STRATEGIC PLAN



ESG Social Goal:

Ensure healthy lives and promote wellbeing for all at all ages.



Our guiding principle

The FSC to be a competitive and inclusive international regulator to contribute to the Mauritius IFC as a Centre of Excellence

"Aligned with our strategic purpose, we aim to cultivate a resilient and value-driven organisation, focusing on our primary strategic priorities supported by key drivers for sustainable growth and achieving higher standards."

Key strategic statement

The FSC's strategic plan is centred on strengthening the Mauritius IFC as a globally competitive, inclusive, and innovative financial centre. By aligning with international best practices and local imperatives, the plan addresses emerging market trends, regulatory challenges, and the evolving needs of stakeholders. Emphasising sustainable finance, digital capabilities and infrastructure, coupled with risk risk-based supervision, it seeks to foster industry growth and enhanced financial inclusions. Through strategic initiatives, collaboration with local and international stakeholders, and a focus on operational efficiency, this plan positions the FSC as a catalyst for innovation, ensuring Mauritius maintains its status as a trusted and leading international financial hub of good repute.



1. Growth & Competition

The FSC is committed to enhancing its competitive edge in the global landscape through strategic initiatives in growth. Its focus includes deepening Private Wealth solutions tailored to meet diverse client needs and leveraging its Asset Class Strengths to attract more investments. The FSC aims to foster Sustainable Finance and impact funds that align with global trends and investor preferences. Additionally, the FSC will prioritise "Speed-To-Market" solutions & services, ensuring that the turnaround in approval and product development processes are efficient and responsive to market demands, alongside implementing a "Parallel-Tracks" approach that allows for flexibility in addressing varying regulatory challenges.



2. Resilience & Operational Efficiency

To achieve operational excellence, the FSC is undertaking a comprehensive digitalisation transition to modernise its processes and enhance service delivery. By investing in digital capabilities and infrastructure, the Commission will create a robust foundation for its regulatory functions. We will implement technology-based reporting obligations and approvals to streamline compliance processes. FSC's commitment to FinTech and innovation will promote financial inclusion, ensuring that the evolving needs of all market participants are addressed.

Strategic planning process...

The methodology for the Financial Services Commission's (FSC) strategic planning process was designed to ensure a comprehensive, responsive, and collaborative approach. This process began with a review of draft proposals received from internal stakeholders, allowing for an understanding of initiatives and challenges. Essential details were captured and aligned with FSC's long-term vision and national initiatives, ensuring a comprehensive understanding of their potential impact.

Consultation plays a crucial role in assessing the proposals and fostering engagement across the Commission and industry peers. This consultative approach encouraged input from a diverse range of internal and external stakeholders, creating a richer strategic dialogue.

Key tactics shaped this approach, considering strategic initiatives with the challenges faced by the Mauritius International Financial Centre (IFC) and international best practices. This was complemented by benchmarking against successful strategies implemented by FSC's counterparts and other international organisations, ensuring that the FSC remains at the forefront of the financial services industry and meets regulatory standards.

A strategic roundtable meeting with industry leaders was held to facilitate dialogue around market trends and expectations, while ensuring that the FSC's strategies are aligned with the national directions and budgetary measures. This alignment was further strengthened through collaboration with the Ministry of Finance, Economic Planning, and Development.



3. International Relation & Compliance

The FSC's regulatory framework will uphold the highest standards of prudential and conduct compliance. It will adopt the "Principle of Proportionality" to ensure that regulatory measures are appropriate to the size and risk profile of institutions. The Commission's risk-based approach will guide its oversight in supervision practices.

The FSC is dedicated to maintaining FATF/MER Compliance and adhering to IOSCO/EMMOU standards, to name a few.



4. ESG / Green Transition

In line with its commitment to sustainability, the Commission will align its strategies with the National Strategy for sustainable development. The FSC will develop ESG disclosures; governance initiatives; and products like Green Funds. Furthermore, the FSC aims to establish Mauritius as a "Socially Responsible Investment" (SRI) Hub, promoting investment strategies that generate positive social and environmental impacts and regional capacity building.



