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**Sheila Ujoodha,**  
CEO of the Mauritius  
Institute of Directors (MloD)



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**SHEILA UJOODHA,**  
CEO OF THE MAURITIUS INSTITUTE OF DIRECTORS (MloD)

## **“Boards must prioritise crisis management as a fundamental aspect of their governance responsibilities”**

- **“Achieving true board diversity in Mauritius presents a complex set of challenges that delve into deeper systemic issues.”**
- **“The ability to adapt to change is more important than ever.”**
- **“The role of women in corporate leadership and governance is evolving from one of mere representation to one of active leadership and influence.”**

In an interview with BIZWEEK, Sheila Ujoodha, CEO of the Mauritius Institute of Directors (MloD), says that Mauritian companies are currently facing several key governance challenges, which are being shaped by both local and global trends as we move through 2025. These challenges primarily revolve around adapting to digital transformation, navigating demographic and geopolitical shifts, as well as integrating Environmental, Social, and Governance (ESG) considerations into their operational and strategic frameworks.

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## How has the MloD evolved in recent years to support stronger governance practices in Mauritius?

In recent years, the Mauritius Institute of Directors (MloD) has significantly intensified its efforts to promote a culture of corporate governance excellence in Mauritius, reflecting a robust response to the increasing complexities of global business environments. Recognising the critical need for governance structures that not only comply with international standards but also address local business realities, the MloD has launched several strategic initiatives designed to empower our dynamic community of over 1700 Members and the broader business community, aiming to bolster board competencies and ethical business practices.

Central to the MloD's strategic initiatives are its comprehensive educational initiatives, which include workshops, webinars and board development programmes tailored to equip business leaders with cutting-edge corporate governance knowledge and skills, ensuring they are well-prepared to meet both current and future challenges. By emphasising on continuous professional development, the MloD continuously enhances the strategic capabilities of business leaders and professionals across the various sectors in Mauritius.

Moreover, our advocacy efforts are continuously expanding to keep pace with the latest trends and developments across the corporate landscape, facilitating meaningful dialogue and collaboration between the private and public sectors, promoting innovative, sustainable and ethical corporate governance standards bridging both international best practices with local realities.

Additionally, the MloD offers tailored business support services such as board evaluations, board recruitment, corporate governance assessments, and risk advisory, accompanying organisations in elevating their corporate governance standards in line with best practices. Through these efforts, the MloD reinforces its commitment to enhancing the quality of corporate governance practices in Mauritius and preparing its members and the business community at large to lead with integrity and strategic insight.

## What are the key governance challenges facing Mauritian companies today?

Mauritian companies are currently facing several key governance challenges, which are being shaped by both local and global trends as we move through 2025. These challenges primarily revolve around adapting to digital transformation, navigating demographic and geopolitical shifts, as well as integrating Environmental, Social, and Governance (ESG) considerations into their operational and strategic frameworks.

One of the primary challenges is the rapid pace of digital transformation, which necessitates significant upgrades to cybersecurity measures and IT infrastructure. As businesses increasingly rely on digital processes, the risk of cyber threats grows, requiring boards to prioritise cybersecurity and data protection to safeguard their operations and maintain stakeholder trust.

Additionally, demographic shifts, particularly the aging population and labour market changes, pose a strategic challenge for companies in Mauritius. These changes necessitate a re-evaluation of talent management strategies to mitigate potential skills shortages and promote a more diverse and inclusive workforce. Emphasising Diversity, Equity, and Inclusion (DEI) is becoming increasingly crucial not only for talent retention but also for enhancing decision-making and organisational resilience. DEI significantly impacts employee engagement, talent attraction, and retention, and is integral to effective succession planning. The growing expectation for corporations to cater for social needs, combined with employees' preference to work for values-aligned companies, has heightened the focus on DEI initiatives at the senior leadership level, underscoring its importance in today's corporate strategy.

Moreover, the ESG agenda is becoming increasingly significant, with companies required to align their strategies



with sustainability goals. This involves transforming the board's role from being merely custodial to acting as proactive stewards of sustainability. Companies must turn ESG risks into opportunities by embedding sustainable practices into their core business strategies and reporting transparently on their ESG performance to meet both regulatory expectations and stakeholder demands.

These challenges are further compounded by geopolitical considerations, which are becoming critical on board agendas, especially in regions like Mauritius that are navigating complex international relations and trade dynamics. The need for strategic foresight and robust governance frameworks has never been more critical as companies face these multifaceted challenges in a globally interconnected environment. In navigating geopolitical headwinds, we might find perspective in evolving beyond management consultant Peter Drucker's statement that the best way to predict the future is to create it. Instead, by strategically anticipating global developments and meticulously planning for different scenarios, boards can

navigate their companies toward sustainable success.

## How does the MloD engage with regulators, businesses, and directors to promote ethical leadership?

The MloD leverages a multifaceted engagement strategy to foster ethical leadership among Mauritian businesses. Through our Advocacy Pillar, we organise structured collaborations that facilitate proactive dialogue and exchange between business leaders, regulators, and experts across various sectors.

One prominent example is the Climate Governance Initiative Mauritius (CGI Mauritius), an Advocacy Forum of the MloD in collaboration with its esteemed Founder HSBC Mauritius, which includes an Advisory Council and a Steering Committee comprising of representatives from the Bank of Mauritius, the Stock Exchange of Mauritius, ACCA, Business Mauritius, the UN Global Compact Network Mauritius & Indian Ocean, and academia. CGI Mauritius addresses the urgent concern of climate change

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by empowering directors to adopt effective climate governance practices

Similarly, the Audit Committee Forum, in collaboration with KPMG Mauritius, empowers Audit Committee members to adapt to their changing role and enables them to carry their role effectively. The Directors Forum, in partnership with PwC Mauritius, acts as an Advisory Council and provides guidance to directors with the aim of building more effective Boards and enhancing corporate governance standards in Mauritius. These forums issue yearly position papers and publications that guide directors on best practices and regulatory compliance, strengthening the ethical underpinnings of corporate governance in Mauritius. The Company Secretaries Circle also works closely with the Registrar of Companies to ensure that corporate secretaries are well-versed in the latest regulatory frameworks and best practices, further supporting corporate governance excellence.

In addition to our robust portfolio of forums, the MloD also champions DEI and risk management through specialised Advocacy Forums. The Women Directors Forum is an essential platform that promotes the representation and effectiveness of women on corporate boards. This forum supports initiatives and educational programmes designed to enhance the skills and visibility of female leaders, contributing to a balanced and diverse corporate governance landscape in Mauritius.

Furthermore, the recently launched Risk Governance Forum last year, in collaboration with EY Mauritius, focuses on enhancing the understanding and management of strategic risks. The purpose of this forum is to serve as a critical resource for directors and executives, providing insights and tools necessary for navigating the complexities of risk in modern business environments. By fostering discussions on the latest trends and challenges in risk management, this forum aims to ensure that organisations are well-prepared to turn potential risks into opportunities for growth and innovation.

Additionally, our educational initiatives complement these advocacy efforts by providing targeted workshops and seminars that address key issues at the forefront of boardroom agendas. For instance, our recent workshop on Future Ready Data Protection: Trends, Tools and Techniques welcomed Dr Avinash Ramtoohul, Minister of the Information Technology, Communication and Innovation, and Mrs Drudeisha Madhub, the Data Protection Commissioner, ensuring that our Members and the broader business community are well-equipped to lead with integrity and informed judgment with respect to data protection and compliance.

Through these collaborative platforms and educational efforts, the MloD adopts a holistic approach, ensuring a proactive engagement with various stakeholders across sectors, promoting a corporate governance culture that values ethical leadership and strategic foresight.

## How do you define effective leadership, and how does it reflect in your role?

Effective leadership transcends traditional oversight, evolving into a proactive, visionary force that shapes not only companies but also societal outcomes. The Ergon Zehner 2024 Global CEO Survey, The CEO Response, underscores this shift, noting that 80% of CEOs recognise their roles now extend beyond their companies, engaging with governments and other stakeholders to forge new societal realities. In my role as CEO, this insight resonates deeply, influencing how I contribute to the MloD's role in engaging with the broader business community.

My leadership philosophy is rooted in the concept that true leaders uplift, inspire, and focus on the future. This involves anticipating future trends and challenges and preparing to meet them head-on. This proactive stance is critical in a world where disruption is the norm, and maintaining a complete risk-averse, "safe" path is no longer viable. Leadership, in this context, is about energising and motivating teams and stakeholders to embrace change and innovation.

By integrating these practices, I ensure that my role

not only aligns with but actively promotes the broader expectations of modern leadership. This approach has positioned the MloD to lead by example, demonstrating how corporate governance can be transformed into a dynamic and influential platform that not only responds to, but also anticipates and disseminates the latest insights into future governance standards and best practices.

## What key changes or initiatives have you introduced since taking office?

Since assuming the leadership at the MloD, there has been a transformative shift in the Institute's trajectory, which I have been proud to guide over the past four years. This period of change has redefined the MloD from being predominantly viewed as a training institution to becoming the nexus for corporate governance dialogue and advocacy, such that we are now widely recognised as the corporate governance partner in Mauritius. Drawing from my experience across African markets, we have infused both global and regional insights to promote corporate governance practices tailored to our local context.

The transformation at MloD has involved several key initiatives aimed at enriching our value proposition to our Members and the wider business community. As a member of the Global Network of Director Institutes (GNDI), an international network of 24 leading director institutes representing over 150,000 directors and governance professionals worldwide, the MloD acts as a conduit bringing international perspectives on best corporate governance practices closer to local realities. Moreover, the launch of CGI Mauritius in October 2023 exemplifies the Institute's unwavering commitment to reinforce its role in supporting the local business community with global best practices for effective climate governance. Furthermore, this comprehensive transformation has also been driven by an increased focus on board development programmes, learning, and upskilling opportunities, emphasising inclusivity and an expanded scope in leadership training.

Such initiatives enable us to continually expand and realign our platform to better prepare Mauritian directors and businesses for the challenges of modern leadership by facilitating dynamic exchanges and discussions on key themes at the forefront of the boardroom agenda, such as the integration of cutting-edge topics like climate change and artificial intelligence throughout our advocacy efforts and courses.

To support this broadened focus, the MloD has also undergone significant digital transformations, revamping its membership offerings with the launch of our e-membership portal, which enables our Members to monitor their engagement and professional development in real time, along with regular e-communications, updates and newsletters that keep members abreast of the latest in corporate governance.

Moreover, our move to new office premises last year was also a physical manifestation of this change, creating a space that better serves the evolving needs of our members and stakeholders at large. We will be hosting our first advocacy event – "Power in Progress: Accelerating Action for Equity" – at our new office premises, a first in the MloD's history since its inception.

Combined with the rollout of new organisational support services like Risk Advisory, and the extension of our initiatives and services in Kenya and Tanzania last year, these developments underscore a strong execution mindset, and significant trust in the MloD. Supported by our esteemed Founders, Patrons, Members, Key Stakeholders, and the MloD team, these efforts enhance our ability to propose robust corporate governance frameworks, which are designed to be responsive and anticipatory, meeting the evolving needs of business leadership in Mauritius and the broader region. As far as I am concerned, this is a journey, and we are excited about the future pathway because we believe there are many more opportunities to tap into.

## How is Mauritius aligning with global best practices in corporate governance?



**Mauritian companies are facing several key governance challenges, which are being shaped by both local and global trends. These challenges primarily revolve around adapting to digital transformation, navigating demographic and geopolitical shifts, as well as integrating ESG considerations into their operational and strategic frameworks.**



Mauritius has made substantial efforts in aligning its corporate governance with global best practices over the years, reflecting a comprehensive approach to institutional reform and modern governance standards. This strategic alignment is evidenced by Mauritius' leadership in the Mo Ibrahim Index of African Governance over the last decade. However, in 2023, Mauritius was ranked 2nd behind Seychelles – which is an indicator that we must continue to reinforce our governance practices to retain the top tier competitiveness that we have maintained all this time. It is important to highlight Mauritius' adherence in accordance with the updated G20/OECD Principles of Corporate Governance, with respect to new elements such as the integration of Artificial Intelligence (AI) and DEI.

Mauritius' efforts in embracing digital transformation are highlighted in the AI Readiness Index 2023, where it ranks 1st in Africa. Combining this with the country's National AI Strategy 2025 focusing on regulatory sandboxes and ethical AI frameworks, this indicates a proactive stance and a conducive environment towards integrating AI effectively into our governance practices. Furthermore, with the advent of disruptive AI technologies, cybersecurity ranks as one of the primary immediate concerns. In this context, in the Global Cybersecurity Index of 2024, Mauritius has achieved a perfect score, across the five assessment pillars - legal, technical, organisational, capacity building, and cooperation, positioning us as the number one in Africa while also joining Tier 1 with 12 other nations, including the UK and Saudi Arabia. This cybersecurity maturity demonstrates data integrity for financial reporting and protecting intellectual property assets, while also showcasing our diligent approach on the utilisation of the diverse array of technologies at our disposal, including AI.

