Sustainable and Inclusive Business Scan
Sri Lanka

In textiles, agrifood and tourism

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With the financial support of the Netherlands Enterprise Agency (RVO.nl), CSR Netherlands (MVO Nederland), together with the Embassy of the Netherlands in Colombo and CSR Sri Lanka, organised a Sustainable and Inclusive Business Scan (SIB Scan) in Sri Lanka to explore responsible business opportunities. The focus was on three sectors: textile, agrifood and tourism. These sectors were identified due to their importance for the Sri Lankan economy and thereof of potential interest for bilateral trade and investments with impact on the Sustainable Development Goals (SDGs). Textiles accounts for ca. 60% of Sri Lankan total export; agrifood for more than 20%; and the country is hosting a fast-growing number of incoming tourists from every part of the world (in 2017, 2.5 million tourists).

The mission was held from February 18th – 24th 2018 in Sri Lanka and consisted of three sector roundtables, a stakeholder roundtable, capacity building sessions with CSR Sri Lanka and field visits. The objective of the mission of CSR Netherlands was to assess the risks and opportunities for sustainable and inclusive practices in relations between Dutch and Sri Lankan entrepreneurs, in the textile, agrifood and tourism sectors. After the mission, a feedback and matchmaking roundtable was organized on April 10th in The Netherlands, to explore joint opportunities.

This report reflects the outcomes of the several discussions and field visits in Sri Lanka, as well as of the interviews and the event in The Netherlands. The report outlines the identified sustainable business opportunities for each of the three sectors.

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INDEX

1. APPROACH P.06
2. PREPARATION P.09
3. TEXTILES P.10
4. AGRIFOOD P.15
5. TOURISM P.19
6. NEXT STEPS P.22

APPENDICES P.23

Appendix 1: Programme
Appendix 2: CSR risk assessment Sri Lanka
Appendix 3: Invitation and set-up for roundtables
Appendix 4: Background on textiles
Appendix 5: Background on agri-food
Appendix 6: Background on tourism
Appendix 7: List of companies
Executive summary

Opportunities in Sri Lanka

Sri Lanka is a promising country for setting up sustainable and inclusive business. The country is of similar scale as The Netherlands (65,610 km², which is 1.5 times The Netherlands), the economy shows continuous growth, the Corporate Social Responsibility (CSR) performance is rather good due to a limited and educated workforce, and besides the local languages, English is widely spoken.

To develop and accelerate sustainable and inclusive business between Sri Lanka and The Netherlands, the Dutch Embassy, RVO.nl, CSR Netherlands and CSR Sri Lanka stimulate Sri Lankan industries in the agriculture, tourism and textile sectors to adopt international sustainability best practices in their individual businesses, identify sustainability challenges and solutions, co-create sustainable sector agendas and define opportunities for international collaboration.

Prior to the mission to Sri Lanka, desk research was performed for the textile, agrifood and tourism sectors in Sri Lanka, in order to gain an overview of the industries, the CSR risks and important stakeholders. CSR Netherlands cooperated closely with CSR Sri Lanka in the preparatory phase as well as during the mission and follow up. CSR Netherlands and CSR Sri Lanka have maintained a working relationship under a Memorandum of Understanding since 2014. As CSR Sri Lanka consists of 24 Sri Lankan corporates, CSR Netherlands offered capacity building with the goal to attract more Small and Medium-Sized Enterprises (SMEs) into the business network and to work more demand-based and from ‘coalitions of the willing’ instead of offering all kinds of meetings and fixed roadmaps.

During the mission, companies were visited and roundtable discussions were held for each of the three sectors. These discussions led to a short list of possible business opportunities. The short list was consequently discussed during the roundtable session with companies and stakeholders in The Netherlands, in order to see which opportunities are of most interest to Dutch companies.

Central element in the opportunities for the three sectors was reduction of waste and valorising waste into new products and business cases. The following sustainable and inclusive business opportunities have been identified:

SRI LANKA SUSTAINABLE BUSINESS OPPORTUNITIES

TEXTILES

Bring Dutch brands to Sri Lanka (or vice versa) and show the added value and rather high CSR performance of the Sri Lankan textile industry to Dutch brands, as well as the Dutch technology on recycling and circular textiles to Sri Lankan factories (trade mission).

During the roundtable, Sri Lankan largest textile companies like Brandix and MAS Holding expressed their interest in a joint recycling plant for reusing clippings during production, and to access new markets with that in the EU.

The combination of smaller garment producers with above-average skilled labour and a modern design academy is an opportunity. Dutch designers might be interested in skilled labour and design for production of limited sustainable collections for a fair price.

AGRI-FOOD

There are many opportunities for Dutch entrepreneurs and experts that have technical and logistical solutions for reducing (post-harvest) food losses in Sri Lanka (papaya, bananas, fish, etc.) as well as valorizing waste (f.e. coffee cherry and bagasse) and by-catch (fisheries).
There is also a need for (biological) solutions for safer, healthier and organic food; Integrated Pest Management techniques (IPM), good soil management (prevention, making plants more robust) and other (biological) solutions through which pesticide use can be reduced.

Because of the rising numbers of tourist arrivals in Sri Lanka, tourism development goes rapidly. The phase of tourism development Sri Lanka is in now gives the country the opportunity to organize tourism in a responsible way which helps remaining Sri Lanka as an attractive destination for years to come. Sri Lanka could develop as a sustainable tourism hotspot and ‘zero waste’ destination and use this as a unique selling point to distinguish itself from other destinations.

The country is very suitable for high-end branding and small-scale, rural and authentic eco-tourism that is popular among Western European tourists. Dutch tourism parties can add value to this development.

Following these opportunities, CSR Sri Lanka & CSR Netherlands are willing to facilitate collaborative project development and matchmaking between like-minded businesses in Sri Lanka and The Netherlands. This will broaden the visibility of Sri Lankan businesses internationally, and bring sustainability best practices into action with new innovative and sustainable business initiatives.

The ideas for the business opportunities that arose from the sector roundtables in Sri Lanka have been checked during the mission in a multistakeholder roundtable. This session was attended by, among others, the board of CSR Sri Lanka, the Asian Development Bank, USAID, the Embassy of the Kingdom of the Netherlands, the Ministry of Primary Industries of Sri Lanka, Childfund, Give2Lanka, Lanka Social Ventures, and the Integrated Development Association (IDEA). During this roundtable, the participants were introduced to the concept of working together towards a future-proof economy. As the world is rapidly globalizing, it is essential for industries to adapt along with it, and to act upon sustainable innovation. The concept of CSR or ‘Responsible Business’ is seen in this perspective as an opportunity. It was stressed that industries and stakeholders need to go beyond trying to fix everything with certifications and understand that sustainable social responsibility and generating profit go hand-in-hand.

Above all, the participants were invited to reflect on the first outcomes and business opportunities of the three sector roundtables.

Questions were discussed such as:

- Will these opportunities be beneficial to both countries?
- Can they be translated into market opportunities and impact projects?
- How does this translate into enhanced productivity?
- To which opportunity do you want to contribute?

All participants demonstrated active interest in various opportunities, particularly with regards to waste management and youth and female engagement.

It became clear that the proposition on waste reduction and valorization was in the interest of all stakeholders. A joint recycling plant in the textile industry, valorization of biomass and agricultural waste, and the zero-waste approach in tourist areas were selected as most feasible and urgent. An integrated waste approach was suggested, with many cross-sectoral collaboration opportunities, such as bed linen for hotels made from fibres from agriwaste, or recycled content in corporate wear for hotel chains, textile fibres and fruit ‘leather’ made from banana leaves, etc.

The last suggestion was to include SMEs, as they possess a greater capability to innovate from a bottom-up approach and to implement new business models and pilots. Also, more youth and female participation was recommended to accelerate innovative and inclusive thinking, and to enter more future-proof business scenarios, which are focused on achieving the 17 UN Sustainable Development Goals (SDGs).

CSR Netherlands and CSR Sri Lanka have tied up cooperation to match Sri Lankan industries to Dutch counterparts, to develop the above-described sustainable and inclusive business opportunities. The focus of this business development is on soliciting inputs from the private sector and other experts on avoiding negative impact and creating positive impact on the 17 SDGs.
1. Approach
Set-up of the SIB Scan and definition of CSR

CSR indicates the urgency for companies to do business in a responsible way and to look for sustainable and inclusive business models. It provides companies with an approach to react on a fast-changing and globalized world, and to make businesses ‘futureproof’.

It is important for a company to be aware of and get insight into social, environmental and economic risks, but dealing with these CSR risks is most effective when these risks are translated into or accompanied by (sector-specific) opportunities, with added value to the SDGs. For instance, when looking at societal challenges and CSR risks such as climate change and soil degradation, the risks are to be analyzed followed by the question: what are the opportunities that can be identified for Dutch and Sri Lankan companies in sectors like in agriculture and textile to develop sustainable solutions?

By linking opportunities to the risks (as validated by local stakeholders during the mission) a fundamental approach to dealing with these risks can be developed. CSR Netherlands therefore recommends putting emphasis on the question: “To what extend can sustainable and inclusive business opportunities create a positive impact on people, planet and profit for Dutch and Sri Lankan businesses?

1.1 Set-up of the program
Together with CSR Sri Lanka, a mission program was developed (see appendix 1). The set-up was centred around the three sector roundtables and a multistakeholder roundtable. In addition, a workshop for SMEs was envisioned on February 22nd, but this session was cancelled due to lack of registrations. For this workshop, a small fee was required, and it seems that SMEs are not willing to pay for a CSR workshop yet.