5. High-Performance Organisation (HPO)

The Commission strives to cultivate a High-Performance Organisation through continuous improvement and innovation. Its focus on thought leadership will position the FSC as a pioneer in regulatory practices. It will develop a skilled and adaptable workforce, equipped to meet the challenges of a rapidly changing environment. By enhancing its visibility in international forums, the Commission will engage with global regulatory communities and stakeholders. Effective communication through stakeholder series will ensure transparency and foster trust in its operations.

...Strategic planning process

Validation of the operational viability of the strategic plan involved consultations with Senior Management, ensuring that proposed actions are feasible and effectively integrated into the Commission's operational framework. To further solidify this process, the FSC will engage in periodic performance monitoring, establishing clear metrics to track progress towards strategic objectives and facilitate timely adjustments as necessary.

Finally, an off-site retreat in September 2024 involving FSC's Leadership Team and the Board allowed us to communicate and refine the strategic plan. This retreat served as an opportunity to distil lessons learned and reinforced the FSC's commitment to transparency and stakeholder engagement.

By employing this inclusive approach methodology, the FSC aims to build a strong organisational culture and ensure that its strategic objectives effectively respond to the dynamic global landscape of the financial services sector.



6. Financial Literacy and Consumer Education and Inclusion

Empowering consumers through financial literacy is a cornerstone of the FSC's mission. The Commission will focus on strengthening consumer protection and enhancing financial literacy initiatives to ensure that individuals are informed and capable of making sound financial decisions.

Building a Future of Resilience, Competitiveness, and Inclusivity: Our Six Pillar Strategy



Strategic Plan THE PRINCIPLE **KEY STAKEHOLDERS** THE COMMITMENT **Empowering Excellence: Nurturing Talent and Strategic Recruitment** Foster skilled and adaptable Employees Consumers Licensees workforce. /Investors Provide executive coaching and **Optimising FSC's** mentoring workforce for greater efficiency Build a pool of subject matter experts and position FSC as a thought leader Educational Government/ Industry institutions Regulators Attract and retain talent Collaboration with global supervisors **KEY INFLUENCES Operational Effectiveness and** Economic climate **Efficiency** Market competitiveness **Optimise FSC processes** Streamlining **Financial Services Blueprint** Implement a "Red Carpet" process **Operations** Industry leaders Digitise licenses Challenges of the Mauritius IFC Enhance regulatory compliance Visibility and reputation Regulatory and compliance **Strengthening Stakeholder** Stakeholder expectations **Engagement and Communication** Technological Develop a yearly stakeholder advancements Providing quality engagement plan services with Enhance communication stakeholders at the Identify risk areas & responses **KEY DRIVERS** forefront proactively People and culture Implement regular feedback loops Operational efficiency with licensees Growth and competition Consumer protection **Building Resilience to Minimise** Minimising Value creation **Operational Disruptions** the impact of Quality Strengthen the Business Continuity operational Agile regulator disruptions System Financial sustainability Stakeholder engagement Resilience and risk management

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Transforming The FSC into an **Advanced Digitally Enabled Regulator**

- Align IT solutions with customer expectations and mission requirements
- Enhance regulatory and supervisory functions
- Adopt a hybrid cloud strategy
- Strengthen the use of SupTech . solutions
- . Data Analytics

Enhancing Information Exchange and Regulatory Alignment with Local and International Financial Regulators

- . Enhance data management, information retrieval, and analysis
- Sustain and reinforce cross-border collaboration and build interinstitutional relationships

Enhancing Cyber Readiness

- Establish a cybersecurity assessment framework
- Employ advanced technologies

THE PRINCIPLE

Develop and

implement an

organisation-wide

Leveraging on

technology and

strengthening

inter-institutional

collaboration to

enhance data

management,

workflow efficiency,

and regulatory

alignment



Consumers

/Investors

KEY STAKEHOLDERS







Technology **Providers**

Government/ Regulators

KEY INFLUENCES

- Technological advancements
- Cybersecurity landscape
- Regulatory compliance requirements
- Data protection and privacy laws
- Stakeholder expectations
- Inter-institutional collaboration
- Market competitiveness

