

THE BusinessBULLETIN

by Business Mauritius

10 YEARS



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PRESERVING WHAT MATTERS. BUILDING WHAT LASTS.

B BUSINESS MAURITIUS
Building our Future

THE BusinessBULLETIN

by Business Mauritius



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CEO'S MESSAGE

MAKING THE NEXT WAVE COUNT

Dear Friends

The *World Bank's Riding the Next Wave* report delivers a clear message: **Mauritius can no longer rely on the growth drivers that powered previous decades.** Slower productivity growth, demographic pressures, fiscal constraints and increasing global competition are converging at a time when new opportunities are emerging in digitally delivered services and knowledge-intensive activities. The report argues that future prosperity will depend on strengthening institutions, improving competition, developing skills, accelerating technology adoption and increasing labour force participation, particularly among women. If implemented effectively, the proposed reforms could meaningfully raise long-term growth and living standards.

For Mauritius, the challenge is therefore not only to preserve past success but to position itself for the next era of growth. The opportunity lies in building a more productive, innovative and resilient economy that can compete on talent, technology and agility rather than scale alone. This ambition aligns closely with the vision set out in *Business Mauritius' Annual Report, "The Next Era for Business"*. It also finds resonance with the national aspiration embodied in the work around *Vision 2050* to create a high-income, inclusive and sustainable economy that remains globally connected and competitive.

From a *Business Mauritius* perspective, several imperatives stand out. Restoring competitiveness requires a renewed focus on labour productivity, supported by a simpler and more agile labour framework, with employment laws that remain compliant with *International Labour Organisation (ILO)* standards while encouraging job creation and enterprise growth. We should also seize the opportunity presented by digitally enabled services exports by developing a clear strategy to attract regional headquarters and export-oriented service businesses, allowing Mauritius to serve Africa and the Indian Ocean region from a strong domestic base. Energy resilience must become a priority through greater competition, regulatory certainty and a robust, independent *Utility Regulatory Authority*. At the same time, increasing female labour force participation will require a broader conversation beyond maternity leave, including family-friendly workplaces, accessible childcare, crèches and modern parental leave arrangements. Finally, innovation, digitalisation and artificial intelligence (AI) must be placed at the heart of our growth strategy if we are to raise total factor productivity and sustain higher incomes over the long-term.

“The Next Era
for Business.”



Several questions require further reflection. Why does technology adoption remain uneven across Mauritian businesses and what practical barriers are preventing firms from capturing productivity gains? Are our incentives sufficiently aligned with the ambition of becoming a leading exporter of digitally delivered services? How can digital government and AI be used to simplify compliance and improve regulatory responsiveness? And as investment continues to flow into real estate, are we creating ecosystems that attract talent, innovation and productive economic activity alongside residential development?

Underlying all these questions is talent. More women need to be encouraged and supported in fully integrating the workforce. More young Mauritians must be guided to pursue science, technology, engineering and mathematics, create clearer pathways into AI and digital careers, and strengthen links between education and industry through employer-led training and micro-credentials. Where skills gaps persist, targeted immigration can provide short-term support while accelerating knowledge transfer to local talent.

Very recently, social unrest has also underscored the importance of preserving the social cohesion that has long been one of Mauritius' greatest strengths. Through its work on social capital and inclusive growth, *Business Mauritius* has consistently sought to foster greater inclusion and strengthen the foundations of a more cohesive society. While these efforts remain important, the scale of the challenge calls for even stronger public-private collaboration. Addressing the root causes of unrest will require sustained action on issues that directly affect citizens'

daily lives, notably water security but also youth participation and employability, as well as the growing concern around drug use and its social consequences. Long-term economic resilience will depend not only on productivity and investment but also on ensuring that growth is inclusive, widely shared and accompanied by greater social stability.

“...compete on talent, technology and agility rather than scale alone.”

Our task now, together with Government and all stakeholders, is to identify priorities, align around a common roadmap and maintain a relentless focus on implementation of our set plans. Mauritius has repeatedly demonstrated its capacity to reinvent itself. Realising this ambition will require the same spirit of partnership, reform and innovation that has defined our most successful transformations.

Best

Kevin Ramkaloan
Chief Executive Officer

EDITORIAL

BUILDING BRIDGES

This October will certainly be remembered by many for the tensions and uncertainty. But there is also good reason to hope it will also be remembered for how people came together in the middle of it.

In this difficult week for the country at large, businesses also faced the challenge head-on. Some were directly affected, some more severely than others. Across sectors and sizes, companies held together, watching the situation evolve, heeding the guidelines set and putting one thing above all — **the safety of their people**. After the Government installed a curfew on *Tuesday night*, *Business Mauritius* President, Arnaud Lagesse, called for calm, respect and national unity, giving voice to something many of us felt:

"C'est aussi en tant que Mauricien, profondément attaché à mon pays, que j'appelle à l'unité nationale et à cette solidarité mauricienne qui nous rassemble au-delà de nos différences."

When the dust settles, this may be what will stay with us: **when it matters, national solidarity is what carries us through**. We are better able to face difficult problems when we face them together. And leaving people behind cannot be part of the answer because when one of us is left behind, all of us are diminished.



"...national solidarity is what carries us through."

And, as we continue to define what the "Next Era of Business" should mean for *Business Mauritius*, there might be something to learn from this week of reminders:

Federation is one of BM's core values.

Collaboration is central to our work.

Building bridges is how we bring people together.