All sector roundtables – agriculture, tourism, textiles and multistakeholder – followed the same programme structure (appendix 3), but was customized to suit each audience. The aim of the roundtables was to exchange information, to disclose needs and opportunities for bilateral cooperation, and to define key actors. Moreover, field visits to local companies were paid to see business practices in person and to compare practices to the findings of the roundtables and preparatory desk research. For the textile sector, both a large (MAS) and a small-sized (Gali’s)
company was visited. In agrifood, a state-owned sugar company and an SME on food logistics & retail were addressed. For tourism, the mountain area and tea gardens, a natural park (elephants), several beaches and Dutch heritage sites were visited.

The first outcomes were shared and discussed with the Dutch embassy at the end of the mission and matchmaking opportunities were explored. These opportunities were discussed with Dutch companies during the roundtable in The Netherlands on April 10th. During this meeting, the findings of the visit to Sri Lanka were discussed and possible follow-up activities were formulated.

1.2 CSR versus Responsible Business

The definition of CSR in Sri Lanka differs from the Dutch perspective on CSR. In Sri Lanka, CSR has traditionally been a philanthropic activity, focused on doing good in communities and filling the gap of lacking funds for public services. It is about how companies ‘give their money away’. State-owned companies and the larger private ones tend to reserve a certain percentage of their profits for various charity projects, focused on community development, improving health care, education, sanitation, food security, etc.

The Dutch definition is quite the opposite. CSR must have impact on the core activities of the company and is - based on the international frameworks of the OECD, ILO and UN - defined as follows:

‘The strategic focus of core business activities on long-term value creation in the three dimensions of People, Planet and Profit, combined with the willingness to be transparent and to get into dialogue with society and stakeholders’ (SER-definition).

This definition – with the focus on the company’s core activities - would be framed in Sri Lanka as ‘Responsible Business’ (RB): creating sustainable and inclusive business cases. It is about how companies ‘make their money’. Care should be taken that the right framing of CSR is used in bilateral business relations.

Throughout this report the term CSR is used, but in Sri Lankan context this has the same meaning as RB/Responsible Business.

1.3 SMEs versus Corporates

CSR Sri Lanka is a business network consisting mainly of large corporates, giving the network a lot of credibility and license to operate. The next strategic step for CSR Sri Lanka would be to involve more SMEs, as they are more lean to innovate and more flexible to start pilot projects. SMEs are, in general, more hands-on compared to corporates. Both are needed to accelerate new businessmodels. This implies that Sri Lankan SMEs should be empowered and trained in understanding the opportunities of sustainability, CSR. Compared to large corporates who, in general, have a good level of understanding of sustainable business, SMEs still lack full commitment to sustainability, and need to learn more about the business strategy of transformative CSR and the advantages of this concept.

In Sri Lankan culture, corporates and SMEs are not used to collaborate with each other. Mixing large companies with SMEs is likely to lead to inconvenience for both parties. When creating coalitions for change, it is recommended to start inviting participants on a personal title, and to select them on criteria such as willingness for creative thinking, for thinking beyond limitations, for cross-sectoral collaboration, and whether they can be seen as potential game-changers.
1.4 Capacity building

Since 2014, CSR Netherlands and CSR Sri Lanka are maintaining an active working relationship. As CSR Sri Lanka consists of 24 Sri Lankan corporates and want to extend their partnerbase, CSR Netherlands offered capacity building with the goal to attract more Small and Medium-Sized Enterprises (SMEs) and to work more demand-based in ‘coalitions of the willing’ instead of offering all kinds of meetings and fixed roadmaps.

One of the main objectives of this SIB-scan was to discuss the ‘transition’ approach of CSR Netherlands and the feasibility of such an approach in Sri Lanka. The idea to focus on 2 or 3 sectors and to work with frontrunning companies from these sectors in coalitions of the willing appears to be an attractive method for CSR Sri Lanka to work needs-based and with more internal drive.

CSR Netherlands exchanged knowledge on this workingmodel and trained the executive staff and some boardmembers. CSR Sri Lanka is implementing this new, proactive role in building ‘coalitions of the willing’ and deepens the three main sustainable business opportunities as derived out of the first roundtables with their members. Bilateral matchmaking is already started.

CSR Netherlands will support CSR Sri Lanka in extending this new action-based role (through tutoring on distance) and both organisations align Sri Lankan and Dutch allies on a one-to-one basis (matchmaking). As next step the feasibility will be explored for a cross sectoral waste management program in Sri Lanka.
2. Preparation

To assess the potential challenges in the trade relations between Sri Lanka and The Netherlands, a CSR risk assessment was conducted in advance of the mission. The main objective was to gain insight into the CSR risks in Sri Lanka for the textile, agrifood, and tourism sectors. These risks could hamper international investments in Sri Lanka. Moreover, the business that private companies can gain from solving these sustainability and inclusivity challenges, is the driving force for positive impact. CSR Netherlands conducted desk research and made use of the CSR Risk Check. The most common potential risks in Sri Lanka in general, and in textiles, agrifood and tourism specifically, are summarised in Fout! Verwijzingsbron niet gevonden..

In general, the CSR performance in Sri Lankan industries is above average compared to countries in the region such as India and Bangladesh, especially concerning working conditions. With 22.4 million inhabitants (2017), Sri Lanka has a limited workforce. In comparison, Bangladesh is ten times more populated. In the North, there is a surplus of women due to the civil war which caused a lot of male victims. Since the end of this war in 2009, the Sri Lankan economy has been growing fast and now has a growth of around 5% per year. The country has reached the status of mid-income country. However, around 20% of its population lives below the poverty line. The official minimum wage is ca. 55 Euro/month, but during the mission, it appeared that low-skilled workers generally earn almost twice as much. Due to the limited labour force, the labour conditions are better as compared to, for example, Bangladesh.

Still, there are some challenges in Sri Lanka that Dutch and Sri Lankan companies can have a positive impact on. Working on (some of) these challenges can create a competitive advantage for both sides, as the demand for sustainable and inclusive goods and services is rising, for example textiles with recycled content, or food with fewer pesticides.

Some of the CSR risks in Sri Lanka are not sector-specific, but are apparent for all industries. As such, (new) bilateral trade relations and business models should deal with issues such as:

- Corruption: Sri Lanka is ranked 3.6 on a scale of 0 (highly corrupt) to 10 (clean);
- Oppressive regime regarding political rights and civil liberties, press freedom is severely limited;
- Trade union rights are regularly violated in Sri Lanka: 3 on a scale of 1 (no rights) to 5 (freedom);
- The official minimum wage is approximately 25% of what a living wage would be for the basic needs of a family (although wages are generally higher than the minimum wage);
- There are occupational health issues, mainly through exposure to hazardous chemicals and pesticides in the textile and agrifood sectors;
- Child labour occurs in the agricultural sector and tourism (sex tourism);
- Environmental problems due to the lack of planning in tourism sector, the extensive use of agrochemicals, and soil salination due to uncontrolled abstraction of groundwater in agriculture.

Besides this CSR risk analysis, market research has been conducted into the three sectors of interest in Sri Lanka. The outcomes of this can be read in Fout! Verwijzingsbron niet gevonden. (textile), Fout! Verwijzingsbron niet gevonden. (agrifood), and Fout! Verwijzingsbron niet gevonden. (tourism).
3. Textiles
Visibility & circularity

3.1 Preparatory interviews with Dutch stakeholders

Sri Lanka is hardly known as a sourcing country for apparel is not well known to Dutch brands and retailers. A quick scan of the Dutch textile association Modint, showed that the majority uses other South Asian countries for production, such as India, Bangladesh, Vietnam, and Indonesia. Modint has provided a shortlist of some large brands that are already sourcing in Sri Lanka, such as M&S, Levi’s, Nike and Tommy Hilfiger.

The Dutch secretariat for the covenant on sustainable textiles (SER) also informed CSR Netherlands that their signatories are using only 24 suppliers in Sri Lanka. CSR Netherlands – through CSR Sri Lanka – invited these 24 factories to the roundtable. Of these, the large corporates attended the meeting in Colombo, such as MAS and Brandix.

During the desk research, it became clear that Sri Lanka is a rather good place for sourcing with respect for CSR and sustainability. Wages are higher as compared to the region, due to a shortage on the labour market, and so the industry must add more value to their products. For that reason, Sri Lanka produces more complex garments such as mid-segment fashion, lingerie, sportswear, workwear, and technical textiles. The Sri Lankan textile industry exports 8.5 million pieces of apparel per year for ca. $4.8 billion (2016). Textile is nowadays one of Sri Lanka’s leading exports (ca. 60% of total export), and the sector employs several thousands of people.

Above all, some small designers and brands such as Khanem Fashion expressed their interest in Sri Lanka due to the CSR performance which is above average, the skills and the (small) scale of some factories.
3.2 Roundtable Sri Lanka

On February 20th 2017, the roundtable meeting for textile companies was held in Colombo. It was organised in close cooperation with CSR Sri Lanka and the Dutch embassy in Sri Lanka. For an overview of the participants, see Appendix 7. Following the introduction round (with several leading brand names in the textile industry present), a number of expectations were addressed. The participants were eager to find out new concepts on CSR and Responsible Business which would be presented, especially in the field of raising productivity. Secondly, the necessity to implement new technology, particularly with regards to total waste management, was deemed an urgent requirement by all parties, as well as reducing energy and consumption rates. Finally, the participants expressed keen interest in learning about the establishment of a responsible supply chain and best practices, to see how these ideas could be translated to suit their requirements for future implementation.

