pwc

Exploring the Future of

Actuarial Modernisation

Why PwC's Global actuarial modernisation survey should matter to you

Actuarial modernisation is part of **finance transformation.**

The insurance industry has undergone significant changes in the past few years, including accounting changes, but the modernisation journey is still ongoing.

As technology and tools such as GenAI continue to advance, finding use cases in the insurance industry can prove to be a **differentiator** in efficiency and provide first mover advantage.

On top of their traditional missions, actuaries are finding themselves playing a role in driving business requirements and **transformational decisions** as actuarial data and platforms become more integrated with other parts of the insurance value chain. At PwC, we support actuarial modernisation journeys across the market and across the globe with our deep industry-wide expertise and our strong global network.

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Belgium tends to be a follower, implementing solutions after they have been adopted on the EU and global markets.

However, we see that certain innovations are onboarded quite quickly in Belgium.

Understanding the trends is also essential in enabling this transformation.

Consistent with the results of this survey, we see that insurers in Belgium sometimes find it difficult to get buy-in and support to embark on the journey of actuarial modernisation.

We hope these materials and the upcoming report will be helpful to advance discussions with decision-makers in your company.

What is actuarial modernisation?

Modernising all the key components outlined leads to a more **efficient**, **strategic**, and **resilient** actuarial function. This holistic transformation will position the actuarial team as a **vital contributor** to your company's success, driving **operational excellence**, **cost savings**, and **strategic insight** through an **enhanced target operating model**.

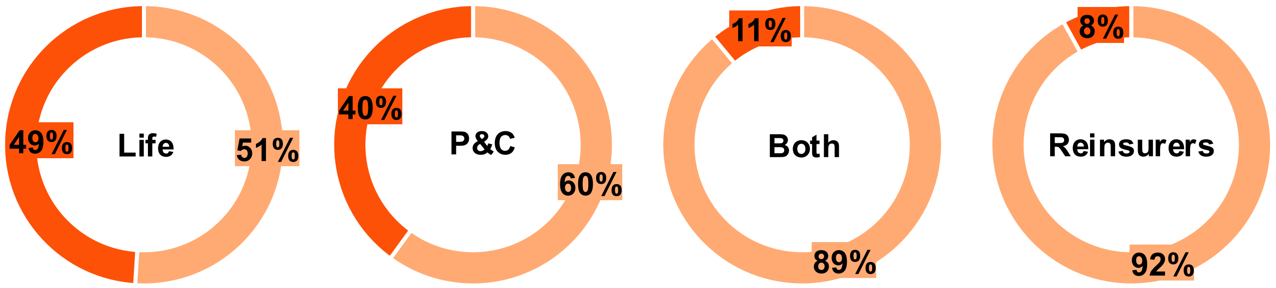
Data	Actuarial Models and Systems	Processes	Governance
• Unified Data Sources • Modern Data Management • Business Requirements and modern TOM	• Advanced actuarial models with robust data processing • Model validation and back-testing • Advanced Analytics to support decision-making • Management Information Systems	• Technology-enabled processes, automated routine tasks • Advanced software, streamlined processes • Centers of excellence, delegation	• Adherence to professional standards • Efficiency through Governance • Automation oversight

People and Talent	Policies and Procedures	Technology	Service Delivery
• Team-based, matrix-oriented structures • Actuaries in strategic roles • Talent mobility across the organisation (departments and business units)	• Clear policies • Production environments driven by robust actuarial numbers • Standard guidelines: consistency, compliance and efficiency	• IT partnership – relevant, tailored, focused on business needs • Broader technology use: improved efficiency and performance	• Mobile teams • Shared services • Flexible staffing • Outsourcing

