



Our vision

A value-added regulator for consumers and the financial sector

Our values

Integrity

At the very core of our mission, it guides our decisions and actions.

Openness

Being accessible and receptive, transparent and open to change and new ideas.

Excellence

Aiming for high standards, constantly improving our expertise, and combining quality with efficiency.

Engagement

Fully subscribing to our mission and carrying it out with pride, in a proactive, collaborative and responsible manner.

<div>Orientation</div> <div>01</div> <div>A proactive regulator that is relevant to consumers in an ever-changing environment</div>			Objectives			
			1.1 Enhance the delivery of our services and improve consumers’ experience			
			1.2 Better anticipate, understand and respond to the challenges and risks facing consumers			
			1.3 Step up oversight and supervision and the fight against emerging illegal practices			
Objectives	Performance indicators		Target 2021-2022	Target 2022-2023	Target 2023-2024	Target 2024-2025
1.1	1	Consumer approval rating for the assistance services offered	80%	> 80%	82%	85%
1.2	2	Number of initiatives launched or implemented to better understand the challenges and risks faced by consumers (cumulative)	8 initiatives	9 initiatives	11 initiatives	13 initiatives
	3	Number of awareness activities targeting consumers	78 activities	83 activities	88 activities	93 activities
1.3	4	Number of initiatives launched or implemented regarding emerging illegal practices (cumulative)	8 initiatives	10 initiatives	12 initiatives	14 initiatives

<div>Orientation</div> <div>02</div> <div>An influential regulator supporting Québec’s financial sector</div>			Objectives			
			2.1 Provide strong thought and action leadership on current and emerging issues			
			2.2 Adapt our regulatory approaches to the transformation of the industry			
			2.3 Optimize the compliance burden			
Objectives	Performance indicators		Target 2021-2022	Target 2022-2023	Target 2023-2024	Target 2024-2025
2.1	5	Clientele approval rating of the AMF’s thought and action leadership on current and emerging issues	70%	> 70%	72%	75%
2.2	6	ber of initiatives completed to adapt our framework to the digital transformation of the industry (cumulative)	5 initiatives	10 initiatives	15 initiatives	20 initiatives
	7	Approval rating of the clienteles concerned for adaptation of the framework to technological innovation	70%	> 70%	72%	75%
2.3	8	Approval rating of the clienteles concerned for compliance burden optimization initiatives	70%	> 70%	72%	75%
	9	Rate of increase in initiatives launched or implemented to optimize the compliance burden*	5%	10%	15%	20%

*The rate of increase (indicator 9) is calculated against a baseline determined by using the year 2019-2020 as a benchmark in order to eliminate the impact of the pandemic from the reference volumes.

<div>Orientation</div> <div>03</div> <div>A high-performing regulator in the pursuit of its mission</div>			Objectives			
			3.1 Maximize the use of our data to support our decisions and actions			
			3.2 Deploy our resources based on risks and opportunities			
			3.3 Continue to build an efficiency-focused culture of agility and innovation			
Objectives	Performance indicators		Target 2021-2022	Target 2022-2023	Target 2023-2024	Target 2024-2025
3.1	10	Implementation of the data governance structure completed	20%	50%	75%	100%
	11	Rollout of data governance and analysis training plan	20%	50%	75%	100%
3.2	12	Number of hours redeployed due to process optimization and activity prioritization	Annual increase			4%
3.3						

<div>Orientation</div> <div>04</div> <div>A regulator committed to its human capital</div>			Objectives			
			4.1 Further develop our management approaches and practices			
			4.2 Improve our ability to attract, develop and retain talen			
			4.3 Develop within all teams the expertise required to meet new challenges			
Objectives	Performance indicators		Target 2021-2022	Target 2022-2023	Target 2023-2024	Target 2024-2025
4.1	13	Engagement rate - Innovation: The organization encourages employees to suggest new approaches and values innovation and creativity**	“Excellent” range (≥ 80%)			
	14	Engagement rate - Agility: The organization encourages employees to challenge its practices and is flexible in addressing changes in its sector of activity**	“Performing” range (between 75% and 79%)			
4.2	15	Adjusted turnover rate	≤ 6%			
	16	Overall engagement rate**	“Excellent” range (≥ 80%)			
4.3	17	Rollout of annual training program for targeted areas of expertise	Development of a three-year training strategy (2022-2025)	100% of the annual program	100% of the annual program	100% of the annual program

**The engagement rate (indicators 13, 14 and 16) will be measured every two years, i.e., at the end of Year 2 (fiscal 2022-2023) and at the end of Year 4 (fiscal 2024-2025).