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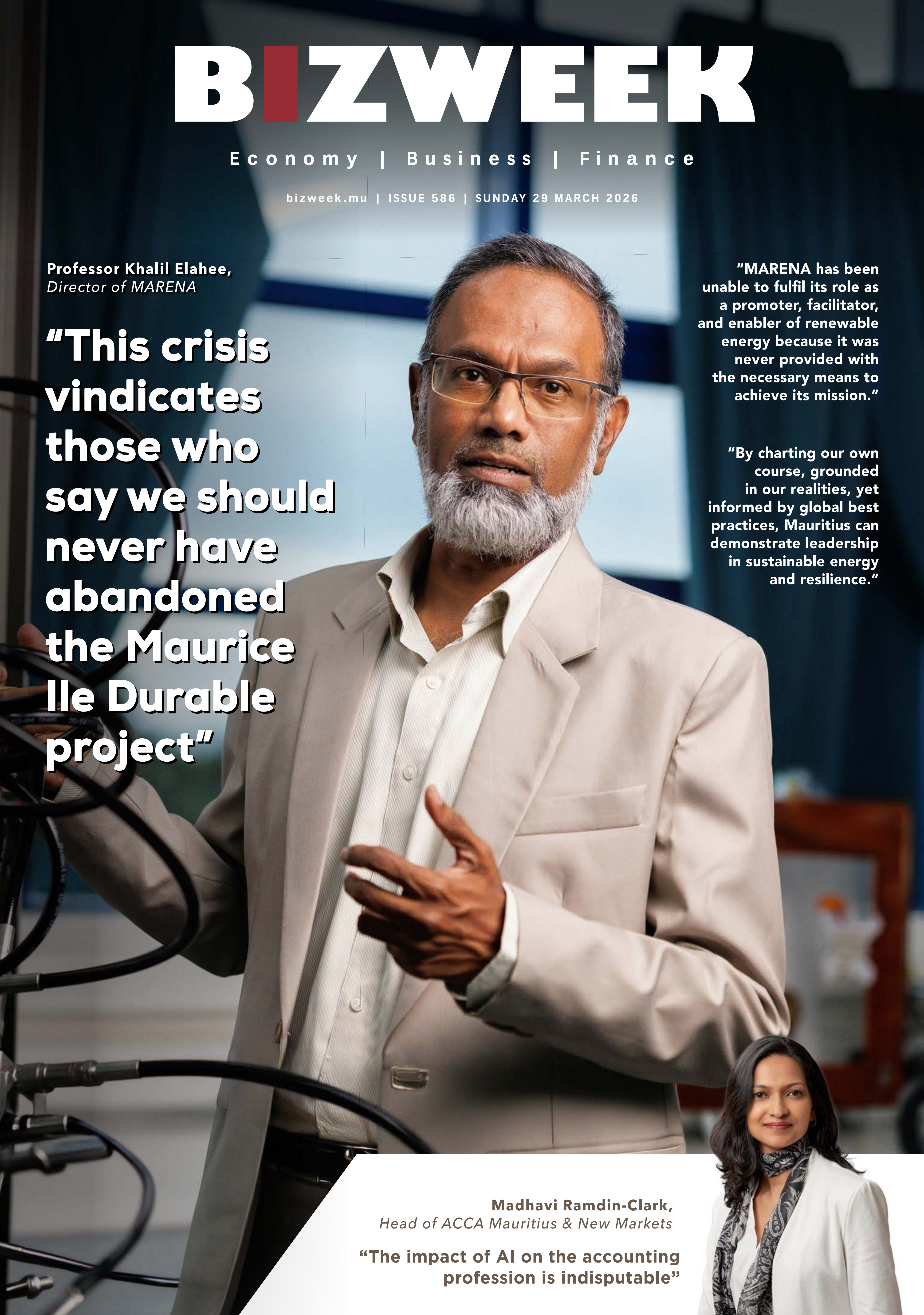

Professor Khalil Elahee,
Director of MARENA

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“By charting our own course, grounded in our realities, yet informed by global best practices, Mauritius can demonstrate leadership in sustainable energy and resilience.”

Madhavi Ramdin-Clark,
Head of ACCA Mauritius & New Markets

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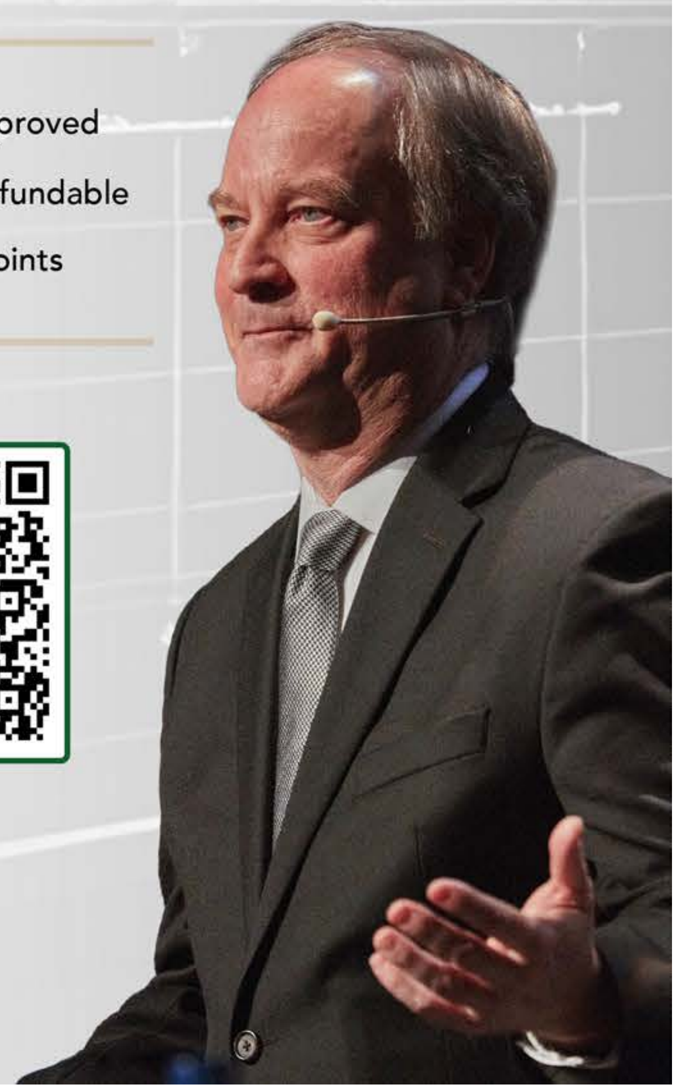

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TECHGENIC

Professor Khalil Elahee,
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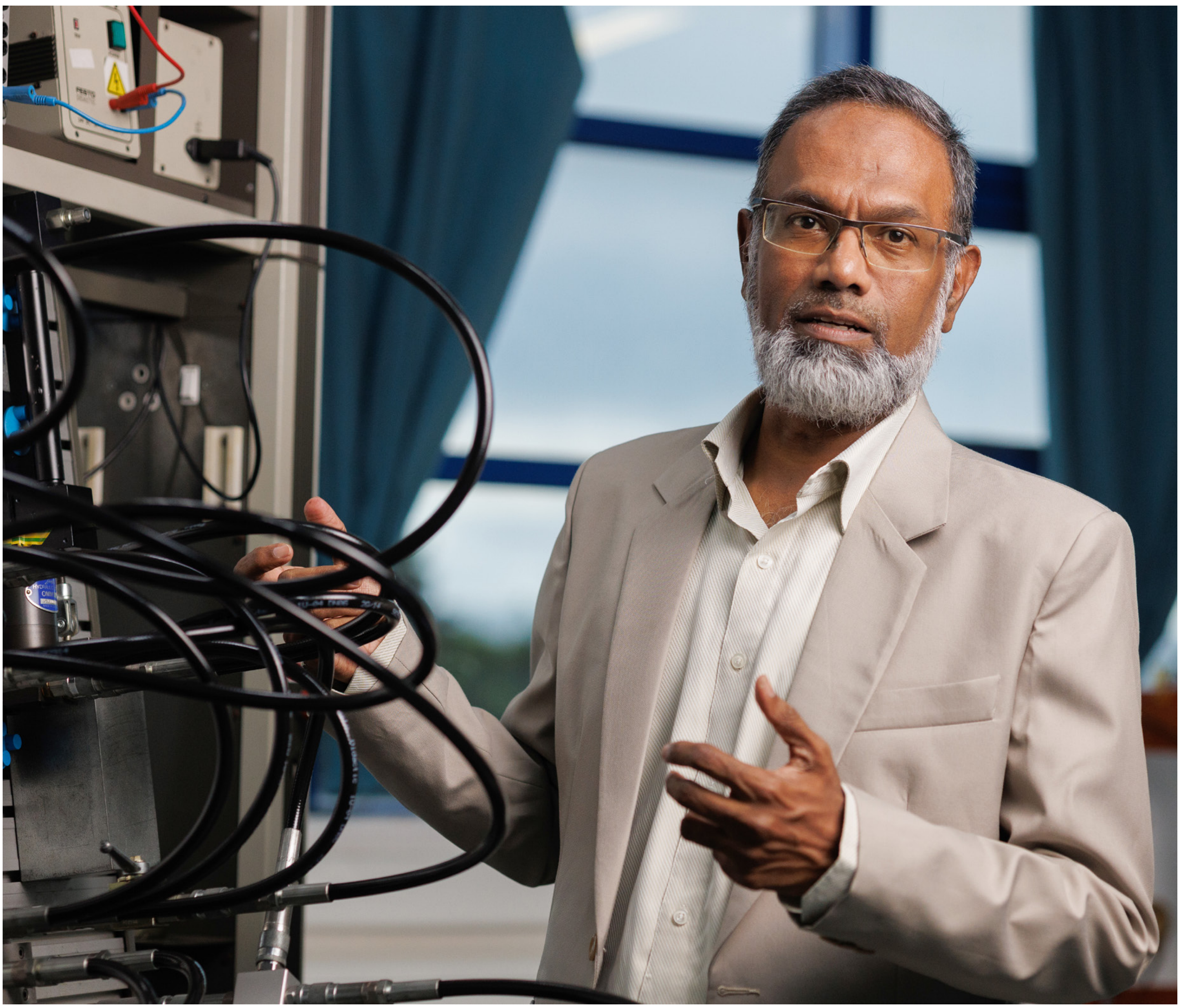
"This crisis vindicates those who say we should never have abandoned the Maurice Ile Durable project"

The energy crisis brought about by the conflict in Iran has laid bare the fragility of Mauritius' dependence on imported fossil fuels and the systemic inertia slowing down the transition to renewable energy sources. Professor Khalil Elahee's words strike like a warning: resilience cannot be improvised; it must be built on vision. For him, the Maurice Ile Durable project, as a holistic approach to sustainability, integrating renewable energy, efficiency, and transport reform, embodied that vision. Yet it was abandoned, leaving the country exposed. Today, as wars disrupt global energy markets and climate change intensifies, the call is clear: revive that ambition, strengthen institutions like the Mauritius Renewable Energy Agency (MARENA) and commit to transparency, fairness, and good governance. Only then can Mauritius move decisively toward a resilient and inclusive energy future.

Shareenah Kalla



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Could you begin by outlining MARENA's mandate and its role within Mauritius' energy ecosystem?

Since its creation in 2015, MARENA has not succeeded in advancing the share of Renewable Energy (RE). In fact, RE has even declined in absolute terms. The institution has been unable to fulfil its role as a promoter, facilitator, and enabler of renewable energy because it was never provided with the necessary means to achieve its mission.

I sincerely hope this will change under the current government. However, despite clear political will, there remains significant systemic inertia and resistance – both within institutions and beyond – that continue to slow down the transition. For example, achieving 60% RE in the electricity sector by 2035, instead of the original target year of 2030, will not be possible unless all stakeholders are engaged in an integrated and coordinated manner.

The transport sector presents an even greater challenge. It remains entirely dependent on imported fossil fuels, and to date, there is neither a holistic strategy nor a shared vision for its sustainable energy future. This lack of direction poses a serious risk, as decarbonizing transport is essential for any credible energy transition.

Therefore, MARENA's role as an institutional coordinator is more critical than ever. Strengthening its capacity – through adequate financial, technical, and human resources, as well as granting it genuine authority to coordinate across institutions – is imperative. Only then can the country overcome current barriers and move decisively toward a sustainable, inclusive, and resilient energy future.

How does MARENA contribute to shaping and implementing the country's long-term energy strategy?

There remains a clear gap between our intentions and our actions. Up to now, we have taken stock of the situation, consulted all partners, and developed a sound strategic plan. However, its implementation is still awaiting Cabinet approval. Once this approval is secured, we must move quickly to establish a road map that identifies specific projects in terms of technology, capacity, and energy sources.

The parent ministry has already outlined immediate and short-term projects, but the longer-term pathway to 2035 has yet to be confirmed. MARENA's role is also to ensure alignment with demand-side projections and with the much-anticipated Integrated Electricity Plan of the Central Electricity Board (CEB). The last plan ended in 2022, leaving a gap that must urgently be addressed.

Without a synergistic partnership involving both public and private sector allies – locally and internationally – MARENA will not succeed in its mission. One of the most pressing constraints is the availability of qualified human resources in the renewable energy sector, as well as the need to strengthen the capacity of existing staff. To date, we have not managed to recruit a Chief Executive Officer. The package offered has not sufficiently been attractive to secure the right candidates, even after an open recruitment process.

This situation highlights the urgent need to reinforce institutional capacity, secure leadership, and mobilize expertise. Only with these foundations in place can MARENA effectively drive the transition toward a sustainable, resilient, and inclusive energy future.

How would you characterize the current state of Mauritius' energy system?

The recent Israeli-US attack on Iran is a reminder, if one were needed, of the importance of building greater resilience in our energy sector. This resilience is not only vital for economic stability and energy security, but also for addressing local and global environmental concerns that have been neglected for far too long. We must not forget that the energy sector can serve as a pillar of national economic development, generating jobs and fostering a circular economy.

A second critical point is that, over the past decade, we have overlooked the demand side of energy. Demand cannot be left unattended. Efficiency, sustainability, and sobriety in energy use lead to optimal consumption without compromising productivity or comfort. In this regard, the role of the Energy Efficiency Management Office (EEMO) is as significant as that of MARENA. The new government rightly recognizes this and is ensuring that EEMO actively shapes energy demand in the country.

Working alongside the CEB and under the aegis of the parent ministry, EEMO has successfully acted to prevent load-shedding. This achievement must now be consolidated and expanded to prepare for potentially more severe challenges in the coming summer.

In light of the ongoing war in the Middle East and its impact on global energy markets, what immediate and long-term strategies should Mauritius adopt to strengthen its energy security and resilience?

The war in the Middle East, which some already refer to as the Third Gulf War, reminds us that Mauritius cannot base its energy security on imported fossil fuels. A two-pronged strategy is essential.

First, immediate measures must be taken to address uncertainty in fuel oil supply for power generation and other activities. This goes beyond sourcing from alternative suppliers; it requires robust demand-side management. A yellow alert should remain active for the national energy-saving campaign as long as the war continues to pose a threat, even if peak demand appears lower. Our 30-day fuel stock must be stretched as far as possible. Waste must be avoided at all costs – from using only the most efficient generators to switching off unnecessary lighting. EEMO is redesigning its campaign to emphasize energy savings beyond peak hours, including weekends, which is crucial to maximize efficiency.

Second, the transition to renewable energy must be accelerated. While new RE projects cannot solve the immediate crisis, as they require time to develop, existing initiatives must not be delayed. Agrisolar projects and those already in the pipeline with integrated battery storage should be prioritized. A national scheme for household rooftop PV systems, coupled with battery storage, should be launched, supported by financial incentives. The upcoming Budget provides a timely opportunity to introduce such measures, even as we continue to manage short-term disruptions in fuel oil supply.

If we act decisively rather than lose time, the current crisis can become a stepping stone toward

Reunion island offers a valuable example: it is not affected by the Middle East crisis because it has shifted to clean biofuels.

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a more sustainable future. Réunion island offers a valuable example: it is not affected by the crisis because it has shifted to clean biofuels. Mauritius should explore whether similar biofuels could be blended with fuel oil as an interim measure, particularly as stocks deplete.

Looking ahead, true energy security will require a holistic programme, similar to the vision once proposed under Maurice Île Durable. Only through such an integrated approach, combining immediate resilience measures with long-term sustainability, can Mauritius safeguard its economy, protect its environment, and ensure a secure energy future.

There have been discussions in recent years about the risk of power shortages. In your view, are these concerns cyclical, or do they reflect deeper structural constraints?

These challenges are not truly cyclical, although they tend to resurface strongly each summer during weekday evening peak hours between 6 and 9 pm, particularly when conditions are hot and humid. Over the past decade, renewable energy projects with battery storage have failed to take off, while demand has grown unchecked, with more than 100,000 air-conditioning units imported annually. Compounding the issue, buildings are not constructed according to sustainable energy management standards.

In September 2025, the government introduced Minimum Performance Standards for air-conditioning units to address this situation to some extent. The Building Energy Efficiency Code, however, falls under the responsibility of the Ministry of National Infrastructure, and progress there has been slow. Meanwhile, delays continue with renewable energy projects involving battery storage, which is a serious concern.

The government has announced several promising initiatives, such as agrisolar farms and floating PV facilities, but these must not be delayed. Equally important is the establishment of a nationwide rooftop solar PV programme for households and SMEs, ideally coupled with battery storage. Yet this is precisely where systemic institutional and regulatory reforms are required to ensure effective implementation. We must highlight that solar PV paired with battery storage represents the essential solution to today's energy crisis.

Without such reforms and decisive action, the country risks falling further behind in its energy transition. With them, however, Mauritius can build a more resilient, sustainable, and inclusive energy future.

With rising electricity demand and increasingly frequent periods of extreme heat, how resilient is the system today?

Today, we must recognize that we have successfully managed to avoid load-shedding. Had we failed, the consequences would have been a severe blow to the economy, damage to the country's image, and significant social impacts. The alert system in place has functioned effectively, with three or four cases of yellow alerts reported, and a single case of red alert. This system has enabled transparent monitoring of both demand and supply during peak hours.

The very existence of such close scrutiny has fostered a strong sense of accountability. For instance, public sensitization increases whenever the alert is not green, and follow-up measures are stringent whenever engines break down. The real test, however, will come from September 2026, with the onset of next summer's high temperatures.

Already, the government has announced the introduction of Minimum Performance Standards for refrigerators, but this measure must not be delayed. Equally crucial is the Energy Audit and Management framework spearheaded by EEMO. At the same time, private sector renewable energy projects with battery storage, along with various CEB programmes, including those integrating battery systems, must not lag behind.

In short, vigilance, efficiency, and timely implementation of both supply- and demand-side measures will be essential to ensure resilience and sustainability in the energy sector.

Are we dealing primarily with a short-term capacity issue, or is this a broader transition challenge?

The risk of supply disruption for fuel oil poses a serious threat to electricity generation. In this context, it is common sense for large consumers to accelerate the shift toward rooftop photovoltaic (PV) systems combined with battery storage. Even if fuel oil remains available, its price is likely to be high enough to make investment in PV and storage far more attractive than before the crisis.

Commercial consumers, already facing higher tariffs, have been preparing for a transition to a lower-carbon economy. For the industrial and service sectors, PV with battery storage offers a pathway to sustainable resilience. Large residential consumers, too, can afford this shift, particularly given the likelihood of rising electricity tariffs in the future. Autonomous and reliable supply is no longer a dream or a luxury; it is a practical reality. Off-grid installations face no barriers, and forward-looking actors should seize the current threat of supply and cost volatility as an opportunity.

For grid-connected installations, the Minister has announced not just an extension of the Home Solar project, but a new National Rooftop PV Programme. This initiative expands beyond low-income households – the original focus of the Home Solar Scheme – to reach a broader base of consumers.

Our sustainable energy future rests on the 4 Ds:

- Decentralisation – empowering consumers to generate their own electricity.
- Decarbonisation – reducing reliance on fossil fuels.
- Digitalisation – integrating smart energy management systems.
- Democratisation – ensuring access to clean, affordable energy for all.

Together, renewable energy, storage, and efficiency form a holistic strategy for resilience and sustainability.

Should energy policy now be treated as a strategic national priority, given its link to economic competitiveness and national resilience?

It must be clearly understood that energy policy is not simply about fuels or electricity. It has interdisciplinary links with all sectors – from trade to environment, through transport, education, and industrial development, not to mention its direct impact on quality of life. A systemic approach is therefore essential.

Both demand and supply are variable in real time, a fact that is often overlooked. For example, we could have every rooftop in the country producing electricity during the day, but if peak demand occurs at night, how do we respond? This highlights the importance of integrating supply-side expansion with demand-side management.

> **By charting our own course, grounded in our realities, yet informed by global best practices, Mauritius can demonstrate leadership in sustainable energy and resilience.**

The Minister has announced a new loi-cadre (framework law) that will ensure renewable energy penetrates wherever possible by fostering a conducive ecosystem for its holistic development. Such overarching legislation will not only address supply but also encompass demand, as well as key sectors such as transport, land use and planning, the blue economy, and the building sector.

Without such a sustainable energy law, Mauritius will struggle to reach the critical threshold beyond which renewable energy becomes much more feasible and self-sustaining. With it, however, the country can align short-term resilience with long-term transition, ensuring coherence across all sectors of national development.

What should Mauritius' optimal energy mix look like over the next 15 to 25 years?

Everyone has their own perspective. I have come across those who advocate for 100% reliance on PV with batteries, claiming their companies can deliver this solution. Others promote rooftop PV, boasting that their companies outperform competitors in the same field. Still others see offshore wind, biomass, or even small modular nuclear reactors as capable of meeting all demand. Liquefied Natural Gas (LNG) is also an option. It is less polluting than traditional fuels, but requires massive investment, technology transfer, and a minimum critical mass of demand.

Each of these options could, in theory, provide close to 100% of our energy needs, but the economic, social, and environmental implications vary significantly. Since we are considering the next 15 to 25 years, and much of our current generation capacity is reaching the end of its lifespan, we must think beyond a single generation. Some of these plants will take no less than five years from the moment a decision is taken to full operation.

When we speak of an optimal energy mix, we must remember that supply must match demand in real time, which means storage solutions are indispensable. Energy efficiency and conservation must also be part of the equation.

The short answer is that the optimal energy mix must serve the common interest of the people,

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respect environmental considerations, and remain financially feasible. Systemic thinking, and inspiration from nature, teach us that diversity brings a combination of strength, resilience, and efficiency. In other words, sustainability.

Are the main bottlenecks slowing the transition regulatory, financial, technical or infrastructural in nature?

All these bottlenecks exist, and they have been embedded in the conventional establishment governing the energy sector for a very long time. Piece-meal solutions adopted so far have not allowed us to address them in an integrated manner. The Strategic Plan of MARENA provides the holistic ecosystem needed to enable a sustained transition, but it has yet to be implemented. We look forward to the next Budget to provide the means to move forward.