Methodology of the Survey

200+ participants worldwide

Industry



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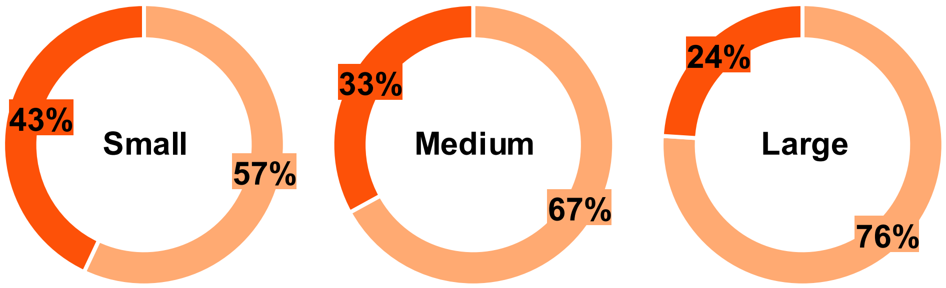
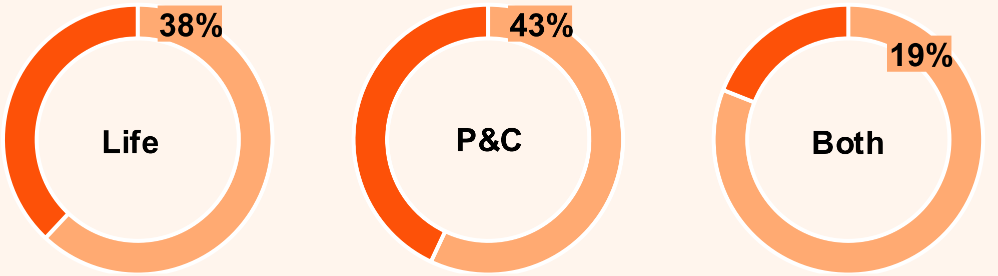


Americas	EMEA	APAC
39%	39%	22%

7 survey participants in Belgium, 33% market share

Industry



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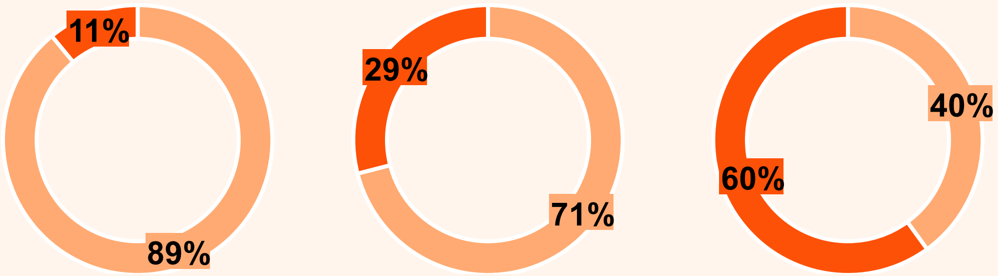


Key observations

Efficiency is the top goal for changes

Nearly all participants identify **process efficiency** as a major driver for their modernisation initiatives, clearly overtaking regulatory or accounting changes, which were the top drivers for modernisation in previous years.

Over 64%

also acknowledge **management insight and process quality** as key factors prompting their need to modernise.

Unsurprisingly, other top catalysts include quality of process, regulatory or accounting changes, enhancements in the control environment, cost reduction, and key person risk.

Data management takes too much time

Actuaries are currently spending **more than three days a week** on data preparation instead of analysis, which is far from ideal.

More than 55%

of respondents report lacking a single **source of truth** for their data, and over 60% lack sufficiently **automated workflows**.

While most firms now have access to a variety of data sources and can obtain timely and accurate data under robust governance controls, they face new challenges.

88%

of respondents are currently undergoing an actuarial modernisation journey

Automation is a key driver for operational efficiency

Automation is rapidly advancing in the insurance industry, improving the efficiency of actuarial practices. By automating an increasing number of traditional tasks, actuaries **can allocate more time** to in-depth analysis, especially as advanced data science techniques and GenAI become more prominent.

Many companies have already achieved considerable automation in areas such as modeling and controls.

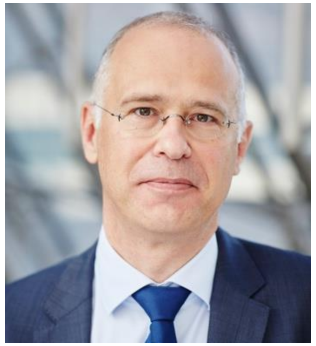
26%

of respondents have a clear modernisation roadmap

Contacts

Moussa Ouedraogo
Senior manager
PwC Belgium
+32 (0) 474 700 194
Email : mohamar.moussa.ouedraogo@pwc.com

Vincent Simonart
Director
PwC Belgium
+32 (0) 473 619 477
Email : vincent.simonart@pwc.com



Dirk Vangeneugden
Partner
PwC Belgium
+32 (0) 475 526 323
Email : dirk.vangeneugden@pwc.com