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WHAT NAAC DOES

PARTICIPATING ORGANIZATIONS

The North American Actuarial Council (NAAC) brings together the nine national actuarial organizations on the North American continent:

- American Academy of Actuaries (Academy)
- American Society of Pension Professionals and Actuaries (ASPPA)
- Asociación Mexicana de Actuarios (AMA)
- Canadian Institute of Actuaries (CIA)
- Asociación Mexicana de Actuarios Consultores (AMAC)
- Casualty Actuarial Society (CAS) (U.S.-based)
- Colegio Nacional de Actuarios (CONAC)
- Conference of Consulting Actuaries (CCA) (U.S.-based)
- Society of Actuaries (SOA) (U.S.-based)



"NAAC has always served a valuable role in building relationships among the leaders of the various North American associations. Over the past two years, however, we have developed into a tool for active collaboration that benefits the entire profession, and makes the combined organizations much more powerful."

- Bill Bluhm, Academy President, 2008

NAAC's primary purpose is to build solid and lasting bridges between the professional actuarial organizations of North America. It provides a forum to promote coordination, cooperation, and trust among the leadership of the participating organizations, who represent actuaries in Canada, Mexico, and the United States. In this spirit, NAAC members exchange and share information on significant current activities, discuss profession-wide issues (not necessarily involving all Participating Organizations) and, wherever possible, develop an action plan for addressing those issues.

For example, NAAC:

- Seeks to develop a coordinated vision of the future direction of the actuarial profession in North America.
- Discusses international issues from a North American perspective and, if appropriate, establishes joint positions and strategies for pursuing those positions outside of North America.

- Serves as a forum to encourage the resolution of conflicts between two or more of the Participating Organizations.
- Works in a coordinated manner to address issues—where overlap of efforts exist—to make the most efficient use of the North American actuarial profession's resources.
- Identifies and promotes forums, activities, contacts, and events that can broaden organizational communications among other leaders and members of the profession.



"A highlight of NAAC's accomplishments during my tenure was the issuance, in April 2007, of a statement on the paramount importance of exercising our actuarial responsibilities in the public's interest. Our profession's commitment to the public in today's rapidly changing world demands that we promote greater openness and accountability in business conduct. Encouraging transparency in business and government holds all parties accountable and builds the public's trust. Our profession was built on a foundation of integrity and upholding the public's interest. I am pleased that we have worked together to preserve this fundamental principle."

- Bruce D. Schobel, SOA President, 2008

GUIDING PRINCIPLES OF NAAC

Section 2 of the North American Actuarial Council Working Agreement provides the official description of NAAC's purpose. It is published in the NAAC Manual and is included in publications distributed by the Participating Organizations to their members.

The Participating Organizations jointly acknowledge that:

- The operating environments in the three North American countries are very different.
- The Participating Organizations' members expect the organizations to leverage resources and take appropriate advantage of synergies, and
- Increased information sharing and dialogue among the Participating Organizations has the potential to yield collective insights valuable to each organization.

Accordingly, the Participating Organizations define **NAAC's purpose** as follows:

1. NAAC is to be a catalyst for dialogue on key issues facing the North American actuarial profession.

- 2. NAAC is to be a facilitator of opportunities for leveraging of resources across organizations.
- 3. NAAC is to be a source of knowledge in identifying conditions, trends, assumptions, and key issues affecting the North American actuarial profession and benchmarking best practices among member organizations.
- 4. NAAC is to be a forum for information sharing on current and potential activities among the North American actuarial organizations.
- 5. NAAC is to be a forum where networking occurs and camaraderie is built among the leaders of the North American actuarial organizations.



"In 2007, we affirmed some very important common ground for the profession in North America—our commitment to serving the public good, our commitment to advancing the practice of actuarial science, and (much more specifically) our commitment to enterprise risk management as an important strategic emphasis for the entire North American actuarial profession. To be sure, each of the several North American actuarial associations can accomplish a lot on its own. But there is real power in this sort of alignment at the leadership level—setting the stage for far greater cooperation, coordination, and synergy-tapping."

- Tom Terry, CCA President, 2007

In fulfilling its purpose, NAAC shall abide by the following guiding principles:

- The conditions, cultures and perspectives of each individual country and their member organizations will be respected and valued.
- The autonomy of each member organization to pursue its mission and purpose will be preserved.
- The public interest will always be a primary consideration.
- The best interests of the profession will always be considered.