Regarding DEI, the Survey on Directors' Fees and Board Composition in Mauritius conducted by the MloD in collaboration with Korn Ferry last year, has indicated an incremental improvement in female board representation in Mauritius—rising to 15% from 13% in 2021. While this progress is notable, it still falls short of the benchmarks set by countries in Europe, where the lowest female board representation was found to be around 30%. Furthermore, recent insights from the World Economic Forum Global Gender Gap Report have shown a decline in Mauritius'

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rankings from 98th in 2023 to 107th in 2024, highlighting significant room for improvement in closing the gender gap. This disparity highlights the need for ongoing efforts to enhance our DEI practices, ensuring that corporate governance practices in Mauritius align more closely with global standards for inclusivity and equity.

On the basis of the above, the time has come to revisit the National Code of Corporate Governance 2016 to incorporate these new elements. Moreover, in some jurisdictions, the code of corporate governance is observed by both the public and private sectors, while in Mauritius, there is a perception that the National Code of Corporate Governance applies only for the private sector. The updated National Code of Corporate Governance should serve as the “bible” that would allow both public and private companies in Mauritius to align with the best corporate governance standards, ensuring an integrated approach to institutional development and international competitiveness on the global stage.

#### What lessons can be learned from international markets in terms of board effectiveness?

Learning from international markets offers invaluable lessons on board effectiveness, which can be divided into three pillars: board composition, board process, and board dynamics.

With regards to board composition, we can draw insights from best practices guiding resources such as Harvard

Business Review analysis, McKinsey reports, to mention a few, highlighting that boards exhibiting a wide range of diverse perspectives – encompassing gender, ethnicity, and professional backgrounds and experiences – tend to achieve better financial performance and drive higher levels of innovation compared to their less diverse counterparts. This diversity enhances the board’s capacity to navigate complex challenges and significantly enriches decision-making processes.

Moreover, achieving a balance between executive, non-executive, and independent directors is essential. Independent directors play a crucial role in providing unbiased oversight and ensuring that decisions are made in the best interest of all stakeholders. Their external perspective can challenge groupthink and enhance the quality of discussions, ultimately leading to more informed decision-making.

The processes governing board activities are equally vital for achieving effectiveness. This includes how minutes are written, how meetings are conducted, and whether pre-board and post-board materials are disseminated in a timely manner. Adhering to structured processes ensures that meetings are productive and that all members are adequately prepared. Furthermore, we are increasingly observing that board processes are being refined through the integration of technology.

The incorporation of AI facilitates more efficient management of board processes, streamlining meeting

preparations and improving the accuracy of compliance tracking and offering predictive analytics that aid in risk management and strategic planning. According to a 2023 MIT Sloan Management Review, AI’s predictive capabilities can provide valuable foresight into potential challenges, enhancing strategic responses.

Perhaps the most critical aspect of board effectiveness lies in board dynamics. Relying solely on survey questionnaires to assess these dynamics, as is often practiced in many companies in Mauritius, is inadequate. At the MIO, our board evaluation exercises emphasise understanding board dynamics through one-on-one conversations. This approach allows us to grasp insights from directors and contextualise their experiences. Boards with clear role definitions foster an environment where strategic conversations are open and constructive. From a corporate governance perspective, continuous education and training are essential for maintaining these dynamics, as they help board members contribute more effectively to strategic discussions and engage meaningfully with management.

Finally, agility is becoming an increasingly essential attribute to boards. The ability to adapt swiftly to global economic shifts, regulatory changes, and technological advancements is critical for long-term sustainability and success. Agile boards are better positioned to navigate uncertainties and seize opportunities quickly. For instance, during the COVID-19 pandemic, organisations with agile boards were able to respond more effectively to business

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interruptions.

By applying these insights and perspectives, boards can not only enhance their operational effectiveness, but also ensure that they are equipped to face both current and future challenges, adapting these global lessons to suit their specific corporate contexts.

#### What emerging trends in governance should directors in Mauritius be aware of?

Governance has evolved over the past years from the 'traditional' concept to what I called 'mindful governance'. Directors in Mauritius should be attuned to several emerging governance trends that are shaping the global and regional corporate landscape as we advance into 2025. These trends are pivotal for ensuring that corporate governance practices remain robust, forward-looking, and aligned with international benchmarks. For the past three years, key emerging trends have revolved around ESG & Climate Governance, AI, and DEI. The G20/OECD Principles of Corporate Governance have evolved in 2023 to accommodate for these trends.

With Mauritius being particularly vulnerable to climate change, the growing emphasis on ESG factors is reshaping corporate strategies. Companies are increasingly moving from traditional practices to sustainable models, integrating ESG considerations into their business strategies to meet evolving regulatory expectations and address stakeholder concerns about long-term viability and ethical operations.

Furthermore, AI's transformative potential extends beyond business processes, impacting job roles and necessitating ongoing training and reskilling of employees. Directors must focus on fostering a culture that views these technological shifts as opportunities for professional growth, while also addressing ethical concerns regarding data privacy and algorithmic fairness. Finally, as mentioned earlier, DEI is becoming increasingly important in governance, enhancing organisational performance by bringing diverse perspectives to decision-making processes.

Currently, many companies are navigating significant regulatory and geopolitical changes. These shifts require a profound understanding of how global trends and local policy changes directly impact corporate governance and operational strategies. In this dynamic environment, foresight becomes an invaluable asset, enabling directors to anticipate potential challenges and opportunities, and to prepare strategic responses that ensure resilience and provide a competitive edge in adapting to evolving market and regulatory conditions. Therefore, directors in Mauritius should prioritise staying informed about these trends to ensure their organisations remain competitive, ethical, and sustainable.

#### How is MloD promoting gender and generational diversity on boards?

The MloD employs a multifaceted approach that includes leadership training, advocacy, and direct support services, in line with its commitment to promoting gender and generational diversity on boards. A key component of our DEI initiatives is the Women Directors Forum (WDF), an Advocacy Forum of the Institute, which plays a pivotal role in empowering women to achieve leadership roles within corporate boards. It is important to note that the members of the WDF are representative of the corporate business sector in Mauritius, most of which are our Founders and Patrons from both public and private sectors.

As part of our Path to the Boardroom roadmap, the WDF, through programmes like the Women Leadership Academy (WLA) run in collaboration with Dale Carnegie Mauritius, has been instrumental in empowering more than 200 women leaders and professionals in Mauritius with the skills and confidence needed for board positions, preparing them to excel in leadership roles and contribute effectively to the corporate governance landscape. It is important to highlight that the WLA was also extended to Kenya last year, with the collaboration of Dale Carnegie Mauritius and Kenya, which has seen more than 30 women completing the course, exemplifying our commitment at fostering DEI best practices both in Mauritius and in the region.



## In some jurisdictions, the code of corporate governance is observed by both the public and private sectors, while in Mauritius, there is a perception that the Code applies only for the private sector.

Moreover, the MloD also actively supports the business community through our tailored board recruitment services, ensuring that boards not only achieve representation targets, but also benefit from a diverse mix of experience and fresh perspectives tailored to their specific needs. This approach helps companies in Mauritius align with global best practices in corporate governance, enhancing their decision-making capabilities.

Additionally, our ongoing #AccelerateAction campaign, being run in the lead up to the International Women's Day 2025, underscores our commitment to DEI best practices by featuring valuable insights and perspectives from industry leaders as well as showcasing the personal experiences of fellow women leaders having completed the WLA through video interviews. As part of this campaign, the forthcoming event "Power in Progress: Accelerating Action for Equity," being hosted at the MloD office on 6 March 2025, will gather leaders and change-makers to discuss and promote actionable steps toward achieving gender equity, demonstrating our ongoing effort to drive real impact through dialogue and leadership on issues of diversity.

These concerted efforts by the MloD not only set a stronger foundation for gender and generational diversity in board compositions, but also ensure that these principles are integrated into the very fabric of corporate governance practices across Mauritius, fostering a more inclusive and effective business environment. Our aim is to help organisations cultivate a more dynamic and adaptable governance structure, which is crucial for navigating the complexities of today's business environment. This inclusive approach not only enriches board discussions, but also fosters a culture of continuous learning and adaptability that is vital for effective and sustainable corporate governance practices.

#### What challenges exist in achieving true board diversity in Mauritius?

Achieving true board diversity in Mauritius presents a complex set of challenges that delve into deeper systemic issues. One significant hurdle is the lack of visibility and accessibility of diverse candidates for board positions. Cultural and perceptual barriers also persist today as traditional views on leadership tend to favour a homogeneous profile, often prioritising seniority and specific demographic traits. This entrenched cultural perspective can slow the pace of progress towards embracing diversity as a value-enhancing element rather than merely a checkbox requirement.

Additionally, there is often a resistance to change within existing boards, with a tendency to maintain the status quo over the potential disruptions of integrating new, diverse members. This resistance can stem from misconceptions about the benefits that diversity brings, such as improved creativity, risk management, and governance. Moreover, while Mauritius has implemented regulations to improve board diversity, such as mandates for gender representation, broader aspects of diversity like age,

professional background, and international experience are often less addressed.

In response to this, the MloD continues to leverage on its initiatives for encouraging clear pathways for diverse candidates, including mentorship opportunities, networking platforms, and training programmes for preparing a wider array of candidates for leadership roles tailored to the demands of modern board governance in Mauritius. Through our advocacy initiatives, training, and organisational support services such as board evaluation and board recruitment, our aim is to not only increase awareness of the benefits of diversity, but also to cultivate a more inclusive and dynamic corporate governance landscape in Mauritius.

#### How is the ESG agenda influencing corporate strategies in Mauritius?

In Mauritius, ESG is becoming a critical factor in reshaping the approach to corporate strategies, largely driven by the island's vulnerability to climate change and the global urgency to integrate sustainable practices. The recent years have seen a substantial shift, with ESG considerations becoming integral to business operations, not just for regulatory compliance, but as a cornerstone of corporate identity and strategy.

The impact of climate change is an inescapable reality for Mauritius, demanding an agile and proactive response from businesses. The global consensus, highlighted during the recent COP29, underscores the slow progress in meeting the Paris Agreement goals, notably the critical threshold of 1.5 degrees Celsius above pre-industrial levels. Recent reports indicate that 2024 was the first year to exceed this threshold, setting a precedent that intensifies the call for urgent and decisive action from corporate sectors worldwide, including Mauritius.

The physical threats of climate change are being experienced in Mauritius and around the world, with global damages estimated at USD 38 trillion annually according to researchers from Potsdam and Berlin in Germany, in a peer-reviewed study published in the journal Nature. A figure much larger than the mitigation costs needed to limit global warming to two degrees. The leading cause of global warming being carbon emissions, which are being produced mainly through economic activity from corporations, reinforces the rationale that corporate board members are expected to act as change agents to counter the daunting impact of climate change. Moreover, even if carbon dioxide emissions were to be substantially reduced starting today, the global economy is projected to see an income reduction of 19% until 2050 due to climate change, according to a study on The Economic Commitment of Climate Change by Kotz, Levermann and Wenz (Nature, 2024). Delay in transforming business models towards sustainability could therefore lead to severe loss of enterprise value, potentially causing some companies to fail.

In the context, board members must therefore look beyond short-term gains and address long-term sustainability challenges that threaten profitability and viability. Moreover, forward-thinking boards recognise that proactively engaging with sustainability initiatives not only contribute to mitigating these risks, but also enhance their strategic positioning in the market, often gaining a competitive edge.

It is crucial for corporates in Mauritius to integrate these considerations and embrace ESG principles effectively into their DNA for cultivating both resilience and securing competitive advantages in a global marketplace that increasingly values sustainability while also setting a standard for responsible corporate practices in the region. Although Mauritius's contribution to global carbon dioxide emissions is minimal – emitting 4.14 million tonnes of carbon dioxide in 2023, compared to the three largest emitters that same year, comprising of China (11.9 billion tonnes), the US (4.91 billion tonnes), and India (3.06 billion tonnes) – our approach should thus be focusing on both carbon reduction as well as adaptation strategies.

Beyond meeting regulatory expectations, the integration of the ESG agenda on corporate strategies in Mauritius must therefore align with both ethical imperatives and

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strategic business objectives. This transformation must be driven by a collectively informed and committed corporate leadership that prioritises the planet and people alongside profits.

## What role does the MloD play in helping directors integrate sustainability into governance?

The urgency for board directors to proficiently integrate sustainability into their governance practices has never been more critical. A 2023 survey by Hendrick & Struggles (H&S) in collaboration with INSEAD and BCG underscores this need, revealing that while 79% of board members recognise the strategic importance of sustainability, only 29% feel adequately equipped to challenge management on these issues.

The MloD is committed to bridging this gap in Mauritius, by empowering directors and business leaders to address any competence divide for successfully integrating sustainability, including climate-related strategies, effectively. The CGI Mauritius in collaboration with our esteemed Founder HSBC Mauritius is quickly becoming an essential platform, since its launch in October 2023, for advancing effective climate governance practices in Mauritius.

A local Chapter of the global CGI network, comprising 33 Chapters in over 70 countries, CGI Mauritius aligns with the World Economic Forum 8 Principles for Effective Climate Governance. This enables CGI Mauritius to integrate global insights from across the world to foster an effective approach for boards in Mauritius to align with global efforts under a common framework. This initiative is vital in equipping directors with the necessary skills and knowledge to drive meaningful actions within their respective organisations.