KEY DRIVERS

- Innovation and technology .
- Operational efficiency
- Cyber resilience and data security
- Regulatory alignment and compliance
- Growth and competition
- Stakeholder engagement
- Collaboration and information sharing
- Resilience and risk management

digital transformation programme

Industry



THE COMMITMENT

THE PRINCIPLE

KEY STAKEHOLDERS

Promoting Global Engagement and Expertise Sharing

- Strengthen international and local engagement
- Foster international cooperation

Strengthening International Collaboration and Competitiveness

- Collaborate with international bodies
- Build regulatory and business development strengths
- Promote innovation and regulatory oversight

Expanding the International Presence and Involvement of the Commission through Memberships and Associations

- Enhance the global visibility of Mauritius
- Seek technical assistance from international regulatory bodies / experts

Facilitating Strategic Engagement with Stakeholders by Implementing **Stakeholder Series**

- Host quarterly strategic roundtables with industry leaders
- Collaborate with the Bank of Mauritius and other agencies
- Establish effective communication channels

Establishing Mauritius as a Hub for International Organisations and Regional Bodies

- Promoting economic benefits through regional projects
- Maintain secondment opportunities and skill training exchange programme

Engaging in

global regulatory

dialogues to uphold

international

standards

Advocate local

and international cooperation

Regional &

International

Partners





Educational institutions



Regulators

Licensees

KEY INFLUENCES

- International regulatory standards
- Trade agreements and regional alliances
- Competition among International Financial Centres
- Technological advancements
- Reputation and visibility

KEY DRIVERS

- Skilled workforce
- International competitiveness
- Collaboration and cooperation
- Regulatory agility
- Reputation and credibility
- Innovation and technology
- Financial sustainability

/Investors

Consumers



Leveraging Technology to Drive Efficiency in the Capital Markets Value Chain

- Adoption of new technologies
- Apply the principle of proportionality
- International trading venue for
 Investment Dealers
- Enhance regulatory oversight

Competitive and Dynamic Wealth Management and Investment Fund Industry

- Capitalise on leading drivers' growth
- Address emerging challenges in Private Wealth and Fund Management industry
- Promote the digitalisation of financial platforms
- Develop, regulate and expand Private Wealth Management offerings.
- Leverage innovative solutions
- Set up the Mauritius Investment Funds Centre

The FSC as a Regulator of International Repute and Substance

- Strengthen the jurisdiction's visibility and position as a competitive Mauritius IFC
- Collaborate with key agencies and authorities, industry players, the Economic Development Board (EDB) and relevant Ministries for active promotion

Enhancing the Mauritius IFC's Innovation Ecosystem through Strategic Partnerships

- Leverage research and collaboration
- Establish partnerships with leading foreign research centres and international thought leaders
- Forge alliances with international regulatory bodies and institutions

Transitioning to Speed-To-Market Solutions

- Support speed-to-market solutions
- Adopt modern regulations
- Adopt a "parallel-tracks" approach between traditional products and innovation

THE PRINCIPLE

Fostering the adoption of innovative products and business practices for the advancement of financial innovation within the Mauritius IFC

KEY STAKEHOLDERS

Media



Providers



Licensees





Industry

Consumers /Investors

KEY INFLUENCES

Technological enablers

Market dynamics and

Global regulatory trends

consumer expectations

Government/ Regulators

Developing the Wealth Management and Investment Fund industry to position Mauritius as an IFC

Positioning the FSC

as a regulator of

international repute

and the Mauritius IFC

as a jurisdiction of

substance

for Africa and Asia • Competitive lands

- Competitive landscapeSustainability trends
- Cross-border collaboration
- Talent and skills availability

KEY DRIVERS

- Regulatory agility
- Collaboration and partnerships
- Consumer-centric
 approach
- Sustainable growth
- Market responsiveness
- Capacity building and expertise
- Visibility and reputation