LOOKING AHEAD

In the years to come, NAAC shall serve as a forum for the exchange of ideas, common problems, and common solutions for the myriad issues facing the North American actuarial community.



"In 2007 I think we really got our act together on assessing the growing influence of international issues and how they'll affect our professional lives. The North American actuarial profession is different from that in other parts of the world. As new international approaches, standards, and regulations come up, it's important for us to be able to see what fits in a North American context. NAAC allows us to do that together as a North American block. We have very high standards for quality in our practices; we need to ensure that these standards and our responsibility to our publics are fully protected.""

- Jim Murta, CIA President, 2007

NAAC is committed to fostering a climate for:

- Creating ongoing working relationships between the North American leaders of the profession.
- Developing a strategic plan for fostering inter-organizational cooperation and sharing of infrastructure and process.
- Working toward developing consensus on positions on a variety of issues facing the profession, especially on continuing education, basic education, and professionalism.



"NAAC is a splendid, open forum where Mexican actuarial organizations, as I am sure Canadian and American, have benefited from sharing different points of view on mutual issues such as enterprise risk management, continuing education, and the importance of commitment to the public interest, among others. Our profession used some of the input to propose updates to our codes of conduct that, without doubt will strengthen our profession."

– Jesús Zúñiga San Martín, AMA President, 2006–08

2006-2008 NAAC ACCOMPLISHMENTS

NAAC DOCUMENTS

Letter from U.S.-based Members of NAAC on the Topic of Continuing Education, 9/30/06

In recognition of:

- The actuarial profession's commitment to the public, and
- The need to maintain technical skills and become knowledgeable in emerging fields of actuarial science to meet the public need,

The undersigned leaders of the U.S.-based actuarial associations acknowledge the importance of adopting a standard for continuing education for all practicing U.S. actuaries.

We believe that an effective continuing education program should embrace these principles:

- 1. Continuing education should be mandatory for all practicing U.S. actuaries.
- 2. The program should be robust ... commensurate with the substantial technical and practical environment of today's practicing actuaries.
- 3. The program should include a professionalism component.
- 4. The minimum standard should be substantially the same for all U.S. actuaries, regardless of organizational affiliation.
- 5. The requirements should integrate well with the requirements for enrolled actuaries as defined by the Joint Board for the Enrollment of Actuaries.
- 6. The program should permit diverse forms of learning, including cost-effective means.
- 7. The program should be simple and, where appropriate, rely on the integrity of the actuary as a professional.

We appreciate the efforts of the Academy's Committee on Qualifications in developing, exposing, and gathering feedback on continuing education requirements. We endorse their process as the means of developing a program that will become the standard for all U.S. actuaries. The scope of our common commitment does not address implications associated with non-compliance, which will likely differ from association to association.

NAAC is the North American Actuarial Council composed of the presidents and presidents-elect of the various North American actuarial councils.

F. W. Kilbourne Chris Stroud William F. Bluhm
Thomas S. Terry Edward Robbins Peter Perkins
Kenneth F. Hohman Robert M. Buerlein Chris Carlson
Paul Braithwaite Bruce D. Schobel
Sal Tripodi Steven G. Lehmann

Statement of Position from Members of NAAC on the Topic of Public Interest, 4/14/07

In recognition of:

- The actuarial profession's commitment to the public,
- The demands brought upon us by the pace of change in the world around us, and
- The growing opportunities that always accompany such change,

The undersigned leaders of the actuarial professional associations comprising NAAC acknowledge the paramount importance of acting in the public interest. It is important to identify, protect, and advance the public interest in the work of our profession—its organizations and its members.

NAAC (the North American Actuarial Council) is composed of the presidents and presidents-elect of the various North American actuarial professional associations.