Currently, CGI Mauritius is actively engaging the business community through a transformative project which involved hosting the Beyond Business As Usual: The Climate Roundtable in December last year, in collaboration with the British High Commission in Mauritius and the UK's Taskforce on Access to Climate Finance, where we had the privilege of welcoming Rajesh Bhagwan, Minister of the Environment, Solid Waste Management and Climate Change, Dr. Jyoti Jeetun, Minister of Financial Services and Economic Planning, Dhaneshwar Damry, Junior Minister of Finance and Joana Bérenger, Junior Minister of the Environment, Solid Waste Management and Climate Change. This significant event saw the participation of business leaders across industries to gather strategic insight into the barriers and pathways for effective climate governance and transition strategies. Further to the roundtable, a Survey on Corporate Climate Governance in Mauritius is currently underway, which will be followed by the organisation of focus group discussions, to gather technical insights into the subject matter.

The findings from the roundtable, survey and focus group sessions will be used as data-feeder for the development of a CGI certified specialised training programme for directors for aligning global best practices with the specific needs of the Mauritian context. In addition, sector-specific toolkits will be created, providing practical guidance and tools to help organisations integrate climate governance more effectively. These initiatives, aimed at enhancing the climate resilience of Mauritian businesses, will culminate in an expanded launch event during the year, bringing together a wide range of stakeholders. It is important to highlight that CGI Mauritius also continuously organises complimentary online awareness sessions with key stakeholders such as Accenture, KPMG Mauritius, PwC Mauritius and Deloitte Mauritius, focusing on specific key areas of business operations, with the aim of further reinforcing local climate governance practices.

Furthermore, the MloD also hosts themed advocacy events such as the 2nd edition of the ESG Summit last year in collaboration with our esteemed Patron CareEdge Ratings Africa; while also organising ESG-related workshops and webinars for the benefit of our Members and the broader business community. These combined efforts by the MloD follow a comprehensive strategy that not only cultivates actionable, sustainable solutions, but also empowers businesses in Mauritius to be more than

participants, but leaders in the global movement towards more responsible and resilient corporate practices which contributes to reinforce Mauritius's role as a pioneer in sustainable governance.

## How do you see ESG reporting evolving in Mauritius?

The landscape of ESG reporting locally is undergoing a transformative shift, driven by regulatory innovation, private-sector engagement, and alignment with global sustainability frameworks. While Mauritius has historically relied on the Global Reporting Initiative (GRI) for voluntary sustainability disclosures, the increasing impacts of climate change and other sustainability challenges has led to a global push for mandatory reporting as part of a broader movement to integrate ESG factors into the core strategies of businesses, with the objective to address global sustainability challenges more effectively.

The introduction of IFRS S1 and S2 standards developed by the International Sustainability Standards Board (ISSB) for annual reporting periods starting in 2024 marks a significant advancement in sustainability reporting globally, including in Mauritius. These standards consolidate frameworks such as the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB), providing a unified framework for enhancing the comparability and consistency of sustainability information across borders, enabling the setting of clear expectations on accountability.

However, there exist some challenges in order to ensure the standard implementation of these standards across the corporate landscape. For instance, a critical barrier to ESG reporting maturity is the lack of centralised data collection systems. For instance, only a minority of Mauritian companies use digital tools to monitor energy or water consumption, while a significant proportion are still relying on manual audits instead. Moreover, SMEs, which constitute 90% of our local businesses, may face resource limitations in hiring sustainability professionals for effective ESG reporting practices. There is also a need to develop such enforcement mechanisms that would provide a clear regulatory framework with respect to ESG disclosures, preventing inconsistencies in reporting quality.

While regulatory frameworks and corporate practices are still maturing during this transition phase of the Mauritian ESG reporting landscape, the MloD's ongoing engagement through the development of capacity-building programmes, public-private sector collaborations and advocacy present a fertile ground for progress during this transition period. Notably, the Directors Forum, in collaboration with PwC Mauritius, has launched its 9th publication last December on *"Towards a Global Sustainability Reporting Framework: The Role of ISSB's S1 and S2 Standards and Their Impact on Directors"*, providing strategic insights for directors to navigate the evolving landscape of sustainability reporting, ensuring that they understand the implications of these standards on their governance practices and organisational strategies.

To fully realise its potential as a regional sustainability hub, Mauritius must prioritise data digitisation, cross-sectoral collaboration, and early adoption of IFRS S1 and S2. By tracking our sustainability efforts, we can better understand and improve how we are contributing to our national development strategies. This can enable Mauritius to not only mitigate climate risks, but also carve a niche as a trailblazer in the Global South's sustainable finance landscape.

## What skills do modern directors need to navigate today's complex business environment?

While there was a perception that directors traditionally needed only financial skills to navigate the business world, today's complex environment demands a much broader skill set. The specific requirements for a director will depend on factors such as the nature and complexity of the business, and its strategic ambition. But as leaders are entrusted with steering organisations through unprecedented technological, regulatory, and societal shifts, there are generic skills that would define the modern director, such as embodying a blend of strategic foresight,

ethical governance, adaptive resilience and human-centric leadership.

Directors must be able to balance long-term value creation with immediate stakeholder needs. Strong strategic thinking capabilities can enable them to not only understand the current market dynamics, but also anticipate future trends and disruptions. A director should be able to analyse various scenarios and their potential impacts on the organisation. This skill is intrinsic, as it requires a mind-set that embraces complexity and uncertainty while remaining focused on long-term goals. Directors can further accentuate their decision-making by leveraging on horizon-scanning workshops to pressure-test strategies against a set of varying scenarios, which can enable them to better anticipate and prepare for upcoming changes by identifying emerging threats and opportunities before they take on significant momentum.

In today's diverse corporate landscape, emotional intelligence is crucial. Directors must be adept at understanding and managing their own emotions as well as those of others. This skill fosters effective communication, collaboration, and conflict resolution within the boardroom. Building trust and rapport with fellow directors and stakeholders is essential for fostering a culture of openness and inclusivity. Furthermore, McKinsey's research shows diverse boards achieve 25% higher profitability, but this requires directors to be able to steer their organisations towards fostering psychologically safe environments to effectively leverage from diverse perspectives.

As technology continues to reshape industries, directors must also possess a solid understanding of digital tools and trends, particularly in areas such as AI, cybersecurity and data analytics. This doesn't mean they need to be tech experts, but they should have the ability to engage with technology leaders and understand its implications for business strategy. An intrinsic curiosity about technology can drive continuous learning in this area.

The ability to adapt to change is more important than ever. Directors should cultivate a mind-set of innovation, agility and resilience, enabling them to respond effectively to crises and unexpected challenges. This includes a commitment to ongoing learning to stay abreast of the latest trends and developments, being open to feedback, learning from failures, and embracing new ideas or approaches that may enhance organisational performance.

To summarise, modern directors must embody a paradoxical mixture of skills: technologically astute, yet human-centred, strategically bold, yet operationally vigilant, globally minded, yet locally anchored. The IoD Competency Framework's triad of knowledge, skills, and personal attributes provides a scaffold for this evolution, but true differentiation will come from directors who treat corporate governance as a regenerative practice – maintaining stakeholder trust while pioneering new business frontiers. As digital and climate disruptions accelerate, boards that prioritise continuous upskilling, ethical courage, and systems leadership will define the next era of corporate resilience.

## How is MloD adapting its training programmes to ensure directors remain competent and relevant?

At the MloD, we recognise that the rapidly changing business environment demands that directors continuously evolve their skills and knowledge. To ensure business leaders and professionals remain competent and relevant, we have implemented several adaptive strategies in our training programmes. We have revamped our training curriculum to align with international best practices and frameworks, such as the G20/OECD Principles of Corporate Governance and the IoD Competency Framework. This ensures that our directors are equipped with the latest insights into effective governance, risk management, and stakeholder engagement.

Our training programmes now incorporate critical emerging topics such as sustainability, digital transformation, and cybersecurity. For instance, we have recently conducted a series of workshops on AI and on integrating climate

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risks into governance frameworks, reflecting the growing importance of AI Governance and ESG considerations in boardroom discussions. This proactive approach helps directors understand the implications of these trends on their organisations. Moreover, to accommodate diverse learning preferences and schedules, we offer a mix of in-person, virtual, and hybrid training formats. This flexibility allows directors to engage with content in a manner that suits them best while ensuring accessibility regardless of location. Our recent virtual sessions have seen participation from directors across various sectors, enhancing knowledge sharing and collaboration.

The MloD also regularly collaborates with local and international facilitators, including industry leaders and experts, to deliver specialised training sessions. By inviting guest speakers from sectors such as fintech, governance, and sustainability, we provide our directors with real-world insights and practical applications of theoretical concepts. This connection to industry trends ensures that our training remains relevant and impactful. We also actively seek feedback from our Members regarding their training needs and experiences. This feedback informs our programme development, allowing us to adapt quickly to emerging challenges and opportunities faced by directors. By fostering an open dialogue with our members, we can tailor our offerings to address specific gaps in knowledge or skills.

In addition to our themed workshops and webinars, the MloD also offers a comprehensive set of board development programmes designed to enhance the corporate governance skills of directors across various industries. The Director Development Programme (DDP), in collaboration with the Open University of Mauritius, covers essential aspects of governance, ethical decision-making, and strategic leadership, with participants attaining the status of Chartered Director. The Applied Directorship Programme (ADP), in partnership with the Sirdar Group, is particularly notable for its practical approach to board training. This programme includes board simulations that allow participants to get hands-on experience in navigating complex boardroom dynamics. The programme is designed to be highly interactive, focusing on the practical application of governance principles in a simulated environment. We are currently accepting registrations for the 7th batch of the ADP, which is set to begin in March 2025. Additionally, the ecoDa programme aligns with European governance standards and provides insights into the roles and responsibilities of directors operating within transnational governance frameworks. This programme is tailored for directors looking to expand their understanding of board functions across different regulatory and cultural landscapes in Europe.

At the MloD, we promote a culture of lifelong learning among directors. We encourage participation in ongoing professional development through certifications, workshops, and seminars that focus on both hard and soft skills necessary for effective corporate governance. This commitment to continuous improvement is essential for navigating today's complex business landscape.

In conclusion, we will continue to innovate and drive excellence through a diverse range of efficient facilitators and speakers to disseminate the best insights on global standards and emerging trends, empowering directors to make informed decisions that drive sustainable growth for their organisations and contribute positively to the Mauritian economy.

## What role does mentoring play in shaping the next generation of business leaders?

Mentoring is an invaluable component in developing the leaders of tomorrow. It serves not only as a mechanism for knowledge transfer, but also as a catalyst for personal and professional growth. Mentors provide essential guidance by sharing valuable experiences and insights, helping mentees navigate the complexities of leadership. This relationship allows aspiring leaders to identify their strengths and weaknesses, set meaningful goals, and develop strategies to overcome challenges. The emotional support that mentors offer is crucial for building confidence and resilience, enabling mentees to face obstacles head-on.



Through storytelling and open discussions, mentors also impart valuable lessons learned from their own journeys, helping mentees avoid common pitfalls. This transfer of contextual and business-specific knowledge equips future leaders with practical insights that enhance their decision-making abilities in complex situations. Moreover, mentors often have extensive professional networks that they can introduce to their mentees. These connections can open doors to new opportunities, collaborations, and resources that can be beneficial for career advancement. By expanding their professional circles, mentees gain exposure to diverse perspectives and experiences.

A mentor also acts as an accountability partner, providing constructive feedback and encouraging mentees to stay focused on their development goals. This accountability fosters a commitment to continuous improvement and helps emerging leaders refine their skills and competencies. By promoting qualities such as self-awareness and emotional intelligence – key traits for effective leadership, mentors encourage mentees to reflect on their values, strengths, and passions, aligning them with their leadership aspirations. This introspection is critical for developing empathetic leaders who can

connect with their teams.

In conclusion, mentoring is a component that is not widely practiced in Mauritius, but yet it is a powerful tool that shapes future business leaders by providing them with the necessary support, knowledge, and connections. At the MloD, we are committed to nurturing the next generation of leaders by facilitating connections between experienced directors and emerging talent, creating a supportive environment where knowledge sharing can flourish.

## How does MloD help organizations strengthen their ethical frameworks?

In today's complex business environment, corporations are being assessed on broader societal and environmental criteria, resulting in boards being increasingly called to hold the higher bar on corporate conduct. Ethical frameworks are the foundation of good governance and sustainable business practices, serving as the backbone for decision-making processes by guiding organisations in effectively navigating moral dilemmas and establishing trust with stakeholders through actions that align with core values, regulatory requirements, and stakeholder expectations.

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According to LRN's Benchmark of Ethical Culture 2024, companies with the strongest ethical cultures outperform their peers by approximately 50% across all measures of business performance, including market share, customer satisfaction, employee loyalty, innovation, adaptability and growth. A CareerBuilder survey underscores the critical role of ethics in attracting top talent, with 71% of job seekers considering a company's commitment to ethical business practices when deciding whether to accept a job offer, highlighting the impact of ethics in the hiring process.