Contrary to what some believe, I do not see financing as the main hurdle. Rather, there is an urgent need for a change in mindset to one that embraces a shared purpose for the common good. Leadership has been lacking in the past, but today the obstacle seems to be trust; trust in our leaders, and perhaps even trust in ourselves. Unfortunately, there is too much negativism in the air, which undermines collective progress.

What is required now is confidence, collaboration, and a renewed sense of purpose. Only then can we overcome entrenched barriers and move decisively toward a sustainable energy future.

Is the private sector sufficiently integrated into policy discussions and project implementation?

Business Mauritius and the Mauritius Institute of Directors, among other bodies, are usually proactive and participate actively in discussions, although final policy decisions rest with the government. The private sector remains an implementer par excellence. Since my involvement at MARENA and EEMO, I have engaged constructively with them, but there are also new players seeking to seize opportunities in the energy sector, including renewable energy and energy efficiency.

If, on one side, there is greater clarity on policy matters, and on the other side, more inclusiveness and equity in private-sector proposals, progress will be much faster. Of course, much depends on the establishment ensuring that public-private collaboration does not remain only good intentions.

I also believe there is both space and need for stronger involvement of civil society. In fact, two members of MARENA's Board are meant to come from civil society, which underlines the importance of their participation in shaping the energy transition.

How can Mauritius improve the attractiveness of its energy sector for both domestic and foreign investors?

Alongside clarity of policies, for example through a sustainable energy law, and the implementation of MARENA's Strategic Plan to enable a comprehensive and coherent renewable energy ecosystem, I believe that access to climate finance will be a true gamechanger. International, regional, and even local carbon markets must become a reality sooner rather than later. The Ministry of Finance and the Ministry of Environment are already engaged in this direction. The Economic Development Board (EDB) is a key player in attracting foreign investment, and is usually the first point of contact for anyone interested in renewable energy investment.

For domestic projects, the CEB will increasingly be called upon to respond to a growing number of requests from both large and small producers in the renewable energy sector. Both EDB and CEB have clear mandates, but these were defined in a time when fossil fuels dominated. A new generation of Independent Power Producers (IPPs), including smaller ones, is emerging rapidly. The amendments made to the CEB Act and the Electricity Act have yet to be fully implemented, and new contracts will soon need to be signed, as existing ones cannot be extended indefinitely.

How does energy reliability impact business confidence and economic growth?

Traditionally, the CEB has been responsible for providing all the electricity required by private enterprises. However, this model is no longer sustainable in modern times. It is in the interest of the private sector itself to ensure at least part of its own energy needs. Doing so enhances autonomy, resilience, and long-term sustainability.

Of course, businesses cannot move away from their core activities, but with increasingly available facilities that enable decentralization, decarbonization, and digitalization of energy systems, along with demand-side energy management becoming a smart, best-practice approach, forward-looking enterprises have everything to gain by becoming prosumers (both producers and consumers), rather than remaining only consumers.

This shift also supports climate governance initiatives, with added benefits such as productivity gains, improved local environments, and optimal use of expert services when needed, for example through Energy Performance Contracting companies. In fact, EEMO is preparing a set of incentives for such companies under a UNEP project.

To what extent is climate change placing additional strain on the country's energy infrastructure?

If the rising temperatures we are experiencing are linked to global warming, then a two-fold approach is necessary.

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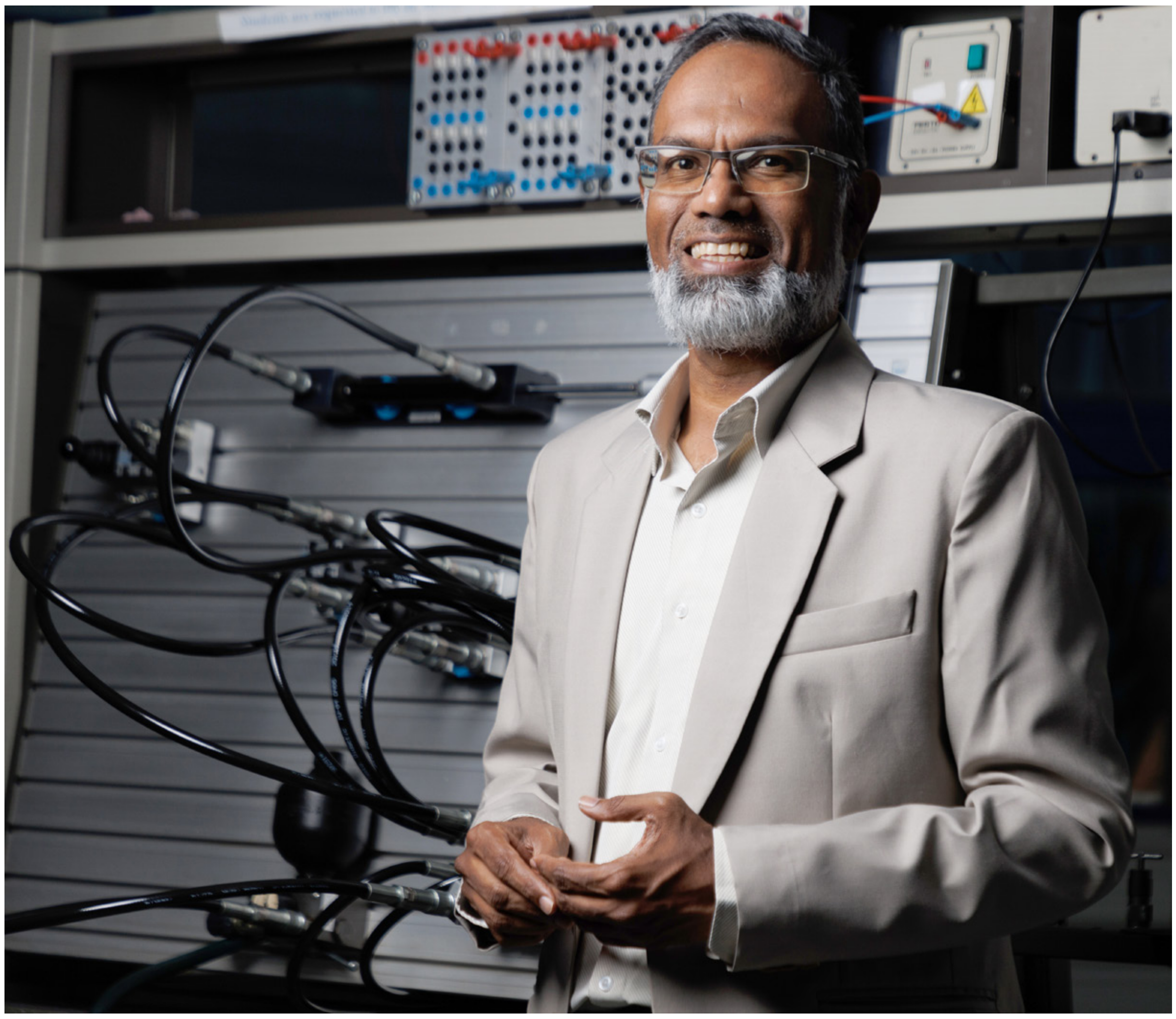
MARENA has been unable to fulfil its role as a promoter, facilitator, and enabler of renewable energy because it was never provided with the necessary means to achieve its mission.



First, adaptation: our infrastructure and buildings must be designed to be not only climate-resilient but also bioclimatic. For example, while offices often feel uncomfortably hot and humid in summer, the outdoor environment can be cooler at the same time. This shows the importance of promoting better building design, sustainable cooling solutions, and natural ventilation to prevent humidity accumulation.

Second, mitigation: any air-conditioning that is required should be powered by renewable energy and equipped with smart control systems. Tools such as Time-of-Use tariffs can also help reduce the urgency of investing in new fossil fuel-based generation capacity by shifting demand patterns.

A combination of these measures – adaptation, mitigation, efficiency, and conservation – implemented in a holistic manner and driven by coherent policies and strategies, will allow us to relieve the additional strain imposed by climate change.

Which countries offer relevant models that Mauritius could draw lessons from?

For years, wind and solar energy have been presented as the obvious future. Yet, in our country, action has not always followed suit. Elsewhere – not only in the USA or China, but also in Australia, Réunion island, India, Seychelles, South Africa, and even in gas- and oil-producing countries – progress has been impressive and continues to this day.

Here, there was even a time, not so long ago, when neither the CEB, nor some in the private sector, wanted to hear about solar or wind power. Each country must discover its own pathway, and simply mimicking others is not advisable. Réunion island is not Mauritius, but we can learn from its experience and adapt it to fit our own context. Other islands such as Cape Verde, the Canary Islands, and Hawaii can also inspire us.

But ultimately, should we not strive to be an example for others? By charting our own course, grounded in our realities, yet informed by global best practices, Mauritius can demonstrate leadership in sustainable energy and resilience.

Given global geopolitical volatility and fuel price fluctuations, how exposed is Mauritius to external energy shocks?

First, we must hope that this Third Gulf War does not drag on – for many reasons, not only its direct impact on electricity prices. If it ends quickly, I propose that the national campaign on energy savings and efficiency be extended beyond the summer, but with a broader focus: reducing overall demand, not just during peak hours between 6 and 9 p.m. Transportation must be included.

Second, EEMO is preparing a framework for energy audits and demand management in the commercial and industrial sectors. The public sector must also commit more seriously to reducing waste, as we have long been urging.

Third, we must accelerate our energy transition. The implementation of the MARENA Strategic Plan is eagerly awaited, as it will create a genuine ecosystem for promoting renewable energy. A framework law is planned, and a national program will be necessary to enable households and small businesses to install photovoltaic panels on their roofs. Batteries must be integrated to avoid daytime surpluses next summer.

I remain concerned about the transport sector, where decarbonization is still far from reality. We will need to prioritize alternative modes of transport. Revising customs duties to encourage hybrid and solar-powered vehicles should be considered. Perhaps local bioethanol will also find its place.

Ultimately, this crisis vindicates those who have long argued that we should never have abandoned the *Maurice Ile Durable* project.

If you were to identify one structural reform that would transform Mauritius' energy landscape over the next decade, what would it be?

Integrating social and environmental costs, including the contribution of carbon credits, gives renewable energy a clear advantage. Admittedly, this transition is challenging at first, especially when the share of renewables is below 40%. Yet, beyond this tipping point, progress becomes exponential. Unlike in the past, today's social and environmental impacts can no longer be ignored. Transparency, fairness, and good governance have become essential requirements.

Pressure from civil society, from young people, and increasingly from the political class for energy and climate justice is also a growing force. In this context, the sustainable energy law, a true loi-cadre for the sector, will be a gamechanger. It ensures a holistic approach that embraces both renewable energy and energy efficiency. Importantly, it will also include transport energy, which has too often been overlooked in transition efforts.

What message would you like to convey to policymakers, investors and the business community regarding the country's energy future?

In the coming decades, with artificial intelligence driving higher energy demand and with green hydrogen, green ammonia, ocean energy, and biofuels becoming commercially viable, renewable energy systems will hold immense potential for the vast ocean-state we are destined to become. Yet this must always be pursued within an energy mix that is as diverse as possible, because diversity is resilience in the face of uncertainties such as climate change, which will inevitably strike us hard.

Moreover, the argument that we can continue burning fossil fuels because our contribution to global warming is minimal is increasingly untenable. Renewable energy, like energy efficiency, represents a *"no-regret solution."* Even without climate change, the economic, social, and political justifications for adopting these pathways are more than sufficient.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AI AT A CROSSROADS: THREAT OR OPPORTUNITY FOR MAURITIUS?

Artificial intelligence is no longer confined to science fiction.

When Steven Spielberg's film AI: Artificial Intelligence helped spark the global debate over whether AI is a threat or a promise for humanity, many felt that answering that question would not be relevant for decades to come. Today, it feels more urgent than ever. While some fear that AI could replace human jobs, experts argue that its true impact lies in transforming tasks, boosting productivity, and creating new opportunities. The challenge is not in the extinction of professions, but the evolution of skills. For Mauritius, this technological shift represents both a risk and a unique chance to strengthen its economic leadership in the region.

Shareenah Kalla

With the rise of artificial intelligence, tools such as ChatGPT, Google's Gemini, Microsoft's Copilot, and Amazon's Siri have become an integral part of our daily lives. They are everywhere; in our televisions, our laptops, our mobile phones... AI now permeates not only our private lives but increasingly, our professional world. As the transition to all things AI accelerates, several experts in the field are warning against its unchecked use. They argue that AI surpasses human capabilities, operates autonomously, and therefore has the potential to replace us.

Indeed, while professionals in all sectors scramble to integrate AI in their work, others are being told that their job will eventually disappear. Professions at risk of obsolescence, or so we are told, include writers, journalists, and many more. We, at Bizweek, can however find solace in the words of experts – among them Julien Guillot-Sestier, Co-founder of Eqxia (Applied Intelligence), Dr. Ismael Essackjee, Acting Manager (Transmission) and Certified Artificial Intelligence Consultant, and John C. Maxwell, Certified Coach, Trainer, and Speaker – for whom this perception is mistaken.

AI BOOSTS PRODUCTIVITY

For Julien Guillot-Sestier, AI is not yet replacing entire professions. What AI is doing right now is reshaping tasks within those professions, and that distinction is crucial. Dr. Ismael Essackjee echoes the same view, emphasizing that *"AI is not eliminating jobs as such, but it is eliminating tasks. AI is systematically replacing routine tasks which are characterized as being repetitive, rule-based, and data-heavy, for example basic data entry roles, manual bookkeeping functions, simple customer support processes (such as chatbots), or routine administrative processing."*

Artificial intelligence is therefore increasingly boosting the productivity of both companies and professionals. As Julien Guillot-Sestier explains, generative AI tools such as ChatGPT, Claude, or Gemini are fundamentally augmentation tools. When professionals use them correctly, they become more productive, deliver higher-quality work, and move faster. According to a study by MIT, workers using ChatGPT completed writing tasks 40% faster, with an 18% increase in quality. *"That is the reality today: AI makes you better at what you already do,"* Julien Guillot-Sestier argues.

ABSORBING TASKS

Julien Guillot-Sestier, Co-founder of Eqxia (Applied Intelligence)

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Those who do not upgrade and embrace AI will struggle. Those who augment themselves with AI will multiply their value.

AI, though, is constantly evolving. For Julien Guillot-Sestier, it is important to remain honest about what comes next. According to him, we are entering the *"agentic era,"* where AI systems are no longer just passive assistants waiting for a prompt. They can now interact with their ecosystems by sending emails, browsing the web, connecting to databases, and triggering actions across multiple tools. We are still in the early stages of this transformation, but the trajectory is clear.

And here lies the nuance that many overlook: when AI absorbs enough tasks within a given role, the role itself begins to lose its reason for existing. Julien Guillot-Sestier refers to a Harvard study that tracked 62 million workers across 285,000 U.S. firms, and which found that junior employment dropped by 9 to 10 percent within 18 months of companies adopting generative AI. He stresses that these companies were not firing juniors; they simply stopped hiring them, and the positions quietly disappeared.

CREATING DEMANDS

Yet, as some jobs disappear, others emerge. Dr. Ismael Essackjee explains this paradox clearly: *"The other, and brighter side, of the coin shows that AI simultaneously creates demand for entirely new categories of work: data engineers and scientists, AI system trainers, digital transformation managers, prompt engineers, or AI workflow designers. AI is not resulting in job extinction; it is driving job evolution."*

To illustrate this paradox, he draws on history. During the Industrial Revolution, machines replaced manual weaving and repetitive factory labour. *"But they also created mechanical engineers, factory supervisors, logistics planners, industrial designers, and entire new industries. The advent of electricity eliminated candle makers but gave rise to electrical engineering,"* he explains. Similarly, the internet reduced traditional mail volume but created cybersecurity, e-commerce, and digital marketing.

The real risk is not job disappearance, Dr. Ismael Essackjee argues, but skills stagnation. *"Those who do not upgrade and embrace AI will struggle. Those who augment themselves with AI will multiply their value."*

This scenario is also plausible for Julien Guillot-Sestier, who likewise maintains that *"AI is not making entire professions obsolete overnight."* However, it is compressing roles, especially at the entry level, and that compression will accelerate. Indeed, within the next few years, certain jobs will either transform completely or disappear. The transition from task impact to job impact is already underway.

Dr. Ismael Essackjee, Acting Manager (Transmission) and Certified Artificial Intelligence Consultant

THE HUMAN-IN-LOOP CONCEPT

In his seminars, Dr. Ismael Essackjee emphasizes three layers: Automation – AI performs repetitive tasks, Augmentation – AI assists professionals in decision-making, and Autonomy – AI executes within defined boundaries. These boundaries are set, of course, by humans. While the rise of AI cannot be denied, the human touch can and must be preserved alongside its use. *"AI enhances intelligence; it does not replace judgment, empathy, emotional intelligence, or leadership,"* explains Dr Essackjee.

He stresses that the *"human-in-the-loop"* concept remains critical in areas such as ethical oversight, strategic direction, emotional intelligence, complex negotiation, and leadership under uncertainty.

Indeed, as Dr. Essackjee stressed, at the India AI Summit 2026, it was repeatedly emphasized that the competitive advantage of nations will not lie in AI alone, but in human-AI collaboration. *"The future is not AI versus humans. It is AI-powered humans outperforming non-AI humans."*

For Julien Guillot-Sestier, the concept of *"human in the loop"* is central. While AI takes on the time-consuming, repetitive, or low-value tasks like drafting, data crunching and initial analysis, the human steps in as the supervisor, decision-maker, and quality controller. *"This frees people from drudgery and lets them focus on what actually requires human judgment."*

AI's capabilities mean that it can do a lot of that work. As the Co-founder of Eqxia notes, the generative AI models we use daily score above 135 on standardized IQ tests, placing them in the top 1% of human performance in verbal reasoning and logic. Indeed, Scientific American published research showing that ChatGPT achieved a verbal IQ equivalent of 155 on the Wechsler scale.

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"Of course, these numbers need context. AI does not think like a human, and researchers rightly debate whether IQ tests are meaningful for machines. But the practical takeaway is clear: these tools perform at an extraordinary cognitive level. The catch is that to activate that performance, you need to know how to use them well. You need domain expertise, you need the right words, and you need to challenge the AI's output critically. That is where the human touch becomes essential in directing and validating it," he explains.

AN ASSET FOR THE MAURITIAN ECONOMY

Today, Mauritius stands at a technological crossroads and must make wise use of AI. This tool can help the country preserve its position as a leader in the African region. For Julien Guillot-Sestier, the opportunity is more concrete than many realize: *"For Mauritius, the key is not about creating AI companies, though that would be welcome. The real strategic play is about having leading companies that know how to exploit the full potential of AI. If our major conglomerates and industry leaders master these tools, they will naturally gain a competitive advantage over regional and international competitors."*

At Eqxia, they work closely with many of Mauritius's largest groups and SMEs to accelerate the deployment of high-potential AI projects within their organizations. The goal is to transform them into technology-empowered companies. *"Consider a parallel with Singapore, which made technology and AI a national priority. Their government invested heavily in upskilling, created incentives for AI adoption, and positioned themselves as a hub for innovation. Mauritius has a similar opportunity. We have the infrastructure, the educated workforce, the business ecosystem. What we need is the velocity of execution and the ambition to lead rather than follow."*

For him, if Mauritius gets this right, the multiplier effect on the economy could be substantial. AI-empowered companies innovate faster, enter new markets, and create entirely new revenue streams. That is the real economic dividend.

> **If our major conglomerates and industry leaders master these tools, they will naturally gain a competitive advantage over regional and international competitors.**

Dr. Ismael Essackjee offers another perspective. For him, AI can only be a major asset for the Mauritian economy if we treat it as economic infrastructure (like ports, broadband, and energy), and not merely as a collection of chatbots. In fact, Mauritius is already signalling intent: Budget 2025–2026 explicitly frames AI as a catalyst for economic transformation and introduces institutional measures such as an AI Unit to accelerate adoption within government.

If AI is deployed strategically, Dr. Essackjee believes it can lift productivity and competitiveness in high-impact areas. He cites several domains, among which are financial services and global business, where AI can strengthen KYC/AML monitoring, reduce false positives, speed up onboarding, and improve risk analytics, turning compliance from a cost centre into a competitive advantage.

There is also public sector efficiency, where AI can reduce backlogs (permits, claims, licensing), improve service delivery, and help ministries make faster, evidence-based decisions, especially when paired with clean data and redesigned processes. Critical infrastructure (energy, water, transport) is another domain where predictive maintenance, outage prediction, and demand forecasting can cut losses, improve reliability, and reduce operating costs, directly enhancing national resilience and investor confidence.

Finally, in the Tourism and SME sectors, AI can enable smarter marketing, personalization, demand forecasting, and customer service, helping local operators compete more effectively with global platforms.

A TRUSTED AI

Mauritius can take strong advantage of AI technology. However, to reap the benefits without creating social or legal risks, the country must build *"a trusted AI."* For that to happen, it is important, for Dr. Ismael Essackjee, to establish two governance anchors. First, Mauritius's Data Protection Act includes safeguards around personal data processing and automated decision-making. Second, in financial services, guidance on responsible AI use is emerging, aligning with global expectations that regulated sectors must manage model risk, explainability, and accountability.

This, he adds, aligns with what was emphasized at the IndiaAI Impact Summit 2026: success depends on foundations such as compute infrastructure, quality datasets, skilling, startup enablement, and responsible AI — not just applications.

AI can therefore be an asset, a productivity multiplier, and a competitiveness engine. But Mauritius must aim higher than simple *"AI adoption."* Dr. Essackjee strongly believes the national strategy should be to build skills at scale, modernize data and processes, deploy AI in priority sectors and enforce strong governance so people and markets can trust the outcomes.

If that is achieved, Mauritius could become a springboard for the AI industry by exporting AI-enabled services, especially in compliance, fintech operations, and digital governance across Africa and the wider region.

AI as the new computer literacy

The Minister of Higher Education, Dr. Kaviraj Sukon, recently announced that a compulsory AI module will be introduced in public universities starting in 2027.
Both Dr. Ismael Essackjee and Julien Guillot-Sestier view this initiative as a very positive step. For Dr. Essackjee, this is a strategic necessity if Mauritius wishes to avoid what he calls the *"AI divide."*
He explains: *"Globally, AI literacy is becoming a foundational skill, much like computer literacy was in the 1990s. Countries such as India, Singapore, and the UAE have already embedded AI across disciplines and not only in computer science faculties, but also in finance, law, engineering, medicine, and business schools."*
To Julien Guillot-Sestier, however, 2027 feels far too distant given the pace at which this technology is evolving. He notes that ChatGPT now approaches 900 million weekly active users, while Google Gemini has surpassed 750 million monthly active users. *"These numbers are growing by hundreds of millions every quarter. By the time a 2027 curriculum is delivered, the technology landscape will have changed multiple times,"* he argues.
Another issue he raises is that the initiative is too narrow as it is limited to universities at a time when the world is experiencing an "industrial revolution" of intellectual work. *"This is not a technology shift that concerns only engineers or data scientists. It concerns everyone,"* he explains. He insists that secondary school students, as well as teachers, must be trained. *"We need to think about this the way we thought about computer literacy thirty years ago: as a foundational skill for the entire population."*
A striking data point from Mauritius illustrates the urgency: the Higher Education Commission recently revealed that 65% of public and private higher education institutions currently lack any official policy on AI. Moreover, 80% of higher education leaders themselves advocate for a national strategic policy on AI. The gap between awareness and action is therefore significant.
Dr. Essackjee echoes this concern. He believes that the success of the initiative will depend entirely on implementation. If it remains purely theoretical, it will fail. *"To be effective, it must include hands-on exposure to AI tools and real-world use cases. It must address AI ethics, governance, cybersecurity, and data privacy. It must teach students how to design workflows using AI, and it must emphasize human-AI collaboration rather than human-AI competition."*
The objective, he stresses, should not be to produce AI engineers only, but to produce AI-capable professionals across every sector of the economy – agriculture, medicine, finance, and beyond. For that to happen, he believes, like Julien Guillot Sestier, that AI exposure should be introduced in parallel at the secondary level, since students are already using AI tools, often without guidance or ethical frameworks.