During the session, participants were informed on the major trends and developments in the global textile industry. An overview was given of what happened since Rana Plaza in 2013 in the Dutch market. Following the accident, full attention was drawn to the need for accountability. The Netherlands therefore implemented a multi-stakeholder agreement (covenant) across the entire supply chain, which promotes due diligence and ensures that brands know where their products come from throughout the entire supply chain. To turn this into a business opportunity, several case studies were presented on circular workwear, which started with a pilot project implemented in partnership with CSR Netherlands. Circular textiles is essentially the process of recycling waste fabric from the textile industry (post-industrial) or disposed garments (post-consumer) into new fabrics. Through this process, savings on raw materials, energy consumption and pollution are realized. This circular businessmodel has social impact too. When working in a closed loop, the industry has to cooperate in all tiers of the supply chain, and this will take away the anonymity that causes so many violations of labour rights. Last but not least, it creates an opportunity to increase profits, as there is a growing demand for circular products, especially in the business to business market.

Then, surprisingly, the group expressed their interest in joint collaboration in this respect. Normally, the textile industry is highly competitive and companies are reluctant to share strategic plans. However, given the global demand and the cost of waste management technology, all parties agreed on cross-collaboration.

During the second more interactive part of the roundtable, we focused on opportunities for sustainable development in the sector and what steps and which partners are necessary to create results. The main focal points and opportunities for collaboration with Dutch partners are described in the following table. With the help of a format, the participants identified opportunities for collaboration for themselves and for the creation of new sustainable business between Sri Lanka and the Netherlands, which can be explored more in-depth in the networks of CSR Sri Lanka and CSR Netherlands:

<table>
<thead>
<tr>
<th>Which opportunities do you see for your company?</th>
<th>Which steps needed?</th>
<th>Which stakeholders needed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ceylon knit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction of energy &amp; water/waste during fabricmaking</td>
<td>Develop/implement new techniques</td>
<td>CEO level (cost saving) Meetings with all textile manufacturers Discuss on markets &amp; forecasts (show demand) Experts (foreign)</td>
</tr>
<tr>
<td>Improve awareness on businesscase of CSR (to staff)</td>
<td>Prepare monthly /quarterly CSR implementation sessions and make it a new trend</td>
<td>Brands Leadership</td>
</tr>
<tr>
<td>Start a nationwide CSR campaign</td>
<td>By governmental/donor funds</td>
<td>Religious initiatives Mass media</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trendy wear</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance related requirements</td>
<td>Further improvement through collaborative sourcing</td>
<td>New clients/buyers who will assist the current methods and become partners</td>
</tr>
<tr>
<td>Recycling of pre-consumer waste</td>
<td>Knowledge &amp; technology Awareness of the opportunities</td>
<td>Partners &amp; export knowledge on this subject (potential demand)</td>
</tr>
</tbody>
</table>

| Timex Garments                                      |                     |                           |
| More sustainable apparel brands                     | More awareness | Partners/buyers who will buy it (and pay a bit more) |
| 3D fitting as sustainable opportunity               | Promotion | Bleu sign partners |
| Recycled garments                                   | Techniques, recycling plant, investments | Show demand for that (market) |

| Brandix                                             |                     |                           |
| Technology for recycling, re-use of waste streams (branded waste) | Availability of technology Funding & investments (PPP) Development & implementation | Customers buy-in 3rd party recyclers Other Sri Lanka producers (joint investment) |
| Reuse of sludge/fly ash and hazardous waste streams | Facilitate technology | Tech experts |
| Technology for garment manufacturing automation      | Facilitate technology | Tech experts |

Polutex Garments
Recycling of left over fabrics | Proof of customer demand Identify viable options (feasibility) | Recycling expertise (for 100% cotton knit fabric) Brands/retailer testimonials on importance recycled products
---|---|---
Simplify the customer compliance & audit proc | Bring it to one standard/umbrella | IAF, covenant
Gali lingerie | Promotion of products to the Netherlands | More CSR implementation Expanding sales to EU (export market) Matchmaking platform

These ideas and outcomes were discussed in the group and the following collective opportunities were selected:

- **Trade mission**: Bring Dutch brands to Sri Lanka to showcase the local industry, but also for obtaining expertise and knowledge from the European market. The textile sector in Sri Lanka is relatively well-developed both in a technological sense, as in the area of CSR. Especially the large corporates operate on a high level and supply well-known global brands. However, the Sri Lankan textile industry is relatively unknown in The Netherlands (and the EU), so positioning and promoting Sri Lanka as a safe, skilled and sustainable country is necessary.

- **Waste management and circular concepts**: Establish a joint recycling plant in Sri Lanka, which would be a joint venture among the larger factories, thereby reducing waste and management costs. A first step would be the reuse of clippings (post-industrial waste) and to make new textile products from it. This could serve new markets in the EU, as the demand for circular garments is growing. Before investments are made in such a joint recycling plant, a sound substantiation of the figures of this demand is required. Another trajectory addressed was the treatment of hazardous waste such sludge from ETPs or chemicals from dyeing plants.

- **Add value and design**: Instead of settling for a trade-off between price and quality, demonstrate to customers why added value has a price. Given that brands and retailers are under immense pressure to maintain their business in a competitive market, it should be noted that costs in Sri Lanka are higher when compared to other countries in the region. However, when (small) Western designers can cooperate with (small) high-skilled factories, in combination with a good design academy, new textile products and limited collections with higher value can be developed which justify higher prices. Circular textiles, smart prototyping, 3D fitting online, mass customization, etc., can generate additional value for Sri Lankan products.

- **Regional collaboration**: Find partners through the INDUS Forum (an online business community between India and The Netherlands) for new developments and markets like those described above. The direct access to the Dutch market through this platform can provide evidence regarding the demand for recycled garments and other innovations.

### 3.3 Field visits

During the mission, three textile-related companies were visited: MAS Holdings, Gali’s Lingerie and the Academy of Design (AOD).

**MAS Holdings** is a large multinational Ready-Made Garment (RMG) company with a portfolio of businesses with a revenue of $1.8 billion/per year. The company produces high-tech fabrics and apparel such as intimate wear and sportswear. It is one of the largest apparel and textile manufacturers in South Asia. The organization is headquartered in Sri Lanka, but produces also in fifteen other countries, employing more than 95,000 people. MAS has a global reputation for an ethical and sustainable working environment. They put a lot of effort in women’s empowerment and go beyond compliance in many aspects. It is in the vision of MAS that only (inclusive and sustainable) innovation can help the company to survive in a fast-changing competitive world.

Gali’s Lingerie is a small scale Cut Make Trim (CMT) producer of intimate wear, mainly for the domestic market. They work with small workshops of 10-20 workers, producing in small villages in a local setting. The fabrics they use are either from domestic suppliers or imported. Gali produces small quantities, which makes them attractive for Western designers who want to make limited collections. The company is not very aware of international CSR standards, but seems to be rather compliant as they are working in local communities where the women can combine their private life and work more easily. As skilled labour is scarce in Sri Lanka, the workers are paid above the minimum wage. Gali is looking to expand their sales to Western markets and is willing to cooperate on CSR efforts.

The Academy of Design (AOD) is a professional university and creative hub, training young designers to work with many industries such as apparel, tourism, fashion, advertising, UX design, contemporary craft, and interior architecture. AOD is not just about providing education; it provides a working environment that combines global design practices, industry know-how, international exposure, and local heritage. They organise the annual Sri Lanka Design Festival, the Island Craft Project and www.fashionmarket.lk, creating remarkable opportunities for students and businesses to showcase their designs. The academy has a partnership with Northumbria University and gives AOD designers a global passport to work anywhere in the world. AOD has established itself as a trusted partner for design-led industries in Sri Lanka and abroad. Sustainability is strongly anchored in the curricula and work, as it is in the vision of AOD that designers can change the world into a better place.
3.4 Roundtable The Netherlands

April 10th, CSR Netherlands organised a roundtable in Utrecht and invited several Dutch textile brands to discuss the identified business opportunities from their Sri Lankan counterparts. See for the list of participants appendix 7. In the plenary part, a general overview of Sri Lanka was given for all three sectors with regard to CSR risks and business opportunities. In the following sector-specific break-out sessions, the potential ambitions of the Dutch parties in Sri Lanka were explored, as well as the possible match with the ideas of the Sri Lankan textile companies.

Regarding the idea of a trade mission, the Dutch companies indicated that it would be better to bring Sri Lankan companies and stakeholders to The Netherlands than to organise a trade mission to Sri Lanka. And if so, it should be made more strategic and integrated than only focused on sourcing. Training could be added, and, for example, a demonstration tour along the Dutch circular textile initiatives to bring the Sri Lanka companies to the next level. In that case, real matching and partnering can be stimulated. Sri Lankan SMEs and the AOD should also be invited.

In the case of an outbound trade mission from The Netherlands to Sri Lanka, it should be made sure that there are enough possibilities for direct matchmaking and business deals. Moreover, it would be desirable to have an online matchmaking platform to match bilateral parties on sustainable and inclusive business, for example integrated in the futureproof community.

The second business opportunity discussed was the recycling plant in Sri Lanka. The Dutch companies were enthusiastic about this idea, but with the following recommendations:

• Bring the true story: recycled does not mean circular;
• Recycling of pre-consumer waste (cutting waste) is not new anymore and the market is searching more for recycling of post-consumer waste;
• Recycled fibres and cutting waste can also be applied into felt used in housing, constructions, agricultural purposes, or automotive;
• Recycled content in bedlinen for the local tourism industry can be an interesting cross-sectoral pilot. Or textile fibres made of banana, as an example of collaboration between agrifood and textile.
• In addition, questions were raised on how integrated the production chain in Sri Lanka is, and on how many materials, yarns and fabrics are imported in Sri Lanka.