Ethical behaviour cannot be left to chance, but must be actively cultivated through leadership, policies, and accountability mechanisms. Boards play a pivotal role in setting the "tone at the top," which cascades throughout the organisation. Ethical frameworks not only help businesses define what is right and wrong, but also enhance corporate governance by promoting accountability and transparency.

At the Mauritius Institute of Directors (MloD), we are deeply committed to helping organisations embed robust ethical frameworks into their governance structures. One of MloD's key contributions as part of our advocacy efforts is the publication of "An Ethics Guide for Boards," developed by the Directors Forum in collaboration with PwC Mauritius. This guide provides practical strategies for boards to establish and maintain ethical cultures within their organisations. This guide can be accessed on the MloD website.

Our ongoing workshops and training sessions also address the key themes at the forefront of the board agenda to equip directors with the necessary knowledge and skills for fostering corporate governance excellence across their organisations.

In our view, strengthening ethical frameworks is not just about compliance – it is about fostering a culture where integrity becomes second nature across all levels of an organisation. By equipping boards with the tools, knowledge, and support they need, we are helping businesses build resilience against ethical risks, while enhancing their reputation as responsible corporate citizens. As Mauritius continues its journey toward becoming a high-income economy, embedding ethics into governance will remain central to achieving sustainable growth and societal trust.

**What are the most common governance failures, and how can they be avoided?**

Common governance failures often stem from a lack of oversight, inadequate risk management, and insufficient training among board members. One prevalent issue is the absence of clearly defined accountability mechanisms. According to an article on corporate governance failures by The CFO in 2023, one of the key reasons for governance failures is the lack of proper oversight and accountability protocols. Thus, boards should clear roles and responsibilities within well-defined governance structures.

Another critical area of concern is the management of conflicts of interest. When personal interests overshadow

organisational goals, it can lead to questionable decision-making and erode stakeholder trust. Organisations must implement robust policies that promote transparency in decision-making processes, and establish independent committees to oversee sensitive areas such as executive compensation and audits. This proactive approach helps mitigate potential conflicts before they escalate into larger issues.

Inadequate risk management strategies also contribute to governance failures. Studies show that companies with ineffective risk assessment frameworks are significantly more vulnerable to crises. To avoid this pitfall, organisations should adopt comprehensive risk management practices that include regular assessments, scenario planning, and stress testing to identify and address potential vulnerabilities proactively.

Finally, a lack of training and development for board members can hinder effective governance. Many directors may not possess the necessary skills or knowledge to navigate complex governance challenges. Continuous education programs are essential to equip directors with the latest insights into best practices in corporate governance, risk management, and ethical leadership. At the MloD, our range of initiatives is designed to ensure that our Members and the broader business community are well-prepared to lead with integrity and effectiveness in today's dynamic business environment.

**How can companies balance profitability with responsible business practices?**

It is important to have a consistent definition of what a responsible business is about. A responsible business operates efficiently and ethically; meets and exceeds legislation; and always considers its impact on people (the workforce, the community and society at large) and the environment.

Companies today face the challenge of meeting financial objectives while also addressing their social and environmental responsibilities. Key findings from the Seven Key Corporate Trends in ESG & Climate for 2024 and Beyond by the Center for Sustainability and Excellence highlights that the most profitable companies tend to have medium to high ESG ratings, suggesting a direct link between robust ESG practices and superior financial performance. A study by the World Economic Forum in Accelerating Sustainable Transformation: Dispelling Old Myths to Seize New Value in 2023 also found that 70% of executives believe integrating sustainability into business models is critical for long-term success. These findings underscore the growing recognition that profitability and responsibility are interconnected, not opposing forces.

To achieve this balance, companies should adopt a Triple Bottom Line (TBL) approach, which considers profit, people, and the planet. This framework encourages businesses to evaluate their performance not just in terms of financial returns, but also in their social and environmental impacts. A systematic review published in Revista Científica "Visión de Futuro" in 2023 found that 83% of studies confirm a positive relationship between sustainability practices and financial performance, emphasising that sustainable strategies can drive innovation, mitigate risks, and enhance competitiveness. Engaging with stakeholders – including employees, customers, and local communities – provides valuable insights into their needs and expectations, enabling businesses to make informed decisions that align with both profitability and corporate social responsibility (CSR).

Moreover, integrating sustainable practices into core operations can yield significant cost savings. For example, adopting energy-efficient technologies or implementing circular economy models can reduce resource consumption while enhancing operational efficiency. The World Economic Forum's 2024 Business Case for Sustainability report emphasises that organisations leveraging climate technology and circular economy practices are better positioned to create value while addressing environmental challenges. These efforts not only reduce costs but also improve brand reputation among socially conscious consumers and investors.

The way forward is to pave our way towards more responsible business practices because we strongly



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believe that this is the future of tomorrow. Ultimately, the path to balancing profitability with responsible business practices lies in recognising that these two objectives are not mutually exclusive, but rather interconnected elements of sustainable growth.

#### How should boards prepare for unforeseen crises like economic downturns or scandals?

I remember, as a board member, when I raised a question on crisis management, a comment that I received was “these risks have never happened in the past and it is improbable that these will affect us in the future”. Such a mind-set is no longer viable in today’s volatile and complex business environment.

Boards must prioritise crisis management as a fundamental aspect of their governance responsibilities. The COVID-19 pandemic has underscored the necessity for organisations to build resilience to withstand shocks and recover robustly. According to PwC’s bi-annual Global Crisis and Resilience Survey in 2023, 91% of organisations had experienced at least one disruption over the pandemic while 89% reported resilience as a main business priority. Furthermore, while 70% of business leaders reported to be confident to recover from disruptions, the survey data demonstrated they lacked the foundation to do so. These findings underscore the importance of implementing dedicated ‘anticipation and prevention’ strategies within crisis management frameworks to effectively prepare for unforeseen crises.

To enhance preparedness, boards should develop and instil a robust crisis management framework that clearly delineates roles, protocols, and procedures for each stage of the crisis management process. As noted by the Institute of Internal Auditors, a well-defined crisis framework can reduce a crisis’s financial impact by up to 25%. Additionally, establishing a cross-functional crisis management team is critical; according to a 2023 report by Deloitte, 85% of resilient organisations have such teams in place, ensuring coordinated responses across departments during a crisis.

Effective communication strategies are also vital during crises. Boards must ensure that their organisations have predefined and tested communication plans in place. A study highlighted by Forbes indicates that nearly 60% of businesses that managed crises effectively had a crisis communication plan ready prior to the event. This emphasises the importance of clear messaging to stakeholders, which can significantly impact an organisation’s reputation and recovery efforts.

Finally, fostering a culture of resilience within the organisation is crucial. Boards should engage all employees in understanding their roles in crisis prevention and response. Studies by McKinsey attribute resilient organisations as being able to quickly assess emerging challenges, reorient themselves and respond effectively. By embedding crisis preparedness into the organisational culture, boards can ensure that every team member is equipped to collectively contribute to effective crisis management.

In summary, when there is a crisis, there is a need to act fast. And for this to happen, boards should adopt proactive strategies that include developing comprehensive crisis management frameworks, establishing cross-functional teams, implementing effective communication plans, and fostering a culture of resilience. By doing so, they can better prepare their organisations for unforeseen crises and enhance overall governance effectiveness.

#### How can board members foster a culture of resilience and agility?

Resilience and agility are highly correlated concepts, and their development is a critical aspect of modern corporate governance. However, it is important to understand that they are not synonymous. Imagine four types of organisations: One that is neither resilient nor agile is simply unprepared to adapt and respond quickly to change. Another may be resilient but not agile, meaning it can recover from sudden changes, but lacks the flexibility to do so at the required speed. Conversely, an organisation that is agile but not resilient can react quickly to changes, but lacks the organisational mind-set to deal



## Achieving true board diversity in Mauritius presents a complex set of challenges that delve into deeper systemic issues. One significant hurdle is the lack of visibility and accessibility of diverse candidates for board positions.

with the stress that comes with change. We are currently living in a complex business landscape where we have no choice than to be both resilient and agile, and this means that organisations need to react effectively at the speed required by the situation.

Effective leadership plays a crucial role in fostering this type of culture. Resilient cultures begin with engaged leaders who understand and support their employees. A lack of senior leadership support can lead to a disengaged workforce and a weak company culture.

Open and transparent communication is another determining factor to enable and sustain this culture. The former is a powerful tool for driving behaviour and creating open conversations on key topics. Mechanisms such as corporate intranet platforms or regular departmental meetings can promote transparent communication.

Furthermore, it is important to create a supportive work environment. Instead of encouraging employees to keep their work and personal lives separate, a more social and safer work environment can help employees cope with change.

The MloD is committed to supporting board members in fostering these qualities and as mentioned earlier, the recently launched RGF aims to equip directors with the tools they need to anticipate risks, manage threats, and foster a proactive approach to governance challenges.

#### As a female leader, what challenges have you faced, and how did you overcome them?

Challenges are an inevitable part of life, and for us women, they often come with unique complexities in both personal and professional spheres. At some point in my journey, I had to juggle multiple responsibilities, including family, caregiving and personal aspirations. Societal expectations added some pressure, making it essential to set boundaries by balancing work, family and personal well-being. Building a support system has enabled me to successfully navigate these difficult times.

I remember when I was presented with an opportunity for a six-month assignment in Africa, I hesitated due to concerns regarding my children, who were at that time one and three years old respectively. The support of my husband and parents allowed me to conduct the assignment successfully.

Professional challenges also formed part of my journey, and overcoming them required confidence to stand my ground and assert my expertise. Seeking mentoring opportunities from role models also proved to be invaluable in boosting my career. I learned the importance of self-belief, daring to embrace new challenges, and staying true to my values.

Finally, transitioning into entrepreneurship at some point in my career brought its own unique set of challenges. Managing every aspect of a business, from finances to operations, can be overwhelming. There were moments when I doubted my capabilities, but perseverance has been a determining factor. These experiences have equipped me with invaluable leadership skills, business acumen, and the adaptability to navigate the business world. As a leader, I now strive to inspire other women to overcome challenges, advocate for themselves, and pursue their ambitions with confidence.

#### How do you see the role of women evolving in corporate leadership and governance?

I believe the role of women in corporate leadership and governance is undergoing a significant evolution, driven by a growing recognition of the unique perspectives and skills that women bring to the table. My own experiences, and those of countless other female leaders, demonstrate the importance of having diverse voices in decision-making roles. Today, corporate boards and executive teams are increasingly realising that DEI is not just a matter of social responsibility, but a strategic imperative for long-term success.

One key aspect of this evolution is the growing push for greater representation of women on boards. We have made progress, but there is still much work to be done to achieve true gender parity, as highlighted earlier. Beyond representation, I see women playing an increasingly active role in shaping corporate culture and driving ethical governance. Women often bring a different leadership style, characterised by empathy, collaboration, and a focus on long-term sustainability. These qualities are essential for building resilient and responsible organisations that can navigate the complex challenges of the modern business world.

Furthermore, women are also at the forefront of advocating for greater transparency, accountability, and stakeholder engagement in corporate governance. According to the World Economic Forum’s Global Gender Gap Report 2024, companies and countries that prioritise gender equality are better positioned for innovation, economic growth, and social progress. As we move towards a more purpose-driven and sustainable model of corporate governance, the leadership of women will be critical in ensuring that organisations act in the best interests of all stakeholders. In conclusion, the role of women in corporate leadership and governance is evolving from one of mere representation to one of active leadership and influence. And the way forward is inculcating an inclusive leadership, whereby both counterparts can transform corporate culture, drive ethical governance, and advocate for a more sustainable business world.

#### What advice would you give to aspiring female leaders and young professionals looking to make an impact in the business world?

Believe in yourself and your capabilities! Leadership journeys are often filled with challenges, and self-doubt may arise. Remember, “For every challenge, an opportunity; for every doubt, a conviction.”

Second, be curious! With every challenge comes an opportunity. Too often, we focus on the challenge instead of the positive side of things. So, it is very important to open your ears and eyes, and to tap into opportunities. Third, find your voice and do not be afraid to use it! It is crucial to speak up and share your ideas, even if they differ from the prevailing view. I encourage you to take the floor without hesitation, not just to claim your place, but to enrich debates and bring new perspectives to attain better horizons collectively.

Finally, cultivate a strong network of mentors and allies! If you have a goal in mind, do not be afraid to reach out to individuals who can provide guidance, support, and encouragement. Build relationships with people who believe in you, and who will advocate for you when opportunities arise.

In closing, remember that success is not solely about achieving personal goals, but also about creating a legacy. By staying true to your values, working hard, and supporting others, you can drive a meaningful and positive change to the business world and beyond.

# NEWS

## MCB raises USD350m in Syndicated Loan from Asia

The Mauritius Commercial Bank Ltd successfully closed its first Dual Tranche Asia-focused Syndicated Term Loan of USD350m. Initially launched at USD300m, the facility was very well received and was oversubscribed two times from a total of 20 banks, allowing MCB to upsize the facility to USD350m subsequently.