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AI and the Evolution of Professional Roles in the Power Sector

AI is reshaping professions, forcing them to evolve rather than disappear. Dr. Ismael Essackjee explains that in the power utility sector, some roles will not vanish overnight, but they will shrink rapidly if adaptation does not occur, because AI and automation are already replacing the routine aspects of these jobs. He outlines several categories of professions most at risk if skills and processes fail to evolve:

1. **Manual inspection-heavy field roles (without digital tools):** Traditional visual inspections, such as line patrols conducted purely by human observation will largely be replaced by drones equipped with AI, computer vision, and condition analytics. "The work doesn't disappear," he explains, "but it shifts from 'patrol and report' to 'validate, interpret, and act.'"

2. **Routine control-room monitoring and logging functions:** Operators who primarily monitor alarms, copy readings, and produce routine logs will see much of this work handled by AI-enabled systems that perform anomaly detection, event correlation, and auto-reporting. "Humans remain essential for operational judgment, but the clerical monitoring layer compresses."

3. **Basic planning and design roles limited to spreadsheets:** Load forecasting, network planning, and reinforcement prioritization are moving toward AI-assisted forecasting and scenario modelling. Planners who fail to upgrade risk irrelevance, as the market increasingly demands faster, data-driven decisions.

4. **Meter reading and simple consumption verification roles:** With smart meters and automated data capture, manual meter reading and basic consumption checks are among the clearest cases of task displacement.

5. **Routine administrative processing within engineering departments:** Repetitive reporting, document compilation, and standard compliance submissions will be automated through AI copilots and workflow tools.

For Dr. Essackjee, the roles most at risk are those built primarily on repetition, predictable rules, and manual data handling. Yet he stresses that the sector will also generate stronger demand for new capabilities. Emerging roles include predictive maintenance analysts, asset-performance and reliability engineers, drone and vision inspection specialists, digital twin and grid analytics experts, and professionals in data governance and cybersecurity.

"The profession doesn't disappear," he says. *"It evolves upward. The real threat is not AI itself, but staying static while the job shifts around you, locally and globally,"* Dr. Essackjee explains.

The reinvention of the labour market

If professions are evolving, then the labour market itself is being reinvented with the emergence of AI. For Julien Guillot-Sestier, its most immediate and measurable impact is on junior hiring. He explains: *"When ChatGPT can produce in 30 minutes what a junior employee would take four days to deliver, the question of junior employment becomes unavoidable. The Harvard study I referenced confirmed this with hard data: AI-adopting firms are hiring roughly five fewer junior workers per quarter than before. A structural shift that is already visible in the numbers."*

This shift carries particular weight in the Mauritian context. Young Mauritians increasingly aspire to opportunities beyond the island, and many are reluctant to take on certain roles. Volatility in the labour market is already evident due to a mismatch between expectations and available opportunities. Adding AI to the equation, Guillot-Sestier warns, may mean that the traditional career ladder no longer exists in its previous form.

AI, he argues, is creating an "abundance economy." What cost Rs 10,000 to produce two years ago cost Rs 1,000 a year ago, Rs 100 today, and will soon cost Rs 10 or nothing at all. Everything is being commoditised.

To illustrate this, he draws an analogy from the tourism industry: *"When I arrived on the island, I worked at Beachcomber. And I learned something: all-inclusive hotels hate two-day stays. Day 1—You arrive. There is an abundance of food and drinks. You overconsume. Day 2—You still want to get your money's worth. Maximum consumption. Day 3—Stomachache or maybe a headache. Days 4, 5, 6, 7—You become reasonable. No need to overconsume anymore. Food and drinks are there and stay there."*

Generative AI, he argues, is at Day 1. Society is overproducing, overconsuming and flooding the internet with mediocre content because it is suddenly accessible to everyone. This is the *"abundance shock."* But, just like the hotel guest who becomes discerning by Day 4, the market will mature. When everything is abundant, value shifts. It lies not in raw production, but in curation, direction, and vision. Taste, judgment, and strategic insight become the premium. Production itself is commoditised; the intelligence behind it commands value.

For Julien Guillot-Sestier, the companies and professionals who grasp this shift will thrive. Those who continue to compete on production speed alone will enter a race to the bottom because AI will always be faster and cheaper. The winners will be those who cultivate discernment, creativity, and strategic vision in an age of abundance.

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A solution to labour shortage

Mauritius, like many countries, is facing a severe labour shortage across multiple professional domains. Artificial intelligence (AI) is increasingly seen as a potential solution to bridge this gap. The energy and utility sector, in particular, suffer from a shortage of highly skilled technicians, engineers, and data specialists. *"The increasing complexity of modern power systems, particularly with renewable energy integration, smart grids, and digital monitoring, requires expertise that is not always readily available,"* Dr. Ismael Essackjee explains.

For him, this is precisely where AI can become a powerful asset. Intelligent systems can:

- Automate routine technical and operational reporting.
- Predict equipment failures before breakdowns occur through predictive maintenance.
- Optimize maintenance schedules and asset management strategies.
- Enhance load forecasting accuracy using advanced analytics.
- Support faster and more informed operational decision-making.

"AI does not replace engineers. Rather, it augments their capabilities. With the support of intelligent systems, one engineer can effectively supervise and manage processes that previously required several people," Dr. Essackjee argues.

Julien Guillot-Sestier highlights an intriguing paradox: while Mauritius lacks specialized AI talent, AI itself is simultaneously solving other talent shortages. *"Today, with applications like ChatGPT, Claude, or Gemini, someone with zero coding experience can autonomously build a functional web application, create a data analysis pipeline, or develop an automation workflow. I do this myself regularly. I have never been a developer, yet I build applications, deploy websites, and create tools that would have required a development team not long ago."*

He acknowledges that non-technical individuals may take longer than seasoned developers, but stresses that we are living through a moment of commoditisation of creation. Anyone with time and curiosity can now build what they need. This represents a fundamental shift in how talent gaps are understood.

AI Ethics: A double-edged sword for Mauritius and beyond

The promise of AI cannot be separated from the risks it carries. For Julien Guillot-Sestier, while ethical frameworks are indispensable, they are not enough on their own. *"An ethical code, by definition, is only respected by those who choose to respect it. Responsible companies and democratic governments will comply. But the actors who pose the greatest risk – criminal networks, rogue developers, hostile states – will simply ignore it."*

This tension is already visible at the global level. The EU AI Act, which came into force in 2025, is the most comprehensive regulation of its kind, with fines reaching up to 35 million euros. But its jurisdiction stops at EU borders. Meanwhile, deepfake factories and unregulated AI labs operate freely in countries with no oversight. Julien Guillot-Sestier calls this a *"two-speed development,"* with responsible actors slowing down to comply with ethical standards, while irresponsible ones race ahead without guardrails.

The danger, he argues, is that ethical regulation risks becoming a competitive handicap for those who follow it, while giving an advantage to those who don't. Still, he insists that frameworks are necessary: they set standards, create accountability, and educate the market. Even imperfect regulation forces companies to think about risk classification, transparency, and documentation, which matter in building trust.

But regulation alone is insufficient. Mauritius, he stresses, needs a dual approach: Ethical guidelines and governance frameworks to ensure accountability and AI literacy across the population so citizens can recognise misuse, question outputs, and make informed decisions.

Without education, regulation lacks impact. Without regulation, education lacks teeth.

As he reminds us, technology itself is never the problem – it is how we use it. *"A knife can be used to prepare a meal or cause harm. AI is no different. With great power comes great responsibility. The challenge is that this great power is now in everyone's hands, and not everyone has the same sense of responsibility."*

MADHAVI RAMDIN-CLARK,
HEAD OF ACCA MAURITIUS & NEW MARKETS

"The impact of AI on the accounting profession is indisputable"

Artificial Intelligence is no longer a distant concept but a transformative force reshaping the finance and accounting profession. For Madhavi Ramdin-Clark, Head of ACCA Mauritius & New Markets, its impact is now evident. From embedding AI and data analytics into the ACCA Qualification to preparing future accountants for a world where ethics, sustainability and technology converge, ACCA is actively redefining the role of the profession. The challenge, she stresses, lies not in replacing human expertise, but in equipping professionals with the skills to harness AI responsibly, balancing efficiency with judgement, automation with oversight, and innovation with ethical vigilance.

At ACCA, how are you experiencing the advent of Artificial Intelligence?

First and foremost, we are harnessing AI and technology through the ACCA Qualification. As the profession and the careers within it evolve, so do the skills that professional accountants require. That's why the ACCA Qualification integrates technology and data throughout the exams at all levels, together with our ethics and professional skills module, and practical experience requirement.

One of ACCA's global policy priorities is to bridge the accountancy skills gap. We want to build accountancy capacity so that businesses, the public sector and economies have access to the skills and expertise to thrive. AI has a huge part to play in delivering this priority as we evolve the skills professional accountants need.

And whilst we know that it's essential to have a good understanding of the technical aspects of AI, technology and data, a key consideration for accountants in this digital age is how to use data effectively and ethically.

We should not forget that AI is not a one-size-fits-all solution by itself. It is a tool, albeit a powerful and smart one. AI has huge potential as a catalyst, as an enabler; professional accountants can use it to bring benefits to businesses and other organisations, empowering them to extract actionable insights from a wider array of data sources, supporting better decision-making, boosting efficiency and driving better customer experiences. Numerous fields in the profession, such as planning and audit, compliance, data analytics and sustainability can benefit from AI.

However, poor transparency, bias, discrimination and inaccuracy are some of the risks associated with AI usage. Professional accountants have a crucial role in managing such risks, with clear guidelines, sound judgement and respect for ethical principles, as well as adequate training.

In addition, as a responsible organisation that puts into practice ESG and DEI principles, ACCA takes into account the environmental impact of AI usage because of the increasingly enormous need for electricity and cooling systems to power server farms, for instance.

ACCA has a roadmap to reduce our organisation's carbon emissions by 50% by 2030 and to achieve net zero emissions by 2045 for all our processes and activities, including AI usage.

The Ministry of Higher Education has announced the mandatory introduction of an AI module. Does this demonstrate the extent to which AI is gaining importance?

As pointed out previously about the nature of AI as a tool, it is one that will gain more importance and that will need to be understood and controlled in order for all to reap any benefits. Introducing it as a general module for higher education is a good idea and can provide a base for relevant usage and for further subject-specific training if needed.

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We still need to see the contents of the AI module, and the planning for updates that will certainly be necessary as AI usage increases while the technology further improves, and its possibilities themselves expand, with the resulting added risks that make awareness and control even more relevant.

ACCA is currently reviewing its syllabus to cater for the rise of AI. Could you tell us more about this?

The ACCA Qualification has always been the gold standard, globally recognised and highly valued by employers. It should be pointed out that since its inception, ACCA has regularly updated its curriculum in line with evolving needs. This best practice keeps our students' and members' training up to date and employer-relevant across the world.

We have already embedded AI capabilities across the ACCA Qualification: data analytics and AI concepts appear in exam scenarios, and our Ethics & Professional Skills module includes a data analytics unit. We also partner with employers to ensure learning is practical and current.

Last year, we announced the redesign of the ACCA Qualification focused on a redefinition of accountancy which is expanding and reshaping the role of the profession. Launching in 2027, the redesign reflects the increasing role of accountants in driving the widening value needed for business success, combining profitability with ethics, sustainability, the ability to leverage new technology – including taking into account the influence of AI – and the agility to deal with economic volatility. Similar changes are being seen in the public sector.

In responding to and anticipating the evolving needs of employers, these changes build on the current strengths of the ACCA Qualification. They will introduce, as from mid-2027, a more integrated learning and assessment experience, including AI-enhanced learning journeys, designed to equip the next generation with the professional skills and technical expertise they need to succeed in a dynamic and volatile world. Technology, sustainability and ethics, already integral to the ACCA Qualification, will be interwoven at every stage. Another innovation is a new Data Science Professional exam which students can choose as an option at the final Strategic Professional level.

Today, in the field of finance and accounting, to what extent is the human touch still necessary?

Professional accountants don't just compile figures and do bookkeeping. They are responsible

The future of accounting will involve navigating tensions between efficiency and human judgement, automation and control.

for the reliability of information, sound financial management, and reporting that is clear, accurate, and conducted according to standards. They analyse, advise and strategise. They contribute to the compliance, credibility, reputation and performance of businesses and other organisations.

We have an abundance of data available to us, but it is critical that accountants understand how to use AI to make effective, accurate and relevant accounting judgments. This not only demands a solid grounding of the technical aspects of data and technology, but requires us to consider, for example, the source of the data, its reliability, and any ethical concerns in reporting the data.

ACCA's AI Monitor report 'How is AI reshaping finance and accounting work?' explores how the gradual integration of AI over the coming years is likely to change how accountants work and deliver value from the automation of repetitive tasks to increased knowledge support for decision making.

The report points out that while AI can help make processes more efficient, human intervention needs to be retained at critical junctures. Ultimately, the integration of AI needs to reflect the fact that trust remains a fundamentally social concept built on human interaction, transparency, and oversight. And the future of accounting will involve navigating tensions between efficiency and human judgement, automation and control. The qualities of transparency and vigilance of professional accountants, such as those of ACCA, are therefore of paramount importance.

How do you envision the future of your profession with AI?

The future that is unfolding isn't one where finance and accounting professionals are replaced by AI, but one where their responsibilities will change. Success in this transition depends on making clear assessments of where AI will add value, establishing clear policies and governance in use, and the cultivation of skills that complement technical capabilities.

Rather than mere scorekeepers, finance professionals are looked to as advocates for change and improvement.

ACCA expects that the coming years will see organisations develop more integrated workflows based on the principle that AI adoption is not just about distinguishing high versus low-value activities, but focusing on outcomes, quality and value.

Our research shows that AI adoption is expected to accelerate in the coming years, especially as our data shows investment in AI initiatives is increasing, and widespread cloud adoption provides a crucial foundation for AI implementation.

The profession is still in the invention and adoption stage of AI, as demonstrated by investment data and current adoption/usage statistics. And the profession is embracing the learning and employment challenge offered by AI, as shown by the recently announced changes to the ACCA Qualification, which integrates emerging advances in technology and sustainability.

Is there already talk of reskilling in the finance and accounting sector because of AI?

I would say that there is a need for upskilling rather than reskilling, so that accountancy and finance experts can move forward by mastering AI as a tool for strengthening their efficiency.

Already, finance professionals play a pivotal role in digital transformation, which encompasses the adoption, use, and governance of new technology solutions across organisations. Rather than mere scorekeepers, finance professionals are looked to as advocates for change and improvement. Nonetheless, they will need to adapt their knowledge base and skillset to incorporate existing and emerging digital technologies, techniques, and strategies.

More generally, adapting to ongoing changes in the accountancy profession, in a dynamic and volatile global context that has an influence on business and government strategies and actions, is what is expected of professional accountants. This is also why the ACCA Qualification includes content aimed at enhancing analysis, adaptability and strategic thinking, notwithstanding the need for all members of ACCA to engage in and validate Continuing Professional Development (CPD) each year through field-focused courses and specialised work experience in order to maintain their professional accountant status.

The impact of AI on the profession is indisputable, though it will vary in depth and breadth depending on the specific fields where it is put to use. This certainly entails the need for accountants and finance experts to be up to date regarding this new tool. They need to understand and learn to use AI as an enhancement of their function and services.

PROFESSOR MARI JANSEN VAN RENSBURG,
PRO-VICE CHANCELLOR, MIDDLESEX UNIVERSITY MAURITIUS

"By the year 2026, as many as 43% of tasks performed by human resources may be automated"

Artificial intelligence is no longer a distant prospect; it is transforming economies, industries, and education at an unprecedented pace. At Middlesex University Mauritius, Professor Mari Jansen Van Rensburg, Pro-Vice Chancellor and Campus Director, explains how AI-focused programmes are preparing students and professionals for a future where up to 43% of HR tasks may be automated and 70% of skills will shift by 2030. From integrating AI across more than 30 disciplines to embedding ethical and responsible use into the curriculum, the university positions itself as a hub for innovation, workforce transformation, and sustainable growth in line with Vision 2050.

Why did Middlesex University decide to introduce AI-focused courses?

The decision is grounded in a structural shift in how economies grow and evolve. As highlighted at the World Economic Forum 2026, economic growth is becoming increasingly technology-led, with agility, innovation, and digital capability now central to competitiveness.

At Middlesex University, we recognised early on that AI is not a distant transformation; it is a core enabler across all sectors and is a mandatory capability requirement for our graduates and working professionals. Middlesex University Mauritius is responding by being forward looking and positioning itself not only as an academic institution, but as a partner in innovation, workforce transformation and economic development. We will continue to be a driving force in bridging the gap between education, industry and the future of work for our graduates and professionals.

Since when have these programs been offered, and how have they evolved?

At Middlesex University, AI has evolved gradually. As might be expected, it originated within technical and computing disciplines. Its scope and rate of adoption have both expanded significantly in recent years.

Today, AI reflects a broader shift in talent transformation. Rather than being confined to a specialised field, it is now integrated across more than 30 programmes, including business, finance, fintech, law, management and the creative industries. This evolution responds to rapidly changing skills requirements, with up to 70% expected to shift by 2030.

Students are not only learning how algorithms function, but also how these systems influence decision-making, customer experience and operational performance. Our campus environment supports this ambition through advanced teaching technologies and collaborative spaces designed to foster experimentation and innovation.

What gap in education are these courses aiming to fill?

Rapidly changing demand for skills is making education a strategic lever for national and organisational competitiveness. There is a widely recognised disconnect between the needs of the

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industry and those of the workforce. The 2026 World Economic Forum annual meeting in Davos reported that while organisations speed up their digital transformation, 55% of employees say they received no formal training last year.

The challenge is being met head on by Middlesex University Mauritius by ensuring our programmes are inclusive, accessible and in demand at all levels. Our programs are supported by all career levels, up to senior leadership teams. Through a wide range of industry-focused courses and flexible learning modules, and by jointly developing initiatives with corporate partners via the Middlesex Learning Institute, we are addressing the emerging skills gap while drawing on our research and partnership network.

The aim is to bring a difference in the ecosystem with the position of our institute as a hub for research, innovation and entrepreneurship. Flexibility remains central to our approach. Short Learning Programmes are delivered in bite-sized modules, with options for credit accumulation that can be applied towards an MBA or MSc in Data Science. This enables professionals to upskill without interrupting their careers.

What specific AI programs are available?

Middlesex University Mauritius offers AI programmes that prepare the workforce of tomorrow and equip them with the necessary skills. The BSc in Artificial Intelligence and Data Science at the undergraduate level includes AI modules in a variety of subjects: Legal, Ethics, Marketing and Strategy, Leadership, Business and Finance… Our postgraduate pathways in Data Science, Business Analytics and AI will enable graduates to use AI insights to solve real-world challenges and drive innovation. Our Short Learning Programmes offer a range of flexible educational opportunities for professionals. Programmes such as AI automation, deep learning, computer vision, data science, strategy, leadership, marketing, finance, law and ethics are just a few options. Most have credits which are stackable towards either an MBA or MSc qualification. Whether a student entering the job market or a senior leader within an organisation, these transformational learning programmes are designed to meet diverse professional needs. For further information, I encourage readers to visit our website, at https://www.middlesex.mu/.

How are these AI programs aligned with Vision 2050's goals of sustainable and inclusive growth?

Middlesex University Mauritius is working in line with Vision 2050 goals ensuring the sustainable and inclusive development of the workforce in

> **The 2026 World Economic Forum annual meeting in Davos reported that while organisations speed up their digital transformation, 55% of employees say they received no formal training last year.**

Mauritius. As Mauritius transitions towards a knowledge-driven and innovation-led economy, partnerships remain key to our mission: collaboration with the HEC assists us in developing industry-driven micro-credentials; Industry Advisory Boards ensure that our curricula remain in line with evolving market needs, and corporate partners assist in the co-design and co-delivery of our programmes.

The goal is to promote synergy between the education sector and employers to help reduce skills gaps. Indeed, this initiative develops Mauritius's innovation capacity and the delivery of quality British education in the region. It has also benefitted from discussions on sector-strengthening with the British High Commission.

Through these initiatives, Middlesex University Mauritius contributes to economic transformation, the development of skills across communities, and prepares learners to participate effectively in an AI-enabled economy.

In what ways does the curriculum emphasize ethical and responsible AI use?

Using AI responsibly is a complex and important subject that extends beyond just technical capability. It also involves legal, ethical, regulatory and social issues that are continuously evolving in Mauritius and the world. Mauritius is developing its AI governance framework at the national level. The Digital Transformation Blueprint 2025–2029 and the National AI Strategy, among other efforts, promote the development of trusted AI. It also covers the use of data in a transparent framework. Governance, accountability, and data management principles are further shaped by consultations between the public and private sectors.

We incorporate considerations of AI governance, compliance and accountability into our programmes at Middlesex University Mauritius and strive to build this ambition into our programmes. Students explore frameworks covering data governance, privacy aligned with international standards, and the implications of emerging regulations such as the EU's GDPR and global AI policy trends. This equips those graduates with a solid understanding of how AI systems work, their responsibilities, and the legal, risk-related and regulatory frameworks for use in organisations and society.

The speed at which change is happening is staggering. Recent research suggests AI technologies will augment, alter or automate as much as 93% of jobs. There is now a pressing need for ethical grounding, which cannot be neglected anymore.

In 2026, we launched an AI Literacy Source; a compulsory self-paced online course that allows students to become familiar with the University's expectations for the responsible use of generative AI.

Are there specific sectors where AI adoption is particularly promising?

Artificial intelligence is changing the way we work and live in a more fundamental way than any technology over the past century. By the year 2026, as many as 43% of tasks performed by human resources may be automated. Farms are employing AI-driven analytics and robotics to optimise yields. Real-estate firms are using machine learning to assist with property valuation and predictive market insights. Cities, globally, are enthusiastically utilising digital twins to construct real-time models of the world to manage infrastructures better.

