



IAIS Strategic Plan and 2026-2027 Roadmap

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- Established in 1994, the IAIS is a voluntary membership organisation of more than 200 insurance supervisors.
- Our mission is to: *promote effective and globally consistent supervision of the insurance industry in order to develop and maintain fair, safe and stable insurance markets for the benefit and protection of policyholders and to contribute to global financial stability.*
- We develop global standards, assist in their implementation and provide a forum for members to share their experiences and understanding of insurance supervision and insurance markets.

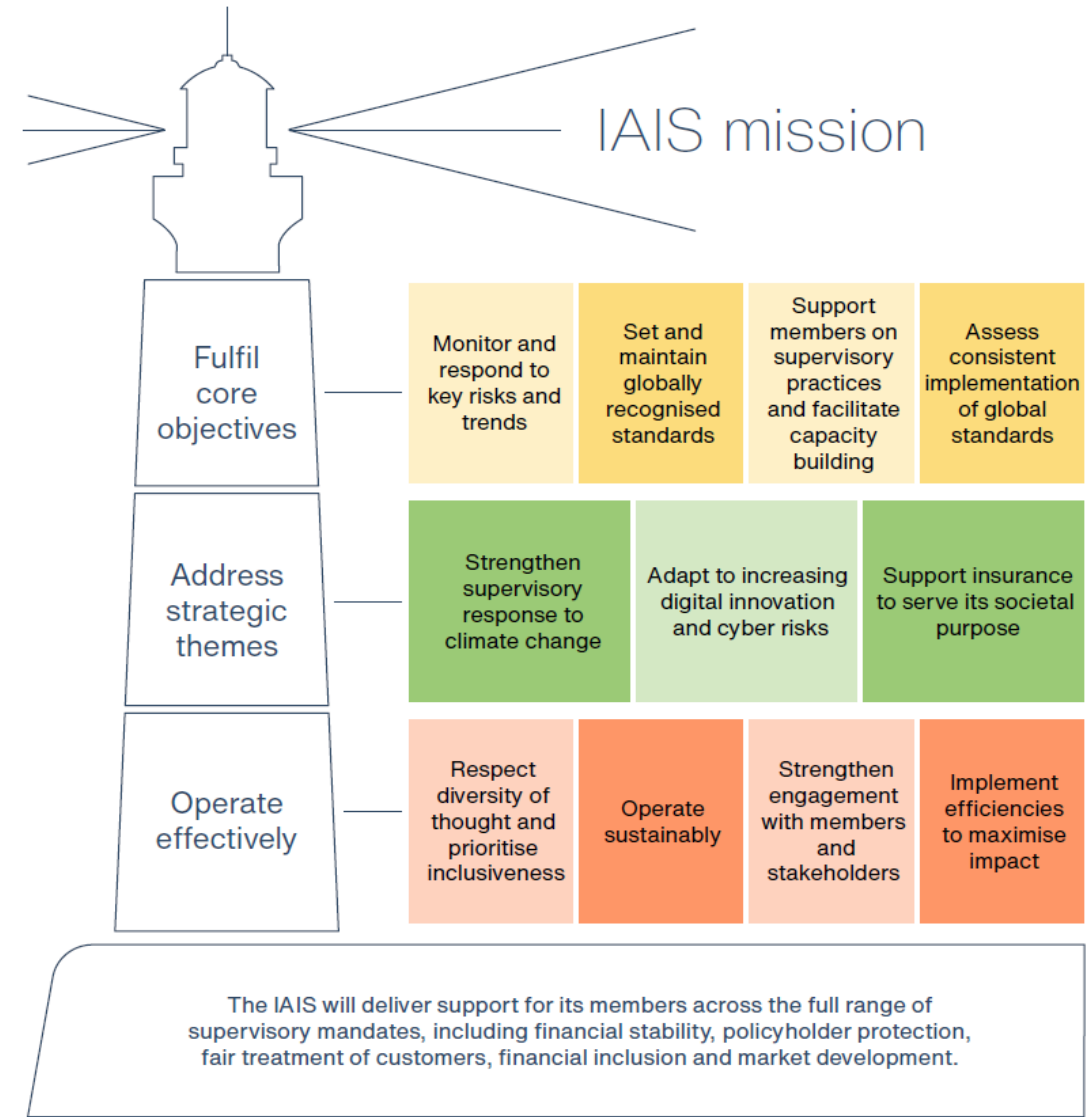
Overview

The [2025-2029 Strategic Plan](#) was published in October 2024

Focus of the IAIS will now shift, with greater emphasis on:

- assessing key risks and trends in the global insurance sector;
- supporting effective supervisory practices; and
- robust implementation assessment and support

Roadmap 2026 – 2027 sets out the IAIS’ workplan for the next two years, building on the foundation established in 2025 – the first year of the IAIS Strategic Plan 2025 – 2029.