The proceeds of the Facility will be used by MCB for general corporate purposes. This landmark transaction, which includes MCB's debut 5-year syndicated loan, and launched exclusively to Asian Lenders, is a testament to the confidence placed by international lenders in MCB's creditworthiness and strategy. The syndication was launched with a physical roadshow in Hong Kong, Beijing, Shanghai, Taipei, and Seoul, generating significant interest from lenders across all these jurisdictions, and India, with a number of these banks being first-time lenders to MCB. With the diversification of its lenders' pool to Asian lenders, MCB has also been successful in substantially tightening its cost of borrowing. "This new facility continues the success of MCB's funding program aimed at diversifying its funding

sources through new markets. The significant participation in the 5-year tranche underscores the trust of international investors in MCB's strategy," said Anbar Jowaheer, Head of Financial Institutions and Syndication, MCB. Thierry Hebraud, CEO of MCB Ltd, added that "expanding our investor base to Asian lenders marks a significant milestone for MCB, particularly in view of the Asia-Africa corridor of the Mauritius IFC. This facility is a testimony to the global investor confidence placed in MCB's strategy, its investment grade ratings, and its growth potential." Industrial and Commercial Bank of China Limited, London Branch, Mizuho Bank, Ltd. and Standard Chartered acted as Bookrunners, Initial Mandated Lead Arrangers, and Roadshow Coordinators for the Facility.



## Stewards Investment Capital appointed to raise capital for the exclusive Armani Casa Residences in Florida

Stewards Investment Capital announced its investment partnership with Armani Casa Residences, a landmark ultra-luxury development in Pompano Beach, Florida. This high-profile project, personally branded by Giorgio Armani after more than a year of negotiations, represents an unparalleled fusion of elegance, exclusivity, and prime beachfront real estate.

The 28-unit residential development consists of two iconic towers, each featuring one full-floor condominium per level, offering 360-degree ocean views, wrap-around balconies, and expansive floor plans. Residences start at \$5 million, with penthouses exceeding \$20 million, catering to a select international clientele seeking the pinnacle of refined living. The investment opportunity is facilitated through the Armani Real Estate Backed Loan Notes, providing strategic bridge capital to accelerate construction, marketing, and sales efforts. With construction launched in late 2024 and completion expected by end of 2027, investors have a defined window to capitalize on exceptional ROI potential.

Glen Steward, Founding Chairman of Stewards Investment Capital, expressed his enthusiasm for the partnership: "This collaboration with Armani Casa Residences represents a significant milestone for Stewards Investment Capital. Investing in a project of this calibre aligns with our vision of delivering exclusive, high-value opportunities to our clients while ensuring access to world-class real estate developments."

Bilal Adam, CEO of Stewards Investment Capital, added: "We are thrilled to bring this exceptional investment to our select group of investors. The synergy between the Armani brand and this prime location makes this an unmatched opportunity in the ultra-luxury real estate space. It's a testament to our commitment to securing elite, high-return investments."

Peter Jago, Partner of Armani Casa Residences in Florida, emphasized the unique appeal of the project: "Armani Casa Residences is more than just a luxury development; it's a statement of sophistication and exclusivity. The meticulous attention to detail, combined with an unparalleled location and design, ensures that this project will set a new benchmark for luxury living in Florida."



## BADEA extends its investment commitment in TDB's African Trade Fund ESATF

TDB Group and the Arab Bank for Economic Development in Africa (BADEA) announced the extension of BADEA's investment commitment in TDB's African trade fund ESATF. With an initial investment of USD 50 million, which has since grown to USD 63 million, BADEA is extending its investment commitment in the fund for an additional period of 3 years.

To commemorate this occasion, a signing ceremony took place on the sidelines of the African Union's 38th Ordinary Session of the AU Summit on the 14th of February 2025, in Addis Ababa.

Managed by TDB's asset management company ESATL, a TDB Group subsidiary, ESATF is an open-ended investment fund which was set-up in 2019 to finance short-to medium-term trade transactions, particularly those involving small and medium-sized enterprises (SMEs) across Africa.

Since its launch, the trade fund has grown five-fold from an initial TDB seed investment of USD 50 million to nearly USD 250 million in assets under management. The fund now boasts a diverse base of 45 investors.

This announcement pertaining to the joint fund builds on a decade-long journey of successful collaboration between TDB Group and BADEA – a TDB Group shareholder since 2018 – encompassing lines of credit, risk-sharing facilities, and co-financing initiatives. Among various achievements, TDB and BADEA have so far financed over a billion USD in trade financing promoting intra-African trade, in line with AfCFTA ambitions, in addition to trade between Africa and the Gulf region.

"This is a new milestone in the strong and fruitful partnership between BADEA and TDB. The ESATF trade fund reflects BADEA and TDB's unwavering support to the AfCFTA," Dr. Sidi Ould Tah, BADEA President, said.

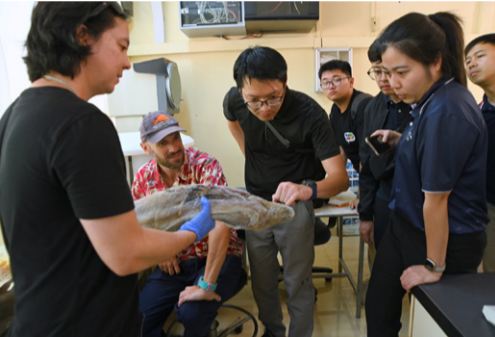
Admassu Tadesse, TDB Group President and Managing Director, added that "we are pleased to continue strengthening our strategic partnership with BADEA and jointly reaffirm our commitment to fostering trade-led economic and social development. BADEA's early investment in our African trade fund ESATF acted as a catalyst, encouraging a diverse group of investors, ranging from banking institutions and insurance companies to pension funds and high-net-worth individuals to join in."

# NEWS

## Fisheries observation: a tough but vital job

• Scientific observation is critical to keep deep-sea fisheries sustainable

Article by Food and Agriculture Organization of the United Nations  
Photos: Manoj Nawoor



**Overfishing in the 1970–1990s led to the collapse of many deep-sea fish stocks and caused significant damage to seafloor habitats.**



*“I love the ocean,”* says Saiasi Sarau, a sturdy Fijian sailor with a broad smile. “It has been good to me ever since I started fishing as a kid,” he reflects, as he gazes over the calm waters of the harbour of Mauritian capital, Port Louis.

Fishing is the only way of life in the village where he grew up, catching reef fish to feed his family before entering maritime school. After graduating, he worked his way up to become a captain before moving to the Cook Islands to work as a fisheries observer.

Once a year, Saiasi travels to the east African island of Mauritius to monitor the fishing activities of trawler F/V Will Watch. From its base in Port Louis, this Cook Islands-flagged vessel plies the waters of the southern Indian Ocean in search of deep-sea species such as alfonso and orange roughy.

*“My job is to collect scientific data to help manage these fisheries,”* Saiasi says. Fishing trips can take as long as ten weeks at sea, during which time Saiasi keeps records on catch and bycatch and collects biological data about the fish caught.

There’s some bird watching too. Saiasi’s duties also include recording interactions with seabirds, marine mammals and reptiles. Far out on the ocean, mostly albatrosses approach the ship. Saiasi makes sure that the tori line works to deter them from picking at a tasty bite and becoming entangled in the net.

### Know what’s happening

This time Saiasi is in Mauritius for another reason. With around twenty peers, he has joined a workshop on scientific observation in deep-sea fisheries. All participants represent countries fishing in the Indian Ocean that are contracting parties of the Southern Indian Ocean Fisheries Agreement (SIOFA), including China, Mauritius, the Seychelles and Thailand.

On this hot and drizzly December morning, the group is practicing how to monitor fishing activities onboard the F/V Klondyke, a Mauritian vessel preparing its next trip.

They are learning to follow standard operating procedures introduced by one of the workshops’ trainers, Isaac Forster, a biologist with the Commission for the Conservation of Antarctic Marine Living Resources.

Forster explains how important standardisation is to make sure that the data collected can be widely used. Independence in reporting is equally important, he adds. *“Unless observers can work independently, data quality is questionable.”*

*“Onboard observers enable you to know what’s happening in a fishery and what the impact on the ecosystem is going to be,”* says Keith Reid, a fisheries expert leading the workshop organised by the Common Oceans Deep-sea fisheries project, led by the Food and Agriculture Organisation of the United Nations (FAO). He adds that this is particularly

relevant in deep-sea fishing where the impact on the environment can be considerable.

Funded by the Global Environment Facility (GEF), the project promotes responsible deep-sea fisheries management and biodiversity conservation in the high seas.

Overfishing in the 1970–1990s led to the collapse of many deep-sea fish stocks and caused significant damage to seafloor habitats. Since then stocks have been slowly recovering, while voluntary guidelines and strengthened regional cooperation has helped to make deep-sea fishing more sustainable.

This is the *raison d’être* of SIOFA, says Marco Milardi, science officer at this regional fisheries management organisation. Observation plays a vital role, he adds. *“It provides the data for informed decision-making on sustainable catch levels and reducing the environmental impact of bottom fisheries.”*

### A tough job

By the afternoon, the sky has cleared, and the group enters the Albion Fisheries Research Centre, just south of Port Louis. Inside, a scientific officer gives a demonstration of biological data collection. First, she weighs and measures the capitaine, or spangled emperor fish, used for the occasion. She then performs a dissection to assess its reproductive maturity and age.

While watching, Lana Gabriel says she misses her time at sea as an observer on vessels fishing tuna around the Seychelles, where she is from. Though most of the observers are men, she never found that her gender was an issue. *“In the Seychelles, girls are more involved. They do the same things that guys do.”*

Lana likes her current work onshore as an electronic monitoring officer, but she says that watching a ship’s camera footage on a computer screen is not the same as being out there. But after having a baby, she didn’t want to spend so much time out at sea.

Saiasi agrees; it’s hard to be away from your family for so long. He would like to become a debriefer, working with those coming back from trips instead of travelling all the time.

Whenever he is away, his three-year-old son impatiently waits for him. Saiasi smiles: *“All he wants, is to go fishing. Just like his dad.”*

It is a tough job, but scientific observation is critical for international efforts to make deep-sea fisheries more sustainable. The data collected on catch and discards allows countries to assess the health of fish stocks and to make informed decisions on appropriate management measures. To promote the recovery of deep-sea fish stocks, safeguard the environment and support livelihoods, observation is a vital first step and the months spent on the high seas is ultimately invaluable.

# NEWS

## Stewards Investment Capital Partners with PIAfrica 2025 to Explore Africa’s Alternative Investment Landscape

Stewards Investment Capital has announced its participation as a key partner in the upcoming 8th edition of the Pension Funds and Alternative Investments Africa Conference (PIAfrica 2025). Scheduled to take place from April 8-9, 2025, at the InterContinental Resort Mauritius, the conference serves as a significant platform for discussions on alternative investment opportunities and the evolving pension fund industry in Africa.

PIAfrica 2025 will be held under the theme **“Investing for Tomorrow to Achieve Maximum Impact and Sustainable Economic Growth.”** The conference aims to address the latest developments in the pension fund industry, exploring how it is adapting to demographic shifts, geopolitical factors, macroeconomic fluctuations, and technological progress. It will bring together a diverse group of industry experts, institutional investors, and policymakers to discuss innovative investment strategies that can drive sustainable economic development.

This year’s event will feature a distinguished lineup of global speakers, with expertise across key investment sectors such as infrastructure, real estate, and renewable energy.

### Stewards Investment Capital’s Contribution

Bilal Adam, CEO of Stewards Investment Capital, expressed enthusiasm about the company’s participation, stating: *“We are delighted to participate in PIAfrica 2025, an event that aligns with our mission to drive sustainable economic growth through innovative investment strategies. This conference provides a unique opportunity to collaborate with industry leaders, share insights, and explore new avenues for maximizing impact in Africa’s pension and alternative investment sectors. We look forward to contributing to the discussions and helping shape the future of institutional investing on the continent.”*

As part of the event, Bilal Adam will be among the panelists in a key session titled **“Strategies for Institutional Investors to Play a Greater Role in Fund Growth and Added Value.”** He will share insights on how institutional investors can enhance fund growth, navigate demographic changes, and leverage innovative strategies to promote sustainable economic progress.

### Organizers Welcome the Partnership

Mahad Ahmed, CEO of Ametrade and organizer of PIAfrica 2025, welcomed Stewards Investment Capital’s involvement, remarking: *“We are delighted to have Stewards Investment Capital as a key partner for the second consecutive year. This partnership will enhance our joint efforts to encourage innovative solutions and drive meaningful dialogue around investment strategies that promote sustainable economic growth and maximize impact across the continent.”*

### About Stewards Investment Capital

Stewards Investment Capital is a boutique investment advisory firm operating for over 25 years under the Stewards Group of Financial Companies. With a presence in Mauritius, South Africa, and the USA, the firm provides tailored investment solutions to high-net-worth individuals, pension funds, and institutional investors. The firm adopts a high-alpha approach, driven by a commitment to growing and nurturing clients’ wealth while fostering long-term financial security. Its team of investment professionals brings decades of experience to delivering strategic investment solutions that align with evolving market conditions.