It was an eye-opener for us at the DaraJapan & Wings Robotics Exchange to see how AI is empowering the daily life of Japanese elders using Smart Assistive Technology for movement, health and interaction. In all sectors, the focus on human-centered AI is evident: graduates are trained to interpret AI output, think critically, and take strategic decisions autonomously in complex environments. It is clear that, as we speak, AI won't replace you, but rather a human who knows how to use it well.

Fabrice Thevenet and Sharon Gouges,
Executive Creative Directors, Circus! Advertising

"With AI, communication and advertising will be faster, more personalised and creative, but still human-led"

Artificial intelligence is reshaping the advertising and communication industry in Mauritius, but not replacing it. For Fabrice Thevenet and Sharon Gouges, Executive Creative Directors at Circus! Advertising, AI is shifting the balance between execution and creativity, and speeding up production while leaving strategy, cultural insight, and client relationships firmly in human hands. Their recent KFC campaign, built almost entirely with AI, is proof that though technology can now generate everything, authenticity remains irreplaceable.

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The emergence of AI is making certain jobs obsolete in Mauritius. What about the field of advertising and communication?

Fabrice Thevenet: The emergence of AI is changing advertising and communication in Mauritius, but it is not making the industry disappear. What it is transforming is mainly the balance between thinking and execution. For years, our time was roughly split. About 50 percent went to creative and strategic thinking, and 50 percent to producing, adapting, and delivering the work. Today, AI reduces part of the execution load, giving more space to focus not only on ideas and positioning, but also on mastering the craft and the tools that bring them to life. At the same time, client relationships are still crucial. No matter how advanced AI becomes, the human touch, the ability to understand and nurture client relationships, and communicate effectively with stakeholders will always be indispensable in advertising.

Sharon Gouges: We operate in a world saturated with content. Images and videos can now be generated instantly. What remains scarce is strong concepts, relevant cultural insight, and the skill to execute them effectively across channels. The core of a campaign – its central concept, strategic direction, and the expertise applied in production – still comes from human reflection and experience. That is where the real added value lies.

Starting in 2027, the Ministry of Higher Education will introduce a compulsory AI module in public universities. Do you think this is a good measure?

Fabrice Thevenet: Yes, I believe this is a good measure. Making AI a compulsory module in public universities from 2027 on is a smart step. AI is already transforming many industries, including advertising, communication, finance, and technology. Giving students a solid understanding of AI will better prepare them for the modern job market. It will not only teach them how to use AI tools, but also help them understand their limits, risks, and ethical implications. Overall, introducing AI education at the university level will help Mauritius build a more skilled, competitive, and future-ready workforce.

Sharon Gouges: Exactly. As AI continues to transform multiple industries, it is essential that future professionals are not only familiar with the tools, but also the ethical and practical considerations of using AI in a responsible and strategic manner. It will be an important step toward ensuring a competitive workforce in Mauritius.

Circus! Advertising has recently produced an entire campaign for KFC using AI. Talk to us about that.

Fabrice Thevenet: We created a campaign almost entirely with AI: the music, the films, the radios were all generated using artificial intelligence. In the film and billboards, the only real element was the KFC bucket. The idea was simple and powerful: everything in the campaign was fake, except the chicken. Because KFC chicken cannot be faked: it is freshly prepared, real, and authentic. So, rather than replacing reality, AI was used to highlight the importance of what is real. The technology helped us tell a creative story, but the message focused on authenticity. It showed that even in a world where almost anything can be artificially created, the product itself remains genuinely real. It's a strong statement that the human touch remains irreplaceable.

In your view, if we do not adapt to the AI era, are there specific professions in your sector that risk disappearing?

Sharon Gouges: The tasks may evolve, but those who adapt to working alongside AI will remain crucial. The key is to embrace AI as an enhancement, not a replacement. Strategic thinking, creativity, and human judgment will continue to be fundamental, and AI will only serve to amplify these elements

Fabrice Thevenet: Yes, if we do not adapt to the AI era, some roles in advertising and communication could gradually disappear, especially those focused only on execution. For example, jobs that rely mainly on basic content production, simple graphic resizing, routine copywriting, media reporting, or manual data analysis are more exposed. Roles will evolve. A graphic designer, copywriter, or media executive who learns to use AI as a tool will remain valuable. But someone who only performs repetitive production work, without adding strategic or creative thinking, may struggle. In short, the risk is not AI itself: the real risk is not adapting.

Broadly speaking, how do you see the future of communication and advertising with AI?

Sharon Gouges: AI will definitely help speed things up and make campaigns more personalised. But at the end of the day, it is the human element that will make the difference. Creativity, strategy, and the ability to really understand and connect with the audience will always be key. AI can support the process, but it can't replace the need for human insight and touch when creating meaningful experiences.

Fabrice Thevenet: I also see the future of communication and advertising with AI as faster, more personalised, and more creative, but still human-led. Campaigns will be developed in less time, content will be adapted instantly for different audiences, and data will guide decisions more accurately, and at the same time, creativity and strategy will become even more important. When everyone has access to the same AI tools, the real difference will come from ideas, cultural understanding, and brand vision. Technology will support the work, but human insight will define it.

With AI, must the labour market reinvent itself?

Fabrice Thevenet: Yes, to some extent, the labour market must reinvent itself. AI is changing how work is done across many industries, including advertising and communication. Some tasks are becoming automated, which means certain roles will evolve or require new skills. The focus will shift from manual execution to strategy, creativity, analysis, and technology management. This does not mean that jobs will disappear completely, but the skills required will change.

Sharon Gouges: It is essential to acknowledge that the market is evolving. It is not that jobs are disappearing, but the skills and roles are changing. Professionals will need to learn to work alongside AI, integrating it into their processes while continuing to add strategic value, creativity, and human insight.

Are you experiencing a shortage of manpower in your sector? And if so, could AI be an asset?

Fabrice Thevenet: The challenge is not really a lack of people, but a lack of highly skilled and specialised talent, especially in areas like creative and strategic thinking, digital performance, content innovation, and data analysis. The industry is evolving quickly, and finding profiles that combine creativity, technical understanding and business insight can be difficult. In that context, AI can definitely be an asset. It helps teams work faster, automate repetitive tasks, and increase productivity without necessarily increasing headcount. It allows smaller teams to deliver more output while focusing their energy on strategy and creative quality.

Sharon Gouges: AI can indeed help increase productivity, especially in areas that do not require complex creative input. However, it is crucial that we continue to focus on attracting and developing creative and strategic talent to guide and leverage these tools.

Could AI be an asset for the Mauritian economy?

Sharon Gouges: I believe so. AI is already changing the way we work and live in Mauritius. It could help businesses become more efficient and make better decisions, whether it's in healthcare, tourism, or finance. For Mauritius to truly benefit, we need to focus on upskilling our workforce and ensuring that the next generation is equipped to handle these advances responsibly. This is a chance to build a future where AI supports human creativity and innovation, but doesn't replace it.

Fabrice Thevenet: I agree. It is an opportunity to rethink what is possible for Mauritius. If we invest in skills, education, and proper regulation, AI could create new industries and jobs, helping our economy become more competitive locally and in the region.

> **Roles will evolve. A graphic designer, copywriter, or media executive who learns to use AI as a tool will remain valuable. But someone who only performs repetitive production work, without adding strategic or creative thinking, may struggle.**

REALIGNING MAURITIUS'S STRUCTURAL FRAMEWORK

A Strategic Pivot Toward Capital Relocalisation Amid Middle East Uncertainty

By ME NEEVEN N. PARSOORAMEN

As geopolitical tensions intensify across the Middle East, global capital flows are showing early signs of seeking new safe-haven destinations. With its robust legal framework, strategic geographic location, diversified economy, and established financial services sector, Mauritius is uniquely positioned to attract capital seeking stability, certainty, and long-term growth potential.

However, in today's global environment, attracting international capital requires far more than favourable taxation or financial regulation. Investors, multinational firms, and globally mobile professionals increasingly evaluate entire ecosystems when deciding where to relocate assets, businesses, and families. The attractiveness of a jurisdiction now depends on the strength of its institutions, the quality of its infrastructure, the dynamism of its social and cultural environment, and the security and well-being of its society.

To fully seize the opportunity presented by shifting global capital flows, Mauritius must therefore realign its economic architecture by reimagining key sectors such as global business, real estate, tourism, logistics, transport infrastructure, education, and human capital development. Equally important is the creation of a modern international ecosystem that offers high-quality education, vibrant cultural and entertainment offerings, efficient public infrastructure including reliable road networks, and a safe social environment free from the growing threat of drug proliferation.

Through strategic reforms and forward-looking policies, Mauritius can transition from a respected regional hub into a truly global relocation destination for capital, enterprise, and talent.

1. REINFORCING MAURITIUS AS A GLOBAL BUSINESS AND FINANCIAL SERVICES HUB

Mauritius has long established itself as a trusted gateway for investment flows between Asia and Africa. Its network of double taxation treaties, hybrid legal system rooted in common law principles, competitive tax regime, and sophisticated professional services sector have collectively supported this position.

Yet the evolving global financial landscape, combined with geopolitical uncertainty in parts of the Middle East, presents a new frontier. Heightened geopolitical volatility, capital reallocation from emerging and conflict-affected regions, and the growing sophistication of international investors firstly demand that Mauritius transition from a gateway jurisdiction to a fully-fledged international financial centre. In particular, the country is well positioned to attract capital relocation flows from the Middle East and other regions seeking stable, well-regulated, and strategically located financial bases.

In addition, capital originating from regions experiencing instability often seeks jurisdictions that combine political predictability, regulatory integrity, and high quality of life. To attract these flows sustainably, Mauritius must go beyond financial engineering and build a holistic international ecosystem where investors, entrepreneurs, and their families can live, work, and thrive.

This includes strengthening regulatory oversight and expanding wealth management capabilities, while simultaneously ensuring that the country offers the educational institutions, infrastructure, and lifestyle environment expected by globally mobile professionals.

A jurisdiction that combines financial sophistication with social stability and modern living standards will stand out in an increasingly competitive global landscape.

REGULATORY ENHANCEMENT AND INSTITUTIONAL STRENGTHENING

At the core of this transformation lies regulatory enhancement. Mauritius must continuously modernise and strengthen its financial regulatory framework to align with evolving global standards and best practices. Robust supervision, transparency, and compliance with international norms will not only reinforce investor confidence but also ensure that global institutions can seamlessly conduct business with Mauritian counterparts.

A proactive regulatory environment, one that anticipates global shifts rather than merely reacts to them, will be critical. Strengthened institutions, enhanced enforcement capabilities, and closer coordination between regulators and industry stakeholders will further consolidate the jurisdiction's credibility on the international stage.

EXPANDING FUND AND WEALTH MANAGEMENT CAPABILITIES

One of the potential pillars of growth is the expansion of fund and wealth management services. Mauritius should strategically position itself as a preferred destination for family offices, private funds, and institutional asset managers. This requires both structural reform and human capital development.

A national effort to attract and repatriate Mauritian expertise from leading global financial centres would significantly enhance domestic capabilities. By bringing home skilled professionals in fund structuring, portfolio management, compliance, and investment advisory, Mauritius can build the intellectual backbone necessary to support sophisticated financial operations.

An expanded fund and wealth management ecosystem would enable efficient capital deployment into Africa and Asia, while also providing a secure and streamlined platform for capital relocation from volatile regions. The combination of political stability, legal predictability, and financial expertise can serve as a compelling value proposition.

DEVELOPING DIGITAL FINANCIAL INFRASTRUCTURE

In parallel, Mauritius must accelerate the development of a modern digital financial infrastructure. Supporting FinTech innovation, establishing clear and forward-looking digital asset

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Mauritius's freeport and special economic zone frameworks should be repositioned as dynamic regional enterprise clusters.

regulations, and investing in secure cross-border payment systems will be central to maintaining competitiveness.
The global financial sector is increasingly shaped by digital transformation. Jurisdictions that provide regulatory clarity for digital assets, foster innovation sandboxes, and ensure cybersecurity resilience will attract the next generation of financial operators.
By embracing this shift, Mauritius can position itself as a technologically agile and digitally secured financial centre capable of meeting evolving investor expectations.

BUILDING A SECURE AND COMPETITIVE FINANCIAL ECOSYSTEM

Ultimately, reinforcing Mauritius's role as a global business and financial services hub requires depth as well as breadth. By strengthening regulation, expanding fund and wealth management capabilities, cultivating domestic expertise, and modernising digital infrastructure, the country can offer international capital a secure and sophisticated base. In doing so, Mauritius will not merely preserve its competitive advantages, it will also elevate its status to that of a comprehensive international financial centre, marrying regulatory integrity with innovation, strategic connectivity, and long-term economic resilience.

2. REAL ESTATE: FROM TOURISM SUPPORT TO STRATEGIC CAPITAL ANCHOR

Mauritius's real estate sector has traditionally evolved in tandem with tourism, positioning itself as a natural beneficiary of capital inflows linked to hospitality and luxury residential developments. Integrated resort schemes (IRS), high-end villas, and coastal properties have long attracted foreign investors seeking lifestyle assets in a politically stable and environmentally appealing jurisdiction.
However, in the context of global capital relocation, real estate must evolve beyond this traditional model. Heightened instability in parts of the Middle East and other regions has triggered capital reallocation toward safe, well-regulated destinations. Mauritius, renowned for its political stability, rule of law, and secure investment climate, stands uniquely positioned to absorb part of this relocation flow.
Yet doing so requires a recalibration of the sector's current orientation. Real estate must evolve beyond its traditional role as a tourism adjunct and become a strategic anchor for capital, enterprise, and innovation.
The sector should therefore support integrated ecosystems that combine residential living, business activity, and innovation.
Future developments should aim to include modern business and technology parks together with smart urban environments designed to accommodate

multinational firms relocating regional operations. These mixed-use developments can foster dynamic communities where professionals live close to workplaces, educational institutions, and cultural amenities.
A modern international ecosystem also requires high-quality international schools and educational institutions capable of welcoming expatriate families. The availability of globally recognised education programmes is often one of the decisive factors influencing relocation decisions for executives and entrepreneurs.
At the same time, careful urban planning must ensure balanced development beyond coastal areas. Expanding economic activity inland through well-connected smart cities and innovation corridors will reduce pressure on coastal ecosystems while encouraging broader regional growth. Central to this expansion is the need for modern and efficient public infrastructure, particularly reliable road networks and improved urban mobility systems. Efficient transport infrastructure connects economic zones, reduces congestion, and enhances productivity while improving the daily quality of life for residents.

STRATEGIC REAL ESTATE REFORM

A coordinated real estate reform strategy is imperative. By bringing together industry expertise – developers, urban planners, financial institutions, policymakers, and investment professionals – it can enable Mauritius to re-design a forward looking framework that supports rapid and structured capital relocation. The focus should shift toward integrated developments that combine commercial, residential, and innovation spaces tailored to multinational firms considering operational relocation.
Modern investors and corporations seek more than luxury residences; they require business parks, technology hubs, co-working ecosystems, and smart infrastructure embedded within liveable communities. Mixed-use developments that seamlessly integrate living, working, and innovation environments can create self-sustaining ecosystems attractive to globally mobile enterprises.

RECALIBRATING RESIDENCY-BY-INVESTMENT SCHEMES

Residency-by-investment programmes have been instrumental in attracting foreign direct investment into the property market. However, these schemes must be carefully revisited to strike a balance between stimulating market growth and preserving social cohesion and affordability.
A recalibrated framework should maintain Mauritius's competitiveness while ensuring that property-driven capital inflows translate into broader economic value: job creation, infrastructure development, and skills transfer, without exacerbating housing inequality or pricing out local communities. Long-term sustainability depends on inclusivity as much as attractiveness.

REVITALISING PUBLIC–PRIVATE INVESTMENT STRUCTURES

There is also a pressing need to revitalise and modernise public–private real estate investment partnership structures. Enhanced collaboration between government and private developers can unlock large-scale, state-of-the-art projects while diversifying investment participation. Structured vehicles such as real estate investment trusts (REITs) or similar collective investment frameworks can deepen liquidity, broaden local participation, and strengthen capital market integration.
Such mechanisms not only provide financing flexibility but also democratise access to high-quality developments, ensuring that real estate growth is not confined to a narrow investor base.

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Supporting FinTech innovation and investing in secure cross-border payment systems will be central to maintaining competitiveness.

EXPANDING BEYOND COASTAL CONCENTRATION

For decades, urban planning and real estate development in Mauritius have been disproportionately concentrated in coastal hotspots. While these areas remain valuable, overreliance on limited geographic zones constrains long-term expansion and raises environmental sustainability concerns.

It is time to deliberately expand development toward new growth corridors supported by robust transport connectivity, digital infrastructure, and sustainability-driven planning. Inland smart cities, innovation districts, and transit-oriented developments can reduce environmental pressure on coastal ecosystems while fostering balanced regional growth. Emphasising green building standards, renewable energy integration, and climate-resilient design will further enhance the country's attractiveness to environmentally conscious investors and corporations.

REAL ESTATE AS A CATALYST FOR ECONOMIC TRANSFORMATION

A proactive and inclusive real estate framework can transform the sector from a passive beneficiary of capital inflows into a strategic catalyst for economic diversification. By integrating commercial functionality, technological infrastructure, and sustainable planning principles, real estate can underpin new business ecosystems and attract globally mobile capital seeking stability and opportunity.

In doing so, Mauritius will not only absorb relocated capital but also convert it into long-term productive investment, thereby cementing its reputation as a secure, forward-looking jurisdiction where capital, enterprise, and community development converge.

3. TOURISM: REPOSITIONING AS A PREMIUM AND RESILIENCE-DRIVEN SECTOR

Tourism has long stood as a central pillar of the Mauritian economy, supporting employment, foreign exchange earnings, and international visibility. Over the decades, Mauritius has cultivated a reputation as a premier island destination, synonymous with pristine beaches, luxury hospitality, and political stability. However, in an era marked by escalating global uncertainties; ranging from geopolitical tensions and economic volatility to climate change and shifting travel patterns, the traditional tourism model faces mounting pressures. To sustain its contribution and relevance, the sector must evolve through diversification and deeper integration with other areas of the economy. The sector must evolve beyond its traditional beach-resort model to align with the broader objective of positioning Mauritius as a destination for living, working, and investing.

Premium long-stay tourism, wellness retreats, cultural experiences, and integrated hospitality-residential developments offer promising pathways forward. Visitors increasingly seek destinations that combine natural beauty with lifestyle infrastructure, cultural vibrancy, and access to modern services. In this context, entertainment, arts, cultural venues, and sports infrastructure play an increasingly important role. A thriving cultural and entertainment ecosystem contributes to the attractiveness of the country for expatriates and international investors while enriching the experience of tourists.

A vibrant urban lifestyle, including festivals, creative industries, gastronomy, and recreational activities, enhances Mauritius's international brand and helps attract global talent. By integrating tourism with real estate, financial services, education, and the creative economy, Mauritius can transform the sector from a seasonal industry into a strategic pillar supporting long-term economic diversification.

REPOSITIONING THROUGH PREMIUM AND LONG-STAY OFFERINGS

One of the most strategic pathways forward lies in refining Mauritius's appeal to premium and long-stay markets. Rather than relying predominantly on high seasonal turnover, the country can and should further develop curated experiences designed for high-net-worth travellers, global investors, and professionals on relocation assignments. This includes expanding luxury lifestyle offerings, wellness and medical tourism, and integrated property developments that blend hospitality with residential and business facilities.

By targeting individuals who seek not only leisure but also lifestyle, business, and investment opportunities, Mauritius can position itself as more than a holiday destination. It can become a base for living and working, thus leveraging its stable governance, bilingual workforce, and favourable investment climate. Long-stay visitors generate more sustained economic impact, supporting real estate, financial services, education, and professional services sectors.

BUILDING REGIONAL TOURISM PARTNERSHIPS

Another critical realignment strategy involves forging stronger regional tourism partnerships, particularly within Africa and the Indian Ocean. Collaborative alliances with neighbouring destinations, in the like of South Africa, Reunion, Seychelles and Madagascar, can give rise to multi-destination circuits that enhance visitor appeal and extend average lengths of stay. Such partnerships would allow Mauritius to tap into complementary attractions, including the wildlife, cultural heritage routes, or adventure tourism, while reinforcing its role as a safe, accessible, and high-quality gateway to the region.

Strengthening regional connectivity, harmonising marketing campaigns, and aligning visa facilitation policies can collectively expand market reach.

In doing so, Mauritius can diversify its source markets and reduce overdependence on any single geographic region, thereby enhancing resilience against external shocks.

ADVANCING SUSTAINABILITY AND CLIMATE RESILIENCE

Sustainability must be at the heart of Mauritius's tourism transformation. As a small island developing state, the country is particularly vulnerable to climate change and environmental degradation. Investing in eco-tourism initiatives, protecting marine and terrestrial biodiversity, and promoting cultural heritage experiences are not only ethical imperatives but also strategic economic choices.

Developing climate-adaptive infrastructure, such as resilient coastal developments, renewable energy integration in hotels, and improved water management systems, will safeguard the sector's long-term viability. At the same time, engaging local communities in tourism value chains ensures that economic benefits are more equitably distributed, reinforcing social stability and preserving cultural authenticity.

FROM SEASONAL INDUSTRY TO STRATEGIC ANCHOR

The future of Mauritian tourism should not be confined to seasonal revenue generation. Instead, it must anchor the nation's broader global brand as a world-class destination for living, working, and investing. By aligning tourism with financial services, real estate, technology, education, and the creative

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We must invest in value-added logistics, strengthen maritime partnerships, expand air connectivity, and foster aviation-linked industries.

industries, Mauritius can create a more integrated and diversified economic ecosystem.
In a rapidly changing global landscape, adaptability is paramount. Through premium positioning, regional collaboration, and sustainability-driven development, tourism can continue to serve as a cornerstone of national prosperity, while simultaneously evolving into a strategic platform that enhances Mauritius's standing on the global stage.

4. TRANSPORT AND LOGISTICS: PORT AND AIRPORT AS STRATEGIC GATEWAYS ENABLING A SAFE TRANSFER OF GOODS AND PEOPLE.

Mauritius's geographic position in the Indian Ocean has always been one of its most underleveraged strategic advantages. Situated at the crossroads of Africa, Asia, and the Middle East, the island is naturally positioned to serve as a connectivity and relocation hub. Two national assets lie at the heart of this ambition: our port of Port Louis and our Sir Seewoosagur Ramgoolam International Airport.
While both facilities are well established, transforming Mauritius into a true regional gateway and global hub requires targeted upgrades, expanded capabilities, and a sharper strategic focus. Strengthening the role of Port Louis as a logistics hub and expanding air connectivity through Sir Seewoosagur Ramgoolam International Airport are essential components of the country's relocation strategy.
Whilst international investors evaluating relocation destinations usually pay close attention to the quality of domestic infrastructure, including road networks, urban transport systems, and public services; efficient infrastructure ensures that business operations run smoothly while also enhancing daily life for residents. Modern and efficient infrastructures therefore serve not only economic efficiency but also the broader goal of building a world-class international living environment

PORT HUB ENHANCEMENTS VALUE-ADDED LOGISTICS

The port of Port Louis must evolve beyond its traditional domestic cargo-handling role. Expanding into true value-added logistics services such as high volume warehousing, cold-chain infrastructure, packaging, light assembly, and regional distribution would significantly enhance its competitiveness.
By positioning itself as a logistics platform rather than merely a transshipment point, with some limited value-added facilities, Mauritius can attract multinational firms seeking secure and efficient access to African and Indian Ocean markets.
High volume cold-chain capabilities, in particular, would strengthen agri-food trade and pharmaceutical distribution, creating new economic linkages and increasing the port's strategic relevance.