In the past week, the business community held fast to those principles. And that might be as good a place as any for us to begin.

Verna Pillay
Head of Communications



Ten years ago, *Business Mauritius* (BM) brought the business community together around a shared purpose: **prosperity for all**. Since then, collective action has built a trusted institution and a recognised voice in national discussions.

But the Mauritius we represent is changing. Technology is reshaping enterprise, skills needs are evolving and environmental pressures and global uncertainty are testing businesses. As we enter our second decade, we need to ask how our institution can keep pace — **and where it can have the greatest impact**.

This is the foundation of *BM 2.0*, the strategic review launched in *January 2026* and presented by our *President, Arnaud Lagesse*, at *September's AGM*. It examines how we listen, choose priorities and organise ourselves to create value for members and the wider business community at large.

"BM 2.0 cannot simply be designed for our members. It must be shaped with our members."

— Arnaud Lagesse
President Business Mauritius

LISTENING AND LEARNING

Stakeholder research, internal assessments and advice from international consultants, including *Boston Consulting Group*, have informed the review, alongside discussions with *Council Members* and *Past Presidents*.

The findings confirm our strengths while highlighting opportunities to get closer to SMEs, involve emerging sectors and strengthen the relevance and visibility of our contribution.

PUTTING OUR EFFORT WHERE IT COUNTS

The proposed approach is to select a few nationally significant priorities through consultation, clarifying where *BM* should lead and where *Partner Members* are better placed to act.

This would be supported by stronger research and policy expertise to develop practical recommendations. Our commissions, resources and coordination would then align around those priorities, with clear responsibilities and clear mechanisms for measuring progress.



ANNUAL GENERAL MEETING 2026

TAKING STOCK, LOOKING AHEAD

A year of collective action, new initiatives and a renewed focus on the future all came together at *Business Mauritius's* Annual General Meeting (AGM) held under the theme "A New Era for Business".

Held at the *Hennessy Park Hotel* in Ebene on 29 September 2026, the AGM brought together *Business Mauritius* (BM) members, *Partner Members* and *Commission* chairs to review the year's activities and strategic priorities.

The review highlighted work across competitiveness, sustainability, skills and inclusion, reflecting the breadth of challenges facing businesses and the contribution of *Business Mauritius's* *Commissions* and teams. It also showcased new ways of engaging with members and responding to their changing needs. The creation of the *AI & New Tech Commission* brings emerging technologies into sharper focus while *The Meridian* provides a platform for dialogue with SME members.

For *Arnaud Lagesse*, *President of Business Mauritius*, these achievements provide the foundations for the organisation's next chapter. As *BM* enters its second decade, the strategic review offers an opportunity to build on ten years of collective action, with members actively shaping its evolution.

In his closing remarks, *CEO, Kevin Ramkaloan* emphasised the importance of execution: **advancing a focused set of priorities, strengthening collaboration with *Partner Members*, universities and think tanks and following through on agreed actions.**

The AGM connected the achievements of the past year with the opportunities ahead. Building on members' experience and shared expertise, *BM* will continue to translate priorities into action and contribute to an environment that supports investment, employment and shared prosperity.

BUILDING THE NEXT DECADE TOGETHER

July 2027 is the target for implementation readiness while services and programmes continue. Members' experience will be essential to choosing priorities and testing whether proposed responses reflect business realities.

As our *President* said at this year's AGM, "*BM 2.0 cannot simply be designed for our members. It must be shaped with our members.*"

The ambition is to build an institution that listens closely, anticipates change and delivers with purpose. By strengthening how we work together, we can better support enterprises to invest, create opportunities and contribute to shared prosperity.

BUSINESS CONTINUITY & COORDINATION

RESPONDING TO SOCIAL UNREST

The social unrest that unfolded across Mauritius on *12 and 13 October*, marked by protests, incidents of violence and the introduction of a curfew, created considerable uncertainty for citizens and businesses alike. As the situation unfolded, the business community demonstrated its ability to respond collectively, with coordination, flexibility and a clear priority: **safety of people first**.

Throughout the crisis, *Business Mauritius* remained in close contact with its members, business leaders and the relevant authorities, monitoring developments on the ground and providing timely information and guidance. This continuous engagement helped companies make informed decisions, adapt their operations and organise the safe movement of employees.

The response across businesses remained coordinated and pragmatic. Companies able to implement remote working arrangements adapted quickly while others adjusted their

operations to reflect local conditions and official directives.

Beyond these practical measures, *Business Mauritius* joined national calls for calm, unity and solidarity. In a public statement, *President Arnaud Lagesse* emphasised that concerns and disagreements must be expressed through dialogue and with respect for others, calling on Mauritians to exercise restraint and look out for one another.

Following the lifting of the curfew on *14 October*, *Business Mauritius* recommended the resumption of activities while encouraging employers to remain attentive to local safety conditions and the difficulties faced by employees, particularly working parents.

These challenging days demonstrated the importance of a connected, responsive business community that can act together, put people first and contribute to national stability during times of uncertainty.

ECONOMIC AFFAIRS

Q3 2026 HIGHLIGHTS

BUILDING RESILIENT AND COMPLIANT BUSINESS SECTORS

As financial crime becomes increasingly sophisticated, strong compliance frameworks are no longer simply a regulatory obligation; they are a business imperative. During the last quarter, *Business Mauritius* strengthened its collaboration with the *Financial Crimes Commission (FCC)* through a series of sector-focused initiatives designed to build awareness, strengthen governance and reinforce trust across the Mauritian economy.

