

**The Actuarial Profession**  
making financial sense of the future

Pensions Conference 2012  
Plenary Session 4      Applying Actuarial Skills



## The World of Work beyond Pensions?

June 2012

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### Speakers

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- Martin Clarke - PPF
- Bill Rayner – GAD
- Jennifer Stott – Lloyds Banking Group

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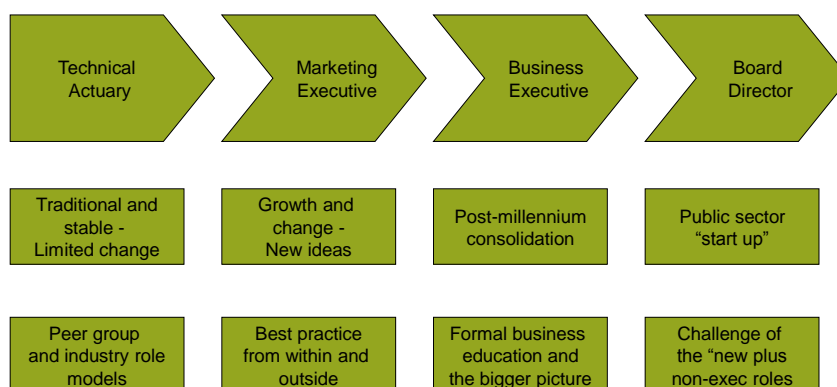
## Format of the Session

- Applying pensions actuarial skills to the new world
- Lessons learnt
- Tool kit: What next? What now?

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## Martin Clarke – Four different roles, their business contexts and key influences



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## **The challenge for pensions actuaries is how to maintain relevance in a changing world**

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- Rules-based processes are easily outsourced
- Defined benefit is on an “*end-game*” trajectory
- Consolidation must come about.....surely!
- Suddenly it’s become “*all about risk*”
- Is there any difference between a life actuary and a pensions one?
- How do you develop leadership and professional credibility?

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## **But if you look at the Pension Protection Fund for example the opportunities for transition are there**

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- Three Executive Directors developing strategy and influence at high level are all actuaries
- The Chief Investment Officer is a former pensions actuary
- Three actuaries work in PPF’s internal modelling team
- A new Risk Practice Unit is headed by an actuary
- Many more actuaries are bridging their own career gap between Pensions and more general financial management

## So what are the transferable skills and what holds pensions actuaries back?

### Transferable skills

- Understanding of financial mathematics at a general level
- Intellectual capacity and training
- Attention to detail and diligence
- Process-orientation – getting it right is in an actuary's DNA
- Professional approach grounded in the Actuaries Code

### Potential barriers

- Absence of relevant opportunities
- *"Fear of the water"*
- Limited vision and inability to engage "thematically"
- Loss of *"expert"* status in current field
- Limited non-technical / wider skills

## Bill Rayner

- Crossing boundaries
  - UK → Australia
  - Consulting → Running a process business
  - Client-facing → Prevention, defence & settlement of E&O claims
  - Private sector → Public sector

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## Lessons Learnt

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- Advice actually received
- Advice I wish I had received
- Examples
- Hints & tips

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## Advice Actually Received

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- 'Remember, when you get off the plane...
- you're a pom and an actuary....
- so there's not much going for you.'

## Advice I Wish I Had Received

- Be prepared to un-learn your accumulated experience
- Sacred cows in your past role
  - May be irrelevant
  - Or even dangerous
- Nothing is better, a lot is different
- Where you have come from counts for something...  
.....but not much

## Examples

- UK to Australia (1987)
  - D. B. pension
  - D. B. lump sum
- Consulting to process
  - Bespoke
  - Singularity of process
- Client-facing to negligence claims
  - Don't damage the relationship
- Private sector to public sector
  - Run a tight ship
- Many nuances

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## Hints & Tips

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- Must earn respect from new colleagues
- In new role, something may be counter-intuitive...  
.....there may be a reason why
- Two eyes, two ears, one mouth
- Please explain why....
- Aspire to high standards of personal finesse
- Actuaries do not know all the answers
- Skills definitely transferrable, but only with care

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## Jennifer Stott

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## Jennifer Stott



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## Tool Kit

- How to think about your skills
- What might you be interested in
- Steps you can be taking now / in the future

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It ain't what you do it's the way that you do it



## HOW

Leadership, Management,  
Delivery, Stuff

## WHAT

Roles requiring technical skills

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“What are you interested in?”



Hygiene  
Factors

Opportunity

“Best  
Candidate”

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## What can you do

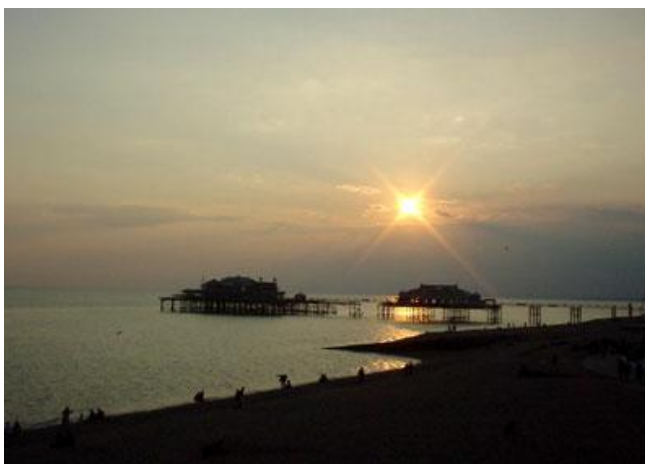
- Networking
  - People you know know you and they know people
  - Have coffee, chat, relax
- Other facilitators
  - LinkedIn
  - Head hunters / recruitment agencies
- Join in
  - Business Networks
- Don't ignore your current firm
- Little black book



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## Conclusion



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## Summary and Questions

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- Three career journeys
- Opportunity for Actuaries
- Lesson learnt
- What you can do
  
- We'd now like to hear from you
  - Thoughts sparked in your mind?
  - What advice would you give others in the room?

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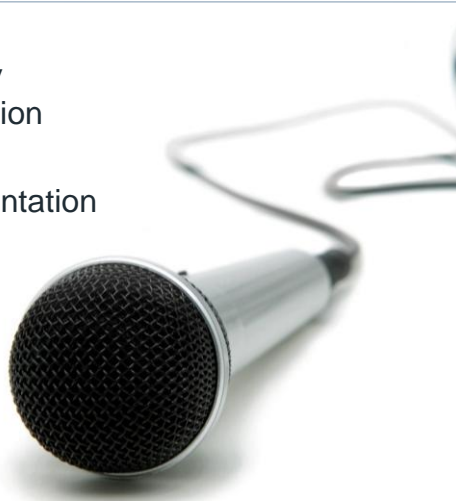
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## Questions or comments?

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Expressions of individual views by members of The Actuarial Profession and its staff are encouraged.

The views expressed in this presentation are those of the presenter.



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