FREE TRADE ZONE OPTIMIZATION

Mauritius's freeport and special economic zone frameworks should be repositioned as dynamic regional enterprise clusters. Rather than serving primarily as storage and re-export facilities, these zones can be structured to attract Middle Eastern and Asian trading houses, commodity firms, and logistics operators looking for a stable base in the Indian Ocean.
Streamlined customs processes, digital trade facilitation systems, and investor-friendly regulatory frameworks will be essential. By integrating logistics, light manufacturing, and financial services within these zones, Mauritius can offer a seamless ecosystem for regional operations.

SHIPPING LINE AND INFRASTRUCTURAL PARTNERSHIPS

To cement its role within Indian Ocean trade routes, Mauritius must actively court global shipping alliances. Establishing the island as a regular transshipment stop within major maritime networks would increase cargo throughput and reduce freight costs for regional trade.
Strategic partnerships with international shipping lines, combined with competitive port tariffs and efficient turnaround times, can strengthen Mauritius's profile as a reliable maritime node between Asia, Eastern and Southern Africa, and the Gulf.
Equally important is the development of strategic partnerships for the operation and modernization of port infrastructure. Modern ports increasingly rely on collaborations with experienced global terminal operators and logistics partners capable of introducing advanced technologies, digital cargo management systems, and internationally recognised operational standards. Such partnerships can facilitate the transfer of technical expertise, improve efficiency in cargo handling, and support the adoption of automated and data-driven port management practices. For Mauritius, aligning with established international port operators would not only enhance operational performance but also signal to global shipping lines that the jurisdiction is equipped to handle growing volumes of container traffic in line with contemporary maritime logistics practices.

AIRPORT ADVANCEMENTS AIR CONNECTIVITY EXPANSION

Air connectivity remains critical for business mobility and high-value trade. Expanding direct routes, particularly with African carriers and key Asian hubs, would facilitate the movement of executives, investors, and skilled professionals. Enhanced connectivity not only supports tourism but also strengthens Mauritius's attractiveness as a base for multinational firms relocating regional headquarters.
Proactive bilateral negotiations and route development incentives can help position the country as a convenient stopover and business gateway.

CARGO AND BUSINESS AVIATION FACILITIES

The expansion of air cargo infrastructure is equally important. Dedicated cargo terminals, improved handling systems, and temperature-controlled facilities would boost high-value exports and imports, including pharmaceuticals, perishables, and technology components.
In parallel, developing specialized facilities for corporate aviation and private jets would cater to high-net-worth individuals and multinational executives. Efficient business terminals and streamlined immigration processes can significantly enhance the relocation appeal of Mauritius.

AVIATION-LINKED ENTERPRISE ZONES

Airport-adjacent business parks represent a further opportunity. By establishing aviation-linked enterprise zones focused on maintenance, repair and overhaul, aircraft servicing, and aviation technology services, amongst others, Mauritius can diversify its economic base while creating skilled employment.
Such zones can also attract technology firms, logistics operators, and regional headquarters seeking proximity to efficient air transport infrastructure.

A STRATEGIC GATEWAY FOR THREE CONTINENTS

Taken together, targeted port and airport enhancements can redefine Mauritius's role in regional trade and mobility. By investing in value-added logistics, strengthening maritime partnerships,

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The country can consolidate its position as a strategic bridge between Africa, Asia, and the forthcoming, yet to be redefined, Middle East.

expanding air connectivity, and fostering aviation-linked industries, the country can consolidate its position as a strategic bridge between Africa, Asia, and the forthcoming, yet to be redefined, Middle East. In an era of capital relocation and supply chain realignment, connectivity is no longer a supporting function; it is a competitive advantage and a must. If properly leveraged, Mauritius's transport and logistics infrastructure can become a central pillar of its ambition to serve as a secure, efficient, and globally connected relocation hub.

5. HUMAN CAPITAL AND INNOVATION

No economic transformation can be sustained without a strong foundation of human capital and a culture of innovation. Infrastructure, regulatory reform, and capital inflows are critical components of national development, but without the right talent to manage, deploy, and innovate around these resources, their long-term impact remains limited. For Mauritius to successfully position itself as a relocation hub and international business centre, investment in people and technology must stand at the core of its strategy.

Mauritius must therefore continue to invest in world class education, skills development, and research capabilities aligned with the needs of a modern service-driven economy. Programmes in financial services, logistics, digital technologies, hospitality management, and data science will be essential to support emerging industries.

At the same time, the country should strengthen its position as a regional education hub, capable of attracting international students and providing world-class education for expatriate families. Partnerships with global universities, research institutions, and international schools can reinforce Mauritius's reputation as a centre for learning and innovation. Talent attraction strategies should also encourage the return of Mauritian professionals abroad while welcoming highly skilled international workers seeking a stable and high-quality environment.

HUMAN CAPITAL IMPERATIVES
SKILL DEVELOPMENT AND UPSKILLING

As the economy evolves toward higher-value activities, particularly in finance, logistics, real estate, aviation, and technology, the demand for specialized skills will intensify. Mauritius must significantly expand targeted education and professional training programmes in areas such as financial analysis, fund management, compliance, data analytics, supply chain management, hospitality management, digital technologies, and multilingual communication. Collaboration between industry and educational institutions will be essential to ensure that curricula reflect market realities. Technical and vocational education should be modernised to meet the operational needs of logistics hubs, smart cities, and advanced service industries. Continuous upskilling frameworks will also enable the existing workforce to transition smoothly into new economic sectors emerging from capital relocation flows.

RESEARCH AND INNOVATION

Beyond skills development, Mauritius must actively cultivate a knowledge-driven economy. Strengthening partnerships between universities, research institutions, and global corporations can accelerate innovation and technology transfer. Encouraging applied research in financial technology, climate resilience, renewable energy, artificial intelligence, and maritime & aviation services would align innovation efforts with the country's strategic economic priorities.

Innovation hubs and technology parks; integrated into emerging smart cities and business corridors, can provide platforms for start-ups and multinational firms to collaborate. Incentivising research and development activities through fiscal measures and grant programmes would further stimulate high-value enterprise creation.

TALENT ATTRACTION PACKAGES

In parallel with developing domestic capabilities, Mauritius should design competitive talent attraction frameworks aimed at expatriate professionals, entrepreneurs, and highly skilled individuals seeking relocation. Streamlined work and residence permits, tax incentives, quality healthcare and education access, and integrated lifestyle offerings will strengthen the country's appeal.

Diaspora engagement strategies can also play a transformative role. Encouraging Mauritian professionals abroad to return, or to contribute through remote collaboration and advisory roles, would inject valuable international expertise into the local ecosystem.

FROM CAPITAL ATTRACTION TO CAPITAL DEPLOYMENT

Ultimately, the objective is not merely to attract foreign capital but to ensure that it is productively deployed. A skilled, innovative workforce provides the multiplier effect that transforms financial inflows into sustainable growth, competitive industries, and resilient institutions.

By prioritising education reform, research collaboration, and global talent mobility, Mauritius can build a dynamic human capital base capable of supporting its ambitions across tourism, finance, logistics, real estate, and technology. In doing so, the country will reinforce its evolution from a capital recipient to a sophisticated, innovation-driven economy; where people, knowledge, and enterprise converge to secure long-term prosperity.

SAFEGUARDING SOCIAL STABILITY AND COMBATING DRUG PROLIFERATION

Economic prosperity and international attractiveness cannot be sustained without strong social stability. One of the most pressing social challenges confronting Mauritius today is the increasing concern surrounding drug consumption and trafficking. The proliferation of narcotics poses serious risks to public health, social cohesion, and national security. For a country with world class aspiration, maintaining a safe and secure society is paramount. Investors and expatriates must feel confident that Mauritius offers not only economic opportunity but also a stable and healthy environment for their families. Addressing this issue requires a comprehensive national strategy combining stronger law enforcement, prevention programmes, education initiatives, and rehabilitation services. Community engagement, youth outreach, and public awareness campaigns will also be crucial in tackling the root

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A proactive and inclusive real estate framework can transform the sector from a passive beneficiary of capital inflows into a strategic catalyst for economic diversification.

causes of addiction.
A determined effort to combat drug proliferation will reinforce Mauritius's reputation as a secure and responsible society while protecting the well-being of its citizens.

6. REGIONAL DIPLOMACY AND MARITIME SECURITY: SAFEGUARDING TRADE ARTERIES

For Mauritius to position itself as a credible destination for capital relocalisation, economic reform alone is insufficient. Maritime security and regional stability are foundational prerequisites for the island's long-term economic credibility. As an island economy whose prosperity depends on uninterrupted sea and air connectivity, Mauritius must leverage its regional diplomatic platforms to ensure safe and secure maritime corridors across the Indian Ocean.
Mauritius sits at the crossroads of major Indian Ocean shipping lanes linking Africa, Asia, and the Middle East. Ensuring that these trade arteries remain secure and predictable is therefore central to maintaining investor confidence. To achieve this, the country must continue leveraging its regional diplomatic platforms, particularly through the Southern African Development Community (SADC) and the Indian Ocean Commission (IOC). These institutions provide important mechanisms through which member states can coordinate security policies, share intelligence, and strengthen maritime governance across the region.

STRENGTHENING COLLECTIVE MARITIME SECURITY

The growing complexity of the regional security environment makes cooperation with neighbouring countries increasingly important. Rising geopolitical tensions in the Middle East leading to a potential proliferation of piracy threat, trafficking networks, and expanding naval competition all underline the need for coordinated maritime oversight. Through its participation in regional initiatives, Mauritius can advocate for stronger maritime domain awareness systems, promote joint naval patrols, and encourage intelligence-sharing frameworks among coastal states. Collaborative efforts aimed at countering piracy and trafficking, alongside greater interoperability between regional coast guards, would further enhance collective maritime resilience.
Secure sea lanes are not solely a defence issue; they are deeply intertwined with economic performance. Investors and multinational firms evaluating potential relocation destinations carefully assess supply-chain reliability, trade continuity, and geopolitical risk exposure. A country that demonstrates active engagement in safeguarding regional waters sends a powerful signal of stability and foresight. In this context, Mauritius's commitment to strengthening maritime cooperation will significantly reinforce its reputation as a reliable logistics and financial hub.

POSITIONING MAURITIUS AS A NEUTRAL MARITIME CONVENOR

At the same time, Mauritius is uniquely positioned to play a diplomatic bridging role within the Indian Ocean region. The country's longstanding reputation for political neutrality, institutional stability, and adherence to the rule of law allows it to act as a credible convenor for regional dialogue. By proactively engaging within SADC and the IOC, Mauritius can contribute to shaping emerging frameworks for maritime governance, advancing sustainable blue economy strategies, and promoting cooperation on climate-resilient port and coastal infrastructure.
Such diplomatic engagement also opens space for initiatives aimed at preventing tensions and facilitating dialogue among regional actors. In a geopolitical landscape where disputes and strategic competition are becoming more visible, Mauritius can offer a platform for constructive engagement and dispute avoidance.
A stable maritime environment ultimately underpins the reliability of critical national infrastructure, including Port Louis Harbour. The port serves as a key gateway for regional trade and logistics, and its smooth functioning depends on safe and predictable maritime corridors. Strengthening regional maritime security therefore supports the broader ambition of transforming Mauritius into a strategic gateway connecting Africa, Asia, and the Middle East.

THE ECONOMIC-SECURITY NEXUS

In today's geopolitical climate, the relationship between economic development and security has become increasingly inseparable. Capital flows are drawn toward jurisdictions that not only maintain internal stability but also demonstrate proactive engagement with their regional environment. By embedding maritime security diplomacy into its broader economic strategy, Mauritius can further strengthen its standing as a resilient, rules-based, and strategically positioned hub for global trade and investment.

CONCLUSION: A STRATEGIC PATH FORWARD

The geopolitical shifts now reshaping global capital flows present both a challenge and a significant opportunity for small, open economies such as our dear Mauritius. As investors reassess risk and seek jurisdictions that offer stability, transparency, and connectivity, Mauritius has a chance to reposition itself within this evolving global landscape. By recalibrating its structural framework, from financial services and real estate to tourism, logistics, and human capital development; the country can strengthen its appeal as a secure, dynamic, and forward-looking destination for capital relocation.
Such a transformation, however, will not occur organically. It requires deliberate strategy, regulatory agility, and close coordination across public and private sectors, ensuring that it builds a comprehensive international ecosystem that offers excellent education for foreign families, vibrant cultural and entertainment opportunities, modern public infrastructure including efficient road networks, and a safe social environment protected from the risks of drug proliferation. Policymakers must be willing to adapt institutions, modernize regulatory frameworks, and invest in sectors that reinforce Mauritius's competitiveness in a rapidly changing world economy.
If pursued with clarity and determination, this transition could usher in a new phase of economic dynamism for the island. A revitalized Mauritian economy would not only attract global capital but also stimulate innovation, generate high-value employment, and reinforce social inclusion. In doing so, Mauritius would further consolidate its reputation as a stable, rules-based, and globally connected hub which is well positioned to navigate the uncertainties of the emerging geopolitical order.

CRACKING THE CLIMATE VAULT

Mauritius' Strategic Play for Direct Access Finance via Green Climate Fund

By NEEKHIL BHOWONIAH
World Bank Financial Sector Expert for Mauritius and Seychelles | United Nations FAO Accreditation Expert for the Green Climate Fund Readiness for Mauritius

Triggering the multiplier effect through direct access to climate finance is a game changer, helping Mauritius simply receive funds to make money move. Under mechanisms such as the Green Climate Fund (GCF), direct access will allow the Climate Finance Unit (which sits as the most strategic option) to take the reins, in (i) designing, submitting, and implementing projects aligned with national priorities, (ii) managing and channelling funds into public and private sector investments, and (iii) structuring blended finance instruments to crowd in additional capital. In this setup, every dollar punches above its weight, acting as a catalyst rather than a one-off contribution. The result? A snowball effect where funds do not just flow, but rather grow, turning limited resources into a force multiplier for climate action.

DIRECT ACCESS–DRIVEN MODEL TO CLOSE MAURITIUS' CLIMATE FINANCE GAP

In essence, I propose a Direct Access–Driven Model which transforms climate finance from a passive inflow into a strategic lever.

$$\textit{Climate Finance Gap (CFG)} = \textit{Total Financing Needed (TFN)} - \textit{Available Finance (AF)}$$

$$\boldsymbol{CFG = TFN - AF}$$

As indicated by the World Bank (CCDR, 2026) = TFN is USD 213m per year

1. **Composition of Available Finance**

$$AF = \textit{Public Finance } (PF) + \textit{Domestic Finance } (DF) + \textit{Climate Finance via Direct Access } (CF_{DA}) + \textit{Climate Finance via international access intermediaries } (CF_{IA})$$

$$\boldsymbol{AF = PF + DF + CF_{DA} + CF_{IA}}$$

2. **Leverage of Direct Access**

$$\boldsymbol{DF = \propto . CF_{DA}}$$

The leverage methodology ($\propto - \boldsymbol{alpha}$) is a gold standard used by the Green Climate Fund (*GCF/B.22/07/Add.01*). Considering the current macroeconomic situation in Mauritius (some institutional capacity, insufficient capital mobilization, and active financial sector), the leverage factor would typically range between 1.5 and 3.0 – which is consistent with GCF-adjusted reality.

∴ Every dollar mobilized via direct access can unlock USD 1.5 – USD 3 in additional domestic financing.

3. **Full Climate Finance Gap Equation**

$$\boldsymbol{CFG = TFN - [PF + (\propto . CF_{DA}) + CF_{DA} + CF_{IA}]}$$

$$\boldsymbol{CFG = TFN - [PF + CF_{IA} + (1{+}\propto) . CF_{DA}]}$$

Direct access is the only the scalable lever which does not simply just add funding, but multiples impact. In GCF terms, this catalytic effect maximizes the climate, social, and economic returns of each dollar invested.

As outlined in Mauritius' Nationally Determined Contribution (NDC 3.0), the government finances a significant share of its climate strategy through the Climate and Sustainability Fund, alongside climate-related budgetary allocations. Total public expenditure is projected at approximately USD 1.5 billion over 10 years (2026-2035), equivalent to an annual average of USD 150 million, prior to accounting for external and private sources.

Yet, to reflect fiscal constraints and implementation realities, this analysis adopts a calibrated annual estimate of USD 120 million as the effective domestic climate finance contribution. This adjustment captures the government's sustained yet limited fiscal space in supporting climate action.

In parallel, to ensure balance and realism in the financing framework, international climate finance accessed through multilateral and bilateral channels is estimated using a midpoint value of USD 40 million per year, derived from OECD and UNFCCC flow data. This component represents climate finance mobilized via international access mechanisms (CFIA), complementing domestic efforts while highlighting the continued reliance on external sources

AFBaseline: 120m + 40m = USD 160m

FROM CONCEPT TO REALITY

Now, consider the example in which Mauritius goes for a Tier 1 Accreditation – that is for small-scale adaptation/mitigation projects size up to USD 10m – USD 50m per programme, with a seed funding from GCF of USD 15m.

CFDA=USD 15m (Seed funding from GCF)

∝=1.5 (Multiplier effect of direct access climate finance)
Total Climate Finance Generated: 1+1.5.15=USD 37.5m
AF=160+37.5=USD 197.5m
CFG=213-197.5=USD 15.5m (Residual gap)
Granting Mauritius direct access to the GCF would give it the green light to channel climate finance efficiently, yielding strong macroeconomic benefits. Even modest funding (USD 15m annually), when leveraged, can go a long way in reducing the country's climate finance gap (CFG), stimulating domestic investment and driving green growth and jobs. Direct access accreditation thus becomes a proven, high-impact mechanism to fast-track climate resilience, advance sustainable development, and contribute to broader economic prosperity.

BLACK SWAN RISKS: DIRECT ACCESS AS A HEDGE AGAINST TAIL RISKS

Beware of black swans! They are often treated as theoretical constructs. Yet, in practice, these low-probability, high-impact shocks can sharply constrain fiscal space, disrupt climate finance flows, and exacerbate the funding gap.

Events such as the MV Wakashio oil spill in July 2020 and major tropical cyclones like Berguitta in 2018, while not entirely unforeseeable, behaved like black swans in practice due to their severe, systemic impacts on the economy, ecosystems, and livelihoods. These shocks not only exposed vulnerabilities in environmental and fiscal resilience but also restricted the availability of climate finance and widened the country's funding gap, underscoring the need for adaptive and responsive financing mechanisms capable of rapidly mobilizing resources in response to rare, high-impact events.

For this reason, strengthening direct access ensures that Mauritius is not merely reacting to shocks, but is structurally better equipped to absorb, adapt, and recover without derailing its climate investment trajectory.

COMPÉTENCES ET DIVERSITÉ

L'ACCA met en lumière les talents neurodivergents et comment révéler leurs atouts

Un nouveau rapport de l'ACCA se concentre sur l'accompagnement des personnes neurodivergentes (autisme, TDA-H, dyslexie, HPI, entre autres) dans leur parcours professionnel et présente des stratégies d'épanouissement.

On estime que 15% à 20% de la population mondiale est neurodivergente. Le dernier rapport de l'ACCA, *« La neurodiversité en comptabilité : construire sa carrière »*, publié au cours de la Semaine de célébration de la neurodiversité (16 au 20 mars 2026), constate que le discours autour de la neurodiversité évolue. Les entreprises commencent à reconnaître les atouts considérables des personnes neurodivergentes (celles touchées par l'autisme, le TDA-H, la dyslexie, et le HPI, entre autres) et leur contribution au monde du travail. De plus, les professionnels neurodivergents eux-mêmes s'approprient leur histoire, redéfinissent les attentes vis-à-vis du monde du travail et prouvent qu'il est à l'avantage de toutes les parties que ce soit l'environnement qui change, et non l'individu.

Les témoignages et les analyses de ce rapport dressent en effet un constat clair : les professionnels neurodivergents apportent une immense valeur ajoutée à la profession comptable, mais leur réussite repose sur une transformation profonde de notre approche de l'inclusion. Passer de la prise de conscience à l'action exige un travail à la fois au niveau organisationnel et individuel, aucun des deux n'étant suffisant à lui seul.

La question n'est pas de savoir si les lieux de travail deviendront plus neuro-inclusifs, mais à quelle vitesse, et quelles organisations montreront l'exemple et lesquelles resteront à la traîne.

L'étude explore non seulement les expériences individuelles de plusieurs cadres experts-comptables évoluant dans la fintech, les ressources humaines, la comptabilité et la formation supérieure, mais aussi les conditions propices à la réussite. Le rapport partage également des stratégies pratiques que les entreprises peuvent adopter pour mieux accompagner leurs employés neurodivergents, ainsi que des conseils à destination des personnes concernées.

Le rapport identifie cinq domaines clés où l'action individuelle crée les conditions du succès et revient sur certaines stratégies expliquées par les personnes interrogées dans le cadre de cette étude :

- Comprendre son propre profil cognitif : pour de nombreux professionnels neurodivergents, un diagnostic formel offre une perspective transformatrice.
- Prendre des décisions stratégiques en matière de divulgation : la divulgation n'est pas une obligation, mais un choix.
- Tirer parti de la technologie : la technologie appropriée peut amplifier vos capacités et vous rendre stratégiquement ingénieux.
- Plaidoyer pour un soutien individualisé : le soutien le plus efficace au travail est cocréé, et non imposé.
- Construire son propre réseau de soutien personnel : vous ne pouvez pas contrôler la culture organisationnelle, mais vous pouvez construire un réseau personnel qui vous permettra de vous épanouir.

« Le discours évolue : on ne se demande plus 'que peuvent apporter les personnes neurodivergentes aux organisations ?', mais 'quels systèmes doivent changer pour permettre à chacun de travailler efficacement ?' Ce changement de perspective est important car il déplace la responsabilité : les individus ne devraient pas avoir à s'adapter au lieu de travail ; c'est le lieu de travail qui doit être mieux conçu », a déclaré Jamie Lyon, responsable mondial des Compétences, des Secteurs et de la Technologie de l'ACCA.

Tania Martin, consultante, formatrice et conférencière en neuro-inclusion chez PegSquared, qui a elle-même évolué professionnellement avec un TDA-H, dit savoir *« à quel point un simple changement d'environnement ou d'approche peut transformer le quotidien d'une personne au travail »*. Pour elle, *« cette étude nous rappelle que la neuro-inclusion ne se résume pas à de grands gestes, mais à des actions concrètes qui font une réelle différence pour les personnes concernées, dès maintenant »*.