Two dedicated awareness workshops were organised for stakeholders from the real estate and healthcare sectors, bringing together industry practitioners and regulatory experts to discuss emerging risks, evolving obligations and practical approaches to prevention. The objective was not only to inform participants of regulatory requirements but also to encourage a stronger culture of compliance and accountability within organisations.

The session dedicated to the real estate sector gathered agents and developers to explore the challenges associated with financial crime prevention in a rapidly evolving environment. Discussions focused on strengthening internal controls, improving risk awareness and ensuring compliance with applicable obligations.

The healthcare workshop brought together representatives from private clinics and medical laboratories, highlighting the importance of governance, effective risk assessment and

robust monitoring mechanisms. Participants were also sensitised to the requirements of the *Financial Crimes Commission Act 2023*, including the responsibility of legal persons to implement adequate procedures to prevent financial crime and uphold a culture of integrity.

Beyond the technical discussions, these engagements reinforced the importance of collaboration between regulators and industry. They created valuable opportunities for dialogue, allowing participants to exchange perspectives, clarify expectations and identify practical actions that support compliance.

For *Business Mauritius*, strengthening awareness around governance and financial integrity forms part of a broader effort to support a trusted business environment. By facilitating constructive engagement between the *FCC* and key sectors, *BM* continues to help members navigate a changing regulatory landscape while promoting responsible business conduct and reinforcing Mauritius's reputation as a credible investment and business destination.



INNOVATION WITH REAL-WORLD IMPACT

BM Supports the CBBR-NATEC Innovation Cup 2026

Business Mauritius continued its commitment to strengthening links between industry, academia and research through its support of the *CBBR-NATEC Innovation Cup 2026*. The initiative brought together students, researchers and industry stakeholders to develop innovative solutions to real-world challenges.

Through sponsorship of the *Business Mauritius People's Choice Award* and participation on the jury panel, *BM* reinforced its support for innovation ecosystems that connect research with practical application.

A distinctive feature of this year's competition was the direct involvement of industry partners. Organisations including *RT Knits* and *NATEC* submitted real business challenges, giving participants the opportunity to propose solutions with tangible economic relevance. The initiative demonstrates how stronger collaboration between research institutions and industry can support innovation, competitiveness and long-term value creation.

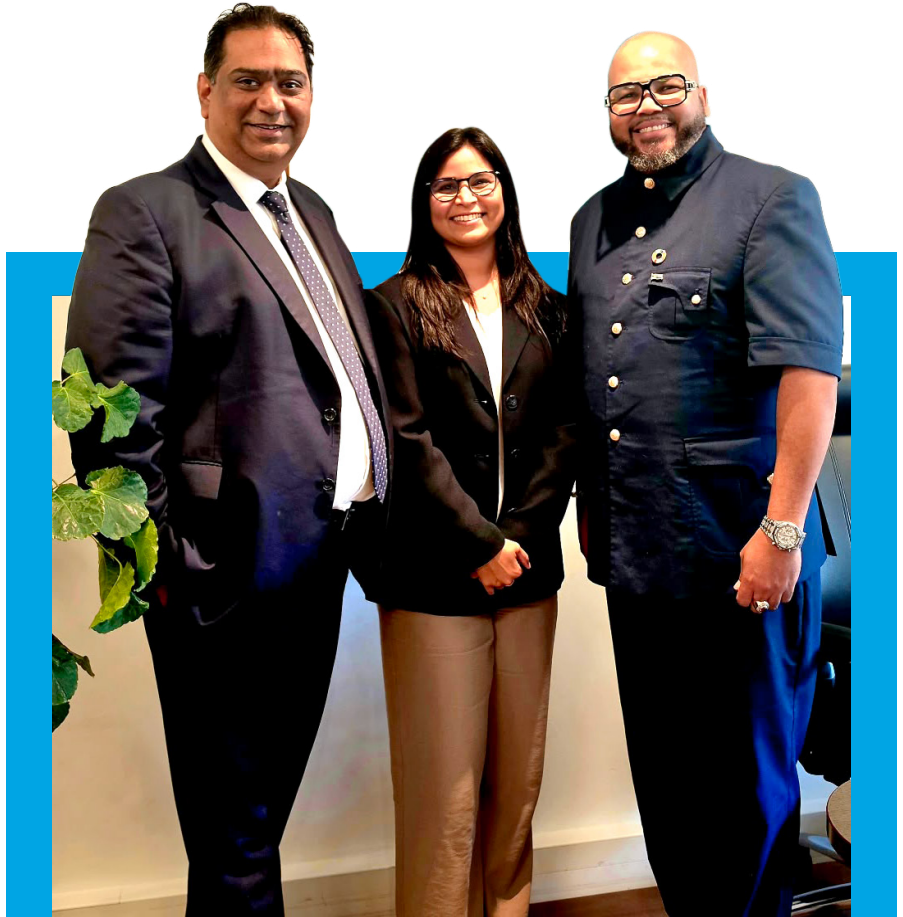
FROM COMMITTEE TO INDUSTRY ASSOCIATION

Real Estate Sector Evolves

September marked a significant milestone for the Mauritian real estate sector with the transition of the *Business Mauritius Real Estate Committee* into *REDM (Mauritius) Ltd*, an independent industry association. Established under *BM's Economic Affairs Team* in 2021, the *Committee* brought together leading stakeholders to identify sector priorities, develop common positions and contribute to the sector's long-term development.

