

From Information to Insight

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#TASKConvention2026

convention.actuarieskenya.or.ke

The Actuarial Balancing Act – Who is the Target Audience?

Management

How is the business performing and what should we do?

Operational insights, trends, actions

Auditors

Can we rely on the valuation?

Evidence, methodology, documentation

Regulator

Are policyholders protected, and is the insurer compliant?

Prudence, compliance, governance

Board / Committee

Is the Company financially sound and what decisions are required?

Strategic implications, governance, key risks

The Board's Challenge

Average Board pack is **226** pages long. ¹

54% of board members feel that the key messages in their board papers are like finding a needle in a haystack. ¹

48% of directors would like more focussed and relevant Board packs. ²



1: <https://www.boardintelligence.com/blog/the-state-of-board-reporting>

2: <https://www.boardintelligence.com/blog/boards-need-to-take-time-to-make-time>

Why does it matter?

BETTER DECISIONS COME FROM CLARITY

01

WHAT CHANGED?

Surface the movement

02

WHY DID IT CHANGE?

Explain the drivers

03

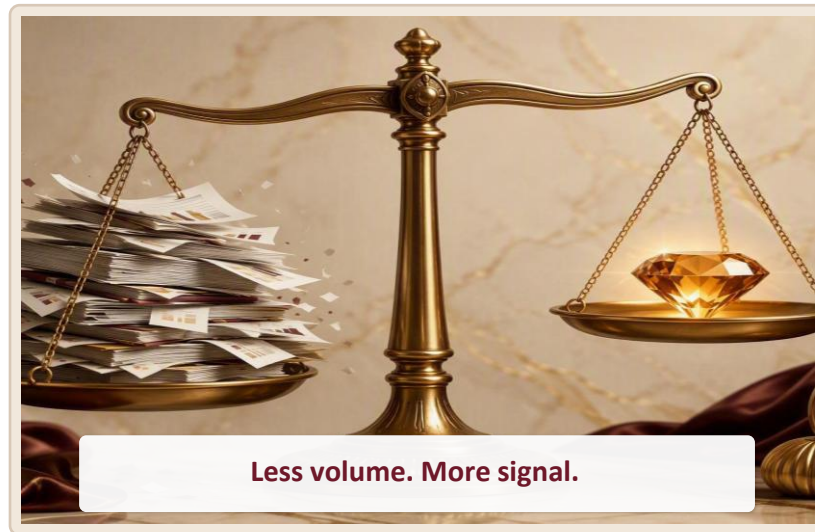
WHAT MATTERS MOST?

Prioritise the signal

04

WHAT ACTION IS REQUIRED?

Make the decision explicit



The board needs the signal, not the stack.

What is our role as actuaries?



ACTUARIES OF THE PAST

Produce the answer

1

CALCULATE

Build the number

2

VALIDATE

Confirm it is sound

3

REPORT

Present the output



ACTUARIES OF THE FUTURE

Shape the decision



INTERPRET

Turn analysis into meaning



CHALLENGE

Test assumptions and choices



PRIORITISE

Focus attention on what matters



COMMUNICATE

Make the insight actionable

THE TAKEAWAY

We need to be interpreters of uncertainty, not just producers of numbers.

Information vs Insight

INFORMATION

1 **Hundreds of metrics**
Volume

2 **Full movement analysis**
Complexity

3 **Every assumption**
Exhaustiveness

4 **Complete methodology**
Technical detail

5 **Data**
Raw inputs



INSIGHT

1 **Three metrics that truly matter**
Focus

2 **Drivers of strategic importance**
Relevance

3 **Material assumptions**
Materiality

4 **Decision implications**
Action

5 **Meaning**
Value

The shift: less reporting noise, more decision clarity.

The balancing act

One report. Two equally important outcomes.

REGULATORY COMPLIANCE

Complete • traceable • defensible



DECISION-USEFUL REPORTING

Clear • relevant • actionable

The structure should serve both needs, not force a trade-off.



Executive summary

Headline insights and decisions



Report body

Evidence, analysis and rationale



Appendices

Detail, compliance and audit trail

Six questions for a decision-ready report



Practical approach - mindset

1

Be intentional

Start with the decision, action or outcome you need.

2

Automate repeatable work

Reduce manual effort and improve consistency.

3

Identify the key audience

Prioritise the people who must understand or act.

4

Match their knowledge level

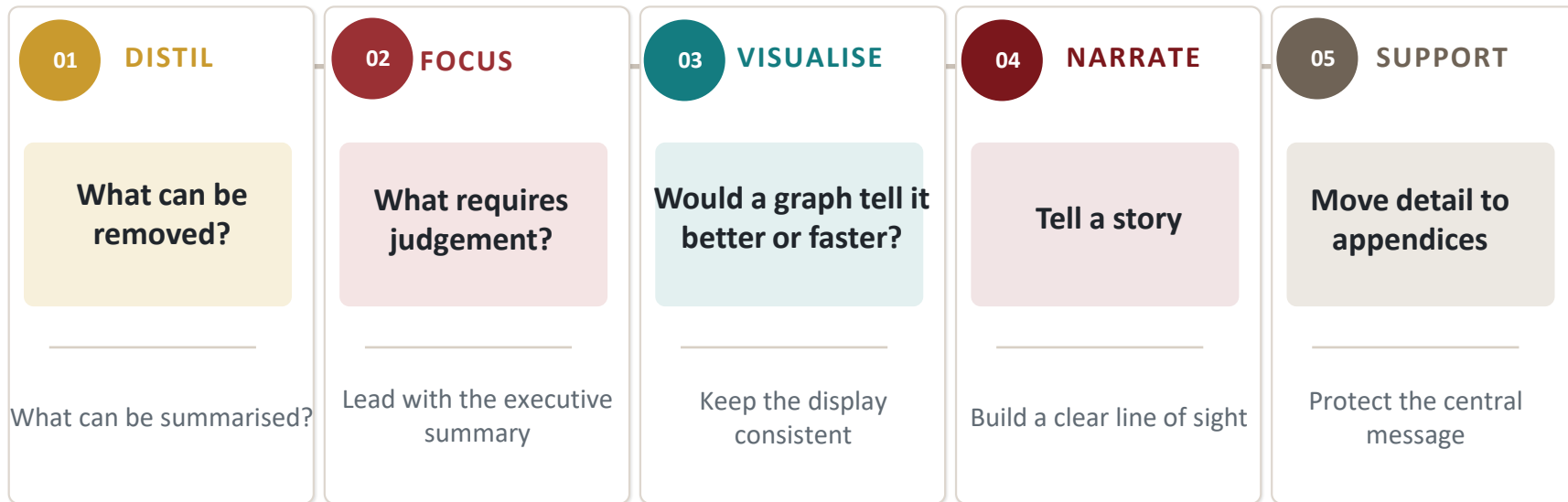
Adjust the language, depth and context.