The exploration of these conditions, recommendations and questions can also be combined with the first idea of the trade mission to The Netherlands, and to organises a business development session with Dutch designers, sorters and recyclers of textile for joint collaboration on establishing such a recycling plant in Sri Lanka. Sector association Modint coordinates the Dutch Platform on Circular Textiles and expressed their interest in circular textiles produced with Sri Lankan factories. Sri Lanka can function as a ‘circular sourcing hub’ for the Dutch Circular Textile Valley.
### 3.5 Business opportunities

The main collective sustainable and inclusive business opportunities are (see also paragraph 3.2):

- Bring Dutch brands to Sri Lanka (or vice versa) and show the added value and rather high CSR performance of the Sri Lankan textile industry to Dutch brands, as well as the Dutch technology on recycling and circular textiles to Sri Lankan factories (trade mission).
- During the roundtable, Sri Lankan largest textile companies such as Brandix and MAS Holding expressed their interest in a joint recycling plant for reusing clippings during production, and to access new markets with that in the EU.
- The combination of smaller garment producers with above-average skilled labour and a modern design academy is an opportunity. Dutch designers might be interested in skilled labour and design for production of limited sustainable collections for a fair price.

The three trajectories will be discussed with the Dutch embassy and RVO.nl on feasibility for follow-up. In Sri Lanka, these ideas were already reviewed in the multistakeholder meeting. It became clear that the circular concept attracted the most attention of the Sri Lankan stakeholders (banks, donors, government and NGOs) and that it fitted well into their macro strategies. It supports cooperation, it will include SMEs, it will add value to the whole supply chain, it will raise productivity, and it can grow into a scalable business model. Especially the Asian Development Bank (ADB) and Lanka Social Ventures (LSV) were willing to adopt this idea. LSV also saw possibilities for an impact hub on circular design and product diversification, perhaps together with AOD. Besides high-tech recycling, possibilities can be explored around low-tech recycling of textile waste into bags and plant pots. In general, the three ideas could be combined in one strategic follow-up approach.

The Dutch brands and stakeholders added the need for more technical, organisational and financial information and data on the supply chain in Sri Lanka, such as import/export regulations, taxes, wages, testing labs, auditing firms, etc. A handbook for Sri Lanka was suggested. Most of these data can be generated by RVO; other data can be generated by an online matchmaking platform.

CSR Netherlands, together with CSR Sri Lanka, can align Sri Lankan and Dutch allies around the above-mentioned trajectories. Especially when it comes to the development of a joint (precompetitive) recycling plant with a 'coalition of the willing' consisting of MAS, Brandix, AOD, ADB, LSV, SMEs, etc. For this, an integrated project plan could be developed within the International Program of CSR Netherlands in close cooperation with CSR Sri Lanka, Asian development Bank, RVO, the Dutch embassy, Dutch experts and entrepreneurs, and implementing parties in Sri Lanka. Possibilities to combine this with an approach in the tourism and agrifood sectors should be explored.
4. Agrifood
Towards a circular agrifood economy

4.1 Preparatory interviews with stakeholders

In preparation, a broad range of partners of CSR Netherlands was informed about the mission: food, horticulture and fishery companies, as well as traders in fruit and vegetables, spices, and tea. They were asked whether or not they were doing business in Sri Lanka. If they did, their business partners in Sri Lanka were invited to participate in the roundtable for agrifood in Colombo, or to set up a meeting during the mission.

The majority of the traders in the network of CSR Netherlands is not active in Sri Lanka. However, some of them showed interest in qualitative products from this country, especially organic fruit and legumes. In spices and tea – not surprisingly – there were already multiple business alliances and (direct) trading activities, as well as ideas on how to improve sustainability issues in the supply chain. In this preparatory phase, it was also discovered that some fishery organisations in the area of Bunschoten/Spakenburg were planning a business trip to Sri Lanka in order to share expertise to fishermen in the region of Jaffna – Mannar.

For Dutch companies there are opportunities on the island, as rice production is increasingly changed to crops of higher value and higher quality. There are opportunities for Dutch suppliers of seeds, technology for plastic greenhouses, and knowledge, according to a report written for the Dutch Ministry of Foreign Affairs. Jos Leeters (Bureau Leeters) has been interviewed about this investigation in Sri Lanka. The study shows that agriculture and food processing play a key role in the economic development after the civil war.

Although Sri Lanka seems to be out-of-scope for many Dutch food companies and traders since the civil war, the country has a lot to offer. For instance, it cultivates fruit, vegetables, and flowers year-round, and it is well-connected internationally by air and sea. The logistical infrastructure in the country is satisfactory, however, the cold-chain is inadequate all over the country (in transport, storage, and handling). Manpower is well available and education is satisfactory. Moreover, there is proactive support of the government (for infrastructure, R&D, and decreased bureaucracy). There is a demand for techniques and practices for efficient and sustainable production.

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1 Potentials and opportunities for the Dutch horticultural sector in Sri Lanka, RVO.nl, 2016
4.2 Roundtable Sri Lanka

On February 19th 2017, the roundtable meeting for agrifood companies was held in Colombo. It was organised in close cooperation with CSR Sri Lanka and the Dutch embassy in Sri Lanka. For an overview of the participants, see Appendix 7.

During the session, we explored ways to create a sustainable business model from start to finish with little to no waste, and the role of (technical) innovations in this. Participants were informed about the Agrifood Futureproof Community, where they can connect with innovative Dutch entrepreneurs, and solve complex problems through collaboration. Furthermore, the concept of creating a circular economy in food was introduced, i.e. to preserve the value of resources (soil, seeds, water, energy, etc.) that go into agricultural and food production. Focus was also directed towards paying attention to preventing food waste, maintaining resource efficiency, encouraging sustainable sourcing, and raising consumer awareness. During the second (more interactive) part of the roundtable, we focused on opportunities for sustainable development in the sector, and what steps and which partners are necessary to create these results. The main focal points and opportunities for collaboration with Dutch partners are described below.

The agrifood sector in Sri Lanka is relatively well-developed in the area of CSR, and especially farmers in supply chains of (larger) food companies often get rather good technical support. Yet, there are many opportunities for improvement, especially with respect to farmers that produce primarily for the domestic market. The following opportunities for ‘circular business synergy’ between Sri Lanka and The Netherlands have been identified by the participants of the roundtable (these are focal points and have to be explored more in-depth in the network of CSR Sri Lanka and CSR Netherlands):

**Post-harvest loss**

Participants of the roundtable estimated that post-harvest losses in Sri Lanka (of papaya, bananas, etc.) is approximately 40%. However, papaya that is produced in the North of the country has an estimated loss of 60% before it arrives in Colombo. Also in fisheries there are great losses (and thus business opportunities to valorise by-catch). Opportunities have been identified for (Dutch) entrepreneurs and experts with (technical and IT) solutions for food waste: think of smart apps for farmers, equipment (cooling, processing, packaging), logistical expertise for setting up cold chains, good soil management (prevention, making plants more robust), and training farmers.

**Safer, healthier and organic food**

Pesticide use in Sri Lanka appears to be relatively high. There are regional regulations for agricultural chemicals and fertilizers in north and north-western coastal areas. In addition, soil salination is a problem in the coastal areas of Sri Lanka, due to the uncontrolled abstraction of groundwater for agricultural use (leading to the intrusion of brackish water). These issues indicate that there are opportunities for (Dutch) entrepreneurs and experts in Integrated Pest Management (IPM), good soil management (prevention, making plants more robust), and other (biological) solutions.

**Valorisation of post-harvest waste/biomass**

Various Sri Lankan companies see opportunities for valorising post-harvest waste, such as the coffee cherry and bagasse. Expertise and turn-key technical solutions are needed, as well as training for farmers.

With the help of a format, the roundtable participants identified opportunities for collaboration for themselves, and for the creation of new sustainable business between Sri Lanka and The Netherlands, which can be explored more in-depth in the networks of CSR Sri Lanka and CSR Netherlands:

<table>
<thead>
<tr>
<th>Which opportunities do you see for your company?</th>
<th>Which steps needed?</th>
<th>Which stakeholders needed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wano Café (Natural Coffee)</td>
<td></td>
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<tr>
<td>Valorising waste coffee cherry (60%)</td>
<td>Production facility to make products out of pulp/skins</td>
<td>Entrepreneur / start-up to start production</td>
</tr>
<tr>
<td>Growing coffee in the rainforest area</td>
<td>Plants, land, investment</td>
<td>Farmers</td>
</tr>
<tr>
<td>Lankan Ceylon</td>
<td>Standards / agents &amp; contacts</td>
<td>Tour agents</td>
</tr>
<tr>
<td>Export of spices (a.o. pepper)</td>
<td>Buyers / specifications</td>
<td></td>
</tr>
<tr>
<td>Valorising post harvest waste</td>
<td>Technology</td>
<td>Machinery suppliers</td>
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<tr>
<td>Ellawala Horticulture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organic agriculture, safer produce</td>
<td>Organic certification; biological solutions: fertilizer, pesticides, fungicides</td>
<td>Organic input supplier - knowledge in organic agriculture practices</td>
</tr>
<tr>
<td>Plant propagation, better quality planting material</td>
<td>- increase productivity</td>
<td>- technology provider - tissue culture expertise</td>
</tr>
<tr>
<td>Better land utilisation</td>
<td>Test higher density growing models</td>
<td>- input suppliers - soil testing &amp; expertise precision agriculture</td>
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<tr>
<td>Hayleys Agriculture Holdings</td>
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<td></td>
</tr>
<tr>
<td>Export of dehydrated fruits &amp; veggies</td>
<td>- setting up grower / supplier</td>
<td>technical collaboration</td>
</tr>
<tr>
<td>Cultivation &amp; export of organic / natural super foods (health-nutrition concerns)</td>
<td>- trials of shortlisted new crops - outgrower networks - technical/financial feasibility</td>
<td>- technology provider - market access / partners / brands</td>
</tr>
</tbody>
</table>
4.3 Field visits
The CSR Netherlands team visited two major Sri Lankan agrifood companies: Hayleys Agriculture Holdings and Lanka Sugar. The prevalent drought in some of Sri Lanka’s largest agricultural regions has rendered farmers unable to harvest crops for almost three consecutive years. For companies such as Hayleys and Lanka Sugar, access to new technology and cooperation with other MNCs and governments is necessary to create alternative methods for farming. The ‘circular’ focal points mentioned in paragraph 4.2.1 tend to be a good approach in order to reduce the cost of production, and increase the income of the company, chain partners and producers.