Over the years, the *Committee* successfully engaged with Government, the *Ministry of Finance*, the *Economic Development Board (EDB)* and other institutions on matters affecting the industry. Its evolution into an independent association reflects both the maturity of the sector and the success of *BM's* approach to sector development.

As *REDM* embarks on this new chapter, *Business Mauritius* remains proud to have supported the journey from collaboration to institution-building.



BM WELCOMES NEW SOUTH AFRICAN HIGH COMMISSIONER

Mauritius–South Africa Relations

Business Mauritius welcomed *Heinrich Giovanni April*, South African High Commissioner to Mauritius, for a courtesy visit aimed at strengthening ties between the Mauritian and South African business communities. The meeting provided an opportunity to present *BM's* role as the apex representative body of the Mauritian business community and to exchange views on areas of common interest.

Discussions explored opportunities for collaboration in renewable energy, innovation, technology, digital transformation and data strategy while reaffirming the importance of stronger regional cooperation and business linkages between the two countries.

The visit reflects the value of sustained dialogue between economic partners and *BM's* commitment to supporting initiatives that deepen Mauritius–South Africa relations, encourage investment and contribute to greater regional integration and sustainable growth.

SOCIAL CAPITAL

Q3 2026 HIGHLIGHTS

ADDRESSING DRUG USE BUILDING PRACTICAL WORKPLACE SOLUTIONS

Mauritius's drug problem reaches into families, communities and workplaces. For businesses, responding means navigating difficult questions: **how to recognise when an employee needs help, how to protect colleagues and operations and how to connect someone with appropriate support.** Employers have a role to play but they need knowledge, guidance and partners to fulfil it.

This quarter, *Business Mauritius* (BM) brought those needs into focus through training on developing a harm reduction approach for employees who use drugs. The initiative was a collaboration between the *Social Capital Team* and the *Inclusive Growth* chapter of the *Sustainability and Inclusive Growth (SIG) Team*, combining their work on employment, employee wellbeing and inclusion.

Designed for workplace champions and HR professionals, the training explored how companies can respond to drug use through a health-based, human-centred

approach. Its purpose was practical: **strengthening employers' understanding, equipping them to support employees and laying the foundations for workplace strategies and protocols.**

Harm reduction seeks to reduce the harms associated with drug use while preserving dignity and access to care. Applied to employment, it asks businesses to consider how their responses can encourage people to seek help, address risks and maintain a connection with work. Safety and productivity remain central considerations.



The programme brought together *PILS*, *AILES*, *CDS* and *CUT*, drawing on their perspectives on sexual health, drug use, rehabilitation and harm reduction. This combination connected workplace concerns with the experience of organisations working directly with people who use drugs and those seeking support.

Participants explored the spectrum of drug use, the needs of people following rehabilitation and the principles of harm reduction before turning to workplace responses, support mechanisms and referral pathways.

A recurring concern was the effect of stigma. Fear of judgement or punishment can make it harder for an employee to raise a difficulty or approach support services. Employers therefore need ways to engage constructively, supported by clear processes and an understanding of when specialist assistance is required.

The training also examined the limitations of purely disciplinary measures and explored the foundations of workplace strategies and response protocols that support more consistent, supportive practices.

For *BM*, the initiative reflects a commitment to finding workable responses to a national challenge. Bringing employers and specialist organisations together creates an opportunity to connect expertise with the everyday decisions made by managers and HR teams.

The next step is to translate that learning into workplace practice through **clear** responsibilities, establish referral routes and develop practical protocols. By helping businesses build that capacity, *BM* is supporting a response in which employment can remain a source of stability, support and opportunity for people facing drug-related difficulties.

DISABILITY INCLUSION

A Practical Toolkit for Employers

An accessible interview, a well-prepared induction, a manager who understands workplace adjustments: **inclusion takes shape through everyday decisions.**

For employers, practical guidance can help turn good intentions into consistent action.

This quarter, *BM's Social Capital Team* has been developing an *Employer Toolkit for Integrating Persons with Disabilities at Work*. Still in progress, it is scheduled to launch next quarter.

A steering committee comprising *MCB*, *Eclosia*, *Enable Mauritius*, *The Inclusion Station* and *The Sunflower Charitable Foundation* is guiding its development. By bringing together employer perspectives and disability inclusion expertise, the *Committee* is helping shape a resource grounded in workplace needs.

Designed for employers, HR teams and line managers, the draft covers recruitment, induction, workplace adjustments, performance, career progression, retention and return-to-work situations.

Practical resources include a readiness checklist, inclusive vacancy notices, interview guidance, personalised workplace plans and induction templates. Physical and digital accessibility, staff awareness and emergency planning are also addressed.

The guiding principle is straightforward: **assess people on their skills and essential job requirements, remove avoidable barriers and develop solutions with the person concerned.** Consultation, confidentiality and shared responsibility underpin the approach.

As work continues, the aim is to provide businesses with practical pathway towards more accessible and inclusive workplaces, supported by guidance adapted to the local context.

EMPLOYMENT LAW

From Knowledge to Practice

A disciplinary case, a performance concern or a restructuring decision can put an HR team's judgement to the test. Knowing the law is essential; understanding how to apply it in everyday situations is equally important.

BM's Social Capital Team is preparing a training programme, **Employment Law in Practice: Navigating the Employment Relationship**, based on the *Workers' Rights Act 2019* and its subsequent amendments.

The course will follow the employment relationship from contract formation through to termination and post-employment matters, covering discipline, suspension, performance management, workforce reduction, employee obligations and the financial implications of termination.