Thomas S. Terry	James H. Murta	José Luis Suárez
Edward Robbins	Bruce D. Schobel	Francisco Morales
Steven G. Lehmann	William F. Bluhm	Christopher S. Carlson
Normand Gendron	Thomas Myers	Christine Stroud

Kenneth Hohman Jesús Zúñiga San Martín

NAAC Statement of Position on Practice Standards and Other Guidance, 7/14/07

In recognition of:

- The actuarial profession's commitment to identify, protect, and advance the public interest in the work of our profession,
- The importance of practice standards and other guidance to both our profession and the public, and
- The demands of a dynamic world on a dynamic profession,

The undersigned leaders of the actuarial professional associations comprising NAAC recognize that our profession must continually advance. Accordingly, in concert with the ever-evolving actuarial needs of the public, we are committed to:

- Support continual improvement of actuarial practice,
- Assess and proactively identify where practice standards and other guidance should be advanced, and
- Communicate to the profession and the public how advances in practice standards and other guidance are in the public interest.

NAAC (the North American Actuarial Council) is composed of the presidents and presidents-elect of the various North American actuarial professional associations.

Thomas S. Terry William F. Bluhm Thomas Myers
Christine Stroud Normand Gendron Olivia Sánchez
Jesús Zúñiga San Martín Christopher S. Carlson Bruce D. Schobel
Michael Hale James Murta Edward Robbins

Kenneth Hohman Sal Tripodi

Steven G. Lehmann Francisco Morales

NAAC Statement of Support for Enterprise Risk Management Practice Advancement, 10/6/07

We, the undersigned leaders of the actuarial associations comprising NAAC, recognize that:

- Actuarial techniques are essential components of enterprise risk management.
- Cooperative efforts among actuarial associations on underlying education along with research and development are essential to the advancement of this practice.
- The training and development of new actuaries in this practice is critical.
- The education of existing actuaries is valuable and necessary for practice advancement.

We applaud the pioneering work of the Joint (CAS, CIA and SOA) Risk Management Section. We commit to support its comprehensive agenda, including:

- Creation of outreach initiatives
- Cross-border participation
- Transportable seminars
- Inclusion of all traditional practice areas, such as employee benefits and health
- Expansion into industries beyond the borders of insurance and financial services
- Development of practice guidance

NAAC (the North American Actuarial Council) is composed of the presidents and presidents-elect of the various North American actuarial professional associations.

Bruce Schobel Edward Robbins Cecil Bykerk
Thomas Myers Christopher Carlson John Kollar
Chris Stroud Sal Tripodi Stephen Dobrow
Thomas Terry Kenneth Hohman Lance Weiss
William Bluhm Steven Lehmann Armando Orta

Jesús Zúñiga San Martín José Luis Lobera Topete

James Murta Mike Hale October 6, 2007



"During 2007, NAAC continued to provide the organizations with opportunities to share experiences, particularly on issues of education and professionalism, that could help to strength the North American actuarial profession."

- Tom Myers, CAS President, 2007

NAAC Statement on the Importance of Longevity as a Public Policy Issue, 2/16/08

We, the undersigned leaders of the actuarial profession belonging to NAAC, recognize that:

- Human life expectancy has been increasing since records have been kept.
- The financial condition of retirement, health and many other financial-security and protection arrangements is affected by increasing longevity; this encompasses all actuarial practice areas.
- Failure to adapt these arrangements to increasing longevity imperils their long-term viability.

Actuaries have been in the forefront of longevity research for well over a century. No other profession is so closely identified with this topic. Actuarial concerns about the implications of failure to adapt need to be communicated to policymakers so that they can appropriately respond to long-term trends.

Accordingly, we will seek to educate our members, policymakers, and the general public as to the implications of increasing longevity in order to move it into the forefront of public policy discourse. We ask the American Academy of Actuaries to facilitate this effort within the U.S. and coordinate with the Canadian Institute of Actuaries and Colegio Nacional de Actuarios, A.C.

NAAC (the North American Actuarial Council) is composed of the presidents and presidents-elect of the various North American actuarial professional associations.

William F. Bluhm	Sal Tripodi	Kenneth Hohman
James Murta	Jesús Zúñiga San Martín	Bruce Schobel
John P. Parks	John Kollar	Stephen Dobrow
Lance J. Weiss	Michael Hale	Francisco Morales
Cecil Bykerk	José Luis Lobera Topete	

OTHER NAAC ACCOMPLISHMENTS

Implications for Improving Longevity

NAAC members agreed that the key public policy issue facing all the North American organizations is increasing longevity. Failure to adapt to the financial consequences of increasing human life expectancy will endanger the long-term viability of retirement, health, and other financial-security and protection arrangements. Actuaries' expertise in the area of longevity perfectly positions them to assist public policymakers in responding to these long-term trends.