Fostering strategic alliances, stakeholder engagement, and innovative collaborations to drive financial market

Innovation and Market Development



THE COMMITMENT

Embedding ESG Considerations, Seamlessly and Comprehensively for

- Sustainable Market Growth and Trust
 Supervise sustainability disclosures and governance practices
- Enforce measures against misconduct related to governance and greenwashing
- Bolster Mauritius's position as a leading sustainable finance hub
- Position Mauritius as a leader in Socially Responsible Investment
- Introduce data-driven supervision solutions
- Encourage the adoption international standards
- Adopt the Diversity, Equity, and Inclusion charter

Driving Innovation in the Insurance and Private Pensions Sector

- Facilitate collaboration between insurance companies and Insurtech startups.
- Attract captive insurance business and re-insurance business.
- Introduce measures that promote innovation while ensuring consumer protection and market stability.
- Reform the Private Pensions Industry
- Support open finance initiatives

Addressing Ongoing and New Supervisory Challenges in FinTech

 Establish new channels of knowledge sharing

Collaborating with other FinTech Regional Hubs

- Engage with other jurisdictions
- Establish MOUs with FinTech regulators
- Participate in international events

THE PRINCIPLE

Implementation of

product innovation

and ESG strategy

KEY STAKEHOLDERS





Consumers /Investors

Licensees



Stakeholders





Industry

Technology Suppliers

Government/ Regulators

KEY INFLUENCES

- ESG principles
- Global regulatory trends
- Technological advancement
- Economic climate
- Competitive landscape
- Sustainability trends
- Cross-border collaboration
- Talent and skills availability

KEY DRIVERS

- Regulatory agility
- Collaboration and partnerships
- Consumer-centric
 approach
- Sustainable growth
- Market responsiveness
- Capacity building and expertise
- Engagement plan

Encourage global collaboration in the sphere of Fintech



Approach to Risk-Based Supervision

- Risk-based supervision framework for prudential and market conduct (fit for purpose)
- Position Mauritius as a Reinsurance Hub
- Regulate the secure and ethical use of data

Improving Market Transparency

- Implement regulations enhancing transparency
- Enhance mechanisms for reporting and disclosure requirements

Ensuring Sound Market Infrastructure, Institutions and Operations to Protect Consumers

- Participate in peer review processes
- Implement proportionate and simplified prudential rule
- Reduce disproportionality and costly regulatory burden
- Introduce guidelines on Principle of
 Proportionality

THE PRINCIPLE

KEY STAKEHOLDERS





Consumers /Investors



Supervision: Safeguarding prudential and market conduct

Government/ Regulators





Regulatory

KEY INFLUENCES

Bodies

- Evolving regulatory landscape
- Market developments
- Economic environment
- Technological advancements

Stakeholder engagement

- International compliance requirements
- Social expectations
- Risk management trends

KEY DRIVERS

- Risk-Based supervision
- Market transparency and integrity
- Regulatory agility
- Consumer protection and financial inclusion
- Technological integration
- Collaboration with stakeholders
- Global reputation and credibility
- Enforcement and compliance

Supervision: Optimising market

efficiency, integrity

and security

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THE COMMITMENT

Maintaining the Effectiveness of the FSC's AML/CFT/CPF Risk-Based Supervisory Framework in line with

- International Standards
 Enhance the FSC's risk-based supervisory framework
- Continue increasing capabilities and effectiveness
- Continue Engagement with the private sector and stakeholders

Enhancing the Current Supervisory Platform with SupTech Tools to Strengthen the Effective Application of AML/CFT Risk-Based Supervision

- Implement real-time analytical tools
- Enhance data collection
- Leverage AI for AML-CFT monitoring

Enhancing Market Integrity and Consumer Confidence through a Robust Enforcement Function

- Reinforce enforcement strategy
- Strengthen the FSC's enforcement powers
- Improve timeliness and transparency
- Monitor social media platforms
- Publicise high-profile regulatory reforms
- Signatory of the IOSCO Enhanced Multilateral Memorandum of Understanding

THE PRINCIPLE

Compliance:

Sustaining a

Compliant

Jurisdiction

Enforcement:

Optimising market

efficiency, integrity

and security

KEY STAKEHOLDERS





ofessional (Bodies

Consumers /Investors







International Government/ Regulatory Regulators

Bodies

KEY INFLUENCES

- Evolving regulatory landscape
- Market developments
- Technological advancements
- Stakeholder engagement
- International compliance
 requirements
- Social expectations
- Risk management trends

KEY DRIVERS

- Risk-Based supervision
- Market transparency and integrity
- Regulatory agility
- Consumer protection
- Technological integration
- Collaboration with stakeholders
- Global reputation and credibility
- Enforcement and compliance



Strengthening Consumer Protection / **Financial Inclusion**

- Improve the use of tech-savvy tools . and resources
- Participate in the regional and . global Alliance for Financial Inclusion
- Achieve quality financial inclusion
- Create awareness on the Mauritius . IFC's role
- Strengthen co-ordination with . stakeholders
- Implement regulations ensuring fair . treatment
- Protecting investors through . awareness sessions

Focusing on Financial Literacy

- Conduct workshops and campaigns .
- Educate the population .
- Raise awareness
- Develop educational content

THE PRINCIPLE

Empowering

Consumers through

financial literacy

KEY STAKEHOLDERS







Educational institutions

Consumers /Investors



Industry





Government/ Regulators

KEY INFLUENCES

Media

- Technological **Advancements**
- **Consumer Behaviour Trends**
- **Regulatory Environment**
- **Global Best Practices**
- **Economic Conditions**
- Collaboration with **Stakeholders**
- Awareness of Fraudulent Activities
- Cultural Context

KEY DRIVERS

- Enhanced consumer • protection
- Comprehensive financial literacy programs
- Collaboration and partnerships
- Use of technology
- Proactive fraud awareness •
- Community outreach • initiatives
- Monitoring and addressing misinformation
- Focus on sustainable finance



AUTHORISATION DIRECTORATE



ESG Social Goal:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



AUTHORISATION DIRECTORATE

The Authorisation Directorate acts as a first point of contact for market players. It ensures that there is a right balance between a business-friendly approach and compliance with international standards. The issuance of licences and granting of authorisations for Global Business Companies (GBCs), Authorised Companies (AUs) and financial activities fall under the following Acts:

- The FSA;
- The Securities Act 2005 (SA);
- The Insurance Act 2005 (IA);
- The Private Pension Schemes Act 2012 (PPSA);
- The Virtual Asset and Initial Token Offering Services Act 2021 (VAITOS Act); and
- The Variable Capital Companies Act 2022 (VCC Act).

Applications are assessed against the requirements to all relevant acts and licensing criteria. When assessing an application, the FSC Mauritius focuses, *inter alia*, on:

- whether the proposed activities comply with the relevant legislations;
- whether the business model of the proposed company and its activities can lead to risks, including reputational risks;
- whether the proposed company has adequate infrastructures and financial resources to conduct the proposed activities; and
- whether the key personnels have the necessary skills; and
- whether the beneficial owners and the proposed officers are fit and proper.

The Authorisation Directorate adopts a risk-based approach in the determination of applications so that the grant of licences does not cause any prejudice to the reputation of Mauritius as a sound IFC. During the year under review, the Authorisation Directorate received around 1,900 applications on the FSC One Platform.

New Market Intermediaries - Financial Services (Spot Commodity Market and Intermediaries) Rules 2024

The Financial Services (Spot Commodity Market and Intermediaries) Rules 2024 have been issued to bring greater transparency to the market and facilitate the incubation of a new ecosystem for spot commodity trading, including carbon offsets, within the Mauritius IFC. These rules came into operation on 09 February 2024.

The following new range of activities fall under the FSA:

- (a) Spot Commodity Market;
- (b) Spot Commodity Clearing House;
- (c) Spot Commodity Broker;
- (d) Spot Commodity Trading Adviser;
- (e) Spot Commodity Broker Representative; and
- (f) Spot Commodity Trading Adviser Representative.