Quelques définitions

- Neurodiversité : Ce terme s'applique à tous. Il décrit la variation naturelle du fonctionnement et de l'organisation du cerveau humain. La plupart des variations cognitives se situent dans une certaine fourchette considérée comme typique, mais le concept de neurodiversité reconnaît que chaque cerveau est unique.

- Neurodivergent / neurodifférent / neurominorité : Ces termes désignent les personnes dont les variations cognitives sortent de la norme, impactant la façon dont le cerveau apprend, traite l'information et perçoit le monde. Il inclut des neurotypes tels que le TDAH, l'autisme, la dyslexie, la dyspraxie (trouble développemental de la coordination), la dyscalculie et le syndrome de Gilles de La Tourette. De nombreuses personnes neurodivergentes présentent plusieurs troubles associés.

- Neurotypique / neuromajorité : Ce terme désigne les individus dont le traitement cognitif correspond à ce que la société considère comme *« typique »* ou se situe dans la fourchette de variation la plus courante. Il s'applique à la majorité des personnes.

MCCI AGM

"Businesses need a clear roadmap that allows them to plan, adapt and invest"

At its 177th Annual General Meeting held in Port Louis on Thursday 26 March, the Mauritius Chamber of Commerce and Industry called for a strategic policy response that combines fiscal consolidation with sustained economic growth. In front of ministers, diplomats and representatives of the public and private sectors, outgoing president Charles Harel argued that restoring resilience will require clearer policy direction, stronger private investment, support for new industries and a sharper push into service exports.

The Mauritius Chamber of Commerce and Industry (MCCI) held its 177th Annual General Meeting in Port Louis on Thursday 26 March. The gathering served both as a statutory meeting for the institution and as a platform for economic discussion, with outgoing president Charles Harel using the occasion to set out the Chamber's views on fiscal consolidation, competitiveness and growth.

In his address, Charles Harel offered his reading of the national and international economic context and argued that, in an environment dominated by uncertainty, fiscal consolidation and economic dynamism should not be seen as opposing forces but as mutually dependent imperatives.

"What is needed is a strategic response combining fiscal consolidation and sustained economic growth, an approach that gives businesses the ability to invest, renew their dynamism and maintain employment, while supporting the country's broader fiscal objectives," he said.

He insisted that clarity of direction would be essential if businesses are to plan and invest with confidence. *"Without it, uncertainty itself becomes a cost; a cost for investment, for confidence and for growth. Businesses need a clear roadmap, with visibility and sequencing that allow them to plan, adapt and invest with confidence," Charles Harel added.*

To strengthen the competitiveness and resilience of the Mauritian economy, the outgoing president outlined a series of priority areas. He notably argued for greater attraction of private investment through PPP and BOT frameworks in strategic sectors such as energy, transport and digital connectivity, while pointing to the government's recent decision regarding the port sector as a concrete example of such an approach. He also called for reform of immigration policy in order to attract international talent, high-net-worth individuals and venture capital.

From left to right: Michaël Yeung Sik Yuen, Minister of Commerce and Consumer Protection; Aadil Ameer Meea, Minister of Industry, SMEs and Cooperatives; Charles Harel, outgoing President of the MCCI; Dhananjay Ramful, Minister of Foreign Affairs, Regional Integration and International Trade; Patrice Marie, new President of the MCCI; and Dr. Drishtysingh Ramdenee, Secretary General of the MCCI.

Reindustrialisation, he added, should be treated as a national priority, with explicit support for emerging sectors including life sciences, biotechnology, artificial intelligence, automation and the blue economy.

Another major focus of his intervention was the export of services. To illustrate that potential, Charles Harel cited Estonia, a country comparable to Mauritius with 1.3 million inhabitants, which invested early in digital infrastructure and today exports its expertise across Europe and beyond. *"This is an opportunity within reach,"* he said, stressing that a fast-growing African continent imports services on a massive scale and that Mauritius possesses the assets to position itself more firmly in that market.

The Mauritius Network Services, created within a public-private partnership framework, now employs 120 people and manages more than 60 digital exports to the continent. Mauritius Cargo Community Services, developed in partnership with MEXA, was presented as having similar growth potential. The MCCI Business School, meanwhile, now welcomes students from Comoros, Madagascar, Mayotte and Réunion island. Charles Harel further described economic diplomacy as a central pillar of this outward-looking strategy, helping to secure market access, attract strategic investment and position Mauritius within constantly evolving global value chains.

Government ministers present at the AGM used the occasion to underline what they described as the MCCI's essential contribution to policymaking and economic dialogue. For Aadil Ameer Meea, Minister of Industry, SMEs and Cooperatives, *"the Chamber has established itself as a serious and constructive partner of the government through its participation in consultation meetings, its contributions to the development of public policies, its sector expertise and, in particular, its recent report on export prospects, published at a pivotal moment for the country."*

He also saluted the Chamber's active contribution to consultations on the Industry Bill, saying that *"these inputs have proved valuable, pragmatic and closely aligned with the realities faced by our businesses."*

Michaël Yeung Sik Yuen, Minister of Commerce and Consumer Protection, also highlighted the Chamber's role in the current environment. *"In the face of persistent geopolitical turbulence, we must all recognise the essential role played by the MCCI in promoting a climate of dialogue and cooperation. Its perspectives are valuable in bringing forward innovative solutions capable of mitigating the rise in costs we are facing. It is crucial not only to respond to these immediate challenges, but also to work collectively to anticipate the trends ahead in a global environment marked by uncertainty,"* he said.

Dhananjay Ramful, Minister of Foreign Affairs, Regional Integration and International Trade, likewise emphasised the role of the MCCI in the development and diversification of the Mauritian economy. *"The members of the MCCI are key actors in many sectors, notably trade, technology and logistics. Over the years, my ministry and the MCCI have worked jointly on several important files. One of the most striking examples is the Trade Obstacle Mechanism, a tool which today makes it possible to better address the difficulties encountered by our business community. This mechanism, set up by the MCCI and the Ministry of Foreign Affairs, has greatly contributed to facilitating the identification of the obstacles faced by our enterprises,"* he said.

As it enters its 176th year, the MCCI reaffirmed its role as a platform for dialogue, public policy facilitation and international outreach. Charles Harel said the private sector was fully prepared to assume its responsibility in supporting the government's consolidation efforts, but also wished to see a matching commitment from the State to provide businesses with the means needed to support that process.

FINANCIAL RESULTS

After 36 years, Emtel crossed the Rs4bn revenue mark in 2025

- **"2025 was the best year for Emtel so far," says Kresh Goomany, Director and former CEO of Emtel**

In the afternoon of Monday 23 March, at Emtel's office in Ebene, Kresh Goomany, the Director and former CEO of Emtel, presented the company's financial results. 2025 was Emtel's best year ever, he argues, due to the milestones achieved, the international recognition and awards earned, and the company's innovation and investments.

The Director and former CEO of Emtel, Kresh Goomany, opened the presentation of Emtel's financial results for 2025 on Monday 23 March by proudly stating that Emtel had crossed the Rs4bn revenue mark for the first time since the company started its operations in 1989. *"Emtel crossed the Rs3bn revenue mark in 2018. We are now proud to announce that we have crossed the Rs4bn revenue mark after 7 years,"* he explained.

Revenue indeed rose to Rs 4.09bn in FY2025, from Rs 3.76bn in FY2024, while service revenue increased to Rs 3.74bn from Rs 3.43bn. Other financial KPIs were also on the same trend. EBITDA reached Rs 2.04bn, up from Rs 1.77bn, and underlying profit before tax climbed to Rs 796m, compared with Rs 625m a year earlier. According to the company, this growth was driven by sustained demand for data services across mobile, home and enterprise segments, as well as new revenue streams in cloud and cybersecurity.

The company also pointed to a stronger balance sheet, the amicable settlement of a legal case that had lasted 29 years, the disposal of the company's media activity and a cyclical decline in capital expenditure which helped reduce net debt to Rs 2.6bn by the end of December 2025. Equity reached Rs 1.30bn, while Emtel also declared dividends of Rs 2.42 per share for FY2025, including a special dividend of Rs 0.88 per share, representing a total distribution of Rs 1.1bn.

Beyond the topline numbers, Kresh Goomany put the company's clients at the centre of Emtel's concerns, stressing the importance of infrastructure in maintaining service quality. *"Without proper infrastructure, we would not be able to provide adequate services. And without these adequate services, we would no longer have clients,"* he argued.

The assets highlighted during the presentation included Emtel's network of 495 base stations, 743 kilometres of local fibre, 191 Gbps of submarine cable capacity and its data centre, which reported 99.982 per cent availability. The company also cited a customer base of more than 763,000 mobile users, over 59,000 home internet customers, around 5,900 enterprise clients and more than 31,000 active fintech users.

Highlights of 2025 included business continuity connectivity in Rodrigues through Eutelsat OneWeb, integration into the Stock Exchange of Mauritius Sustainability Index on 29 May 2025, joining the United Nations Global Compact, and the completion of all phases of Emtel's 5G rollout, taking coverage to 90 per cent of the population. The company also expanded its technology offer with a sovereign local cloud platform, a Security Operations Centre as a service

Without proper infrastructure, we would not be able to provide adequate services. And without these adequate services, we would no longer have clients.

in cybersecurity, and a GPU-as-a-service offer hosted on local cloud infrastructure to reduce the cost of AI adoption for enterprises.

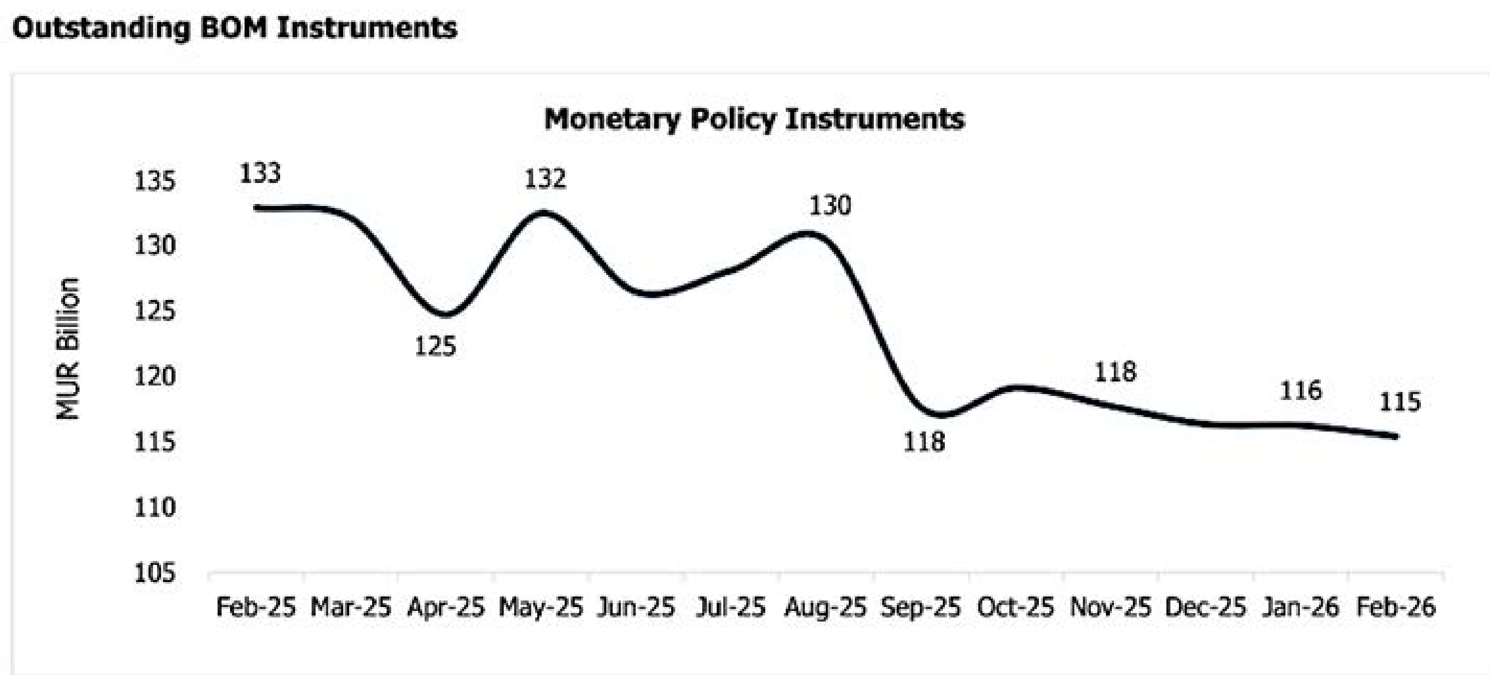
Cybersecurity was prominent on the agenda. *"We have invested a lot in cybersecurity to abide by the guidelines of the ICTA and the Bank of Mauritius, and to reinforce protection,"* said the Director and Former CEO. This investment now forms part of a wider digital services strategy, with Emtel offering security services and tailored support to enterprise clients.

Fintech remained another area of growth in 2025. Blink's ecosystem continued to expand, with transaction volume rising from 4.3 million to 8.2 million and transaction value increasing from Rs 6.9bn to Rs 11.3bn. Merchant tills reached 11,900, billers stood at 26, and active users rose to 31,000. Among the innovations highlighted were QR code integration with tills, a dynamic QR code device displaying the amount payable, and the launch of a sound box.

SOVEREIGN DEBT

Debt issuance stays active as yields ease

CareEdge Africa's latest Sovereign Debt Market report, dated 24 March 2026, shows that outstanding government securities reached MUR 507.6bn at end-February, equivalent to 68.3 per cent of GDP, while March auction activity remained sustained across Government of Mauritius and Bank of Mauritius instruments. The report also points to lower weighted average Treasury bill and Treasury note yields than a year earlier, steady domestic liquidity conditions, softer secondary-market turnover and a listed debt market of MUR 61bn on the Stock Exchange of Mauritius.



- Total outstanding BOM instruments witnessed a month-on-month modest decrease of 0.71%, reaching MUR 115,407 million at the end of February 2026 from MUR 116,235 million at the end of January 2026.

The sovereign debt market continued to combine steady issuance, lower short- and medium-term yields than a year earlier, and comfortable liquidity conditions, according to CareEdge Africa's latest weekly report, which covers market developments for the week of 16 to 20 March 2026 and broader debt-market indicators through end-February.

In its executive summary, CareEdge Africa says Government Securities stood at MUR 507.6bn, or 68.3 per cent of GDP, at end-February 2026, while BoM Instruments totalled MUR 115.4bn, equivalent to 15.5 per cent of GDP. The report also places Total Listed Debt at MUR 61bn, or 8.2 per cent of GDP, of which MUR 29.7bn was rated and MUR 31.4bn unrated. Total Rated Debt (incl. Listed & Unlisted) stood at MUR 95.6bn, including MUR 29.7bn listed and MUR 66bn unlisted.

On rates, the report shows that the weighted average yield on Treasury bills fell to 4.15 per cent in February 2026 from 4.87 per cent a year earlier, while the weighted average yield on Treasury notes dropped to 4.72 per cent from 5.49 per cent. The weighted average rupee deposit rate stood at 2.55 per cent in January 2026, compared with 2.49 per cent in January 2025, while the weighted average rupee lending rate edged down to 6.81 per cent from 6.86 per cent.

For the week under review, CareEdge Africa highlights three auction updates. On 18 March, a 91-day Government of Mauritius Treasury bill auction for a nominal MUR 1bn recorded a weighted average yield of 3.82 per cent, up from 3.77 per cent at the 5 March auction. Bids received represented 210 per cent of the tender amount, down from 230 per cent, while bids accepted remained unchanged at 100 per cent.

The same day, a 364-day Government of Mauritius Treasury bill auction for a nominal MUR 1.5bn resulted in an issue size of MUR 1.7bn. Its weighted average yield was unchanged at 4.38 per cent, while bids received rose to 300 per cent of the tender amount from 230 per cent and bids accepted increased to 113 per cent from 100 per cent.

Also on 18 March, an auction for 182-day Bank of Mauritius bills for a nominal MUR 4bn recorded a weighted average yield of 4.17 per cent, compared with 4.09 per cent at the 5 March auction. Bids received rose to 164 per cent of the tender amount from 155 per cent, while bids accepted fell to 100 per cent from 155 per cent.

Looking ahead, the report lists three upcoming operations: on 24 March, a 5-year Government of Mauritius bond auction for a nominal MUR 2bn; on 25 March, a switch auction for 7-year Government of Mauritius bonds for MUR 3.5bn; and on 26 March, 182-day and 364-day Government of Mauritius Treasury bill auctions for nominal amounts of MUR 1bn and MUR 1.5bn respectively.

For March as a whole up to 20 March, the report says there had been nine (9) BOM/GOM bills auctions, through which MUR 21.9bn of BOM and GOM bills had been issued, with an aggregate weighted average yield of 4.09 per cent per annum.

Broken down by issuer, MUR 14.421bn worth of Government of Mauritius securities had been issued since the start of March, representing 2.84 per cent of total outstanding GOM securities as at 28 February. These comprised MUR 7.7bn in Treasury bills, MUR 2.5bn in Treasury notes and MUR 4.221bn in MDLS/GOM bonds. The weekly table shows issuance on 4 March of MUR 3.3bn in MDLS/GOM bonds, on 5 March of MUR 2.5bn in Treasury bills, on 9 March of MUR 921m in MDLS/GOM bonds, on 11 March of MUR 2.5bn in Treasury notes, on 13 March of MUR 2.5bn in Treasury bills, and on 18 March of MUR 2.7bn in Treasury bills. As a share of outstanding GOM securities at end-February, Treasury bills accounted for 1.52 per cent, Treasury notes 0.49 per cent and MDLS/GOM bonds 0.83 per cent.

Over the same period, MUR 14.2bn worth of Bank of Mauritius securities had been issued, equal to 12.30 per cent of total outstanding BOM securities as at 28 February. All of this issuance was in BOM bills, with MUR 6.2bn auctioned on 5 March, MUR 4bn on 13 March and MUR 4bn on 18 March.

On outstanding debt, CareEdge Africa states that total outstanding government securities stood at MUR 507,622 million at end of February 2026, representing a monthly increase of 1.01 per cent and year-on-year growth of 13.03 per cent. Based on nominal GDP at market prices of MUR 743.433bn for 2025, the ratio of total outstanding government securities to GDP stood at 68.3 per cent.

The composition of those securities also shifted

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Weighted Average Yields on Treasury Bills

- The weighted average yield on Treasury Bills decreased by 19 basis points to 4.15% in February 2026 from 4.34% in January 2026.

slightly. As at 28 February 2026, outstanding GOM securities excluding Treasury Certificates issued to public sector bodies consisted of 17.7 per cent Treasury bills, 16.2 per cent Treasury notes, 17.5 per cent 5-year GOM bonds, 47.6 per cent longer-term GOM bonds and 1.1 per cent Silver Bonds. A month earlier, the distribution had been 18.2 per cent Treasury bills, 16.3 per cent Treasury notes, 17.5 per cent 5-year GOM bonds, 46.9 per cent longer-term GOM bonds and 1.1 per cent Silver Bonds. The report also notes that GOM Treasury Certificates worth MUR 7.344bn had been issued to non-financial public sector bodies, accounting for 1.5 per cent of total outstanding debt.

For BOM instruments, the report says total outstanding paper witnessed a month-on-month modest decrease of 0.71%, reaching MUR 115.407bn at end-February from MUR 116.235bn at end-January.

The report's broader auction-yield summary shows how yields evolved across maturities over recent months. In February 2026, weighted average yields stood at 4.15 per cent for Treasury bills, 4.72 per cent for Treasury notes and 5.86 per cent for 20-year GOM bonds, while no February auctions were recorded for 5-year, 7-year, 10-year or 15-year GOM bonds. In January 2026, those yields were 4.34 per cent for Treasury bills, 5.08 per cent for Treasury notes, 5.23 per cent for 5-year GOM bonds and 5.61 per cent for 10-year GOM bonds. The report adds that the weighted average yield on Treasury Bills decreased by 19 basis points to 4.15% in February 2026 from 4.34% in January 2026.

Demand and supply conditions in GOM auctions remained firm across recent months. The February 2026 demand-and-supply table shows bids received at 268 per cent of tender for Treasury bills and 250 per cent for Treasury notes, with bids accepted at 100 per cent in both cases. For 20-year GOM bonds, bids received were 280 per cent of tender and bids accepted 155 per cent. In January 2026, bids received reached 248 per cent for Treasury bills, 210 per cent for Treasury notes, 280 per cent for 5-year bonds and 266 per cent for 10-year bonds, while bids accepted stood at 103 per cent, 110 per cent, 110 per cent and 136 per cent respectively.

On market functioning, the report identifies four primary dealers appointed by the Bank of Mauritius: AfrAsia Bank Limited, Absa Bank (Mauritius) Limited, SBM Bank (Mauritius) Ltd and The Mauritius Commercial Bank Limited. It says these banks are eligible to submit bids at primary auctions of Government and Bank of Mauritius securities, and adds that the principal objective of the primary dealer system is to develop the secondary market, increase liquidity, improve government liability management operations and establish a domestic yield curve that can serve as a reference for pricing corporate bonds.

Secondary market turnover, however, softened in February. Total secondary market transactions amounted to MUR 15.329bn in February 2026, down from MUR 24.716bn in January. This represented 2.46 per cent of total outstanding debt, compared with 3.99 per cent in January. The monthly series in the report shows secondary market transactions at MUR 11.816bn in December 2024, MUR 9.381bn in January 2025, MUR 14.358bn in February, MUR 19.101bn in March, MUR 17.692bn in April, MUR 14.051bn in May, MUR 19.073bn in June, MUR 12.358bn in July, MUR 20.519bn in August, MUR 18.946bn in September, MUR 12.479bn in October, MUR 13.848bn in November and MUR 14.671bn in December 2025.

On banking and liquidity indicators, the report says the spread between the weighted average rupee deposit rate and weighted average rupee lending rate remained unchanged at 4.26 per cent per annum in January 2026, the same as in December 2025. Private sector bank financing to non-financial corporations and households slipped to MUR 602.231bn at end-January from MUR 602.658bn at end-December.

Banks' average cash balance for the maintenance period ended 19 February 2026 stood at MUR 95.325bn, including MUR 69.852bn in Mauritian rupees and MUR 25.473bn in foreign currencies. The minimum cash balance required was MUR 88.416bn, comprising MUR 67.432bn in rupees and MUR 20.984bn in foreign currencies, on a deposit base of MUR 982.396bn. Excess cash holdings amounted to MUR 2.42bn in rupees and MUR 4.49bn in foreign currencies, for a total of MUR 6.91bn, down from MUR 9.436bn for the period ended 22 January 2026.

External buffers also improved. Gross official international reserves stood at MUR 486.18bn, or USD 10.422bn, at end-February 2026, up from MUR 465.704bn, or USD 10.211bn, at end-January. Based on imports of goods and services for calendar year 2024, those reserves represented 14.5 months of imports at end-February.