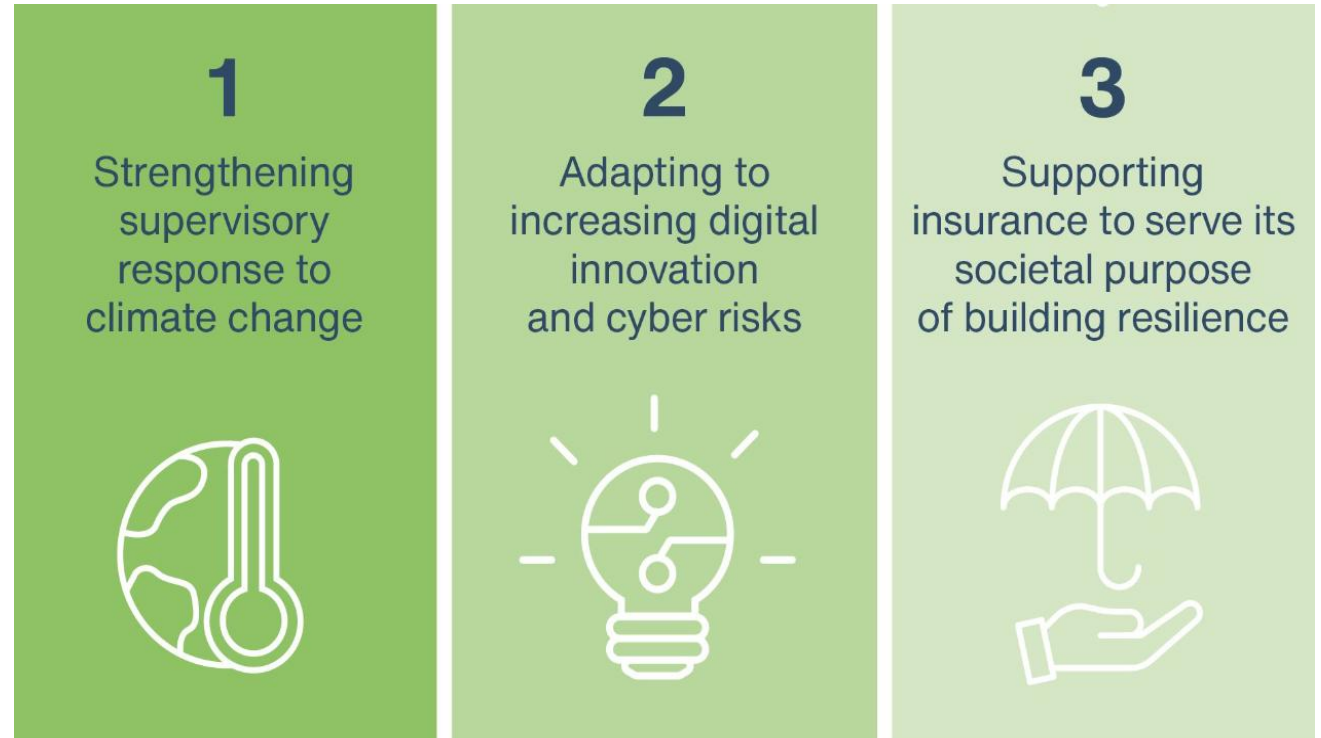
2026 / 2027 Roadmap: Guided by our Core Objectives

- The IAIS' core objectives reflect the integrated cycle of IAIS activities – monitoring of global insurance market trends and developments and culminating in the assessment and support for the implementation of these standards and good supervisory practices.
- Outcomes of the implementation assessments feed back into the global monitoring, standard setting and supervisory practices work.
- The delivery of this cycle of activities is based on the foundation of effective and efficient operations and transparency.



IAIS strategic themes for 2025-2029

- The IAIS has identified three broad, cross-cutting strategic themes which warrant heightened attention and action by the global supervisory community.
- The IAIS will ensure these themes are integrated into work done to support its core objectives.
- The themes do not represent a radical shift in emphasis but rather an evolution of themes that the IAIS currently focuses on.



Core Objective 1: Monitor and respond to key risks and trends in the global insurance sector

The IAIS will remain vigilant in its assessment of key risks and trends impacting the global insurance sector, assessing global insurance market trends and developments and detecting potential systemic risk in the global insurance sector.

Global Monitoring Exercise (GME):

- Continues to support IAIS' efforts to monitor and respond to key risks and trends in the global insurance sector.
- Results published annually in the Global Insurance Market Report (GIMAR) and mid-year update GIMAR.

Future GIMAR Special Topic Editions:

- 2026: Preparatory work begins for the next special topic edition.
- 2027: Publication of the next special topic edition.

Structural Shifts:

- Follow on work from the 2025 Issues Paper, focus on addressing vulnerabilities and implementing effective supervisory practices.
- Exploration of systemic risk analysis related to:
 - Insurers' increased investment in alternative assets (eg, private credit).
 - Growth of asset-intensive reinsurance (AIR).