4.4 Roundtable The Netherlands
During the roundtable meeting that took place on the 10th of April, several organisations that are active in the Dutch agrifood sector and have a business relation with Sri Lanka participated. Together with these organisations, the identified business opportunities were discussed. The organisations that participated (as well as a broader range of agrifood partners of CSR Netherlands that were not able to participate in the roundtable) see opportunities to contribute to the three main business opportunities mentioned in paragraph 4.2 (food loss, healthy food, valorising residues/biomass).

Various ideas for next steps were formulated:
- Offering tailor-made expertise on valorising residues in sugar cane, F&V (banana leafs) and the coffee sector: biogas/ethanol production, cattle feed and high-value valorisation;
- Introduce smart farming technologies (predictive models/disease management) to lower agrochemical usage, involving producers, technology providers and financing;
- Improving fumigation methods: introducing controlled atmosphere methods in partnership with the government and industry (existing regulations tend to provoke this);
- Stimulating sustainable cooperation between Sri Lankan companies in agrifood, tourism, and textiles. For instance: (Dutch) tourism operators/hotels stimulate purchasing and branding of sustainable Sri Lankan food (fewer residues, etc.) and circular textiles for bedding (made, for example, from banana leafs).
Developing/applying an online information system in order to better match supply and demand on the three themes. For example: Who can make use of waste as an input?

4.5 Business opportunities

The main collective ‘circular’ business opportunities are (see also paragraph 4.2):

- Diminishing post-harvest losses
- Safer, healthier and organic food
- Valorisation of post-harvest waste/biomass
5. Tourism

Greener Sri Lanka

5.1 Preparatory interviews with Dutch stakeholders

Tourism numbers in Sri Lanka have been rising sharply over the last decade:
- 2 million arrivals in 2016, which is an increase of 14% over 2015;
- foreign exchange earnings increased by 18% from 2015 to 2016;
- the tourism sector is the third main source of Foreign Exchange (14%);
- visitors from Asia were the main source of tourism to Sri Lanka in 2016, and Western Europe was at the second place with a share of 31%.

Sri Lanka's rising reputation as an attractive destination has not been unnoticed by Dutch tour operators. More and more tour operators offer holidays to Sri Lanka and the number of Dutch tourists visiting the island is growing.

Part of CSR Netherlands is the CSR Tourism Network. Within this network organisations concerned with the sustainable development of tourism gather. Dutch tour operators which are part of this network have been consulted about their activities in Sri Lanka. They see the growing popularity of the destination. The tour operators have been asked to share contact details of their Destination Management Company in Sri Lanka, so these local organisations could be invited to participate in the round table meeting.

One of these tour operators (Paulien van der Geest, Footprint Travel) was actively involved in the preparations of the SIB scan and contributed during the roundtable in Colombo.

A preparatory talk took place with the Centre for the Promotion of Imports from developing countries (CBI, Jeanette Scherpenzeel). CBI has been involved in establishing a local sustainability network for tour operators to give coaching to local companies following the Travelife method. Travelife is a training, management and certification initiative for tourism companies committed to reach sustainability. Travelife is also a certification scheme for hotels and accommodations to manage and improve their social and environmental performance. About 24 hotels in Sri Lanka are Travelife Certified. Companies that have been involved in the CBI activities in the past have been invited to the round table.
PWC (The Netherlands) is working on a pilot for building a sustainable technology-enabled infrastructure for eco-tourism tax in Sri Lanka. The idea of the pilot is to create a sustainable tax income stream to be used exclusively for eco-tourism development purposes by labeling the tax income via smart contracts in the Blockchain system. It was discussed with PWC if there are opportunities for synergy between the activities. The idea of introducing an eco tax has been discussed during the round table discussion.

Furthermore, the potential of the Dutch period museum was explored with The Cultural Heritage Agency (Rijksdienst voor Cultureel Erfgoed). The museum needs an impulse for maintenance of the classic building and to develop the Pettah area in Colombo. It would be desirable to explore business opportunities with private parties and investors from the Sri Lanka tourism sector whether this can become a public private partnership together with local government (MegaPolis policy) and The Cultural Heritage Agency.

5.2 Roundtable Sri Lanka

On February 20th, 2017, the round table meeting for tourism companies was held in Colombo. It was organised in close cooperation with CSR Sri Lanka and The Netherlands embassy in Sri Lanka. For an overview of the participants, see Appendix 7.

The round table meeting on tourism in Sri Lanka was mainly attended by larger companies and tour operators. As mentioned, the Dutch team of CSR Netherlands was supported by Paulien van der Geest, Director of the Dutch smallscale and sustainable tour operator ‘Footprint Travel’.

During the discussion, several topics were discussed. CSR Risks in the sector were addressed. Discussed was how positive impacts could be enlarged and negative impacts could be diminished. Topics that came to the table were violation of human rights (such as child exploitation, orphanage tourism, sex tourism), waste, shortage of water, dispute over landuse and overcrowding. Various best practices from other countries like Bali, Indonesia were discussed.

In a more local context, elephant rides – which has come under heavy criticism – were addressed. Although it is a major source of income for the providers, it was stated that income could still be generated through conservation efforts, such as the case of the Pinnawela Elephant Orphanage, and through offering authentic and culturally sensitive experience. Tour operator can improve the awareness of the harm elephant riding can do and take their responsibility in animal welfare.

Realised was that there are many challenges in the sector. The lack of planning, large-scale (Chinese) investments and the growing waste problem were mentioned as the most pressing ones.

At the request of the The Cultural Heritage Agency the conservation of Dutch Heritage Sites was discussed. Although there are some good examples of Dutch Heritage Sites with a touristic destination, like the Dutch Hospital in Colombo which is nowadays a hip and lively food court, the participants didn’t see many opportunities there.

The idea for the pilot concerning building a sustainable technology-enabled infrastructure for eco-tourism tax PWC is working on was brought to the table. Although in theory the participants thought it was a good idea, there were serious doubts about the feasibility of implementing such a tax system because of the high levels of corruption in Sri Lanka.

The following opportunities for the tourism sector derived:
- Develop Sri Lanka as a sustainable tourism hotspot and 'zero waste' destination. This requires regional cooperation for waste management and a joint recycling plant. An example is ‘Greener Galle’. The design for waste-free Bali, on which CSR Netherlands is working, can be replicated to a pilot region in Sri Lanka. The Asian Development Bank was interested in this. Also, the implementation and strengthening of solar energy was viewed as a necessity in order to provide a truly 'green' experience.
- The country is suitable for high-end branding and the development of small-scale, rural and authentic eco-tourism. It seems like the tourism development is not going into that direction and the government is betting on the development of large scale hotels and resorts. There is little tourism planning. The Chinese are increasingly investing in large scale and high-rise tourism. A development which is not attractive for Western tourists.
- The lack of woman working within the tourism industry (eg. as guides) was explicitly on the table. The sector is dominated by male workers, while women can have enormous added value for the staff shortage and the quality of the services provided. It is not possible to work part-time in Sri Lanka, which does not promote women's integration. Now, the Pacific Asia Travel Association (PATA) is advocating for increased gender equality in the travel and tourism industry in Sri Lanka.

5.3 Field visits

The team of CSR Netherlands visited Dutch Heritage sites (several forts, the Dutch Hospital), the mountains and the Southwest coastal zone. Besides the beauty of the country, it struck mind that there is a lot of (plastic) waste on the beaches and seemingly little attention for tourism planning and zoning.
5.4 Roundtable The Netherlands

During the round table meeting which took place on the 10th of April, several organisations active in the Dutch tourism sector, and having a business relation with Sri Lanka, participated. Together with these organization the identified business cases were discussed.

The organisations participating see an opportunity for Sri Lanka to develop tourism ‘first time right’. What is meant by this is that now tourism is about to grow rapidly in Sri Lanka, the tourism development should be organised in such a way the destination is preserved for the long term and not exploited on the short term. For example, goals concerning growth in tourism should not be set by the numbers of foreign tourists visiting the country, but by expenditure per tourist. Instead of investing in big hotels, Sri Lanka could choose to develop authentic, smaller scale tourism to focus more on the high-end market. Offering authentic tourism matches the needs of European tourists.

It is an opportunity for Sri Lanka to learn from the development of other destinations and to make sure same mistakes are not being made.

A topic that has the concern of the Dutch tourism industry is plastics polluting holiday destinations. It is an issue the Dutch tour operator would like to tackle because the plastic pollution is also becoming a threat to Sri Lanka as a holiday destination. In cooperation with their suppliers in Sri Lanka, Dutch tour operators are interested to reduce the use of single use plastics in the tourism industry. Some good examples in Sri Lanka, like Greener Galle, already exist. It would be of interest to see how these good examples can be replicated to other areas in Sri Lanka and how awareness can be raised, by Sri Lankans and tourist, to reduce the use of single use plastics.