CareEdge Africa also includes a short global context section. It notes that in the US, consumer prices rose 2.4 per cent year-on-year in February, unchanged from January, while energy prices increased by 0.5 per cent and petrol prices fell by 5.6 per cent. In the UK, oil prices rose, with Brent above USD 113 and US oil above USD 100, while long-term government bond yields exceeded 5 per cent, adding pressure to public finances. In Asia, the report says Japan and South Korea were heavily affected by dependence on oil and gas flows through the Strait of Hormuz, with South Korea's Kospi index down 6.5 per cent and the won at a 17-year low against the US dollar. It also says China's exports rose by 21.8 per cent year-on-year in January and February, imports increased by 19.8 per cent, and exports to Europe, South Korea and South-East Asia rose by 27.8 per cent, 27 per cent and 29.4 per cent respectively.

On listed debt, the report states that total outstanding debt listed on the Stock Exchange of Mauritius stood at MUR 61bn, equivalent to USD 1.3bn, across 25 issuers. Of that total, MUR 39bn, or 64 per cent, was denominated in rupees, while MUR 22bn, or 36 per cent, was denominated in foreign currencies. The report specifies that this foreign-currency debt includes instruments denominated in USD, EUR, GBP and ZAR. It also notes that the base data for its analysis was drawn from the Bank of Mauritius and Stock Exchange of Mauritius websites.

Overall, the report points to a market that remains active and liquid, even as February secondary-market turnover eased and specific auction yields moved unevenly from one operation to the next. As CareEdge Africa notes, MUR 21,900 million worth of BOM/GOM bills have been issued since the start of March, underlining the sustained pace of sovereign and central bank fundraising in the domestic market.

Total secondary market transactions amounted to MUR 15.329bn in February 2026, down from MUR 24.716bn in January.

MCB TALK

François Gemenne alerte sur la vulnérabilité énergétique de Maurice

« Quel est le sens de l'indépendance lorsqu'on dépend de ressources sur lesquelles on n'a aucun contrôle ? » C'est l'un des principaux messages du dernier épisode du podcast MCB Talk, qui reçoit le spécialiste des questions climatiques et géopolitiques François Gemenne.

Pour Maurice, dont le mix énergétique repose encore largement sur les énergies fossiles importées, la situation internationale actuelle met en lumière une vulnérabilité structurelle. Selon François Gemenne, spécialiste des questions climatiques et géopolitiques, il serait illusoire de penser que la volatilité actuelle disparaîtra une fois les conflits terminés. Au contraire, l'affaiblissement du droit international et la multiplication des tensions géopolitiques devraient rendre les marchés des matières premières encore plus imprévisibles. Car, explique-t-il, aussi imparfait que le droit international était, il avait au moins le bénéfice de la prévisibilité, y compris dans le prix des commodités.

« *Mais maintenant que le droit international est bafoué, il y aura davantage d'instabilité et les prix seront encore plus volatiles. Et c'est une mauvaise nouvelle pour les économies, comme celle de Maurice, qui veulent maintenir leur compétitivité et leur souveraineté énergétique* », explique-t-il.

À Maurice dans le cadre de la 4e édition du Deba Klima organisée par la MCB, François Gemenne a également participé à une conférence tenue par Business Mauritius, au cours de laquelle il a souligné à quel point la dépendance aux énergies fossiles expose les économies importatrices aux chocs internationaux.

Dans ce contexte, dit-il, la transition énergétique ne doit plus être perçue uniquement comme une réponse au changement climatique. Elle constitue également un enjeu de souveraineté énergétique, de stabilité économique et de compétitivité.

« *En développant davantage les énergies renouvelables, comme le solaire ou l'éolien, les pays peuvent réduire leur dépendance aux importations de combustibles fossiles et mieux se protéger contre les chocs externes* », ajoute-t-il.

Pour Maurice, conclut l'expert, accélérer la transition énergétique constitue non seulement un objectif environnemental, mais aussi un

levier essentiel pour renforcer la résilience de son économie dans un monde de plus en plus instable.

STORM Guidance mobilise les dirigeants face aux risques de cyberattaque

Doter les dirigeants et décideurs de bons réflexes décisionnels en cas de cyberattaque, afin de garantir la continuité des opérations et maintenir la confiance des clients. C'est dans cette optique que STORM Guidance, spécialiste de la gestion des cyberattaques et des risques associés, organise, en collaboration avec TrendAI et FRCI, le Cyber Resilience Leadership Forum (CRLF 2026) le 2 avril prochain. Cette première édition réunira notamment divers intervenants issus d'organismes locaux, ainsi que des spécialistes reconnus dans divers domaines, tels que la résilience nationale, la protection des données, le secteur financier, le conseil juridique, la communication de crise et la réponse aux incidents. Au programme : échanger, anticiper et renforcer la résilience de leurs organisations face aux cybermenaces.

Placée sous le thème *« Executive Decisions That Shape Resilience »*, cette édition inaugurale a pour objectif de sensibiliser les dirigeants aux enjeux stratégiques liés aux cyberattaques, de renforcer leur niveau de préparation et leur capacité de décision en situation de crise, et de leur fournir des outils concrets pour anticiper et gérer les incidents. Le programme comprendra deux panels : l'un dédié à la résilience nationale et l'autre aux mécanismes de préparation permettant de répondre efficacement à une cyberattaque.

Ces sessions réuniront des dirigeants et des régulateurs, notamment le CERT-MU et le Data Protection Office, et comprendront une simulation en temps réel de cyberattaque, offrant aux participants l'opportunité d'être confrontés à des scénarios réalistes de prise de décision.

« *Dans un contexte où les cyberattaques deviennent de plus en plus fréquentes et sophistiquées, la résilience cyber ne relève plus uniquement des équipes techniques mais constitue désormais un enjeu stratégique de gouvernance et de leadership* », explique Neil Hare-Brown, fondateur et CEO de STORM Guidance.

Biodiversité et entreprises : Cap Business Océan Indien publie une étude pour éclairer la prise de décision

Cap Business Océan Indien publie un rapport inédit analysant les impacts et les dépendances des secteurs de l'agriculture et du tourisme vis-à-vis de la biodiversité. Réalisée entre janvier et juin 2025, cette étude sectorielle couvre six territoires du sud-ouest de l'océan Indien : les Comores, Madagascar, Maurice, Mayotte, La Réunion et les Seychelles. Elle dresse un état des lieux et propose un cadre d'analyse – véritable outil d'aide à la décision destiné aux acteurs économiques et institutionnels. Cette initiative s'inscrit dans le cadre du projet Business for Biodiversity (B4B) du programme Varuna, mis en œuvre par Expertise France et financé par l'Agence française de développement (AFD).

« En pilotant le projet B4B, Cap Business Océan Indien entend accompagner les entreprises de la région dans leur transition, notamment à travers l'intégration du capital naturel dans leur stratégie. Cette étude répond à cet objectif, puisqu'elle leur apporte les connaissances et les outils nécessaires pour mieux comprendre leurs interactions avec la biodiversité. Il s'agit non seulement de les sensibiliser, mais aussi de les accompagner dans l'intégration de ces enjeux dans leur stratégie et leur pilotage. L'objectif est de les aider à anticiper les risques, à renforcer leur résilience et à orienter leurs investissements vers des modèles plus durables », explique Fanny Haff, chargée de mission Biodiversité de Cap Business Océan Indien.

Et d'ajouter : « Le rapport documente, de manière scien*tifique, les interactions entre les activités économiques et la biodiversité dans la région. Il identifie concrètement les risques économiques liés à l'érosion des ressources naturelles et des services écosystémiques, et met en lumière les enjeux territoriaux et les dépendances critiques des secteurs agricole et touristique. Les opérateurs économiques engagés dans ces industries ont une vision claire de leur responsabilité et de leur position vis-à-vis de la biodiversité à l'échelle de leur territoire comme de la région.* »

L'agriculture et le tourisme ont été ciblés car ils sont à la fois structurants pour les économies insulaires et étroitement liés aux écosystèmes naturels. Le secteur agricole exerce une pression croissante sur la biodiversité. Changement d'utilisation des terres, déforestation, monoculture intensive, surexploitation des ressources naturelles, pollution des sols et de l'eau, usage d'intrants chimiques : les dynamiques productives transforment profondément les paysages et les habitats naturels. À Madagascar, la perte de 44 % du couvert forestier illustre l'ampleur de la destruction des écosystèmes terrestres.

Le secteur touristique, moteur économique majeur dans la région, dépend quant à lui fortement de la qualité des paysages, des récifs coralliens et des écosystèmes côtiers, sur lesquels il génère néanmoins des pressions importantes. L'artificialisation des littoraux, la fragmentation des habitats naturels, la gestion insuffisante des déchets et la consommation intensive d'eau en zones côtières peuvent entraîner une surexploitation des ressources naturelles. Dans certaines zones touristiques, la forte demande en eau douce pour les infrastructures hôtelières accentue le stress hydrique local, affectant à la fois les écosystèmes et les communautés.

Decentralised Identity and the Future of Crypto Compliance

By BENITO ELISA,
Founder and CEO of Scrybit

> **Verified identities can be confirmed without exposing unnecessary personal information.**

As digital assets mature, regulatory compliance is increasingly a focus for institutions. One emerging area that bridges innovation and oversight is decentralised identity (DID). DID systems allow users and entities to verify credentials and ownership without relying on central authorities. In 2026, this technology is gaining attention as a way to streamline KYC (know your customer) processes, improve security, and reduce friction for regulated participants.

WHAT IS DECENTRALISED IDENTITY?

Decentralised identity leverages blockchain or distributed ledger technology to create self-sovereign identifiers. Each user controls their identity data, sharing it securely only when required. Unlike traditional identity systems, DID reduces reliance on a single authority, improving privacy and resilience.

Several blockchain platforms, including Ethereum, Hyperledger, and Civic, have been exploring DID frameworks for institutional adoption and regulatory compliance.

WHY IT MATTERS FOR COMPLIANCE

Regulators globally are focused on AML (anti-money laundering) and KYC compliance in crypto markets. DID offers a way to satisfy these requirements efficiently. Verified identities can be confirmed without exposing unnecessary personal information, and audit trails are inherently built into the ledger. This is particularly appealing to institutions entering the space, as they must reconcile digital asset participation with rigorous reporting and risk management obligations.

CURRENT ADOPTION TRENDS

- Several European banks and fintech firms are running pilot programs with DID-based onboarding for crypto clients.
- In Asia, Singapore's Monetary Authority has explored DID applications for digital asset exchanges under regulatory sandbox programs.
- U.S. regulators are observing these systems closely, noting the potential for DID to reduce fraud while supporting institutional compliance.

CHALLENGES AND CONSIDERATIONS

While promising, DID adoption faces hurdles:

- Standardisation: Multiple DID frameworks exist, making cross-platform interoperability complex.
- Regulatory recognition: Not all jurisdictions formally accept blockchain-based identifiers.
- User education: Both individuals and institutions must understand how to securely manage private credentials.

IMPLICATIONS FOR THE MARKET

DID adoption could redefine onboarding and compliance in crypto markets. By reducing friction and improving verification, it may accelerate institutional participation, increase liquidity, and encourage innovation in regulated products.

CONCLUSION

Decentralised identity represents a convergence of innovation and regulation. In 2026, as institutions and regulators explore more robust compliance methods, DID could become a key enabler of trust and efficiency in the crypto ecosystem. Its growth may signal a broader shift toward systems that blend decentralisation with regulatory certainty, marking a new chapter in the maturation of digital finance.

Emmanuel Maujean,
Group CEO, MOOOVE Group

« Repenser les RH comme un levier systémique de transformation »

Les ressources humaines ne sont pas un sujet périphérique : elles touchent à la compétitivité, à la croissance et à la cohésion sociale. Dans cet entretien, Emmanuel Maujean appelle les entreprises mauriciennes à sortir des logiques anciennes pour repenser les RH comme un levier stratégique de transformation, d'engagement et de mobilité.

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Après plus d'une décennie dans les ressources humaines, vous dites ne pas être arrivé dans ce métier par choix. Avec le recul, comment interprétez-vous ce parcours ?

Je n'ai pas choisi les RH au départ. Et pourtant, cela fait maintenant plus de 12 ans que j'évolue dans cet univers. Avec le temps, j'ai compris quelque chose d'assez simple : ce métier m'a choisi, dans le sens où il correspond à ce que je cherche à construire.

Les ressources humaines sont au cœur des transformations économiques et sociales. Derrière chaque recrutement, chaque décision, il y a des trajectoires de vie. Et c'est probablement cette dimension humaine, concrète, qui m'a retenu, même dans les moments de doute.

Vous évoquez des années difficiles, marquées par des remises en question. Qu'est-ce qui vous a poussé à continuer ?

Ces dernières années ont été exigeantes à plusieurs niveaux. Comme beaucoup, j'ai traversé des périodes où j'ai envisagé de m'arrêter. Mais ce qui m'a fait rester, c'est la conviction que notre métier a un impact réel.

Pour que les choses fonctionnent, nous ne faisons pas que pourvoir un poste ; nous connectons, créons des opportunités, développons des personnes et accompagnons la croissance. Notre métier a de l'impact sur la société et l'économie. Nous créons de la valeur à la fois pour l'entreprise et pour l'individu. C'est cette capacité à transformer des situations, parfois difficiles, en opportunités concrètes qui donne du sens à ce que nous faisons.

Vous affirmez que les enjeux RH ne sont pas uniquement des enjeux humains, mais aussi des enjeux de système. Pouvez-vous préciser ?

C'est un point fondamental. On a longtemps abordé les RH comme un sujet centré sur les individus : trouver le bon profil, évaluer les compétences, gérer les performances.

Mais en réalité, beaucoup de difficultés ne viennent pas des personnes. Elles viennent des systèmes dans lesquels elles évoluent. Un collaborateur compétent peut échouer dans un environnement mal structuré, avec des processus flous ou des prises de décision trop lentes.

La vraie question n'est donc pas uniquement *« avons-nous le bon candidat ? » mais plutôt « avons-nous créé les conditions pour qu'il puisse réussir ? »* Cela implique de repenser les organisations, les modes de management et les processus de décision.

Vous remettez également en question l'idée d'un manque de talents à Maurice. Pourquoi ?

Parce que, très concrètement, je ne crois pas que le problème soit là. Les Mauriciens veulent travailler, progresser, s'engager. En revanche, il existe un déficit d'encadrement, d'écoute et parfois de vision.

Ce que nous observons sur le terrain, ce sont des talents mal orientés, insuffisamment accompagnés, ou encore sous-utilisés. Le marché envoie des signaux, mais encore faut-il prendre le temps de les écouter.

Dire qu'il n'y a pas de talents est, à mon sens, une simplification. Le véritable enjeu est de créer les conditions pour révéler et développer ces talents.

Vous insistez sur la notion de 'ownership'. Pourquoi est-elle si centrale aujourd'hui ?

Parce que la performance ne peut pas reposer uniquement sur des outils ou des processus. Elle repose avant tout sur le niveau d'engagement des individus. 'Ownership' fait référence au moment où une personne ne se contente plus d'exécuter une tâche, mais s'approprie pleinement son rôle. Elle devient actrice de son impact. Cela nécessite un environnement de confiance, de la responsabilisation, et du temps. Il faut accepter de déléguer, de laisser de l'espace, tout en maintenant un niveau d'exigence élevé. C'est dans cet équilibre que les équipes se transforment réellement.

Dans ce contexte, comment évaluez-vous la maturité du marché du travail à Maurice ?

Nous sommes dans une phase de transition. Le marché évolue mais reste encore immature pour les enjeux que nous vivons. Certaines pratiques restent ancrées dans des logiques anciennes. Par exemple, nous continuons souvent à privilégier l'expertise immédiate au détriment du potentiel, ou encore à valoriser l'assiduité plutôt que la performance réelle.

Il y a également un enjeu de rapidité. Dans un environnement économique qui change vite, les organisations doivent être capables de prendre des décisions plus rapidement, tout en restant structurées.

Cela demande un changement de posture, à la fois du côté des entreprises et des professionnels RH.

Vous appelez à replacer l'humain au centre. Concrètement, qu'est-ce que cela implique?

Remettre l'humain au centre ne signifie pas être moins exigeant, bien au contraire. Cela signifie créer des environnements où les individus peuvent comprendre leur rôle, se développer et contribuer pleinement. Cela passe par plusieurs leviers : investir dans l'apprentissage continu, mieux aligner les attentes entre employeurs et collaborateurs, et reconnaître la performance de manière plus juste.

C'est aussi accepter que les parcours ne soient pas linéaires, et que le développement des compétences soit un processus continu. On mise sur le potentiel et on fait grandir.

Vous avez récemment structuré plusieurs initiatives sous une même bannière : MOOOVE. Quelle est la vision derrière cet écosystème ?

Il faut accepter de déléguer, de laisser de l'espace, tout en maintenant un niveau d'exigence élevé.

Pendant les 12 dernières années, nous avons développé différentes initiatives : recrutement, événements, formation, mobilité internationale. Chacune répondait à un besoin spécifique. J'ai construit plusieurs briques, des projets différents, mais avec un point commun : accompagner les personnes, accompagner les entreprises, et créer du mouvement.

Ce que nous construisons, ce n'est pas une entreprise supplémentaire, mais un écosystème. MOOOVE GROUP incarne cette vision : créer un système d'opportunités, de mobilité et de croissance. L'objectif est de connecter les entreprises, les talents, les leaders, les services et de faciliter leur évolution socio-économique dans un environnement cohérent.

Cet événement MOOOVE FORWARD s'inscrit-il dans cette logique ?

Absolument. MOOOVE FORWARD n'est pas simplement un événement de recrutement. C'est un espace de rencontre, d'échange et de projection business. Dans un contexte où les attentes évoluent rapidement, il est essentiel de créer des plateformes où les acteurs qui font bouger l'île peuvent se connecter de manière plus directe et plus humaine.

C'est aussi une manière de rendre le marché plus lisible, plus accessible, et de favoriser des décisions plus rapides et plus éclairées.

Vous évoquez également l'ambition de positionner Maurice comme un hub de talents. Est-ce réaliste ?

Oui, à condition de faire les bons choix. Maurice dispose de nombreux atouts : une population éduquée, une ouverture internationale, une capacité d'adaptation. Mais pour devenir un véritable hub de talents, il faut aller plus loin. Il faut structurer un écosystème qui favorise l'apprentissage continu, la mobilité des compétences et la création d'opportunités. Cela implique une collaboration étroite entre le secteur privé, les institutions et les acteurs de l'éducation.

Quel message souhaitez-vous adresser aux décideurs et aux acteurs économiques ?

Nous sommes à un moment charnière. Les outils existent, les talents sont là, les opportunités aussi. La question n'est plus uniquement de savoir quoi faire, mais de décider de le faire et de bouger. Cela suppose de regarder en face ce qui ne fonctionne pas, d'accepter de changer, et de construire des systèmes plus efficaces.

Les ressources humaines ne sont pas un sujet périphérique. Elles sont un levier stratégique pour la compétitivité, la croissance et la cohésion sociale. Les ressources humaines « design the culture we want to see, hear and feel » au service de la stratégie et de la performance. Et aujourd'hui, plus que jamais, il est temps d'avancer.

ACCA HIGH ACHIEVERS CELEBRATION

Des étudiants mauriciens parmi les meilleurs au monde

Une quarantaine d'étudiants mauriciens qui ont obtenu les meilleurs résultats nationaux aux quatre séries d'examens de l'Association of Chartered Certified Accountants (ACCA) en 2025 ont été récompensés par ACCA Mauritius le 24 mars 2026, lors de la Achievers Celebration (HAC). Cette cérémonie était organisée à l'Auditorium du Atal Bihari Vajpayee Institute of Public Service and Innovation, à Minissy.

Neuf de ces étudiants ont réalisé des performances qui les placent dans le Top 10 mondial du classement de certains modules, deux Mauriciens se classant même dans le Top 3. En tenant compte des classements obtenus – du Top11 au Top20 – par d'autres étudiants ACCA mauriciens, 82% de celles et ceux ayant réalisé les meilleures performances pendant l'année 2025 sont dans le Top20 mondial dans divers papiers. Ces examens ont lieu chaque année en mars, juin, septembre et décembre selon le calendrier spécifique aux niveaux 2 et 3 du curriculum de l'ACCA. Le niveau 3 est l'étape finale et mène à une qualification professionnelle de haut niveau, équivalente à un Masters britannique. Grâce à ce calendrier, les étudiants bénéficient d'une flexibilité pour aménager leur temps d'étude, de révisions et d'examens. Ces derniers sont à 100% "computer based" et couvrent divers sujets, tels le Financial Reporting, Audit and Assurance, Advanced Financial Management, Strategic Business Leader, Advanced Taxation et Advanced Strategic Business reporting.

La liste du Top 10 mauricien comprend :

- Youmna Mungroo (3e en Advanced Performance Management – examen de juin 2025)
- Mohammad Irfan Limalia (3e en Advanced Performance Management – examen de décembre 2025)
- Kurtis Brojomohun (5e en Financial Management)
- Harshit Angum (7e en Performance Management)
- Sheik Mohammad Amine Azhar Ally Jaulim (7e en Advanced Taxation)
- Treeloshini Ramjutton (8e en Taxation)
- Mohammad Ziyaadkhan Hossen (8e en Strategic Business Reporting)
- Homish Darsh Fhooblall (10e en Strategic Business Leader)
- Tasadduq Hussain Mustun (10e en Strategic Business Reporting)

Les Affiliates (celles et ceux ayant complété tous les examens de l'ACCA au bout de quelques années d'études) ayant réalisé les meilleures performances combinées ont aussi été récompensés. Il s'agit de Kareena Deepchand (examens de mars 2025), Tasadduq Hussain Mustun (examens de juin 2025), Nishayna Seekdaur (examens de septembre 2025) et Muhammad Wasif Bhaukaurally (examens de décembre 2025).

Plusieurs sponsors ont soutenu l'organisation de l'événement ou ont offert les trophées qui ont été remis : Chartist Associates, Crowe ATA, Morison (Mauritius), KPMG, Lexcorp Training Institute, GPO Limited, Alliott (Mauritius), MSK KUDOS & MMW, AMG Global, London College of Accountancy, Global Coaching Solutions et Alliott (Mauritius).

Madhavi Ramdin-Clark, Head of ACCA Mauritius & New Markets, a félicité les étudiants présents à la cérémonie et loué les qualités que développent tous les étudiants en adoptant la filière ACCA.

La HAC a aussi été marquée par le discours de Kalindee Ramdhonee, Fellow de l'ACCA et CEO de Karics Partners, un cabinet de service-conseil mauricien en finance et comptabilité avec des activités à Maurice et à l'international. Après avoir complimenté tous les étudiants, Kalindee Ramdhonee a rappelé l'atout important qu'a représenté la qualification ACCA et le statut d'expert-comptable ACCA dans l'évolution de sa carrière.