## Mind Initiatives Partners with Samantha Seewoosurrin to Offer Executive Presentation Skills Training

Mind Initiatives has collaborated with international public relations professional and trainer Samantha Seewoosurrin to introduce a specialized training program designed to enhance the presentation skills of executives and management-level professionals. The course, approved by the Mauritius Qualifications Authority (MQA), aims to equip participants with the skills necessary for effective speech delivery and panel moderation.

The training will focus on key areas such as developing executive presence, crafting impactful speeches that engage audiences, and moderating panel discussions to encourage dynamic exchanges.

Samantha Seewoosurrin, Managing Director of the PR agency Perpetual Motion, emphasized the importance of public speaking as a skill that can be developed through practice. She highlighted that mastering this ability enables executives to present compelling speeches, strengthen professional networks, and create new business opportunities. She also pointed out that in a post-COVID world, where in-person events are regaining prominence, executives are increasingly required to deliver speeches at both national and international forums.

*“This collaboration with Mind Initiatives aims to help professionals excel in public speaking, whether delivering a speech from a podium or moderating a panel discussion,”* she stated.

Ravin Lama, Managing Director of Mind Initiatives, underscored the significance of effective communication in today’s business environment.

*“Public speaking is an essential skill for business leaders and executives. A well-structured speech or an engaging panel discussion enhances both personal credibility and corporate reputation. Strong communication skills can create opportunities for leadership and business growth,”* he said.

Bhawana Maskey, Director at Mind Initiatives, reiterated the organization’s commitment to equipping professionals with the necessary tools for impactful communication.

*“Through this partnership with Samantha Seewoosurrin, we are offering a blend of expertise that will help executives refine their speaking and moderation skills. The training will provide hands-on coaching, expert insights, and real-world practice scenarios to boost confidence and stage*



*presence,”* she explained.

The training program is designed to cater to professionals seeking to enhance their communication abilities, whether addressing stakeholders or strengthening their personal brand. Participants will benefit from tailored guidance to develop their capacity to engage and inspire audiences effectively.

# BUSINESS

## CARTE DE CRÉDIT EN DEVISE ÉTRANGÈRE

# MCB Mastercard : L'alliée incontournable des entreprises

Une carte bancaire conçue pour répondre aux exigences des entreprises. La MCB a lancé la carte de crédit d'entreprise en devise étrangère en partenariat avec Mastercard. Cette solution sur mesure facilite la gestion des paiements internationaux.

Affichant un design distinctif, elle est disponible en Euro, Livre sterling, Dollar américain et Rand. Dotée de la technologie sans contact (Touch & Pay), elle répond à la demande croissante pour des transactions rapides, simples et sécurisées. Cette carte ne se limite pas aux paiements : elle propose également des avantages exclusifs pour rendre chaque déplacement plus agréable.

- Assurance voyage : couverture pour des voyages multiples.
- Accès aux lounges d'aéroports en cas de vol retardé.
- Jusqu'à 30 % de remise sur les réservations d'hôtels.
- Accès exclusif aux expériences Mastercard Priceless, incluant des événements sportifs, culturels, gastronomiques.

- Remises auprès de plusieurs partenaires : 10 % chez Booking.com, rentalcars.com, et Budget ou encore 20 % chez Avis, entre autres.

Pour Stephanie Ng Tseung, Head of Payments à la MCB, la carte d'entreprise MCB Mastercard facilite la gestion des dépenses professionnelles à l'international et « s'impose comme l'outil idéal pour accompagner les entreprises au quotidien, notamment lors des voyages d'affaires ».

Selon elle, l'introduction de la carte à l'intention de la clientèle 'Global Business' de la banque vient étoffer l'écosystème de cartes de la MCB. « Maurice se positionne comme une place financière internationale et la carte en devise vient étoffer notre offre transactionnelle auprès des entreprises en leur permettant d'accéder à leurs fonds domiciliés à Maurice pour leurs dépenses courantes et leurs paiements en ligne », ajoute-t-elle.



## Assurance responsabilité des dirigeants : Ce qu'il faut savoir

Les directeurs et cadres supérieurs des entreprises privées prennent chaque jour des décisions qui peuvent engager leur responsabilité personnelle, et les exposer à des poursuites légales. Qu'elles soient fondées ou pas, ces actions en justice peuvent s'avérer coûteuses, pouvant parfois mettre en péril leur patrimoine privé. Seule une assurance responsabilité des dirigeants permet de protéger les professionnels de ces risques et leur donner la sérénité nécessaire pour mener à bien leurs missions.

SWAN propose une police modulable offrant une protection élargie. Voici tout ce qu'il faut savoir sur cette couverture.

**L'assurance responsabilité des dirigeants se décline en trois couvertures : A, B et C. De quoi parle-t-on ?**

En effet, cette police d'assurance propose trois couvertures :

- La couverture A protège les dirigeants et les membres du conseil d'administration lorsque leur entreprise ne les indemnise pas à la suite d'une action légale dont ils ont fait l'objet. Cette situation peut survenir en raison de contraintes financières, de faillite ou de restrictions légales empêchant l'entreprise de couvrir leurs frais de défense ou les dommages-intérêts imposés par une cour de justice. Cette couverture préserve ainsi le patrimoine personnel des directeurs et administrateurs, les protégeant s'ils sont personnellement tenus responsables des réclamations faites à la suite de leurs décisions.
- La couverture B indemnise l'entreprise lorsque celle-ci a pris en charge les frais juridiques ou payé des dommages-intérêts au nom de ses directeurs et administrateurs. Elle permet à l'entreprise de préserver sa stabilité financière tout en protégeant son équipe de direction. Cela contribue à rassurer

les professionnels qui occupent des postes à responsabilités au sein de l'entreprise.

- La couverture C, aussi appelée « couverture d'entité », s'adresse plus particulièrement aux compagnies cotées en bourse, puisqu'elle couvre les réclamations liées à leurs titres. Ces réclamations peuvent découler d'une infraction à la Securities Act, telle que le non-respect des règlements lors d'une transaction boursière.

**• Les réclamations découlant du non-respect du devoir fiduciaire sont-elles couvertes ?**

Le non-respect du devoir fiduciaire survient lorsque les directeurs ou administrateurs n'agissent pas dans l'intérêt supérieur de l'entreprise et de ses parties prenantes (actionnaires, employés ou créanciers). Cela peut prendre la forme de conflits d'intérêt, de mauvaise gestion ou d'un manque de diligence. L'assurance couvre les réclamations qui en résultent. Les allégations, fondées ou pas, peuvent entraîner de graves conséquences juridiques et financières. D'où l'importance de cette couverture.

**• Peut-on assurer des dirigeants siégeant sur d'autres conseils d'administration ?**

Cela est possible. À Maurice, il n'est pas rare que des directeurs et administrateurs siègent sur plusieurs conseils d'administration, que ce soit pour des filiales de leur groupe ou des entreprises non liées. Si un directeur ou administrateur de l'entreprise est poursuivi pour une décision prise dans le cadre de ce rôle externe, cette couverture peut le protéger s'il est personnellement tenu responsable. De plus, la couverture s'applique en complément de la police en vigueur pour l'autre entreprise ou s'il n'y a pas d'autre police en vigueur.



## ABC Banking Corporation : La réorganisation structurelle avalisée par la Cour suprême

Nouveau palier franchi pour la réorganisation structurelle d'ABC Banking, qui a été avalisée par la Cour suprême le lundi 17 février. Cette étape décisive précède l'admission des actions d'ABCB Holdings sur le marché principal du Stock Exchange of Mauritius (SEM), prévue pour début avril. Dans ce cadre, les actions d'ABC Banking seront échangées pour la dernière fois sur la Development & Enterprise Market (DEM) le 25 mars. Le Scheme of Arrangement, lui, prendra effet le 2 avril, et les nouvelles actions d'ABCB Holdings seront émises le 3 avril. Elles pourront être négociées dès le 4 avril, à un prix équivalent au dernier cours de clôture des actions d'ABC Banking avant leur suspension, prévue le 26 mars. Les actionnaires détenant des Share Certificates d'ABC Banking Corporation et voulant les négocier avant la suspension sont invités à les déposer à la Central Depository and Settlement Co. Ltd (CDS) avant le 20 mars prochain.

Le conseil d'administration de la banque précise également que, sous réserve de l'aval de la Banque de Maurice, un dividende de Rs 0,90 par action ordinaire, déclaré pour l'exercice financier de 2024, sera versé aux alentours du 27 mars 2025. Ce paiement interviendra avant l'échange d'actions et concernera les actionnaires de la banque enregistrés au 20 mars 2025.

Pour rappel, la banque avait, l'an dernier, annoncé la réorganisation de ses activités afin d'établir une structure de groupe plus efficace, avec la création d'un pôle non-bancaire distinct de ses activités bancaires.

# DEBRIEF

## nPerf décerne le titre d'internet mobile le plus rapide à Emtel

Une reconnaissance internationale qui vient renforcer son statut de leader des télécommunications dans le pays. En effet, Emtel a une fois de plus reçu le prix d'internet mobile le plus rapide à Maurice. Décerné par nPerf, une entreprise française basée à Lyon, ce prix souligne ainsi l'engagement constant d'Emtel envers l'innovation et la fiabilité.

Reposant sur plusieurs critères tels que la vitesse de téléchargement et d'envoi, le score nPerf offre une vision de la qualité de l'expérience utilisateur sur tous les réseaux mobiles du pays (voir encadré). Emtel s'est distinguée à Maurice en obtenant des scores élevés sur la plupart de ces critères. En 2024, les abonnés d'Emtel ont pu profiter d'une expérience internet mobile inégalée, avec une vitesse de téléchargement (download) ultra-rapide atteignant en moyenne 159,36 Mbps et une vitesse de chargement (upload) hautement performante s'élevant en moyenne à 52,62 Mbps. Des résultats qui illustrent l'engagement constant d'Emtel à offrir le meilleur à ses clients, tout en favorisant une connectivité toujours plus fiable et efficace pour la société. Commentant cette nouvelle récompense, Kresh Goomany, Chief Executive Officer d'Emtel, a indiqué que « cette distinction du réseau mobile le plus rapide à Maurice témoigne de notre engagement envers l'excellence. Chez Emtel, nous nous efforçons d'offrir à nos utilisateurs une connectivité inégalée, alliant rapidité, fiabilité et performance. Nous

tenons également à remercier nos utilisateurs, qui, par leur confiance et leurs attentes élevées, nous poussent à donner le meilleur de nous-mêmes. C'est grâce à eux que nous pouvons continuer à repousser les limites de l'innovation et à offrir des services toujours plus performants, afin de répondre à leurs besoins et de surpasser leurs attentes ».

### La méthodologie de nPerf

nPerf met à disposition des utilisateurs une application gratuite permettant d'évaluer la qualité de leur connexion Internet. Chaque jour, des milliers d'utilisateurs réalisent des tests de débit dans leur pays, contribuant ainsi à une base de données dédiée à l'analyse des réseaux. Pour garantir des résultats représentatifs, nPerf applique une méthode de filtrage visant à refléter fidèlement l'expérience des utilisateurs sur un réseau spécifique. Les tests sont effectués directement par les abonnés, garantissant ainsi une représentation fidèle de la qualité du réseau Internet telle qu'expérimentée par les utilisateurs.



### ABC Banking : Dépôts et bénéfices d'exploitation en hausse au dernier semestre de 2024

ABC Banking Corporation a enregistré une performance financière solide pour le semestre se terminant le 31 décembre 2024, confirmant la croissance de la banque sur différents segments. La base de dépôts de clients a progressé de 18,2 %, atteignant Rs 24,5 milliards contre Rs 20,7 milliards l'année précédente. Le bénéfice d'exploitation de la banque a atteint Rs 444,4 millions, une hausse de 9,6 % par rapport aux Rs 405,5 millions enregistrés pour la même période en 2023. Cette augmentation est principalement attribuable à la croissance de son portefeuille de prêts, qui a atteint Rs 15,9 milliards. Cette expansion a généré une hausse de 8,4 % du revenu net d'intérêts, qui s'élève désormais à Rs 352,4 millions contre Rs 325,3 millions pour la même période l'année précédente. Les actifs de la banque ont également enregistré une croissance non-négligeable de 22,4 %, pour atteindre Rs 29,5 milliards au 31 décembre 2024. Les Non-Interest Income ont connu une augmentation significative de 14,7 %, passant à Rs 92 millions, ce qui témoigne de la diversification et de la solidité de la performance de la banque. Les profits après impôts s'élèvent à Rs 108,7 millions pour les six mois, reflétant une baisse qui est attribuée aux dépenses additionnelles, de nature exceptionnelle, incluant certaines liées aux exigences légales. ABC Banking Corporation continue ainsi de démontrer une croissance robuste et une performance financière solide, renforçant sa position dans le secteur bancaire mauricien.