The approach combines statutory provisions, court interpretations and worked scenarios. Participants will examine situations, consider the procedures relevant to each and develop their ability to make informed decisions.

Documentation and record-keeping will feature, helping HR teams understand how to substantiate the steps taken when a decision is challenged.

This programme aims to strengthen practical capability and support more consistent employment practices, helping practitioners to connect legal requirements with sound processes, clearer records and fair decisions.



GENDER EQUITY

From Diagnosis to Action

How can businesses translate a commitment to gender equality into changes that last?

From June to September 2026, the Social Capital and SIG Teams worked together to strengthen gender equity and inclusion across member companies.

Delivered with Talus Advisory through Expertise France's Sustainable Finance Project, funded by the Agence française de développement (AFD) with resources delegated by the European Union, the initiative used the 2X Criteria as a framework for assessing practices and identifying opportunities for improvement.

An inception phase established the methodology and company selection criteria. A diagnostic then combined an awareness webinar, survey and interviews to examine participating companies' alignment and support needs. This was followed by a three-day training programme from 29 to 31 July 2026 for BM Staff and gender champions in member organisations. The final stage produced an Action Plan for continued support.

The diagnostic highlighted a gap in governance, accountability and key ESG requirements, providing direction for future support rather than a representative picture of the membership.

The Action Plan sets priorities for the coming twelve months, including sharing tools, sustaining engagement with gender champions and monitoring progress.

The project gives BM a foundation for helping members connect gender equity with business practice and carry learning into sustained action.

SUSTAINABILITY & INCLUSIVE GROWTH

Q3 2026 HIGHLIGHTS

COP31

THE MAURITIAN BUSINESS COMMUNITY TAKES THE STAGE

For Mauritius, climate action is tied to the future of business: **the security of our coastlines, the resilience of infrastructure, access to energy and the financing needed to adapt.** COP31 offers an opportunity to bring these priorities into international discussions and build partnerships that can support implementation at home.

Alongside the official Government delegation led by *Hon. Rajesh Bhagwan, Minister of Environment, Business Mauritius (BM)* will be leading the private sector delegation attending COP31 from 9 to 20 November 2026 in *Antalya, Turkey*. Our engagement will focus on issues that have direct implications for enterprises, including energy transition, climate finance, adaptation, circular economy and decarbonisation.

A highlight will be *BM's* confirmed roundtable at the *Ocean Pavilion* on *Saturday 14 November 2026*: *"From Reefs to Resilience: Building and Financing Coastal Adaptation in a Small Island State"*. Moderated by *Amandine Hardowar de Rosnay, Head of Sustainability and Inclusive Growth at BM*, the discussion will bring together the *Mauritius Bankers Association, ER Group and Odysseo Foundation*.

The starting point will focus on a practical question: **how can Small Island Developing States move from individual restoration projects and adaptation studies to coordinated, financed coastal resilience at scale?**

Mauritius offers an implementation case. *BM* has convened Government, businesses, scientists and development partners around coastal resilience, connecting national planning, climate finance and private sector action. Alongside this work, businesses are implementing local resilience initiatives, financial institutions are developing sustainable finance solutions and marine actors are advancing coral restoration and nature-based solutions.

The panel will explore how these efforts can connect, from science and planning to financing and delivery. It will create space for dialogue with international partners, climate funds and development institutions on the support needed to scale action.

As national preparations progress towards *COP31*, members have an opportunity to contribute business priorities to *Mauritius's National Position* and participate in *BM's* delegation. Bringing practical experience to *COP31* will help make the case for solutions that reflect the realities of island economies and turn shared ambition into progress for businesses, communities and the coastlines on which they depend.



THE FUTURE OF OUR COASTLINES

What does a retreating coastline mean for the people who live and work along it? In *September 2026*, five workshops across Mauritius and Rodrigues brought that question closer to communities, connecting scientific findings with local experience.

Under the theme "*Nou Lakot Pe Rekile: Ki Pou Reste?*", *Business Mauritius* joined the *Ministry of Environment*, the *European Union*, the *Agence française de développement (AFD)* and scientific and technical partners in a coastal awareness initiative. Sessions in *Rodrigues*, *Mahébourg*, *Flic-en-Flac* and *Grand Baie* were followed by a national workshop at *Voilà Bagatelle* on *25 September 2026*.

The programme drew on *MAURISCOT*, a Government-commissioned study examining coastal erosion and marine flooding risks through to 2050 and 2100. A booklet in French, English and *Kreol*, alongside an immersive game, helped translate the research into situations participants could recognise and discuss.

Building on dialogue initiated in 2025, the workshops were designed to share knowledge, gather local observations and develop a common understanding of possible responses.

For businesses, these risks have implications for tourism, infrastructure, investment and land use. *BM's* involvement supports a shared objective: **bringing communities, public institutions, researchers and enterprises into the same conversation so that coastal adaptation is informed by science and the realities on the ground.**

NGO CONNECT Connecting for Impact

What can a business offer an NGO beyond funding? Technical know-how, skills, networks and access to resources can all help organisations strengthen their operations and extend their reach. That spirit of partnership shaped the third edition of *NGO Connect*, held on 14 August 2026 with the support of Absa Bank (Mauritius) Ltd.