Rising to the CE Challenge

Following discussion of Canadian continuing professional development (CPD) requirements and the need for them, the U.S.-based NAAC members agreed on a letter setting forth the following CE principles:

- A. Continuing education should be mandatory for all practicing U.S. actuaries.
- B. The program should be robust; commensurate with the substantial technical and practical environment of today's practicing actuaries.
- C. The program should include a professionalism component.
- D. The minimum standards should be substantially the same for all U.S. actuaries, regardless of organizational affiliation.
- E. The requirements should integrate well with the requirements for enrolled actuaries as defined by the Joint Board for the Enrollment of Actuaries.
- F. The program should permit diverse forms of learning, including cost-effective means.
- G. The program should be simple and, where appropriate, rely on the integrity of the actuary as a professional.

Consequences of non-compliance will be left to the individual organizations.



"The primary benefits of NAAC are the building of relationships and opening up of channels of communication between the participating organizations. I think NAAC's Statement of Support for Enterprise Risk Management Practice Advancement will turn out to be the most meaningful achievement of 2008, creating important new opportunities for our members both nationally and internationally."

- Mike Hale, CIA President, 2008

Importance of ERM

NAAC agreed on its Statement of Support for ERM Practice Advancement. More specifically, they agreed to work on "Twenty Questions" that actuaries should have ready to use with a chief risk officer, and are considering developing or outlining easily transportable seminar sessions to help seasoned actuaries understand ERM and explore how to develop contacts for ERM outside the financial services industry.

International Actuarial Association (IAA) Issues

NAAC members agreed that the North American organizations ought to participate more, and lead more, in IAA matters. All agreed that NAAC needed a summary of information on issues of importance to the IAA to discuss in advance of IAA meetings.

Members of NAAC also expressed support for the initiatives to reinforce the principle of subsidiarity. NAAC supported a CUSP motion that explicitly stated that the subsidiarity principle in Article 8 of the IAA Statutes applies to IAA sections; a second motion proposed that the IAA president convene a special task force to amend the IAA Internal Regulations to address the authority and accountability of the IAA sections.

CUSP, or the Council of U.S. Presidents, meets separately from NAAC but is concerned with many of the same issues. CUSP has, in fact, taken on many topics that NAAC used to address. In addition to defining U.S. interests in the IAA, CUSP also drafted and disseminated a response to the CRUSAP report and is looking into how the costs of shared activities might be shared among the participating organizations.



"I think one of the most important things NAAC did in 2007 was agree to issue public statements on important topics. As leaders, we often must "wear the hats" of our specific organizations, so it is incredibly powerful when all of the leaders of the North American actuarial organizations can speak with one voice on a specific topic. The impact of that unified voice can be far-reaching and shows the actuarial community and the public our commitment to serving the needs of the public."

- Chris Stroud, ASPPA President, 2007

Professionwide Search Engine

The Mexican organizations collaborated on developing a comprehensive search engine that will retrieve documents on a requested topic from all the NAAC members' websites.

Tri-Country Cross-Border Agreement on Discipline

The Mexican organizations also proposed a tri-country cross-border discipline agreement among Canada, Mexico, and the United States. The Mexican organizations stated that items to be considered in any proposed cross-border agreement would include the code of conduct applicable to actuaries; finality of determinations; and applicable laws in Mexico, the U.S. and Canada. In Mexico, these laws include insurance products registration, insurance companies' reserve valuation and adequacy testing, dynamic solvency projections, and employee benefits valuations.



"A testament to the utility and strategic soundness of the NAAC working agreement is that the participating organizations have successfully operated under its framework to further cooperation and mutual respect among themselves. For example, NAAC has issued a number of statements of position, signed by the participating organizations, including statements on enterprise risk management practice advancement, furthering the public interest, and the importance of longevity issues. NAAC also has moved more strategically in sharing opinions on international issues affecting the actuarial profession and in coordinating where possible in preparation for IAA meetings."

- Sal Tripodi, ASPPA President, 2008

Continuing Education Tracking

NAAC formed a steering committee composed of the associations' presidents-elect to discuss a plan to coordinate CE tracking among interested organizations.