### Tamarina Golf & Spa Boutique Hotel dévoile ses chambres rénovées, alliant modernité et charme tropical-chic

Tamarina Golf & Spa Boutique Hotel vient d'annoncer la rénovation complète de ses chambres, offrant une atmosphère renouvelée qui sublime son identité de refuge boutique tropical-chic. Cette transformation s'inscrit dans une démarche alliant esthétisme, confort et respect de l'environnement exceptionnel qui entoure l'établissement. Pensé pour offrir une expérience plus immersive et harmonieuse, le design revisité s'inspire des paysages naturels environnants. Une palette de couleurs élégantes – beiges sablonneux, blancs doux et touches de vert et de rose corail – s'associe à des papiers peints évoquant la forêt tropicale, créant ainsi une ambiance à la fois chaleureuse et apaisante. Cette métamorphose ne se limite pas à l'esthétique : les chambres offrent désormais un confort optimisé, favorisant le bien-être et la détente après une journée de golf à Tamarina Golf Club Mauritius ou une exploration de la côte ouest. L'ergonomie et la qualité des aménagements ont été repensées pour répondre aux attentes d'un séjour ressourçant, en parfaite harmonie avec l'engagement de Medine pour une hospitalité alliant authenticité et art de vivre.

### Vivo Energy dévoile sa nouvelle image de marque

Vivo Energy, la société panafricaine qui, à Maurice, distribue et commercialise les carburants et lubrifiants de la marque Shell, dévoile une nouvelle identité de marque. Une étape stratégique décisive dans la croissance de la société. Après la conclusion, en 2024, de la transaction visant à regrouper les sociétés Engen (sauf à Maurice) et Vivo Energy, et avec des activités s'étendant désormais sur 28 marchés, Vivo Energy avait besoin d'une image de marque moderne et fédératrice, reflétant sa croissance, son ambition et sa vision de devenir la société d'énergie leader et la plus respectée d'Afrique. La nouvelle image de marque est conçue pour rendre la société plus visible, renforcer sa réputation et mettre en valeur son identité tournée vers l'avenir.

« Notre société est en pleine expansion et nous avons besoin d'une image de marque moderne et dynamique, qui incarne notre croissance et nous engage derrière une identité unique et forte », a déclaré Fouad Khfifi, Managing Director de Vivo Energy Mauritius. « Avec ses ressources naturelles abondantes, sa population jeune et ses cultures diverses, l'Afrique est un continent promis au succès. Vivo Energy se donne pour mission de contribuer à concrétiser ce potentiel – pour cela, nous capitaliserons sur notre expertise, notre portefeuille de marques mondiales et notre service client exceptionnel. Avec notre nouvelle image de marque, nous sommes plus à même d'être des leaders, d'innover et de conduire le progrès sur notre continent. »

### Sunlife

### 'Roadshow' en Afrique du Sud et en Namibie

Du 10 février au 15 février 2025, les directeurs des Sunlife resorts ont effectué un 'roadshow' à travers plusieurs villes d'Afrique du Sud, dont Johannesburg, Pretoria, Durban et Cape Town, ainsi qu'en Namibie. Ils étaient accompagnés de Ramesh Jeenarain, Managing Director de World Leisure Holidays & Chief Sales and Marketing Officer de Sunlife, ainsi que de Joelle Edwards-Tonks, Chief Commercial and Operations Officer de Sunlife. Jean-Marc Ma Poon, directeur du Sugar Beach, Clency Roméo, directeur de La Pirogue, et Teeshan Gutty, directeur d'Ambre, ont ainsi rencontré 300 agents de voyage FIT & MICE afin de leur présenter les nouveautés et les prochaines rénovations. Ils ont également répondu aux nombreuses

questions sur la destination mauricienne et les offres hôtelières du groupe. Les professionnels du voyage ont été séduits par les nouvelles expériences de la Come Alive Collection, le nouveau concept spa et wellness GLOW et le nouveau pop-up restaurant Maré Maré par le Chef Reuben Riffel, qui jouit d'une très grande popularité, notamment en Afrique du Sud. Depuis 15 ans, Sunlife organise régulièrement ce 'roadshow' en Afrique du Sud et dans les pays voisins afin de promouvoir les hôtels Sunlife, mais aussi l'offre touristique de la destination mauricienne. Les directeurs des resorts étaient ravis de pouvoir interagir avec les professionnels du voyage et de renforcer leurs liens avec eux.

# DEBRIEF

## PERFORMANCE FINANCIÈRE

### Groupe IBL : Une performance solide portée par l'international, malgré la pression des coûts à Maurice

Le Groupe IBL annonce une croissance de 21 % de son chiffre d'affaires, qui atteint Rs 61,3 milliards pour le semestre clos au 31 décembre 2024 (contre Rs 50,6 milliards l'an dernier). Cette progression repose sur une croissance organique robuste et notamment l'intégration de récentes acquisitions stratégiques à l'international.

Les bénéfices d'exploitation ont augmenté de 22 % pour s'établir à Rs 3,5 milliards. Toutefois, le bénéfice après impôts s'élève à Rs 2,2 milliards, en recul de 14 %, principalement en raison de la hausse des coûts d'opérations à Maurice, dont les salaires, des coûts financiers nets, la fiscalité et une contribution réduite de la quote-part du résultat net des sociétés mises en équivalence.

Arnaud Lagesse, Group CEO d'IBL, a déclaré : « Cette performance témoigne de l'efficacité de notre modèle économique diversifié tant dans les métiers que dans sa présence régionale et de la dynamique positive des opérations, notamment en Afrique de l'Est et à La Réunion, mais aussi de l'excellence et des efforts continus de nos équipes. Cela malgré un environnement économique marqué par une augmentation substantielle des coûts opérationnels à Maurice, ainsi que des incertitudes liées aux marchés locaux et internationaux. L'augmentation des coûts salariaux à Maurice a en effet eu un impact tangible sur nos activités locales. Notre priorité est donc d'optimiser l'efficacité opérationnelle tout en poursuivant notre stratégie 'Beyond Borders' de croissance et d'innovation. Nous nous engageons à rechercher de nouvelles synergies et à renforcer notre compétitivité pour continuer à créer de la valeur durable pour l'ensemble de nos parties prenantes. »

Cédrik Le Juge de Segrays, Group CFO

d'IBL, a ajouté : « Nos investissements stratégiques et notre gestion rigoureuse des coûts nous permettent de soutenir notre performance dans un environnement complexe. Face aux hausses de coûts à Maurice, nous mettons un accent particulier sur l'amélioration de la productivité afin de maintenir une trajectoire financière stable et saine sur le long terme. »

#### Performance financière par secteur d'activité

##### AGRO & ENERGY

IBL Energy poursuit sa stratégie de croissance avec des avancées importantes via le CNIS Scheme à Maurice et Equator Energy en Afrique de l'Est. En revanche, la baisse des prix du sucre et de la production a affecté la performance d'Alteo, tandis que Miwa a enregistré une rentabilité en baisse au Kenya et en Tanzanie.

##### BUILDING & ENGINEERING

UBP affiche une croissance soutenue de sa profitabilité grâce à ses récentes acquisitions à La Réunion et à une hausse des volumes à Maurice. CNOI améliore ses résultats grâce à son activité de réparation et la reprise de ses activités de construction navale. Manser Saxon a cependant souffert d'une hausse significative des coûts de personnel, notamment en raison des ajustements salariaux et du 14e mois de bonus obligatoires.

##### COMMERCIAL & DISTRIBUTION

Naivas continue son expansion avec 109 magasins au Kenya, dopant ainsi son chiffre d'affaires. Run Market à La Réunion améliore son EBITDA grâce à une gestion efficace des coûts. Winners et Phoenix Beverages ont maintenu leur croissance malgré une pression sur leurs marges due à l'augmentation des charges salariales et fiscales.

##### FINANCIAL SERVICES

DTOS poursuit sa dynamique positive avec une solide performance de ses diverses unités. Eagle Insurance enregistre une croissance significative de sa rentabilité, soutenue par l'augmentation des primes et l'expansion de son activité. City Brokers a également amélioré ses résultats grâce à l'acquisition de nouveaux clients et un renforcement de la fidélisation dans ses opérations de courtage. AfrAsia a, en revanche, enregistré une baisse marginale de sa rentabilité.

##### HOSPITALITY & SERVICES

LUX\* enregistre une croissance à deux chiffres, portée par une forte demande et la bonne performance de LUX\* Saint Gilles à La Réunion. The LUX Collective bénéficie également d'une augmentation de ses revenus de gestion hôtelière.

##### LIFE & TECHNOLOGIES

Le chiffre d'affaires du pôle est en nette progression, soutenu par l'expansion de CIDP. Toutefois, Life |Nova+ et Life| Viva continuent d'enregistrer des coûts élevés liés à leur développement et à l'acquisition de la Nouvelle Clinique du Bon Pasteur.

##### LOGISTICS

Le chiffre d'affaires progresse, mais la rentabilité est affectée par des coûts salariaux croissants. Logidis bénéficie d'une hausse d'activité en période de pointe, tandis que Somatrans améliore sa rentabilité grâce à la hausse des volumes maritimes.

##### PROPERTY

Bloomage affiche un taux d'occupation élevé et une hausse des revenus locatifs, mais des coûts de maintenance accrus ont impacté sa profitabilité. Bluelife améliore son bénéfice net, notamment grâce à son pôle hôtelier, mais note un ralentissement sur son développement immobilier.

##### SEAFOOD

La plupart des filiales du secteur ont connu une performance en baisse, impactée par une baisse des volumes de matières premières et une hausse des coûts opérationnels. Seule Cervonic tire son épingle du jeu grâce à une valorisation accrue des déchets de poisson.

#### 4e édition du Prix Indianocéanie : Prolongation de l'appel à écritures

La Commission de l'océan Indien, en partenariat avec le Conseil départemental de La Réunion et l'Organisation internationale de la Francophonie, organise la quatrième édition du prix Indianocéanie. Compte tenu de l'enthousiasme suscité par cette initiative culturelle régionale, les organisateurs ont décidé de prolonger d'un mois l'appel à écritures afin de donner à encore plus de candidats la chance de participer à cette belle aventure littéraire et de faire découvrir leurs créations. Lancé le 30 octobre 2024, le prix Indianocéanie vise à valoriser les talents littéraires des résidents des îles de la région, tout en encourageant l'expression de la diversité culturelle et géographique de notre territoire à travers la littérature. En réponse aux demandes d'auteurs souhaitant plus de temps pour finaliser leurs manuscrits, l'appel à écritures est donc prolongé jusqu'au 15 mars 2025, permettant à un plus grand nombre d'écrivains de participer.

#### IBL on the Move 2025 : Inscrivez-vous et bougez pour l'ONG Kinouété



Plus qu'une course, IBL on the Move est un rendez-vous sportif et solidaire. Pour sa 13e édition, cet événement incontournable du Groupe IBL allie sport et engagement social afin de soutenir une cause importante : la réinsertion des personnes affectées par l'incarcération. Cette année, l'intégralité des frais d'inscription sera reversée à l'ONG Kinouété, qui offre un accompagnement psychosocial aux détenus, anciens détenus, ainsi qu'aux membres de leurs familles. L'événement se tiendra le samedi 12 avril 2025, à Azuri Ocean & Golf Village, Roches Noires. Sportifs amateurs et confirmés sont invités à se mobiliser à travers plusieurs défis comprenant la course à pied sur 6 km et 12 km, le triathlon en solo et en relais, ainsi qu'une épreuve de VTT sur 40 km. Les inscriptions sont ouvertes sur [www.ROAG.org](http://www.ROAG.org) jusqu'au 10 mars 2025.

Depuis sa création en 2013, IBL on the Move met en avant le sport comme moteur positif dans la société. Un appel à projets avait été lancé en décembre 2024 afin de sélectionner une ONG locale bénéficiaire. Pour l'édition 2025, Kinouété, ONG fondée en 2003, a été choisie pour son engagement auprès des détenus et ex-détenus dans leur parcours de réinsertion sociale. Les fonds collectés permettront à Kinouété de développer un programme de réinsertion par le sport, offrant un accompagnement psychosocial, des formations et des activités sportives adaptées aux jeunes en situation de vulnérabilité ou touchés par l'incarcération d'un parent.

# DEBRIEF

## Deux Open Days chez ALCHE pour marquer le début d'une année universitaire prometteuse

L'African Leadership College for Higher Education (ALCHE) poursuit sa quête d'excellence en ce début d'année 2025. Pas moins de deux journées portes ouvertes, qui se sont tenues les 18 janvier et 14 février derniers, ont permis à de nombreux jeunes de découvrir cette institution tertiaire fortement engagée envers l'excellence académique, l'innovation et le développement du leadership.

Le premier Open Day, en janvier, a offert une occasion unique aux visiteurs de découvrir le modèle académique distinctif d'ALCHE, la vie sur le campus et les nombreuses opportunités de développement de carrière disponibles. Les étudiants potentiels, venus de Maurice et d'ailleurs, ont exploré les infrastructures et découvert les différentes voies vers l'excellence proposées. L'un des moments forts de cette première journée a été l'annonce de 15 bourses d'études intégrales destinées aux meilleurs étudiants mauriciens, soulignant l'engagement d'ALCHE à offrir une éducation de

qualité aux esprits les plus brillants du pays. Ces bourses couvrent les frais de scolarité, l'hébergement et les repas. Elles seront attribuées sur la base de la performance académique et des besoins financiers.