Under the theme “Connect for Impact”, *Business Mauritius* brought together NGOs, businesses and institutional partners to explore two areas: **energy efficiency and operational sustainability as well as cancer prevention and early detection.**



Insights from the *Energy Efficiency Management Office (EEMO)* and *Reneworld Ltd* focused attention on how NGOs can manage energy use more effectively, linking environmental responsibility with the practical demands of running an organisation.

Contributions from *Absa Bank (Mauritius) Ltd* and *Link to Life* addressed cancer awareness, prevention, early detection and support, highlighting the importance of informed action within communities.

Across both themes, the session explored how business expertise and resources can complement NGOs’ knowledge of the communities they serve. These exchanges form part of *BM’s* work to encourage stronger connections between the private sector and civil society. The opportunity now is to build on those connections through long-term partnerships that help NGOs sustain their work and deepen their impact.

CIRCUHUB Building a More Circular Future

Building differently starts with rethinking what happens to materials before, during and after construction. Launched in July 2026, *CircuHub* gives businesses a place to begin, with support for reducing waste, reusing materials and developing circular business models.

Hosted by *Business Mauritius*, the hub forms part of the national circular economy roadmap implementation project, funded by the *European Union* and implemented by *Expertise France*. Construction and demolition generate significant waste yet the reuse and recycling of materials remain limited. *CircuHub* responds to this gap by bringing together contractors, architects, engineers, developers, SMEs and other stakeholders across Mauritius and Rodrigues.

Its services combine training and workshops, tailored technical assistance, support for project development and access to finance as well as opportunities to exchange experience and build partnerships. A sector committee helps guide its activities, ensuring they respond to industry needs and national priorities.

The programme includes workshops on circular practices in the built environment, sorting waste on construction sites and international good practice, with specialised training planned from 2027.

Participation is free and open to the construction and demolition sector. Businesses wishing to join or explore the support available can contact *Business Mauritius* or *Expertise France*.

Contact BM or
Expertise France

[CLICK HERE](#)

AI & NEW TECH

Q3 2026 HIGHLIGHTS

FROM STRATEGY TO IMPLEMENTATION

Since its launch, the *AI & New Tech Commission* has moved from strategic discussion to practical implementation. As artificial intelligence (AI) continues to reshape industries, productivity and skills requirements globally, *Business Mauritius* is focused on helping the business community prepare for this transformation in a structured and responsible manner.

A key milestone has been the creation of three dedicated working groups under the *Commission*. Together, they help organisations understand AI, strengthen internal capabilities and assess their readiness to integrate new technologies into day-to-day operations.

Beyond these working groups, *Business Mauritius* has continued its engagement in the implementation phase of *Mauritius's National AI Strategy* through ongoing collaboration with the *Ministry of Information Technology, Communication and Innovation*.

This contribution includes participation in the *National AI Strategy Working Group* and several thematic groups focusing on training, awareness, AI adoption, innovation and skills development. These engagements allow *Business Mauritius* to bring the perspective of enterprises into discussions on digital transformation, helping ensure that policy, business needs and emerging technologies evolve together.

By combining practical support for businesses with participation in national AI initiatives, the *Commission* is helping build the foundations for wider adoption across the economy. The focus is clear: **turning awareness into capability, capability into implementation and implementation into a competitive advantage for Mauritius.**

Working Groups Under the Commission



Purpose of the Commission:

- Supporting businesses in understanding AI
- Strengthening cyber resilience
- Building practical AI capabilities
- Assessing readiness for AI adoption

IN Conversation WITH AMANDINE HARDOWAR DE ROSNAY

HEAD OF SUSTAINABILITY &
INCLUSIVE GROWTH
BUSINESS MAURITIUS

Rising fuel prices, pressure on water resources, food supply vulnerabilities and coastal erosion are interconnected challenges with direct consequences for businesses and communities. As Mauritius approaches the summer months, against a backdrop of tensions in the Middle East, these pressures underline the need to anticipate risks and strengthen the country's resilience.

*At this year's AGM, our President Arnaud Lagesse stressed the need to accelerate the energy transition. This priority forms part of a broader effort to manage our resources sustainably and prepare our economy for changing conditions. In this issue of **In Conversation With**, Amandine Hardowar de Rosnay, Head of Sustainability and Inclusive Growth (SIG) at Business Mauritius (BM), discusses these challenges, the responses needed and the role businesses can play.*



AS WE APPROACH THE SUMMER MONTHS, WHAT ENERGY-RELATED RISKS SHOULD BUSINESSES ANTICIPATE AND HOW CAN THEY RESPOND TO LIMIT THEIR IMPACT IN THE SHORT TERM?

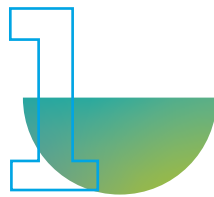
The immediate challenge is the combination of international uncertainty and our summer electricity peak.

Mauritius remains highly dependent on imported fossil fuels, so disruptions in international energy markets feed directly into our cost base. At the same time, *El Niño* is expected to contribute to higher temperatures across the region, increasing demand for cooling and electricity.

One of the most effective responses is smarter demand management. Energy efficiency reduces consumption while time-of-use measures, demand response and shifting flexible loads outside peak hours can help reduce pressure on the grid.

Businesses can also make greater use of data and AI-enabled energy management systems. These tools can identify inefficiencies, optimise cooling systems, forecast demand and automatically shift consumption. However, technology itself consumes energy, so the objective should be to deploy it where it delivers a genuine net efficiency gain.

Ultimately, this is about extracting greater value from every unit of electricity consumed and embedding efficiency into everyday business operations.