Several Dutch tour operators are already working together in a pilot concerning the reduction of single use plastics from the tourism industry in Bali. If successful, this pilot could be replicated to Sri Lanka.

Besides reducing the use of plastics, business cases showing the value of plastics should be created. Examples showing how plastics can be used in a circular model can be piloted in Sri Lanka showing how this ‘waste’ can become a new, valuable product.

By creating successful pilots in the development of authentic tourism and pilots to reduce the use of single use plastics, an example can be set which can be replicated by other areas in Sri Lanka.

5.5 Business opportunities

The three main business opportunities derived from the roundtables are:

1. Sri Lanka as a ‘zero waste’ tourist destination! This requires regional cooperation for waste management and a joint recycling plant.
2. The country is very suitable for high-end branding and small-scale, rural and authentic eco-tourism. There are several pro-active sustainable touroperators active in Sri Lanka who might be willing to participate in business development trajectories, like Aitken Spence, Greener Galle, Khiri, Eco Team, Grashopper Adventures, Walkers Tours, Jetwing, Travelankatours, H.O.T. Tourism, Best of Lanka and many others.
3. The deployment of women in the tourism industry (eg as guides) can be an enormous added value in the positioning of this tourist destination.
6. Next steps

As a conclusion of the Sustainable and Inclusive Business Scan, three important next steps that can be taken:

- CSR Sri Lanka implements their new, proactive role in building ‘coalitions of the willing’ and deepens the three main sustainable business opportunities as derived out of the first roundtable with their members. CSR Netherlands supports CSR Sri Lanka in exploring this new actionbased role (capacity building);
- CSR Netherlands aligns Sri Lankan and Dutch allies – one on one basis (matchmaking based on concrete challenges derived from the roundtable in Sri Lanka);
- CSR Netherlands and CSR Lanka will explore the feasibility for a cross sectoral (agricultural, textile and tourism) waste management program in Sri Lanka, in close cooperation with Dutch experts and entrepreneurs, the Dutch embassy in Sri Lanka and the Asian Development Bank.

Within the international program of CSR Netherlands, which aims to support Dutch companies by doing fair and sustainable business in developing and emerging economies, CSR Netherlands has the capacity to further develop the identified business cases and support CSR Lanka in their next steps.
APPENDIX 1

Programme visit Sri Lanka

February 19th, 2018:
• 0900-1000HRS: 1 ON 1 discussion with Ms. Shanaaz, Director - Go Beyond Program & Women’s Advocacy, MAS Holdings at MAS CAPITAL (PVT) LTD, 10th Floor, Aitken Spence Tower II | 315, Vauxhall Street, Colombo 02.
• 1100-1200HRS meeting with Eva van Woersem, Deputy Head of Mission, Counsellor of the Embassy of the Kingdom of The Netherlands, location: Dutch Embassy.
• 1430HRS – 1730HRS: Agriculture Sector Roundtable Discussion at Galle Face Hotel
• 1800HRS – 1930HRS: Dinner meeting with Paulien van der Geest (Footprint Travel)

February 20th, 2018:
• 0830HRS – 1130HRS: Hospitality Sector Roundtable Discussion at Galle Face Hotel
• 1300HRS – 1400HRS: 1 ON 1 discussion with Mr. Iresha Somaratne, Head of Environment Engineering, Brandix Lanka (Pvt) Ltd at Galle Face Hotel
• 1430HRS – 1730HRS: Apparel Sector Roundtable Discussion at Galle Face Hotel

February 21st, 2018:
• 0830HRS-1130HRS: Other Sector Expert Group Roundtable Discussion at Galle Face Hotel
• 1200HRS-1600HRS: A field visit to SME garment factory in Horana – Assisted by Thilina Premjayantha, CSR Sri Lanka
• 1700HRS-1900HRS: Reception with Dutch network at the residency of the Dutch ambassador, Colombo

February 22nd, 2018:
• 0830HRS-1130HRS: SME Workshop at Lakshman Kadirgamar Institute, Colombo 7
• 1300HRS-1400HRS: 1 ON 1 discussion with Mr. Ravi De Silva, Consultant for Social and Environmental Management at Aitken Spence Hotels and for Corporate Sustainability at Aitken Spence PLC and a project advisory committee member at CSR Sri Lanka.
• 1500HRS-1600HRS: 1 ON 1 discussion with Mr. Rizvi Zaheed, Managing Director, Hayleys Agriculture Holdings Limited at Hayleys Office.

February 23rd, 2018:
• 1000HRS – 1100HRS: Meeting Eva van Woersem, Deputy Head of Mission, Counsellor of the Embassy of the Kingdom of The Netherlands, location: Embassy
• 1115HRS - : Field visit Lanka Sugar Ltd, Pelwatte

February 24th, 2018:
• Afternoon: Return from field visit Pelwatte
• 2000HRS – 2100HRS: 1 ON 1 discussion with Raga of ZOA Sri Lanka (NGO), Taj Samudra
2.1 Sri Lanka - general

The CSR Risk Check has been used to get an insight into the Corporate Social Responsibility-risks in Sri Lanka. The CSR risks described in this section are apparent in all of the three economic sectors studied in Sri Lanka. In the following sub-chapters, the specific (additional) risks per sector are elaborated upon.

Corruption

The risk of corruption in Sri Lanka is high. It scores 36 on a scale from 0 (highly corrupt) to 100 (very clean) in the Corruption Perceptions Index. The level of corruption is alarmingly high in public procurement.

Government influence

Sri Lanka’s 26-year civil war ended in 2009. According to the Freedom House Country List, the country has an oppressive regime with regard to political rights and civil liberties. Press freedom is severely limited.

Trade union rights

Trade union rights are regularly violated in Sri Lanka, especially in Export Processing Zones. Governments and/or companies regularly interfere in collective labour rights, or fail to fully guarantee important aspects of these rights. Sri Lanka scores a 3 in the ITUC Global Rights Index (scale 1-5) for freedom of association and workers’ rights.

Besides these CSR risks that apply to Bangladesh generally, there are also issues that are specific to the investigated sectors. These are discussed below.

2.2 CSR risks textile industry

Workers’ safety and health

The textile industry is a high-risk sector for occupational health, mainly due to exposure to hazardous chemicals. In Sri Lanka, government efforts to enforce health and safety standards are inadequate (in general), according to the US Country report on human right practices.

Living wage

The garment industry in Southeast Asia is renowned for low wages, excessive overtime work and poor working conditions. The Clean Clothes Campaign calculated that in Sri Lanka, the minimum wage is only 19% of what a living wage would be. This means that a minimum wage does not provide for the basic needs of an average family.

Water pollution

An estimated 17 to 20% of global industrial water pollution comes from textile dyeing and treatment. In many producing countries, effluent is released into freshwater sources without treatment. This effluent may contain substances hazardous to human health or do irreversible damage to the environment.

2.3 CSR risks agri-food

Agrochemicals

In the northern and north-western coastal areas of Sri Lanka, excessive groundwater concentrations of iron and nitrates have been reported, caused by agrochemicals and fertilizers. Agrochemical use also threatens biodiversity and forms an occupational health risk for farmers.
Child labour
Most child labour in Sri Lanka occurs in the agricultural sector, according to the US Country report on human rights practices.

Soil salination
Soil salination is a problem in the coastal areas of Sri Lanka, due to the uncontrolled abstraction of groundwater for agricultural use (leading to the intrusion of brackish water).

Living income
Agricultural workers are excluded from having trade union rights in Sri Lanka, according to ITUC. Moreover, small-scale farmers often struggle to receive a fair price for their products due to lack of market knowledge or lack of power regarding large wholesalers and retailers.

2.4 CSR risks tourism industry

Impact on local communities
In the regions of Kuchchaveli, Passikudah and Kalpitiya, where tourism was boosted in the wake of the civil war, the local population has been negatively affected. Communities were not consulted on the planning of tourism projects. Hotels and resorts block access to the sea, thus encroaching on the livelihood of local fishermen. Only a small part of the local population is able to make a living from tourism, as the majority of hotel employees come from other Sri Lankan regions. Public facilities have had to make way for tourism projects. Moreover, there are cases of land expropriation and forced resettlements due to the building of hotels or tourist complexes in the touristic areas of Sri Lanka.

Military influence
The army, navy and air force of Sri Lanka have been reported to spend part of their budget on opening hotels and offering tourist activities. This competes with the local population for an important source of income. Besides, there is a lack of transparency regarding the use of the profits made from this tourism business owned by the military.

(Child) labour exploitation
Sex tourism exists in the coastal regions of Sri Lanka. There are strong signals that children (especially boys) are exploited.

Cruise ships
3.1 Invitation for business roundtables in Colombo

18th January 2018

[Name & Address]

Dear Sir / Madam,

Invitation for Roundtable Discussion: “Sustainable & Inclusive Businesses between the Netherlands and Sri Lanka”

MVO Nederland (CSR Netherlands) and CSR Sri Lanka cordially invite you to participate in a Roundtable discussion on Sustainable and Inclusive Business in Sri Lanka in the Agriculture, Tourism and Apparel sector. The purpose of the roundtable session is to identify sustainable business opportunities and to improve sustainable and inclusive business practices and relations between Dutch and Sri Lankan companies in the Agriculture, Garment and Tourism sector. The round table discussion will be hosted by experts Gerard Teuling and Michiel Van Yperen from CSR Netherlands and experts of CSR Lanka. The discussions will be held at Galle Face 1 (Conference Centre), Galle Face Hotel, Colombo 03 as stated below.

The Scheduled dates and times of the Roundtable Discussions are as presented below.