Organization Staff Collaboration Meeting

NAAC members recommended that staff from all the actuarial organizations, primarily people who report to the executive directors, meet annually. The executive directors were tasked with identifying an appropriate date to hold such an event in Washington D.C. The expectation was that about 25 staff members from various organizations would meet to discuss how to share work such as event planning. The presidents of each organization attend this meeting as well. The first such meeting took place in January 2008; a second took place in August 2008.



"In my opinion, NAAC was made more efficient by the formation of the Council of U.S. Presidents (CUSP). This served to vastly improve the coordination of U.S. actuarial positions in front of the international actuarial community."

– Ed Robbins, SOA President, 2007

Promoting Continuity

NAAC established a recurring annual calendar for orienting new NAAC members and maintaining momentum from year to year. Outgoing presidents provide an overview of NAAC issues both accomplished and ongoing. The orientation focuses on issues rather than structure and is outlined in the NAAC manual.

In addition, the NAAC Manual, posted on the organization's SharePoint site and updated as needed, and an annual report elucidating NAAC's accomplishments, help to create continuity.

NAAC MEMBERS AND STAFF

The North American Actuarial Council is composed of up to two officers of each Participating Organization. One of the two officers is the president of the Participating Organization, and the other is usually the president-elect, although an organization can appoint another officer it considers more appropriate.

COUNCIL MEMBERS

2006-2007 NAAC

Academy

- President Steven Lehmann
- President-Elect William Bluhm

ASPPA

- President Christine Stroud
- President-Elect Sal Tripodi

AMA

- President Jesús Zúñiga San Martín
- Vice President Norma Alicia Rosas Rodriguez

AMAC

- President Francisco Morales
- Armando Raúl Orta

CIA

- President Normand Gendron
- President-Elect James Murta

CAS

- President Thomas Myers
- President-Elect Christopher Carlson

CONAC

- President José Luis Suárez Vázquez
- Vice President José Luis Lobera Topete

Conference

- President Thomas Terry
- President-Elect Kenneth Hohman

SOA

- President Edward Robbins
- President-Elect Bruce Schobel

2007-2008 NAAC

Academy

- President William Bluhm
- President-Elect John Parks

ASPPA

- President Sal Tripodi
- President-Elect Stephen Dobrow

AMA

- President Jesús Zúñiga San Martín
- Vice President Norma Alicia Rosas Rodriguez

AMAC

- Presidente José Muriel Delsordo
- Vice President Francisco Morales Castro

CIA

- President James Murta
- President-Elect Mike Hale

CAS

- President Christopher Carlson
- President-Elect John Kollar

CONAC

- President José Luis Suárez Vázquez
- Vice President José Luis Lobera Topete

Conference

- President Kenneth Hohman
- President-Elect Lance Weiss

SOA

- President Bruce Schobel
- President-Elect Cecil Bykerk

COUNCIL PHOTOS



Steven Lehmann Academy *President 2007*



Bill Bluhm Academy *President 2008*



John Parks Academy *President-Elect 2008*



Christine Stroud ASPPA President 2007



Sal Tripodi ASPPA *President 2008*



Stephen Dobrow ASPPA *President-Elect 2008*



James Murta CIA President 2007



Mike Hale CIA President 2008



Thomas Myers CAS *President 2007*



Christopher Carlson CAS President 2008



John Kollar CAS *President-Elect* 2008



Thomas Terry CCA President 2007



Ken Hohman CCA *President 2008*



Lance Weiss CCA President-Elect 2008



Ed Robbins SOA *President 2007*



Bruce Schobel SOA *President 2008*



Cecil Bykerk SOA President-Elect 2008



José Luis Lobera Topete CONAC Vice President 2007



Jesús Zúñiga San Martín AMA President 2006–2008



Norma Alicia Rosas Rodriguez AMA Vice President 2007

STAFF

The executive directors of the Participating Organizations attend and participate in NAAC meetings, but are not members of NAAC and do not vote.

Chief Staff Officers



Grace Hinchman Academy



Brian Graff ASPPA



Daniel Lapointe



Cynthia Ziegler



Rita DeGraaf CCA



Greg Heidrich

American Academy of Actuaries Grace Hinchman

American Society of Pension Professionals and Actuaries Brian Graff

Canadian Institute of Actuaries Daniel Lapointe

Casualty Actuarial Society Cynthia Ziegler

Conference of Consulting Actuaries Rita DeGraaf

Society of Actuaries Greg Heidrich

OTHER STAFF

- When appropriate, the Academy agrees to make its legal counsel available to NAAC; and to coordinate, upon request, with counsel for the CIA and the Mexican organizations. The Academy's general counsel is Mary Downs; the Academy's assistant general counsel is Sheila Kalkunte.
- Academy Senior Policy Analyst Claire Mickelson provides staff support for NAAC and for the Council of U.S. Presidents (CUSP). She can be reached at 202.223.8196 or at mickelson@actuary.org.