Medine Trail : La réserve de Yemen accueille la 4e édition le 25 avril

Après avoir réuni plus de mille participants lors de sa précédente édition, le Groupe Medine annonce le retour du Medine Trail le samedi 25 avril 2026. Pour sa quatrième année, cet événement s'affirme comme une immersion brute au cœur de la réserve de Yemen, un territoire sauvage et emblématique qui définit l'identité de l'Ouest mauricien. Afin de répondre aux attentes des coureurs et d'optimiser les conditions de performance, l'organisation a pris la décision d'avancer tous les départs d'une heure, permettant aux traileurs de s'élancer dès l'aube dans ce sanctuaire naturel.

Cette édition s'articule autour de trois tracés emblématiques : le 28 km pour les coureurs confirmés, le 13 km pour un défi intermédiaire, et le 5 km, idéal pour une approche plus accessible.

Après trois succès consécutifs, le Medine Trail renforce sa structure pour accueillir un public toujours plus nombreux.

« The Loop – Sunset to Sunrise » lance la saison de course 2026 à Mont Choisy

La scène mauricienne de l'endurance s'apprête à vivre une transformation lumineuse en 2026. Fort du succès complet de sa première édition en 2025, The Loop Backyard Limited annonce son retour avec un tout nouveau défi nocturne, conçu pour éprouver l'esprit autant que les jambes : The Loop – Sunset to Sunrise.
La saison 2026 s'ouvre en effet le samedi 23 mai avec une expérience d'endurance de 12 heures inédite au Mont Choisy Golf Estate. Rompant avec le format traditionnel des courses à haute pression, Sunset to Sunrise propose une formule inclusive basée sur des boucles, où l'objectif principal est simplement de continuer à avancer d'un jour à l'autre.
Qu'ils courent ou marchent, les participants traverseront le domaine sous les étoiles, retrouvant un « camp de base » animé après chaque boucle. Sans limite de temps par tour et avec un nombre d'inscriptions strictement plafonné à 140, l'événement se veut un défi nocturne sûr, encadré, mais profondément inspirant. Les athlètes disposeront de stations personnelles pour se ravitailler, se reposer et gérer leur équipement, permettant à leurs proches de jouer un rôle actif dans l'équipe de soutien, des premières ombres du crépuscule au lever du soleil.

GFA Insurance: Deux nouveaux prix internationaux récompensent sa croissance et son orientation client

GFA Insurance Ltd vient d'être récompensée par le magazine international Global Banking & Finance Review, remportant deux distinctions prestigieuses pour l'année 2026 : le *« Fastest Growing Insurance Company Mauritius »* et le *« Most Customer-Centric Insurance Company Mauritius »*.
Ces prix, décernés par un jury d'experts après une évaluation rigoureuse des critères d'éligibilité et de performance, soulignent la trajectoire de GFA en tant qu'acteur important du secteur financier mauricien.
Ils viennent couronner une série de distinctions obtenues ces dernières années. GFA Insurance Ltd a ainsi été nommée *« Best Auto Insurance Company Mauritius »* et *« Best General Insurance Company Mauritius »* à plusieurs reprises par des organismes tels que World Finance et International Business Magazine. GFA a également remporté de nombreux prix décernés par des institutions locales, y compris le ministère de l'Industrie.

Pâques : Une escapade « egg-traordinaire » sur Ile des Deux Cocos

À l'occasion de la fête de Pâques, Ile des Deux Cocos, située au cœur du Blue Bay Marine Park, proposera, le dimanche 5 avril, une expérience unique sur son île privée, combinant ambiance festive, détente et découverte. Organisé de 10h00 à 15h30, cet événement s'adresse aux familles, aux couples et aux groupes souhaitant célébrer Pâques autrement.
Accessible en quelques minutes en bateau, Ile des Deux Cocos accueillera les invités par un cocktail de bienvenue avant de laisser place à une série d'activités incluses. Ces derniers pourront profiter du snorkeling, d'une sortie en bateau à fond de verre, ou encore d'activités sur l'île, telles que le tir à l'arc, le beach-volley, la pétanque et le jeu d'échecs géant.
Pour marquer l'esprit de Pâques, une chasse aux œufs en chocolat sera organisée pour les enfants, tandis que les adultes pourront

se détendre dans un lieu d'exception. Pour le déjeuner, un buffet de Pâques est prévu, animé par un musicien ambulant, dans une ambiance conviviale en bord de mer.
L'après-midi se poursuivra avec une dégustation de rhum mauricien fait maison, venant compléter cette expérience aux saveurs locales.

Constance Festival Culinaire 2026 : L'excellence gastronomique portée à son apogée

La 19e édition du Constance Festival Culinaire, qui s'est tenue du 13 au 21 mars derniers, a brillamment confirmé son statut de rendez-vous incontournable. Entre compétitions culinaires passionnantes, découvertes gastronomiques, mise en valeur du savoir-faire et des produits locaux, dégustation de plats d'exception et démonstrations de talents internationaux, l'événement a dépassé toutes les attentes.
Rendez-vous phare pour les passionnés de haute gastronomie, le Constance Festival Culinaire a accueilli cette année plusieurs compétitions culinaires, réunissant les plus grands noms de la cuisine internationale. Parmi ces derniers, l'on comptait notamment des chefs étoilés Michelin, des chefs pâtissiers de renommée internationale, ainsi que les talents des établissements Constance Hotels & Resorts venus de Maurice, des Maldives et des Seychelles. Une fois de plus, cette semaine haute en couleurs a été marquée par un niveau d'exigence remarquable, la transmission de savoir-faire et de savoureuses collaborations.
« Le Constance Festival Culinaire est avant tout une histoire de transmission. Depuis 19 ans, il offre à nos équipes l'opportunité de se mesurer aux plus grands noms de la gastronomie, d'apprendre à leur contact et d'élever sans cesse leurs propres standards.
En célébrant les savoir-faire, la richesse de notre terroir et l'exigence de notre métier, cette rencontre contribue pleinement à faire grandir l'excellence de Constance », a souligné Jean-Jacques Vallet, CEO de Constance Hospitality, durant la soirée de gala.

AGRITERRA

De la canne à sucre à un écosystème durable

La canne à sucre ne connaît pas le gaspillage. À une époque où le monde recherche des alternatives aux énergies fossiles et des modes de production plus durables, Agriterra, le pôle agriculture du groupe Terra, illustre concrètement comment une ressource peut être valorisée dans son intégralité. Chaque composant de la plante trouve une nouvelle utilité grâce à un réseau de partenaires et de valorisation des co-produits. La bagasse et la paille de canne sont transformées en énergie renouvelable, la mélasse sert à produire de l'alcool industriel et les résidus retournent à la terre sous forme de fertilisants naturels. En cette période d'entre-coupe, et alors que le mois de mars marque la Journée mondiale du zéro déchet, Agriterra met en lumière la valorisation des co-produits de la canne à sucre, illustrant comment l'entreprise contribue à transformer une culture traditionnelle en un véritable écosystème durable.

« Chez Agriterra, le zéro déchet est une réalité », explique Loïc Koenig, General Manager. *« À Maurice, la canne à sucre fait partie de notre ADN économique, mais elle continue d'évoluer. Au sein d'Agriterra, nous cherchons constamment à réduire notre empreinte carbone et à démontrer qu'une industrie traditionnelle peut devenir une source d'énergie renouvelable et d'innovation durable. Grâce à nos partenariats avec Terragen, Grays Distilling et d'autres filiales du groupe, chaque sous-produit de la canne à sucre devient une ressource utile. Ce modèle intégré illustre parfaitement notre approche d'économie circulaire, générant des bénéfices environnementaux, sociaux et économiques. »*

Différents clusters du groupe Terra, ainsi que leurs partenaires, contribuent à cet écosystème. Alors qu'Agriterra assure la production et la transformation de la canne à sucre en sucres spéciaux, à titre d'exemple, Terragen produit une partie de l'énergie à partir de la bagasse, de la paille et d'autres combustibles issus de la biomasse et renvoie la vapeur à l'usine, qui l'utilise dans son processus industriel. Grays Distilling transforme la mélasse en alcool industriel tandis que la vinasse, sous-produit issu de cette production, est utilisée, une fois traitée, comme engrais. D'autres résidus industriels, tels que les 'filter cakes' et l'écume, sont également valorisés en retournant dans les champs d'Agriterra sous forme d'engrais naturel.

« Cette approche permet de réduire les déchets, d'améliorer l'utilisation des ressources et de produire de l'énergie verte. Elle contribue également à enrichir les sols, à diversifier les sources de revenus et à diminuer la dépendance aux énergies fossiles, ainsi que les risques liés aux fluctuations du prix du sucre. En valorisant chaque composant de la plante, nous maximisons la valeur de chaque tonne de canne produite, tout en réduisant l'empreinte environnementale de l'industrie », conclut Loïc Koenig.

Ce modèle agro-industriel illustre concrètement les principes de l'économie circulaire : à partir d'une seule culture agricole naît une diversité d'énergies et de ressources, tandis que les résidus sont réintégrés dans le cycle agricole et industriel.

LUX* Hotels & Resorts remporte le Travel d'Or 2026 dans la catégorie « Meilleur Groupe hôtelier »

Le groupe The Lux Collective s'est illustré une nouvelle fois sur la scène internationale de l'hôtellerie lors de la prestigieuse cérémonie des Travel d'Or 2026, qui s'est tenue le 19 mars dernier à Paris, en France. La marque emblématique du groupe, LUX* Resorts & Hotels, a reçu le prestigieux prix Travel d'Or du « Meilleur Groupe hôtelier », ce qui la distingue comme la marque hôtelière préférée des Français. Les Travel d'Or, qui en sont à leur 17e édition, constituent une référence prestigieuse en matière de confiance du grand public en France. Ils récompensent les acteurs phares du secteur du tourisme selon des critères rigoureux, notamment la notoriété de la marque, l'innovation et l'expérience client globale, sur la base d'une enquête menée auprès de 3 500 voyageurs français par l'institut de sondage indépendant Discurv, suivie d'une évaluation par un jury d'experts.

Cette distinction exceptionnelle souligne la vision avant-gardiste de The Lux Collective, qui vise à anticiper les attentes en évolution permanente des voyageurs contemporains, tout en proposant des séjours enrichissants et mémorables. Porté par sa marque avant-gardiste LUX*, le groupe se distingue par une approche résolument tournée vers un luxe moderne, alliant raffinement, bien-être et engagement durable. À travers ses établissements iconiques situés dans des destinations d'exception, The Lux Collective propose une vision du voyage qui lui est propre, profondément humaine et immersive.

« Cette distinction est une immense fierté pour toutes nos équipes », a déclaré Olivier Chavy, CEO de The Lux Collective. « Chez LUX* Resorts & Hotels, nous sommes animés par la volonté quotidienne de créer des expériences extraordinaires, en plaçant l'humain au cœur de toutes nos actions. Dans un environnement en constante évolution, nous sommes profondément reconnaissants de la confiance et du soutien de nos précieux clients, qui nous inspirent à repousser sans cesse les limites de l'hôtellerie de luxe. »

Ce nouveau prix des Travel d'Or 2026 s'inscrit dans la continuité des nombreuses distinctions internationales reçues par le groupe, notamment les prestigieuses notes 5* décernées par le Forbes Travel Guide 2026 décernées à LUX* Grand Baie, à LUX* Belle Mare à l'île Maurice, et à LUX* South Ari Atoll aux Maldives. Celles-ci confirment ainsi l'influence mondiale du groupe et sa contribution à redéfinir les codes du voyage de luxe contemporain.

WORLD RECYCLING DAY

Terra lance « Pa Blie, Resikle », une vaste campagne de sensibilisation au recyclage

En marge de la Journée mondiale du recyclage, qui a eu lieu le mercredi 18 mars, le groupe Terra réaffirme son engagement environnemental à travers une campagne ambitieuse visant à sensibiliser ses collaborateurs et le grand public à l'importance du recyclage et de l'économie circulaire.

Mêlant conférences, ateliers pratiques, sessions de sensibilisation et activités d'upcycling, le projet « Pa Blie, Resikle » a mobilisé l'ensemble des clusters du groupe du 16 au 28 mars. Au-delà de la promotion de pratiques durables, cette campagne se veut également une démonstration concrète d'actions positives et impactantes, à travers des activités organisées en partenariat avec diverses organisations et associations telles que Mission Verte, All Life Matters, Purple Lime, Trash to Music, Emtel, BEM Recycling, ainsi que d'autres acteurs locaux.

Le programme inclut notamment des conférences sur le recyclage et l'économie circulaire animées par Frédérique Perpétu, Sustainability Lead du groupe, un atelier de transformation de pneus en lits pour chiens – offerts par la suite à l'association All Life Matters – une campagne de recyclage de boules de padel au club Caña, qui a débuté le 20 mars et continuera tout au long de l'année, ainsi qu'un atelier d'upcycling des déchets avec Kan Chan Kin, fondateur de Trash to Music. Cette campagne riche en activités s'est clôturée, les 27 et 28 mars, par une récolte de déchets électroniques et électriques au Mahogany Shopping Promenade, en partenariat avec Emtel, Mission Verte et BEM Recycling.

« Cette initiative a aussi pour but de renforcer la cohésion et l'engouement au niveau du groupe, puisque toutes les entités y participent d'une façon ou d'une autre. Nous souhaitons également rappeler que le recyclage ne représente que la dernière boucle de l'économie circulaire : avant de recycler, il est essentiel d'adopter des gestes permettant de réduire notre consommation et d'améliorer nos modes de production. Le recyclage intervient en dernier recours, lorsque toutes les autres solutions ont été envisagées », souligne Frédérique Perpétu.

Made in Moris en Fête à Bagatelle pour faire découvrir la production locale

Le samedi 28 mars, le Bagatelle Mall, centre commercial d'Ascencia, a accueilli la première édition de *« Made in Moris en Fête »*. Ce rendez-vous inédit est dédié à la célébration du savoir-faire mauricien, ainsi qu'à la diversité et à la qualité des produits issus des marques labellisées Made in Moris. Cette première édition a réuni plus de 40 marques locales qui étaient mises en avant en magasin, dans le supermarché et dans les allées de Bagatelle Mall.

L'événement est conçu comme un moment de rencontre et de découverte afin de réunir les entreprises locales et le grand public autour d'un objectif commun : promouvoir le savoir-faire des entreprises mauriciennes et encourager une consommation davantage tournée vers les produits locaux.

Montebello Mall : Animalook ouvre son deuxième magasin, le plus grand du genre à Maurice

Le nouveau Montebello Mall accueille une enseigne de référence qui s'impose déjà comme l'un de ses points d'attractivité : Animalook, spécialiste 100 % dédié aux produits pour animaux de compagnie. Avec l'ouverture de ce deuxième magasin, qui a eu lieu le 21 mars et qui est le plus grand du genre à Maurice, Animalook franchit une nouvelle étape et confirme son positionnement d'expert qualitatif au service des propriétaires d'animaux de l'île.

« Nous avons voulu quelque chose de différent, au standard européen. Notre but est également de répondre à la demande des propriétaires d'animaux de compagnie et aux besoins du marché. Cela permettra aux clients d'accéder aux conseils qui vont avec ce que nous proposons », souligne Nicolas Capot, directeur d'Animalook, qui se décrit comme un véritable passionné d'animaux.

Chez Animalook, le parti pris est clair et assumé : se concentrer sur ce que l'on fait de mieux. L'enseigne, qui est présente à Maurice depuis 2015 à Grand-Baie La Croisette, a construit son identité autour d'une offre pointue, centrée principalement sur l'alimentation chiens & chats et les accessoires premium, avec une sélection rigoureuse de marques européennes et internationales reconnues pour leur qualité.

Au rayon des marques, on retrouve notamment Vitakraft (Allemagne), Ownat (Espagne), IMAC et Primordial (Italie), ainsi que des références incontournables à l'international comme Kong ou Red Dingo ; des noms qui parlent directement aux propriétaires les plus exigeants et les plus informés.

IMPLANT COCHLÉAIRE

Un patient de C-Care Wellkin retrouve l'audition grâce à une technique révolutionnaire

Après avoir perdu sa capacité auditive en 2025, Claude Lemire peut recommencer à vivre une vie normale. Il entend à nouveau depuis le 14 février dernier, après une implantation cochléaire ; une opération médicale de pointe réalisée à C-Care Wellkin. Retour sur un parcours qui donne espoir à tous ceux touchés par la surdité.

La perte auditive sévère à profonde a un impact significatif sur la qualité de vie de ceux qui en souffrent : isolement social, difficultés de communication, retard de développement du langage chez l'enfant, perte d'autonomie, difficultés professionnelles… Claude Lemire en sait quelque chose. Ayant perdu toute sa capacité auditive en moins de 48 heures début 2025, ce Québécois établi à Madagascar depuis 15 ans n'avait qu'un but : entendre à nouveau.

Il se renseigne alors sur l'implant cochléaire, une technique chirurgicale de pointe qui permet d'améliorer l'audition en transmettant les sons directement au nerf auditif. Il s'agissait de trouver un centre de soins capable d'effectuer une telle opération. *« J'ai été voir plusieurs cliniques, à Maurice et à La Réunion, qui m'ont dit qu'il n'y avait rien à faire. J'aurais peut-être pu me faire opérer au Canada, mais une chirurgie comme celle-là au Canada aurait pu prendre facilement six mois à un an »*, explique-t-il.

PRISE EN CHARGE RAPIDE ET HUMAINE

Par chance, Claude Lemire connaissait déjà C-Care, étant donné que le groupe est établi à Madagascar. Il prend donc contact, et découvre que l'implantation cochléaire est faisable à C-Care Wellkin. Une prise en charge et une communication fluide avec le patient finissent de le convaincre : *« Ici, c'est rapide. Les gens te rencontrent, tu as des réponses à tes questions en quelques jours. Ils communiquent par e-mail et WhatsApp, ils te rassurent. Pour moi, c'était important, parce que ce problème affectait ma qualité de vie et même mon travail. »*

Après une période de préparation, la chirurgie a eu lieu le 14 février dernier sous la supervision du Dr Dinesh Murmu, spécialiste ENT chez C-Care Wellkin. Dès son réveil, Claude Lemire, très ému, peut entendre à nouveau. *« Avec l'implant, il y a eu une réelle amélioration. J'entends mieux autour de moi, j'entends mieux les gens, et j'ai une meilleure idée de ce qui se passe. Tout est devenu beaucoup plus facile »*, témoigne-t-il.

Cependant, son parcours n'est pas terminé. *« L'implant cochléaire ne se limite pas à un geste chirurgical. C'est le début d'un véritable parcours de réhabilitation. Lorsqu'un patient commence à percevoir les sons à nouveau, c'est effectivement une étape profondément émouvante, mais le travail continue à travers un suivi audiologique régulier et des ajustements progressifs »*, explique le Dr Dinesh Murmu.

Cette intervention réussie marque également une étape importante pour la prise en charge locale des troubles auditifs complexes. D'autant plus que celle-ci est complétée chez C-Care par un suivi continu et cohérent, offrant des résultats durables aux patients.

Comme le souligne Rudi Clarke, le Chief Operating Officer, *« cette implantation cochléaire réussie illustre la force de notre approche multidisciplinaire et notre volonté d'offrir une prise en charge complète et durable aux personnes vivant avec une perte auditive sévère à profonde. Chez C-Care, nous sommes engagés à rendre accessibles à Maurice des solutions médicales de pointe qui améliorent concrètement la qualité de vie des patients »*.
Une approche centrée sur les besoins réels du patient, qui découle de la volonté du groupe C-Care d'améliorer l'accès à des soins de qualité supérieure dans la région tout en plaçant l'humain au cœur de chaque prise en charge.

Oorvashi perpétue la vocation agricole de son père à Medine

Au cœur des champs de Medine, une histoire profondément humaine prend racine. Une histoire de transmission, de respect de la terre et de fierté discrète, incarnée par une jeune femme de 24 ans… et par un père qui y a consacré toute sa vie.

Originaire de Bambous, Oorvashi Devi Ramlall a grandi au rythme des saisons agricoles, des départs à l'aube et des longues journées passées dans les champs, aux côtés de son père, Pradeep Ramlall, âgé maintenant de 64 ans.

Aujourd'hui agronome junior au sein de Medine Agriculture, elle travaille sur les mêmes champs que son père, mais avec les outils de demain. Son quotidien est fait d'analyses de cultures, de technologies de pointe et de drones utilisés pour l'application des herbicides.

« Grâce aux nouvelles technologies que j'utilise, notamment les drones, je peux intervenir plus rapidement et plus efficacement sur certaines zones. C'est une autre manière de faire le même travail, mais je sais que cela contribue aussi à alléger, à terme, la pénibilité de ce que mon père a connu pendant toutes ces années », confie-t-elle avec émotion.

Pour Oorvashi, ce métier est bien plus qu'un choix de carrière. Il relie passé et avenir, tradition et innovation, savoir-faire de terrain et agriculture de demain.

Wings for Life World Run 2026: Rendez-vous le 10 mai pour une bonne cause

L'édition 2026 de la Wings for Life World Run en soutien aux personnes paraplégiques et tétraplégiques aura lieu le dimanche 10 mai, à la même heure à travers le monde. À Maurice, ce départ coordonné avec le reste du monde aura lieu à 15h, avec une formule « App run » basée sur l'utilisation du smartphone, permettant un suivi en temps réel de la course à pied de chaque participant.

Cet événement annuel solidaire lancé en 2014 est la plus grande course mondiale simultanée pour des participants de tout niveau. C'est aussi une occasion de partage et de levée de fonds pour la guérison de handicaps physiques liés aux blessures ou maladies de la moelle épinière.

Les inscriptions, qui sont déjà ouvertes, ainsi que les paiements, se font uniquement sur le site https://www.wingsforlifeworldrun.com. La contribution minimale pour s'inscrire ou faire un don est de 10 euros, et les fonds recueillis seront entièrement utilisés pour la recherche médicale. Adidas, équipementier officiel de l'événement, offre un t-shirt Wings for Life World Run à tous les participants. Quant à l'application mobile Wings for Life World Run, il est disponible gratuitement sur la Play Store et l'App Store.

JazNet : Quand le jazz devient passerelle entre générations et cultures

À l'occasion de ses trente ans, Mo'Zar Espace Artistic lance le Festival JazNet, organisé en partenariat avec l'Institut français de Maurice. Du 23 avril au 2 mai, concerts, rencontres et ateliers mettront à l'honneur le jazz comme outil de création, de transmission et d'inclusion sociale.

À Maurice, le jazz n'est pas seulement une musique : c'est aussi un instrument de transformation sociale. Depuis trente ans, Mo'Zar Espace Artistic fait de cet héritage musical un véritable levier d'émancipation pour les jeunes. Fondée avec l'ambition de lutter contre l'exclusion sociale à travers la pratique artistique, l'ONG a formé au fil des années plus de 2000 musiciens, offrant à de nombreux jeunes un espace d'expression et de développement personnel.

C'est dans cet esprit que naît le Festival JazNet. Ce rendez-vous musical réunira artistes mauriciens et musiciens internationaux autour d'une programmation mêlant concerts, ateliers pédagogiques et rencontres artistiques.

Pensé comme un espace de dialogue et de transmission, le festival permettra également aux jeunes musiciens de Mo'Zar de partager la scène et l'expérience d'artistes confirmés.

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