- Agriculture Sector: 19th February 2.30 to 5.30 PM
- Tourism Sector: 20th February 8.30 to 11.30 AM
- Apparel Sector: 20th February 2.30 to 5.30 PM
- Other Sector Expert Group: 21st February 8.30 to 11.30 AM

Your date and time will be ………………………………….

After the scan, CSR Netherlands and CSR Sri Lanka will facilitate match making between Dutch and Sri Lankan companies, to bring sustainable business opportunities into practice. The embassy of Netherlands, Sri Lanka is sponsoring the roundtables and supports sustainable business engagements.

As a leader in the …………………… sector, we most welcome participation by the CEO, Managing Director or relevant Director in your company/organization for a well-informed discussion.

Thanking you,
Sincerely,

Chandula Abeywickrema
Chairman
CSR Sri Lanka

3.2 Set-up of the roundtables in Colombo

- Introduction into CSR NL: Definition into organizational context, roles and responsibilities, etc.
- Introduction Round: Participants introduce themselves and their companies, posed their questions and state what they hope to achieve through the discussion.
- Analysis into developments and trends in CSR, Agriculture, Tourism and Textiles, as well as global case studies and available opportunities.
- Interactive workshop: Conducting a Sustainable and Inclusive Business scan with the participants, looking towards the next step in terms of collaboration within the group as well as externally (see format).
• Following a short networking interval, participants divided into groups in order to have a discussion and address the following:
  Which trends and developments on CSR/RB do you expect in the next years?
  Which of these developments is going to affect your business in the coming 3 years?
  How do you make CSR part of your core business?
  Which opportunities do you see for your company?
  Which steps do you need to make it happen?
  Which partners/experts/stakeholders do you need? And what is their role?
• Plenary feedback and wrap-up.

3.3 Set-up for the business roundtables in Utrecht

• Introduction and welcome
• Introduction to the SIB scan and International CSR program
• Plenary feedback of the mission and main findings on risks and opportunities
• Introduction of CSR Sri Lanka (short movie)
• Introduction of the 9 business leads
• Introduction of RVO

• 3 break-out sessions per sector
• Inventory of interest in doing business with Sri Lanka
• Discussion of the businesscases per sector and first actionplanning

• Plenary feedback of the sector discussions
• Identification of cross-sectoral leads and wrap-up
Background on textiles

Textiles market overview

The export oriented production of clothing (readymade garments) began in Sri Lanka in the 1970s and expanded rapidly after the liberalization of the economy in 1977. By 1992, the garment industry had become the largest foreign exchange earner in the country (US$400Mn) overtaking the tea industry. Apparel manufacturers comprise nearly 90% of the textile sector in Sri Lanka. They produce a wide range of international branded clothing such as Victoria’s Secret, Liz Claiborne, Pierre Cardin, Nike, Gap etc. Most apparel projects operate in the Western Province. As there are emerging constraints in the Western Province, opportunities for apparel factories are available in emerging areas where enough employment is available, including the Northern Province.

Annual exports (US$ Million)

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<tbody>
<tr>
<td>Textiles</td>
<td>123.4</td>
<td>146.0</td>
<td>153.9</td>
<td>186.4</td>
<td>182.8</td>
<td>191.0</td>
<td>200.2</td>
</tr>
<tr>
<td>Other made up textile articles</td>
<td>54.2</td>
<td>59.5</td>
<td>52.9</td>
<td>57.0</td>
<td>64.9</td>
<td>73.6</td>
<td>81.1</td>
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</table>

Main stakeholders

<table>
<thead>
<tr>
<th>Corporates</th>
<th>MAS Holdings, Brandix Lanka, Hirdaramani Garments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEs, Micro Enterprises</td>
<td>(many)</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>Department of Industries and Commerce, BOI</td>
</tr>
<tr>
<td>Policy Makers</td>
<td>Ministry of Finance, Ministry of National Policies and Economic Affairs</td>
</tr>
<tr>
<td>Markets</td>
<td>Amante, Victoria Secret</td>
</tr>
<tr>
<td>Consumers</td>
<td>Local and International consumers</td>
</tr>
<tr>
<td>Input Suppliers/ Service Providers</td>
<td>MAS Holdings, Brandix Lanka have their inputs</td>
</tr>
<tr>
<td>Exporters</td>
<td>Victoria Secret</td>
</tr>
<tr>
<td>Associates</td>
<td>Joint Apparel Association Forum Sri Lanka (Jaafsl)</td>
</tr>
</tbody>
</table>

APPENDIX 4

Sources: Sri Lanka Customs, Central Bank of Sri Lanka

Data for 2016 are provisional

2 http://www.investsrilanka.com/key_sector/apparel/apparel_overview
3 Sources: Sri Lanka Customs, Central Bank of Sri Lanka
Background on agri-food

Agri-food market overview

The agriculture sector is the cornerstone of Sri Lanka’s economy. With more than 70% of the population living in rural areas depending on agriculture for their livelihoods, this sector contributes to about 18% of the Gross Domestic Product (GDP) and 30% of the employment. The agricultural productivity has remained relatively stable, except for rice, which has reached near self sufficiency in the recent years. Interest in ecological agriculture seems to be increasing, as an eco-agriculture cooperation agreement has recently been signed between Chinese and Sri Lankan institutions.

Annual exports (US$ Million)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural exports</td>
<td>2.306,4</td>
<td>2.527,8</td>
<td>2.331,5</td>
<td>2.581,1</td>
<td>2.793,9</td>
<td>2.481,5</td>
<td>2.326,1</td>
</tr>
<tr>
<td>Tea</td>
<td>1.440,6</td>
<td>1.490,9</td>
<td>1.411,9</td>
<td>1.542,2</td>
<td>1.628,3</td>
<td>1.340,5</td>
<td>1.269,0</td>
</tr>
<tr>
<td>Rubber</td>
<td>173,2</td>
<td>206,4</td>
<td>125,1</td>
<td>71,3</td>
<td>45,3</td>
<td>26,1</td>
<td>32,7</td>
</tr>
<tr>
<td>Coconut</td>
<td>165,8</td>
<td>266,0</td>
<td>208,9</td>
<td>204,6</td>
<td>356,4</td>
<td>351,7</td>
<td>366,0</td>
</tr>
<tr>
<td>Kernel products</td>
<td>54,9</td>
<td>136,7</td>
<td>79,7</td>
<td>85,8</td>
<td>214,3</td>
<td>221,7</td>
<td>216,1</td>
</tr>
<tr>
<td>Other</td>
<td>110,9</td>
<td>129,3</td>
<td>129,2</td>
<td>118,9</td>
<td>142,1</td>
<td>130,0</td>
<td>149,9</td>
</tr>
<tr>
<td>Spices</td>
<td>207,3</td>
<td>235,2</td>
<td>256,1</td>
<td>355,4</td>
<td>264,6</td>
<td>377,4</td>
<td>317,1</td>
</tr>
<tr>
<td>Vegetables</td>
<td>23,4</td>
<td>16,9</td>
<td>13,3</td>
<td>24,9</td>
<td>40,1</td>
<td>30,5</td>
<td>26,5</td>
</tr>
<tr>
<td>Unmanufactured tobacco</td>
<td>32,2</td>
<td>38,4</td>
<td>42,2</td>
<td>47,6</td>
<td>41,3</td>
<td>31,8</td>
<td>31,2</td>
</tr>
<tr>
<td>Minor agricultural products</td>
<td>71,6</td>
<td>88,7</td>
<td>76,0</td>
<td>101,3</td>
<td>165,2</td>
<td>160,4</td>
<td>114,1</td>
</tr>
<tr>
<td>Sea Food</td>
<td>192,2</td>
<td>185,3</td>
<td>198,0</td>
<td>233,7</td>
<td>252,7</td>
<td>163,1</td>
<td>169,6</td>
</tr>
</tbody>
</table>

Sources: Sri Lanka Customs, Central Bank of Sri Lanka

Data for 2016 are provisional.
Agriculture policy in Sri Lanka

Goals and Objectives:

- Increase domestic agricultural production to ensure food and nutrition security of the nation.
- Enhance agricultural productivity and ensure sustainable growth.
- Maximize benefits and minimize adverse effects of globalization on domestic and export agriculture.
- Adopt productive farming systems and improved agro-technologies with a view to reduce the unit cost of production and increase profits.
- Adoption of technologies in farming that is environmentally friendly and harmless to health.
- Promote agro-based industries and increase employment opportunities.
- Enhance the income and the living standard of farming community.

Main stakeholders

<table>
<thead>
<tr>
<th>Corporates</th>
<th>CIC, Hayles, Cargills, Dairy Companies in Sri Lanka</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEs, Micro Enterprises</td>
<td>(many)</td>
</tr>
<tr>
<td>Farmers’ Organisations</td>
<td>(many)</td>
</tr>
<tr>
<td>NGOs/INGOS</td>
<td>WUSC, Sarwodaya, Oxfam</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>Department of Agriculture, Agrarian Services Department, Mahaweli Authority of Sri Lanka, Irrigation Department, Irrigation Management Department, Board of Investment (BOI)</td>
</tr>
<tr>
<td>Intermediaries</td>
<td>Brokers</td>
</tr>
<tr>
<td>Policy Makers</td>
<td>Ministry of Agriculture, Ministry of Sustainable Development, Ministry of Environment</td>
</tr>
<tr>
<td>Donors/AID Agencies</td>
<td>World Bank, ADB, JAICA, WFP, USAID, FAO</td>
</tr>
<tr>
<td>Research Bodies</td>
<td>Hector Kobbekaduwa Agrarian Research and Training Institute, Institute of Policy Studies</td>
</tr>
<tr>
<td>Markets</td>
<td>Dambulla, Ambilipitiya, Meegoda, Colombo Mannin Market, Supermarkets: Cargills, Keels, Arpico, Laugfs</td>
</tr>
<tr>
<td>Input Suppliers/Service Providers</td>
<td>Hayles, CIC, Cargills, Bayer</td>
</tr>
<tr>
<td>Associates</td>
<td>NAC</td>
</tr>
</tbody>
</table>

Tourism market overview

Tourism in Sri Lanka has surged to a new limit of over 2 million (2,050,832) arrivals in 2016, which is an increase of 14.0 per cent over 2015. Tourism numbers have been rising sharply over the last decade, as it was only in 2012 when the boundary of 1 million visitors was hit. The foreign exchange earnings increased by 18.05 per cent from 2015 to 2016, amounting to US$ 3,518.5 million. With this, the tourism sector is the third main source of Foreign Exchange of the Sri Lankan economy (14.2 per cent), after ‘Foreign Remittances’ and ‘Textiles and Garments’. Visitors from Asia were the main source of Tourism to Sri Lanka in 2016, and Western Europe was at the second place with a share of 31.4 per cent. Tourists spent an average of US$ 168.2 per day in 2016.