The licensing criteria and the application forms were published to facilitate the application for these new licences on the FSC website and FSC One platform.

AUTHORISATION DIRECTORATE

Fintech Trends

As at 30 June 2024, the FSC Mauritius granted four in-principle approvals (with certain conditions) and issued eight licences to applications made under the VAITOS Act. Licences are issued to applicants upon successfully meeting the conditions. Pre-licensing and licensing conditions establish minimum standards on corporate governance, cybersecurity and prudential standards to ensure market integrity and investor protection.

Payment Intermediary Services Licence

The Payment Intermediary Services is a licensable activity under Section 14 of the FSA to conduct business activities exclusively outside of Mauritius. During the year 2023/24, the Authorisation Directorate observed a sustained increase in applications related to payment intermediary services activity.

Variable Capital Companies Licence

The local fund industry demonstrated a keen interest for the Variable Capital Companies Licence following the enactment of the VCC Act. The VCC Act provides, within one structure, the possibility for funds to carry out business through one or more sub-funds or Special Purpose Vehicles. As at 30 June 2024, the FSC Mauritius has issued 19 licences under the VCC Act.

Engagement with Industry

The FSC Mauritius hosted a workshop on the theme 'FSC One platform' on 24 May 2024. The objective was to highlight the common deficiencies when submitting applications. This interactive session was also an opportunity to receive valuable feedback from industry representatives.

Licences and authorisations

During the period under review, the number of Global Business licences issued increased by 20%. Furthermore, a considerable increase in the number of applications for Investment Dealer and VCC funds was observed. The following tables show the number of licences issued and authorisations granted during the year 2023/24.

Table 1: Number of licences and authorisations issued for Global Business (GB) and AU

Category of Licence	July 2023 to June 2024	July 2022 to June 2023
GB	1,237	1,087
AU	606	630

Enabling Laws	Categorisation as per the FSC Rules	July 2023 to June 2024	July 2022 to June 2023
	Asset Management	1	-
	Global Headquarters Administration	2	1
	Global Treasury Activities	2	2
	Global Legal Advisory Services	3	1
	Family Office (Multiple)	2	-
	Global Shared Services	1	-
	Management Licence	11	11
FSA	Payment Intermediary Services	6	6
	Distribution of Financial Products	3	2
	Treasury Management	1	1
	Credit Finance	-	3
	Actuarial Services	-	1
	Investment Banking	-	1
	Factoring	1	-
	Representative Office	1	-
	Securities Trading Systems	-	1
	Investment Dealers	104	72
	Representative of Investment Dealer	3	1
	Investment Advisers	14	26
	Representative of Investment Adviser	17	16
SA	Collective Investment Schemes (CIS)	18	33
	Closed-End Funds (CEF)	29	47
	CIS Manager	33	31
	CIS Administrator	1	1
	Securities Exchange	-	1
	Clearing and Settlement Facilities	-	1
	Variable Capital Companies (VCC)	19	4
VCC Act	<u>VCC Sub- funds:</u> CIS CEF	43 15	3 2

Table 2: Activity licences and authorisations issued

AUTHORISATION DIRECTORATE

Enabling Laws	Categorisation as per the FSC Rules	July 2023 to June 2024	July 2022 to June 2023
IA	General Insurance Business	1	-
	External Insurance Business	-	1
	Professional Reinsurer	1	1
	Insurance Broker	7	2
	Insurance Agent	8	7
	Insurance Salesperson	51	87
	Captive Insurance Agent	2	-
PPSA	Pension Schemes	1	1
	Pension Scheme Administrator	1	-
Trust Act 2001	Qualified Trustee (other than a Management Company)	5	2
	Enforcer	3	-
	Successor to Enforcer	2	-
VAITOS Act	Virtual Asset Broker – Dealer (Class M)	1	-
	Virtual Asset Wallet Services (Class O)	1	-
	Virtual Asset Custodian (Class R)	2	-
	Virtual Asset Advisory Services (Class I)	1	-
	Virtual Asset Market Place (Class S)	2	-