Core Objective 2: Set and maintain globally recognised standards for supervision that are effective and proportionate

The IAIS will now focus on the development of new ICS-related ComFrame standards, including on supervisory reporting and public disclosure, to promote consistent implementation of the ICS in group-wide supervision of IAIGs.

Development of ICS-Related Standards:

- Finalisation of new standards on supervisory reporting and public disclosure for Internationally Active Insurance Groups (IAIGs) in 2026.
- Public consultation launched in November 2025.
- Planned adoption of standards in November 2026.

Review of Supervisory Material:

- Building on gap analysis and findings from the recently published Issues Paper on structural shifts, focus on addressing issues related to structural shifts in the life insurance sector.
- Key areas of review:
 - Increased investments in alternative assets.
 - Growth of asset-intensive reinsurance (AIR).

Core Objective 3: Support members by sharing good supervisory practices, promoting understanding of supervisory issues and facilitating capacity building

The IAIS will continue to support its members' understanding of supervisory issues related to a variety of accelerating trends and challenges, with a particular focus on the IAIS strategic themes of:

- *Strengthening supervisory response to climate change;*
- *Adapting to increasing digital innovation and cyber risks; and*
- *Supporting insurance to serve its societal purpose of building resilience.*

Range of different activities:

- Align activities with IAIS strategic themes and mission.
- Develop and finalise:
 - Issues and Application Papers.
 - Member-only notes.
- Facilitate peer exchange through IAIS Forums.
- Deliver capacity-building programmes with implementation partners.
- Strengthen collaboration with aligned organisations to address emerging risks and trends.

Core Objective 3: Key Projects and Activities

Capacity Building

- Provide training and peer exchange programmes with partners.

Climate Risk

- Support supervisors with tools to address climate-related risks:
 - Reports on climate metrics and NatCat models.
 - Analysis of climate scenario results to share knowledge.
 - Support for EMDE jurisdictions on integrating climate risks.
 - Repository of climate risk supervisory initiatives.

Digital Innovation & Operational Resilience

- Support supervisors on digitalisation trends:
 - AI supervision, including an AI question bank.
 - SupTech governance and AI use in supervision.
- Publish an Application Paper on operational resilience (early 2026).
- Provide insights on emerging third-party trends in the insurance sector.

Insurance's Societal Purpose

- Help supervisors address societal needs:
 - Tackle NatCat protection gaps (in collaboration with the World Bank).
 - Update guidance on inclusive insurance markets.
 - Publish an Issues Paper on ensuring fair value for consumers.

Supporting Materials

- Finalise Application Papers on recovery and resolution (aligned with FSB standards).
- Update materials on macroprudential supervision and liquidity risk management.
- Develop tools for ICS implementation (e.g., yield curves, Q&A process).
- Advance guidance on transitioning to Risk-Based Solvency (RBS) regimes.

Core objective 4: Assess comprehensive and globally consistent implementation of global standards

The IAIS will further strengthen its implementation assessment framework, building on lessons learnt and using a variety of tools—from intensive implementation assessment to enhancing the capacity of IAIS members to conduct their own assessments.

ICS Implementation

- Baseline self-assessment of ICS implementation.
- Develop an ICS implementation assessment methodology for intensive assessments.

ComFrame Implementation Assessment

- Conduct a baseline self-assessment of qualitative ComFrame standards (H2 2026).

Holistic Framework Implementation

- Publish a public report on the second phase of TJAs, covering six additional jurisdictions.
- Provide updates on progress from the 2022 TJA report for previously assessed jurisdictions.

Member Assessment Programme (MAP)

- Complete the MAP for Costa Rica in 2026.

Peer Review Process (PRP)

- Complete a PRP on ICP 13 (Reinsurance) with a public aggregate report.
- Determine the topic for the next PRP.

Other Assessment Activities

- Finalise the revision of the IAIS assessment handbook.
- Relaunch the ICP Self-Assessment Tool (SAT) with outreach to support member evaluations.
- Provide training for IAIS members to become assessors of supervisory material.

Closing messages

- IAIS is a global organisation, **guided by our diverse membership** through our **inclusive practices and processes**.
- Our 2025-2029 strategic plan demonstrates **a significant shift** in our focus, from developing standards **towards** assessing / monitoring **key risks and trends** and **supporting implementation** of our standards and will be **informed by our strategic themes**.
- Our **four core objectives reflect the integrated cycle of IAIS activities** – monitoring of global insurance market trends and developments and culminating in the assessment and support for the implementation of these standards and good supervisory practices.
- **2026 - 2027 Roadmap** reflects the first year of operationalising our new strategic plan and its integrated cycle – **living the significant shift our 5 year plan envisions**.



Thank you!