Main stakeholders

| Corporates | John Keels, Hayles, Aitken Spence, Galle Face Hotels, Hilton Colombo |
| SMEs, Micro Enterprises | (many) |
| Government Agencies | Sri Lanka Tourism Development Authority, Sri Lanka Tourism Promotion Bureau, Board of Investment (BOI) |
| Policy Makers | Ministry of Tourism, Ministry of Sustainable Development, Ministry of Environment |
| Donors/AID Agencies | JAICA |
| Markets | All Over, Digital Platforms: Trip Advisor, Booking.com |
| Consumers | Local and international tourists |
| Input Suppliers/Service Providers | Local suppliers, Tour Guides, Transporters, Tour Operators, Travel Operators, Digital Platforms |
| Associates | Hotel Associations Sri Lanka, Chef Guilds Sri Lanka, Sri Lanka National Guide Associate |

APPENDIX 7

List of contributing companies

7.1 Textiles

7.1.1 Companies visited (SL)

MAS Holdings, MAS CAPITAL (PVT) LTD, Colombo
Gali’s (garment factory), Horana

7.1.2 Participants roundtable (SL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embassy of The Netherlands</td>
<td>Mahesh Wijewardene</td>
</tr>
<tr>
<td>Embassy of The Netherlands</td>
<td>Eva van Woersem</td>
</tr>
<tr>
<td>Ceylon Knit Trend (Pvt) Ltd</td>
<td>Sam van Leeuwen</td>
</tr>
<tr>
<td>Timex Garments</td>
<td>Chamila Senarathna</td>
</tr>
<tr>
<td>Gali’s Lingerie (Pvt) Ltd</td>
<td>Nawass Mubarak</td>
</tr>
<tr>
<td>Quantum</td>
<td>Asela Ekanayake</td>
</tr>
<tr>
<td>Brandix</td>
<td>Stanley Wijsinghe</td>
</tr>
<tr>
<td>Trendywear Ltd</td>
<td>Naadia Buhary</td>
</tr>
<tr>
<td></td>
<td>Aruna Ratnayake</td>
</tr>
</tbody>
</table>

7.1.3 Participants roundtable (NL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Oostinjen BV</td>
<td>B. Oostinjen</td>
</tr>
<tr>
<td>Groenendijk Bedrijfskleding BV</td>
<td>Marien Groenendijk</td>
</tr>
<tr>
<td>Khanem Fashion</td>
<td>Shapol Majid</td>
</tr>
<tr>
<td>Modint</td>
<td>Peter Koppert</td>
</tr>
<tr>
<td>Plan Nederland</td>
<td>Davina Verkuyl-Feeléus</td>
</tr>
</tbody>
</table>

7.2 Agri-food

7.2.1 Companies visited (SL)

Hayleys Agriculture Holdings Limited, at Hayleys Office, Colombo
Lanka Sugar Ltd, Pelwatte Factory

7.2.2 Participants roundtable (SL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Sri Lanka</td>
<td>Chandula Abeywickreme</td>
</tr>
<tr>
<td></td>
<td>Rizvi Zaheed</td>
</tr>
<tr>
<td></td>
<td>Keerthi Kotagama</td>
</tr>
<tr>
<td></td>
<td>Mahesh Wijewardene</td>
</tr>
<tr>
<td></td>
<td>Eva van Woersem</td>
</tr>
<tr>
<td></td>
<td>Sam van Leeuwen</td>
</tr>
<tr>
<td></td>
<td>Sadhana Mohan</td>
</tr>
<tr>
<td></td>
<td>Buddh Marambe</td>
</tr>
<tr>
<td></td>
<td>Navrin Achkara</td>
</tr>
<tr>
<td></td>
<td>Tonjir Sherifssken</td>
</tr>
<tr>
<td>Nidro Supply (Pvt) Ltd</td>
<td>Dawn Austin</td>
</tr>
<tr>
<td>Agro Culture Trends (Pvt) Ltd</td>
<td>Aruna Weerakoon</td>
</tr>
<tr>
<td>CBL Agroprocessort (Pvt) Ltd</td>
<td>J. D. J. Abeysekara</td>
</tr>
<tr>
<td>Ellawala Horticulture (Pvt) Ltd</td>
<td>Suresh Ellawala</td>
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</table>
7.2.3 Participants roundtable (NL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acomo</td>
<td>Aldert van de Kamp</td>
</tr>
<tr>
<td>AgriQuest</td>
<td>Foluke Quist-Wessel</td>
</tr>
<tr>
<td>Freelance dienerarts</td>
<td>Lindsay Van de Ven</td>
</tr>
<tr>
<td>Intercultural communication BV</td>
<td>Eleonore Breukel</td>
</tr>
<tr>
<td>Koolvis.studio</td>
<td>Peter van Beelen</td>
</tr>
<tr>
<td>Trimpack B.V.</td>
<td>Niek van Duivenbooden</td>
</tr>
<tr>
<td>Zylyon International B.V.</td>
<td>Dilip Tambryrajah</td>
</tr>
</tbody>
</table>

7.3 Tourism

7.3.1 Participants roundtable (SL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aitken Spence</td>
<td>Rizvi Zaheed</td>
</tr>
<tr>
<td>Aitken Spence</td>
<td>Rishard Preena</td>
</tr>
<tr>
<td>Ceylon Hotel Corporation</td>
<td>Saithi Weijenayake</td>
</tr>
<tr>
<td>Jetwing Travels</td>
<td>Chethiya Perera</td>
</tr>
<tr>
<td>WUSC/Uniterra</td>
<td>Sashika Kaluwarahena</td>
</tr>
<tr>
<td>Browns Hotels and Resorts, LOLC Group</td>
<td>Harshana Samarajeane</td>
</tr>
<tr>
<td>ASMET</td>
<td>Ajit Jayemanne</td>
</tr>
<tr>
<td>ASMET</td>
<td>Rohan Abeywickrema</td>
</tr>
<tr>
<td>RTP</td>
<td>M. B. Jayarathna</td>
</tr>
<tr>
<td></td>
<td>Prebudda Jayasinghe</td>
</tr>
<tr>
<td></td>
<td>Nishad Wijetange</td>
</tr>
</tbody>
</table>

7.3.2 Participants roundtable (NL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANVR</td>
<td>Gerben Hardeman</td>
</tr>
<tr>
<td>CBI</td>
<td>Jeanette Scherpenzeel</td>
</tr>
<tr>
<td>Footprint Travel</td>
<td>Paulien van der Geest</td>
</tr>
<tr>
<td>FOX</td>
<td>Marjolijn van Driel</td>
</tr>
<tr>
<td></td>
<td>Arjan Klein</td>
</tr>
<tr>
<td></td>
<td>Aude Diepenhorst</td>
</tr>
<tr>
<td></td>
<td>Eric Miers</td>
</tr>
<tr>
<td></td>
<td>Aimee Smits</td>
</tr>
<tr>
<td></td>
<td>Christian Lieverse</td>
</tr>
</tbody>
</table>

7.4 Participants expert group roundtable (SL)

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Sri Lanka, Singer</td>
<td>Mahesh Wijewardene</td>
</tr>
<tr>
<td>CSR Sri Lanka, Standard Chartered Bank</td>
<td>Sanjeeewani Ranasinghe de Silva</td>
</tr>
<tr>
<td>Embassy of The Netherlands</td>
<td>Sam van Leeuwen</td>
</tr>
<tr>
<td>USAID</td>
<td>Anna de Silva</td>
</tr>
<tr>
<td>Child Fund</td>
<td>Dinantha Thambavita</td>
</tr>
<tr>
<td>Give2Lanka</td>
<td>Dulan de Silva</td>
</tr>
<tr>
<td>Lanka Social Ventures</td>
<td>Lalith Welamedage</td>
</tr>
<tr>
<td>Ministry of Primary Industries</td>
<td>Bandula Wickramarachchi</td>
</tr>
<tr>
<td>Integrated Development Association (IDEA)</td>
<td>Shyam Sundar</td>
</tr>
<tr>
<td>NPS</td>
<td>J. A. D. Roshan</td>
</tr>
<tr>
<td>Asian Development Bank</td>
<td>Thusidha Molligodi</td>
</tr>
</tbody>
</table>
MVO NEDERLAND

P.O. Box 19219
3501 DE Utrecht
Arthur van Schendelstraat 500
3511 MH Utrecht
The Netherlands

Contact persons:
Gerard Teuling
Sector manager Agri-food
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International CSR & Sector manager Textile
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m.vanyperen@mvonederland.nl