AS THE HEAD OF SIG AT BM, HOW ARE ENERGY, WATER, FOOD AND COASTAL CHALLENGES INTERCONNECTED AND WHAT DO THEY MEAN FOR BUSINESSES AND THE COUNTRY?

What concerns us is not any single risk in isolation but the possibility of several pressures occurring simultaneously.

Mauritius is particularly exposed because we are a small island economy that depends heavily on imports for energy, food and many essential inputs while also facing increasing pressure on our own natural resources. A geopolitical shock can increase fuel, freight and input costs. At the same time, hotter temperatures can raise electricity demand while climatic conditions affect water availability and agricultural production. Internationally, extreme weather can disrupt harvests and contribute to higher food prices.

For businesses, these pressures converge in the same place: **higher operating costs, greater uncertainty and potential disruptions to activity.**

This is why resilience must become an economic issue, not simply an environmental one. We need to become better at understanding how these risks interact and preparing for them before they become crises.



AT BM'S ANNUAL GENERAL MEETING IN SEPTEMBER, THE PRESIDENT STRESSED THE NEED TO ACCELERATE THE ENERGY TRANSITION. WHAT WOULD HELP TURN THIS CALL INTO CONCRETE PROGRESS?

The energy transition is about both decarbonisation and energy security. Every additional unit of energy produced from domestic renewable resources reduces exposure to imported fossil fuels and international volatility.

Encouraging progress is already visible. New renewable energy schemes are entering the pipeline, increasingly coupled with battery storage. However, generation cannot be considered independently. The grid, storage, demand management systems and regulatory framework must evolve alongside it.

A second priority is predictability. Businesses need visibility on renewable-energy projects, connection conditions, tariffs and the future direction of the electricity system before committing significant capital.

We are therefore looking closely at the *Renewable Energy Bill* currently being developed by the *Ministry of Energy and Public Utilities*. This presents an opportunity to address long-standing barriers to investment and simplify a process that can still feel like a "*parcours du combattant*" for developers. A more predictable framework would significantly accelerate project delivery.

The business community is ready to invest. Our role at *Business Mauritius* is to help ensure that the enabling conditions are in place to allow that investment to happen at the pace required.



WITH SUMMER APPROACHING AND EL NIÑO POTENTIALLY AFFECTING RAINFALL PATTERNS, WHAT CHANGES ARE NEEDED TO STRENGTHEN WATER SECURITY AND PREPAREDNESS?

Water is perhaps where we need to make the biggest shift from reacting to shortages to preparing for them.

Following the severe water stress experienced two years ago, *Business Mauritius* has consistently called for clearer drought-management procedures and more structured dialogue between water users and public authorities.

We have encouraged Mauritius to learn from experiences such as Cape Town's *Day Zero*. The point is not that Mauritius is heading towards a similar scenario. Rather, the lesson is that procedures should be established **before** they are needed.

Businesses need visibility. They need to understand what happens when reservoir levels reach specific thresholds, which restrictions are triggered and how decisions will be communicated. Without that clarity, planning becomes difficult.

We would like to see stronger drought preparedness, better data, clearer demand-management mechanisms and a permanent forum for dialogue between Government and

water users. *BM* has proposed a *Joint Water Committee* for some time and we believe there is real urgency in establishing that mechanism.

Businesses also have responsibilities. Understanding consumption patterns, addressing leakage, improving efficiency, increasing reuse and preparing contingency plans are all important parts of resilience.



WITH AGRICULTURE RELIANT ON WATER, ENERGY AND IMPORTED INPUTS, WHERE IS MAURITIUS'S FOOD SECURITY MOST VULNERABLE AND WHICH ACTIONS SHOULD TAKE PRIORITY?

Food security demonstrates why these risks must be viewed as a system. Local production is exposed to heat, rainfall variability and extreme weather while farmers face rising costs for fertiliser, feed, transport and other inputs. Mauritius also imports a significant share of what it consumes, meaning climatic disruption elsewhere can affect local prices and availability.

We are already seeing these effects. Europe experienced an exceptionally hot and dry summer while El Niño continues to create uncertainty across major agricultural regions. These developments can influence global commodity markets and food prices. The priority for Mauritius must therefore be **food resilience: strengthening local production, improving agricultural water use, supporting climate-resilient farming, reducing food loss and waste, diversifying import sources as well as identifying critical dependencies.**

We also need to consider the accumulation of pressures on food prices. Instability in the Middle East can raise fuel, freight and agricultural input costs; energy and petrochemical markets affect packaging; and domestic measures, including taxes on sugar and the new levy on certain plastic packaging, can add further costs along the food value chain.

This is why systems thinking matters in policymaking. Each measure may have its own rationale but its cumulative impact must be considered when businesses and households are already absorbing higher energy, transport, input and food costs.

Food resilience is therefore not only an agricultural issue but an economic and social one: food inflation affects every household, particularly those on lower incomes. Anticipating these interactions and avoiding unnecessary pressure at the wrong time must be part of national resilience planning.



WHAT WERE THE KEY MESSAGES EMERGING FROM THE COASTAL WORKSHOPS YOUR TEAM RECENTLY COMPLETED AS PART OF THE PROJECT SUPPORTED BY AFD?

The workshops brought the science on coastal erosion out of technical reports and closer to the people and places experiencing these changes.