Suite au succès retentissant de cette première édition, ALCHE a organisé un second Open Day le 14 février 2025. Celle-ci était destinée aux étudiants ayant récemment obtenu leur HSC et cherchant activement des opportunités d'études tertiaires.

« Ces journées portes ouvertes n'étaient pas de simples

événements, mais de véritables plateformes pour créer des liens et partager notre vision unique et novatrice de l'éducation. Elles ont également renforcé l'engagement d'ALCHE envers l'excellence académique, l'innovation et la réussite des étudiants », a fait valoir Jeremy Ruiter, le doyen d'ALCHE.

Avec le succès de ces journées portes ouvertes, qui ont rassemblé étudiants, enseignants et professionnels, ALCHE réaffirme son engagement à créer un cadre où l'excellence académique prépare les étudiants à impacter de façon tangible le monde de demain.

### Maurice renforce son positionnement comme centre de production cinématographique avec « Lune de Miel avec ma Mère » sur Netflix

L'industrie du cinéma mauricien franchit une étape importante avec Lune de Miel avec ma Mère (Honeymoon Crashers), qui a dominé le classement de Netflix ce week-end, figurant dans le top 10 de plus de 100 pays. Presque entièrement tourné à Maurice, ce film prouve le potentiel grandissant de l'île comme destination de production cinématographique. Le film a mobilisé une équipe majoritairement mauricienne, mettant en avant le développement des talents locaux dans des domaines comme la réalisation, la photographie, la scénographie, la post-production et le support technique. Ces dernières années, de nombreux efforts ont été déployés pour former et intégrer des Mauriciens dans le secteur du cinéma, notamment grâce à des investissements dans du matériel professionnel. « Voir un film comme Lune de Miel avec ma Mère atteindre la première place sur Netflix est une véritable avancée pour l'industrie du film local », a déclaré Jeremy Nathan, coproducteur et PDG de Film Studio Mauritius. « Nous avons l'équipement, les professionnels formés et le soutien du gouvernement pour construire une industrie cinématographique durable, avec des emplois à long terme. La prochaine étape est de renforcer cet écosystème et de promouvoir encore plus activement Maurice comme une destination de premier choix pour le cinéma. »

### Oliver Charlot, un talent brut qui promet de briller sur les greens de Mont Choisy Le Golf

C'est lors d'une initiation au golf organisée par le Groupe Mont Choisy en décembre dernier et au profit de plusieurs bénéficiaires de l'Association d'Alphabétisation de Fatima, qu'Oliver Charlot s'est démarqué par son talent naturel et sa soif d'apprendre. Un talent brut qui n'a pas échappé à l'œil averti des dirigeants du Groupe Mont Choisy. Une année complète de formation et un équipement professionnel lui sont alors offerts pour transformer cette promesse en réalité. Au-delà du swing, c'est un message d'espoir que Mont Choisy envoie à la jeunesse mauricienne. Le golf comme transformation personnelle ? Le groupe y croit et compte bien faire d'Oliver Charlot le premier d'une longue lignée de 'success stories' sur les greens.

Le samedi 8 février, le jeune garçon a eu l'occasion de participer à son premier cours, dirigé par le professionnel de golf Anil Neyhau de Mont Choisy Le Golf. Cette première session s'est tenue à la suite de la signature d'un accord tripartite entre Lisebie Charlot, la grand-mère d'Oliver, Madame Lamy, la directrice de l'Association d'Alphabétisation de Fatima, et le Groupe Mont Choisy. Ce partenariat offre au jeune garçon un accompagnement complet : formation technique, encadrement personnalisé et mise à disposition d'équipements de qualité pour lui permettre de s'épanouir pleinement dans cette discipline.



### Awanam et AnneGa présentent « Lor Dilo », un voyage musical entre mer, surf et nature



Le clip du dernier single d'AnneGa, Lor Dilo, est disponible depuis le 15 février 2025 sur les réseaux sociaux et sur les plateformes de streaming. Ce projet unique réunit l'artiste AnneGa et la marque Awanam pour une aventure musicale qui fusionne l'univers de la chanteuse et l'esprit authentiquement mauricien de la marque. Un voyage musical qui célèbre la mer, le surf, et la nature, tout en mettant en avant l'engagement communautaire de l'artiste et d'Awanam.

À travers Lor Dilo, AnneGa invite les Mauriciens à un voyage musical en associant son univers à l'atmosphère dynamique d'Awanam. Le clip, tourné sur la côte ouest de l'île, plonge dans l'univers du surf, de la plage et de l'esprit qui anime cette partie de Maurice. La chanson se distingue par des paroles poétiques et profondes. Dès les premières phrases de la chanson – « Le vent portera avec lui tous les débris du temps, mais la mer restera ma plus sincère amante », AnneGa exprime son lien avec l'élément marin, un dialogue entre l'artiste et la mer, mettant en lumière la quête de sérénité dans ce monde.

### Tournage à Maurice pour l'ex-championne du monde Rachel Atherton et le champion de triathlon Courtney Atkinson



L'île Maurice accueille, pendant la troisième semaine de février 2025, deux athlètes de dimension internationale portant les couleurs de Red Bull. La Britannique Rachel Atherton et l'Australien Courtney Atkinson seront en action cette semaine dans le sud de l'île, en compagnie de Louka Pitot, le seul athlète Red Bull mauricien à ce jour. Leur mission : enchaîner les prouesses dans leurs spécialités respectives, dans les montagnes ou dans le lagon, pour le tournage d'une vidéo officielle Red Bull qui sera diffusée dans le réseau international de la marque.

Accessoirement, cette vidéo offrira une belle visibilité à Maurice, avec le contenu dynamique et spectaculaire typique de Red Bull. Le tournage est réalisé par l'agence mauricienne Hysteria Productions selon les scripts et normes de Red Bull. Pendant son court séjour, Rachel Atherton animera aussi une rencontre-atelier, selon le concept de Red Bull Local Hero Tour, sur les sentiers du parcours de VTT du 'bike park' Mo'Bike à Chamouny. Y participeront, des descendeurs mauriciens qui se seront inscrits (pour un nombre maximum de trente). Les paysages époustouflants et les défis à relever sur les parcours du Domaine de Bel Ombre et de Mo'Bike représentent le terrain idéal pour réaliser cette vidéo. Ce tournage est la première d'une série de collaborations que Red Bull souhaite réaliser avec le Domaine de Bel Ombre et Mo'Bike, en raison des qualités exceptionnelles des lieux qu'offrent ces deux sites.

# DEBRIEF

AU 31 DÉCEMBRE 2024

## MauBank affiche une forte croissance de ses résultats financiers

MauBank accélère sa croissance avec une hausse de 44,5 % du revenu opérationnel et une progression de 15,6 % du bénéfice net au premier semestre 2024/25.

MauBank Ltd poursuit son expansion et affiche des résultats en forte progression pour le semestre clos au 31 décembre 2024, confirmant la solidité de son modèle économique et la confiance croissante du marché. Sur cette période, la Banque réalise un bénéfice après impôts de Rs 501,6 millions, en hausse de 15,6 % par rapport aux Rs 433,8 millions enregistrés l'an dernier à la même période.

Cette performance témoigne d'une dynamique de rentabilité soutenue, portée par une gestion rigoureuse et une montée en puissance de l'activité. Le revenu opérationnel progresse de manière significative, atteignant Rs 1 428,6 millions au 31 décembre 2024, contre Rs 990,7 millions par rapport à l'année dernière, soit une augmentation de 44,2 %. Cette croissance reflète une intensification du développement commercial et l'élargissement de la base clientèle.

S'exprimant sur la performance de la Banque, Vishuene Vydelingum, Chief Executive Officer de MauBank, a déclaré : « La performance financière de MauBank illustre la pertinence de notre stratégie, fondée sur une croissance maîtrisée, une gestion rigoureuse et une offre bancaire résolument tournée vers nos

clients. La progression à deux chiffres du bénéfice et du revenu, combinée à une hausse significative des actifs et des dépôts, témoigne de notre capacité à capter les opportunités du marché et à générer de la valeur durable pour nos parties prenantes. Cette réussite repose avant tout sur l'engagement sans faille de nos collaborateurs, dont l'implication quotidienne contribue à notre développement. Je tiens également à remercier nos clients pour la confiance qu'ils témoignent en faisant de MauBank leur partenaire financier. »

Les actifs totaux de MauBank ont connu une croissance significative, atteignant Rs 57,5 milliards au 31 décembre 2024, contre Rs 41,9 milliards un an plus tôt, soit une hausse de 37,2 %.

Le portefeuille de prêts de la Banque s'est fortement développé, avec une augmentation de 22,8 % des prêts nets et avances, portant leur encours à Rs 29,1 milliards au 31 décembre 2024, contre Rs 23,7 milliards à la même date en 2023. Cette progression témoigne de l'engagement de MauBank en faveur du soutien à l'activité économique et de sa capacité à répondre aux besoins financiers évolutifs de sa clientèle.



### Partenariat Constance Hospitality Training Centre et Seychelles Tourism Academy : Un programme d'échange au service de l'excellence hôtelière

Le Constance Hospitality Training Centre (CHTC) met en lumière la réussite du programme d'échange des enseignants de la Seychelles Tourism Academy (STA). Dans le cadre du Cross Exposure Programme, du 20 janvier au 3 février 2025, huit enseignants de la STA ont en effet eu l'opportunité de s'immerger pendant deux semaines dans différents départements clés du Constance Belle Mare Plage, notamment la restauration, la réception et l'hébergement. Ce programme leur a permis de relier concrètement la théorie académique aux pratiques opérationnelles du terrain, renforçant leur capacité à intégrer les réalités de l'hôtellerie de luxe dans leurs méthodes pédagogiques et leur permettant d'offrir à leurs étudiants une formation plus en phase avec les attentes du marché.

Depuis deux décennies, le partenariat entre le CHTC et la STA s'appuie sur un véritable esprit de collaboration et d'enrichissement mutuel. Cette alliance favorise un échange continu de connaissances et de savoir-faire, cultivant une dynamique de progression partagée. Cette relation harmonieuse permet non seulement de moderniser les approches pédagogiques et de renforcer les compétences des enseignants, mais aussi de créer un pont culturel enrichissant. En accueillant plus de 30 formateurs et plus de 280 étudiants de la STA, le CHTC bénéficie d'un apport précieux de perspectives nouvelles, tout en permettant à ses équipes de s'imprégner de la richesse de la culture seychelloise.

### Ferney Ti-Bazar prend une dimension nationale le 2 mars

Après une première édition pleine de promesses le 30 novembre 2024, Ferney Ti-Bazar revient le 2 mars 2025, de 10h à 15h, dans l'ancienne usine de Ferney. Cet événement gratuit qui met à l'honneur l'agriculture responsable et l'artisanat mauricien, prend cette fois une dimension nationale : des participants de toutes les régions de l'île Maurice ont été invités à être présents. Ferney Ti-Bazar garde toutefois son cachet de vitrine du sud-est de l'île en accueillant des agriculteurs locaux et des marques mauriciennes implantées dans la région dans le cadre historique du domaine de Ferney. L'intérieur de l'ancienne usine, aux murs en pierre chaulés, offre un espace accueillant, avec de beaux volumes. Ferney Ti-Bazar sera une nouvelle occasion d'en faire un lieu vivant – comme lors du CIEL Ferney Trail par exemple – avec des stands placés

entre des plantes endémiques en pots et toute l'animation du passage des visiteurs et clients. La pelouse entre les grands arbres en face de l'usine sera un autre écrin de verdure pour une partie des exposants, principalement ceux proposant des plats typiques de Maurice.

Cette deuxième édition de Ferney Ti-Bazar donnera l'opportunité de découvrir l'offre et l'expertise d'une trentaine d'exposants spécialisés dans divers domaines : agriculture respectueuse de l'environnement, culture aquaponie, culture et vente de plantes endémiques, vêtements et accessoires locaux, vente de produits alimentaires issus de pratiques raisonnées, fabrication d'objets à partir de matériaux naturels, cuisine locale... L'association PAWS animera par ailleurs un espace pour l'adoption de chiens et de chats.

### L'experte bien-être Julie Ferrez chez Sunlife pour des séances de yoga

Du 1er au 10 mars 2025, Sunlife propose plusieurs séances de yoga avec Julie Ferrez, la référence française en matière de remise en forme et de bien-être.

Envie de vous accorder une pause bien-être pour retrouver l'équilibre entre le corps et l'esprit ? Julie Ferrez vous propose une retraite de yoga pour tous les niveaux. Les séances de yoga auront lieu au Sugar Beach, Long Beach et à la Pirogue. Deux séances par jour sont proposées à seulement Rs 700/ personne :

8h - SUNRISE YOGA : 60 min de yoga pour activer les énergies et réveiller le corps. Plus qu'une discipline, c'est un art de vivre.

17h - SUNSET YOGA : 60 min de yoga relaxant au rythme du coucher du soleil. La séance mêle les postures, la relaxation et la méditation. Idéale pour favoriser le sommeil et la détente.



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