5

Design for consumption

Choose the right channel, format and level of detail.

Practical approach – the report



1

ONE MESSAGE

If they remember only one thing tomorrow, what should it be?

The human advantage

AI and automation are transforming actuarial work.
Human value is strongest where judgement matters.

**The advantage is not human versus AI. It
is human judgement amplified by AI.**

1 Judgement

2 Professional scepticism

3 Ethical decision-making

4 Governance

5 Context

6 Communication

7 Stakeholder management

The future actuary combines analysis and insight

Analytical excellence becomes more valuable when it is paired with business insight.

01

THINK

Strategic thinking
Risk judgement
Curiosity

02

COMMUNICATE

Simplicity
Storytelling with data

03

INFLUENCE

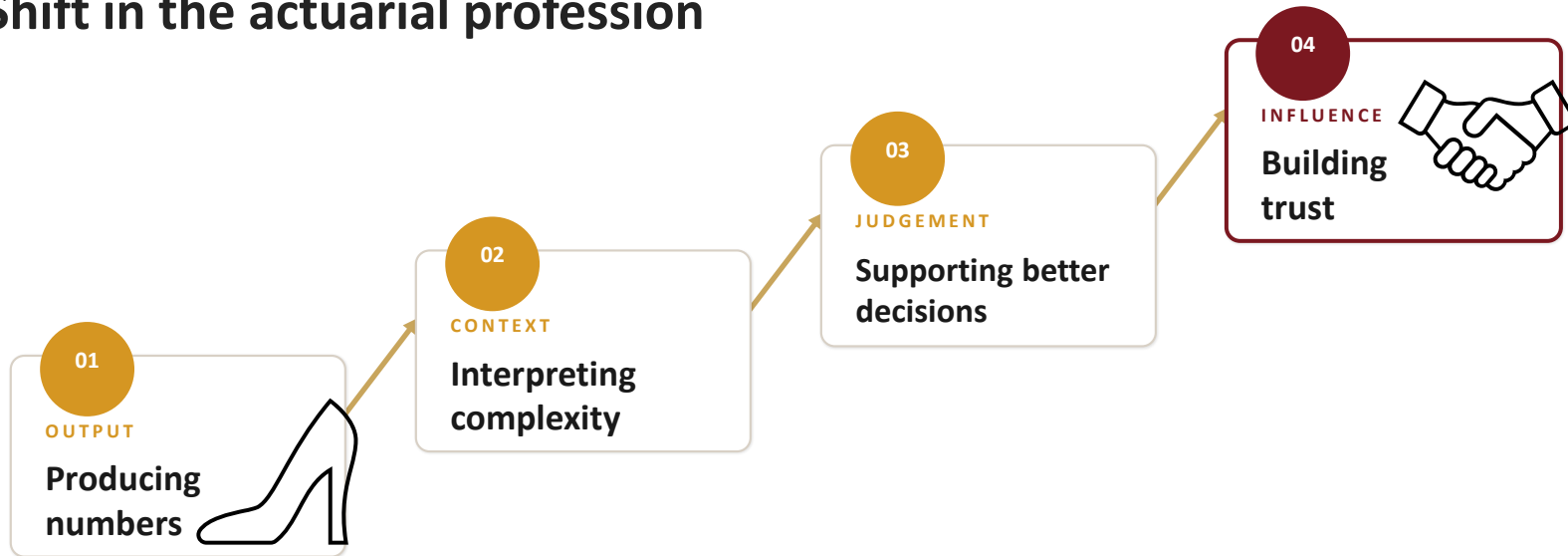
Collaboration
Stakeholder management

FOUNDATION

Technical excellence

The core that enables every other capability

Shift in the actuarial profession



THE EVOLUTION OF VALUE

Accuracy remains essential.
Relevance creates impact.

COMPLIANCE IS EXPECTED.

Insight is remembered.

Your next report

Design the message before you finalise the analysis.

01

MAKE SPACE

Build insight communication into the timeline

Plan time to interpret the results, shape the narrative and communicate what matters.

02

MAKE IT STICK

Lead with what stakeholders should remember

Choose the key messages, then state them clearly in the executive summary.

TAKEAWAY

Plan the message, not just the analysis.



REPORTING THAT LANDS

**Insight becomes useful only when
the message is remembered.**

THE ACTUARY OF TOMORROW

“

The most valuable actuaries
won't be those who produce
the most information.

They'll be those who help organisations

**UNDERSTAND WHAT
MATTERS MOST.**



Thank You.

11th Annual TASK Actuarial Convention · The Next Frontier: Actuaries Beyond Boundaries

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