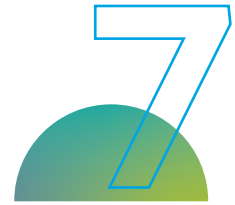
Our coastline is not only an economic asset; it is rooted in Mauritian life and identity—Sundays at the beach, swimming, fishing, celebrations, childhood memories and bringing our own children there. It also supports tourism and many livelihoods, so when familiar beaches narrow and shorelines change, the loss is both physical and deeply personal.

The *MAURISCOT* work strengthens our scientific understanding, showing that different stretches of coastline face different processes and levels of exposure. The workshops also confirmed that communities hold valuable knowledge of how their coastline has changed; good management needs both rigorous science and lived experience.

We must now move from site-by-site responses to managing the coastline as a connected system. This requires a coherent national shoreline strategy, clearer governance, coastal risk integrated into planning and investment and locally adapted solutions, including nature-based approaches where appropriate.

Businesses in exposed areas must also look beyond individual properties because protecting one site can affect another. Long-term resilience requires communities, scientists, businesses and Government to work together.

Ultimately, it is about the coastline we leave to the next generation—protecting not only an environmental and economic asset but something central to who we are as an island and as Mauritians.



WHAT TWO OR THREE ACTIONS SHOULD BUSINESSES PRIORITISE TODAY AND HOW IS BUSINESS MAURITIUS HELPING THEM RESPOND, PARTICULARLY THOSE WITH LIMITED RESOURCES?

If I had to reduce it to three priorities, they would be: **know your exposure, reduce your dependence and plan ahead.**

Businesses should understand where they are vulnerable, whether through energy costs, water restrictions, supply-chain disruptions or coastal risks. These questions increasingly belong within normal business-risk management.

They should also reduce avoidable exposure. Energy efficiency, renewable energy, water reuse, waste reduction and resilient supply chains are not only sustainability measures; they are tools for controlling costs and protecting continuity.

Finally, businesses should not wait for a crisis before planning. Decisions made today on infrastructure, equipment and operations will continue to shape resilience for years to come.

At *Business Mauritius*, our role is to support this transition through practical tools, technical assistance, collective projects and engagement with Government and development partners. While no individual business can solve these challenges alone, businesses can strengthen their own resilience and contribute to a national shift from reacting to crises towards anticipating them.



WATER STEWARDSHIP ACCESS AND EQUITY

Continuing the dialogue launched at the *November 2025 Water Conference, Business Mauritius* and *Club Export La Réunion* organised a webinar on 9 September 2026 **Water Access and Equity for the Private Sector in Mauritius and Réunion Island.**

Supported by the *WaterCEO Mandate* and facilitated by the *UN Global Compact Network Indian Ocean*, the session explored the links between water equity, gender equality and sustainable development through practical case studies on inclusive WASH and gender-responsive water management.



Watch Webinar

[CLICK HERE](#)

WHAT'S NEW

WELCOME TO THE TEAM



NELLY PADIACHY

Training & Development Officer
Social Capital

Nelly brings experience in training and development, project management, stakeholder engagement and business administration. Having coordinated programmes across the Indian Ocean region, she is passionate about continuous learning and believes accessible, relevant training is essential to helping individuals and organisations adapt to evolving workplace demands.



NICOLAS NANETTE

Coordinator
Social Capital

With over ten years of experience in training and programme coordination, including eight years in the NGO sector, *Nicolas* is driven by a desire to make a positive difference and create lasting impact. He believes that everyone deserves to be seen, valued and given a fair opportunity to succeed.



#VOICEOFBM

Now Available

Episode 3 | Jennifer Johnson
Chairperson | Inclusive Growth Sub Committee



In *Episode 3* of #VoicesOFBM, Jennifer Johnson explores the relationship between the business community and social responsibility and why inclusive growth remains a shared responsibility across sectors.

Watch Episode 3

[CLICK HERE](#)

Episode 4 | Philippe Espitalier-Noël
Chairperson | Sustainability & Inclusive Growth Commission



In *Episode 4* of #VoicesOFBM, Philippe Espitalier-Noël reflects on his leadership journey and the values that shape his commitment to sustainable and inclusive growth.

Watch Episode 4

[CLICK HERE](#)



IN PROGRESS

October 2026 – January 2027

- Workplace Gender-Based Violence (GBV) Prevalence Study in Mauritius Funded by UNFPA | Conducted by Analysis, a Kantar Affiliate

UPCOMING #VOICESOFBM

Episode 5 | Madhavi Ramdin-Clark
Vice President of BM

Don't Miss the Next Episodes

[CLICK HERE](#)

UPCOMING TRAININGS

November 2026

- Payroll: Statutory Compliance Calculations Accuracy & Best Practices
- People Management Principles & Practice for Line Managers & Supervisors
- Employment Law in Practice Navigating the Employment Relationship



REDUCE PEAK-HOUR ENERGY USE

SIMPLE ACTIONS THAT EASE THE NATIONAL GRID

18:00 – 21:00

During summer, electricity demand rises sharply between 18:00 and 21:00. By adjusting our habits, we can help ease the load on the grid while maintaining comfort.

AT HOME

- ✓ Favour fans over air conditioners (or set air conditioning to a minimum of 25°C)
- ✓ Switch off non-essential lights
- ✓ Shift the use of washing machines, ovens, dryers, water heaters, etc. to after 21:00

AT WORK

- ✓ Reduce lighting and air conditioning after office hours
- ✓ Put non-essential equipment on standby
- ✓ Schedule energy-intensive operations outside peak periods

YOUR HABITS POWER THE DIFFERENCE.



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