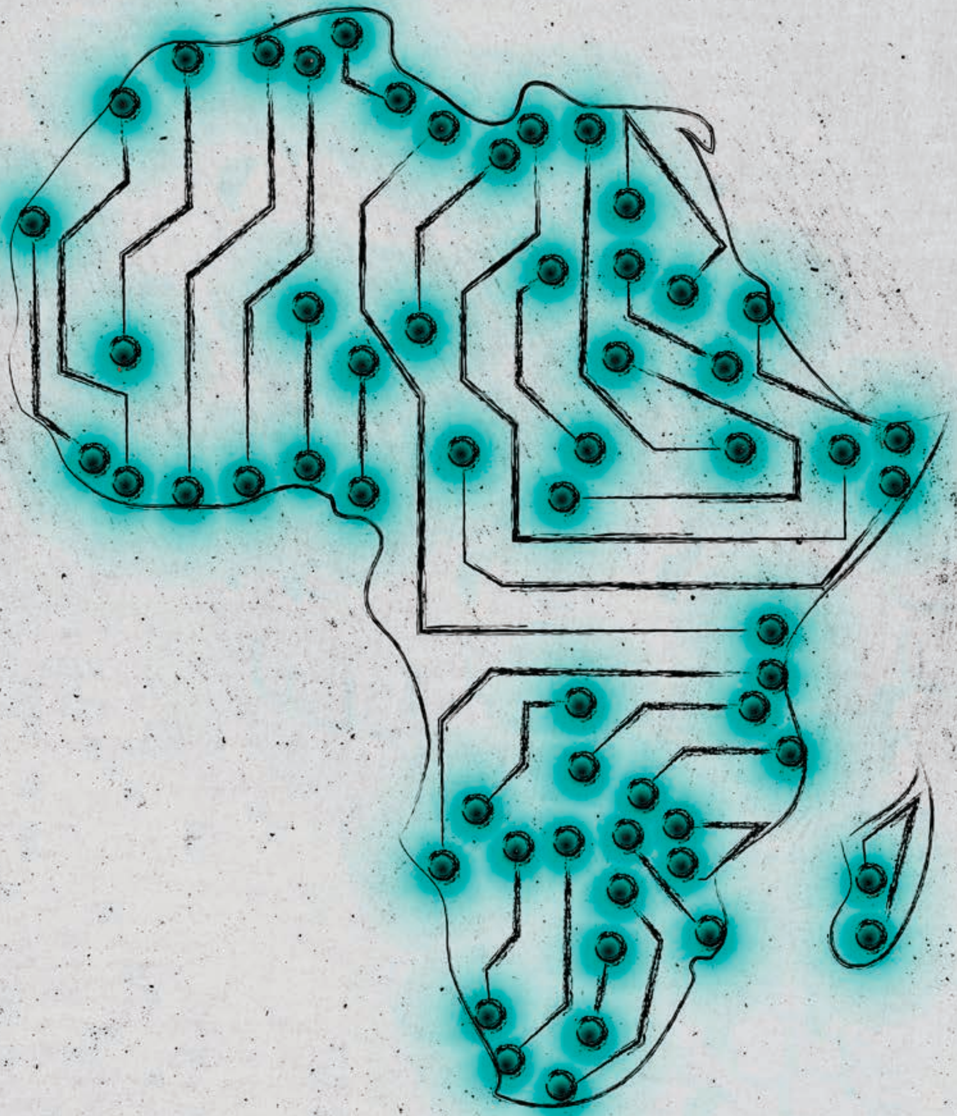
Annual Financial Statements for the year ended 31 December 2024

Statement of Financial Position as at 31 December 2024

	2024 R	2023 R
Assets		
Non-current assets		
Property, plant and equipment	761 573	795 476
Intangible assets	-	-
Other financial assets	56 187 059	4 465 186
	56 948 632	**5 260 662**
Current assets		
Inventories	22 084	24 059
Trade and other receivables	24 793 090	10 978 525
Cash and cash equivalents	17 016 209	58 630 125
	41 831 383	**69 632 709**
Total assets	**98 780 015**	**74 893 371**
Equity and liabilities		
Equity		
Reserves	14 767 932	13 519 324
Retained income	37 019 552	34 411 623
	51 787 484	**47 930 947**
Liabilities		
Current Liabilities		
Trade and other payables	46 992 531	26 962 424
Total equity and liabilities	**98 780 015**	**74 893 371**

Statement of Surplus or Deficit

	2024 R	2023 R
Revenue	115 446 141	100 357 753
Other income	6 461 405	6 860 511
Operating expenses	(119 232 427)	(105 022 439)
Operating surplus	**2 675 119**	**2 195 825**
Surplus for the year	**2 675 119**	**2 195 825**



Making connections

The work of building tomorrow's success starts with today's communication. Whether it is a presentation for investors, an internal campaign to promote innovation or a client publication showcasing achievements, we finetune each message for maximum impact. For close on 20 years, companies and institutions have turned to our award-winning team of strategists, writers, editors and designers to deliver content that meets their objectives.

Let us help you connect to your audience.

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PUBLISHED BY tip africa publishing