APPENDIX

PARTICIPATING NAAC ORGANIZATIONS

NAAC brings together the five national actuarial organizations in the United States, the three in Mexico, and the Canadian Institute of Actuaries. The missions of the nine Participating Organizations may be summarized as follows:

American Academy of Actuaries (Academy)

The Academy serves the public on behalf of the U.S. actuarial profession. To accomplish this, the Academy provides objective actuarial information, analysis, and education for the formation of sound public policy; identifies and addresses issues on behalf of the public in matters where actuarial science provides a unique understanding; increases the public's understanding and recognition of the value of the actuarial profession; facilitates and coordinates issues of common interest among the U.S.-based actuarial associations; provides for the establishment, maintenance, and enforcement of high professional standards of actuarial qualification, practice, and conduct; and coordinates the representation of the U.S. profession globally. The vision of the Academy is for actuaries to be recognized as preeminent experts in risk and financial security.

American Society of Pension Professionals and Actuaries (ASPPA)

ASPPA's major goal is to educate all retirement plan professionals and to preserve and enhance the employer-based retirement system as an essential part of a national retirement income policy in the United States.

Canadian Institute of Actuaries (CIA)

The Canadian Institute of Actuaries is the national organization of the actuarial profession in Canada. The Institute is dedicated to serving the public through the provision by the profession of actuarial services and advice of the highest quality. To this end, the Institute promotes the advancement of actuarial science and sponsors programs for the education and qualification of members and prospective members. It maintains programs to ensure that actuarial services provided by its members meet accepted professional standards. The Institute also provides services to actuaries in Canada to assist them in the discharge of their professional responsibilities. The vision of the CIA is for actuaries to be recognized as the leading professionals in the financial modeling and management of risk and contingent events.

Casualty Actuarial Society (CAS)

The purposes of the Casualty Actuarial Society are to advance the body of knowledge of actuarial science applied to property, casualty, and similar business and financial risks, to establish and maintain standards of qualification for membership, to promote and maintain high standards of conduct and competence for the members, and to increase the awareness of actuarial science. The vision of the CAS is to be the pre-eminent resource for

education, knowledge, experience and applied research for those actuaries who specialize in property, casualty, and similar business and financial risks, including the field known as general insurance.

Conference of Consulting Actuaries (CCA)

The CCA is dedicated to consulting actuaries and advancing actuarial practice. This is accomplished through three annual conferences — the Enrolled Actuaries Meeting (in collaboration with the Academy), the Spring EB Meeting (in collaboration with the SOA) and the CCA Annual Meeting — where consulting actuaries network with leaders in the profession. These in-person meetings are supplemented by seminars and other distance-learning opportunities.

Mexican Association of Actuaries (AMA)

The Mexican Association of Actuaries supports the Mexican actuarial profession in maintaining high standards of professional integrity and technical expertise, and thereby promotes the dignity of the profession and enhances the public's recognition of the profession's value.

Mexican Association of Actuarial Consultants (AMAC)

The purpose of the Mexican Association of Actuarial Consultants is to advance the quality of actuarial consulting practice in Mexico by providing continuing education and business support services to Mexican actuaries in consulting practice.

National College of Actuaries (CONAC)

The National College of Actuaries serves as the professional membership organization for all the actuaries licensed to practice in Mexico, regardless of their specialty area; advises the Mexican government concerning public policy matters with actuarial implications; and fosters actuarial education and research in Mexico.

The Society of Actuaries (SOA)

The Society of Actuaries is an educational, research, and professional organization dedicated to serving the public and Society members. Its mission is to advance actuarial knowledge and to enhance the ability of actuaries to provide expert advice and relevant solutions for financial, business, and societal problems involving uncertain future events. The vision of the SOA is for actuaries to be recognized as the leading professionals in the modeling and management of financial risk and contingent events.